

White Paper

How Brands With Purpose Are Winning Friends and Business

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EXECUTIVE SUMMARY

At the 2019 Cannes Lions Festival of Creativity Nike's "Dream Crazy" campaign with Colin Kaepernick won the entertainment for sport Grand Prix Lion at Cannes.

Not only did the campaign win accolades, real purpose pays off, with Nike's sales jumping 31% off the back of the campaign.

Social responsibility was once actually a category at Cannes, but this year marked the first in which it wasn't. The theme is now so ubiquitous throughout all of the best creative work and award winners that it no longer needs its own category. The upshot: Social responsibility is good for employees, good for today's world and good for the bottom line.

WHAT IS PURPOSE-DRIVEN MARKETING?

"Purpose-driven marketing is about defining what a company does – beyond making money – and how it can make its customers' lives better." Jim Stengel, President & CEO of The Jim Stengel Company and former Global Head of Marketing at P&G

Grant Munro, VP Shutterstock custom, speaks to purpose as being important for a start-up environment because it aligns the ecosystem: hires, customers, investors and founders.

However, beyond the formation of an organisation and its marketplace, Munro says, purpose is important as a marketing tool. "By marketing your purpose you're able to effectively tell your story," he says.

As was evident at this year's Cannes Lions, purpose is here to stay and it's not just challenger brands or start-ups that are using the technique. Large brands have woken up to the same principles and it's become a clear market differentiator.

Proctor & Gamble's CMO Marc Pritchard was front and centre at the Cannes Lions and was adamant his organisation was reliant on demonstrating its willingness to help change the world for the better.

"Ten years ago, P&G went down a purpose path, but it was too disconnected from the business. What we've done recently, which is more effective in our view, is we've built what we call 'citizenship' into how we do business. We've been very deliberate about making sure whatever we do is both a force for good and a force for growth," Pritchard said.

WHY YOU BUY FROM ONE BRAND OVER ANOTHER

While it's not exclusively a trait just for them, it's well known Millennials are willing to spend more on socially responsible brands. They feel strong emotional connections to purpose-driven brands. Importantly, they would also buy a new product from a purpose-driven brand. And like everything they do, Millennials will share purpose-driven content with their social networks thus helping brands extend their reach organically.

Purpose is also very driven by trends and that can impact what products or services people buy. Again, this following of trends is more evident in the younger generations.

Not only will consumers reward brands they perceive as having a good purpose, they will also punish those they perceive as not doing anything or enough.

Unilever's top 40 brands are all themed around the sustainable living purpose. Brands such as Knorr, Dove and Lipton are all benefitting from Unilever's adherence to associating those brands with a purpose. And the stats are in. Those brands are growing 50 times faster than other brands in the company's portfolio and are delivering 60% of the company's overall growth.

THE GOLD STANDARD: NIKE

While Colin Kaepernick's 'Dream Crazy' campaign for Nike has won all of the accolades in 2019, it comes off the back of 30 years of brand positioning around 'Just do it'; Nike's motivation call to action across all levels and all sports.

Nike has rolled out campaign after campaign inspiring generations to participate in sport regardless of their ability.

Last year the company appointed its first ambassador with Cerebral Palsy, Justin Gallagos, who runs the half marathon in two hours and three minutes. Justin was given his contract on world Cerebral Palsy day (October 6) and the uplift in the brand was very real, with the story garnering global attention.

BEWARE WOKE WASHING

Speaking at the Cannes Lions Festival, Unilever CEO Alan Jope warned that "woke washing" – brands running purpose-driven campaigns but failing to take real action – threatens to "infect" the advertising industry. "It threatens to further destroy trust in our industry, when it's already in short supply," Jope said.

Consumers expect brands to be socially responsible, and yet trust in brands taking these purpose-led positions is down, according to Edelman's 2019 Trust Barometer.

While 81 per cent of consumers said they consider brand trust in their purchasing decisions, only 34 per cent actually trust the brands they buy from. Fifty-three per cent of consumers think brands aren't as committed to society as they claim.

Meanwhile, 41 per cent of consumers admit to distrusting brand messages and 73 per cent use ad blocking tools, up 10 points from last year's survey.

THE GILLETTE EFFECT

While Nike's Dream Crazy was a run-away success, Gillette's The Best Men Can Be, a play on its 30-year year tagline The Best A Man Can Get was seen as less of a hit.

While Nike enjoyed \$43 million in earned media exposure, a 1300 per cent increase in mentions on Twitter and 31 per cent increase in online sales, Gillette suffered a backlash for being too preachy and many argued missing the mark.

However, the statistics don't back up the notion. The campaign has been viewed more than 30 million times on YouTube, 65 per cent of viewers indicated the Gillette ad made them more likely or much more likely to purchase from the brand and only 8 per cent of viewers were turned off, reporting they were less/much less likely to purchase after watching the ad.

Speaking at Cannes Lions, P&G's CMO Marc Pritchard said the campaign had suffered from a vocal, but small minority that made it seem much worse than it actually was.



Importantly, he said he and his company had to stand up and continue the conversation and show the courage of their conviction.

PRINCIPLES OF PURPOSE DRIVEN MARKETING

People expect brands to whom they give their business to possess shared values.

1. Know thyself:

Not all brands are created equal: products, markets, brand maturity, demographics, organisational buy in. Inauthentic will get called out. Remember the Pepsi disaster with Kendall Jenner.

2. Skin in the game

Talk is cheap – what are you actually doing. Make sure your brand is actually doing something before you draft a press release about it. As can be seen with the Gillette and the Nike case studies, it's important to have a point of view. You need to take risks and draw a line in the sand. Importantly you should not resile your position at the first piece of criticism; stick to your guns.

Storytelling is hugely important to maximise the impact of your position.

SIR KENSINGTON'S A COMPANY WITH PURPOSE

Sir Kensington's is an American food company with headquarters in New York City, New York. It was founded by Mark Ramadan and Scott Norton in 2010. The company produces non-GMO project verified condiments including ketchup, mustard, mayonnaise, ranch dressing, and "Fabanaise", a vegan mayonnaise whose name is a portmanteau of the substitute ingredient aquafaba and mayonnaise which it mimics.

The product literally muscled its way into the crowded condiment market by knowing what it stood for.

Its purpose: To defend and dignify people and food through higher quality products and sustainable sourcing.

Its founders asked themselves: What makes our offering unique?

"When someone tastes our ketchup, it reminds them why they love food so much."

They also wrote an article set in 2026 about their success. In it they explained how they had seeded a \$1 Billion foundation to educate people around food.

The methodology paid off with the brand being acquired by Unilever US\$140 million.

JOHNSON & JOHNSON BABY SHAMPOO

Compared to the previous example of a startup, Johnson & Johnson was an incumbent brand needing to change. While a long-term number one baby care brand, it was starting to take hits specifically for its ingredients and use of dyes. The brand suffered a decline in sales of 20 per cent.

Its initial reaction was to defend itself and depend as it always had on scientific research. Unfortunately for Johnson & Johnson, it was dealing with an emotional problem, not a logical one.

"It's the age-old lesson in marketing that if perception is reality you have to lean in and face that reality," Johnson & Johnson's CMO Alison Lewis said.

It decided to abandon its scientific approach and listen to its customers instead.

It conducted 26,000 interviews with customers and found it had an authenticity problem. While its customers were now predominantly millennials, the company was not aligning with that generation's values of transparency and authenticity.

Namely, it didn't list its ingredients on the package and the dyes were perceived as negative despite science suggesting they were safe. Customers were switching to smaller brands with all-natural ingredients.

Johnson & Johnson had strayed too far from its 125-year heritage of gentle.

So the product relaunched and used all-natural ingredients. Importantly, they also used real customers to tell their story of the brand. They once again became authentic.

CASE STUDY: HOW REVLON HELPED DROUGHT AFFECTED FARMERS AND WON

A great example of how purpose can work for an established brand in Australia is illustrated through the work Revlon did to assist drought-stricken farmers thanks to the creative work from Channel T.

The creative idea #BoldMatters celebrates bold women of rural Australia who were experiencing one of the worst droughts in our nation's history.

"When I first saw the campaign results, I did a double take, they were that good. Sales increased 30 per cent in the top two participating retail customers, equity measures jumping: a 15 point increase (61 per cent vs 46 per cent) on 'feel good about Revlon'; a 50 point increase (84 per cent vs 34 per cent) on 'different to other makeup brands'.

And importantly raising over \$150,000 donated to Drought Angels. To tick all three boxes, sales, equity and social good, really put a smile on our collective faces. We set-out to launch a new product and ended up transforming Revlon brand performance. That's the power of great creative backed by a powerful insight," said Paul Rhodes, Channel T's managing director.

A number of things came together to create this success, not least of which was the team at Revlon who had a passion for delivering work that was a little different to what you might expect from a global beauty brand. The Revlon team contributed enormously throughout and led the way in contributing to our powerful insight.

BE TRUE TO BRAND POSITIONING

Sometimes brands will take a huge departure from where they have been in an effort to become more relevant (the recent Gillette campaign comes to mind). It's a roll of the dice in that brand is distancing itself from what consumers know and love about the brand not to mention the years of investment leading up to that point in the pursuit of relevance into the future.

Channel T's work with Revlon was very much about creating a campaign that was not only purposeful but leveraged core positioning. And from a practical standpoint, anyone who has worked client side on global brands will know well, it's never easy convincing a global team that a local idea has legs and is worth investing in. A local idea that builds on established equity is obviously an easier win. That, combined with an unstoppable conviction in the idea from the local team, which in this case was rewarded in spades.

Revlon's global positioning Live Boldly celebrates Bold Women of all walks of life, connected to the rational benefits of the brand, such as the bold colours that



Revlon is known for. So the task here was arriving at a more relevant local insight that could powerfully leverage this existing positioning and equity.

WHAT'S REVLON GOT TO DO WITH THE DROUGHT?

Fair question, a beauty brand and a barren landscape?

It's really all about looking more deeply for the insight. We've all been guilty of looking to the most obvious place to find our insights, often sourced from how the consumer interacts with the brand or category. For example, the fruit juice brand that might connect their brand to the 'insight' of consumer concerns over sugar, or in the case of Revlon a new matte lipstick with the 'insight' that some Matte lipsticks tend to 'crack'.

Such insights themselves are more surface level observations and can be generic to the category, rather than providing the basis for emotional leverage, leaving it difficult to create distinctiveness for a brand.

Thinking beyond the brand or category can yield powerful insights. Connecting the right cultural or societal insight, in a way that is true to brand positioning, is one of the most powerful ways to create impact for a brand.

How was this thinking applied to the challenge at hand? From a cultural perspective gender equality is on the rise, yet the farming community still has a strong 'male' voice, and we rarely hear the voices of women. And from a societal perspective we, as Australians, identify with farmers who not only supply our fresh food but emotionally represent the wide-open spaces that are uniquely us. As such the drought and its effect on farmers impacts us both rationally and emotionally and we really want to get involved and help.

The #BoldMatters campaign celebrates the bold women of rural Australia, which is highly relevant and motivating to Revlon's audience. Moreover, the idea of #BoldMatters has longevity, because the creative idea can evolve with the times and live beyond the drought, connecting to other local and highly relevant 'matters that matter'.

RELEVANCE AND AUTHENTICITY

Trying to connect a brand and sales objective to a cause can be fraught with danger. Without relevance and authenticity, consumers will see through the intent and at best, reject it, or at worst send the brand into crisis management if the brand is seen to be trying to 'benefit' from a cause.

Revlon gained permission to associate with the drought on three levels. Firstly, through connecting with the global brand positioning of 'Living Boldly' told through the stories of bold farming women. Secondly, through a partnership with Edwina Robertson, its photographer and spokesperson. And thirdly, through a relevant and easy way for customers to help support Revlon's chosen charity.

Edwina, a rural wedding photographer, had already been compelled to capture the heartfelt stories of families suffering in the drought. She came to notoriety when she broke down emotionally on national television in front of then Prime Minister Malcolm Turnbull, whilst telling stories of the trauma she'd seen. Edwina became the connection point for the brand to the drought and our bold farming women, as photographer, interviewer and PR spokesperson.

Drought Angels, Revlon's chosen charity, delivered further authenticity for the brand, set up by two women who put their heart and soul into supporting farming communities.

With Revlon donating \$2 for every lipstick sold, providing a compelling reason for our audience to back the cause.

USE OF BRANDING IN A CAMPAIGN WITH SOCIAL PURPOSE

Channel T's Paul Rhodes says: "It's often a classic tussle between marketers and agencies on the use of branding. Marketers often wanting more and agencies less. Not sure why, the 'data is in' from those 'expert' in analysing creative and the prevailing wisdom being that it doesn't really matter how often you show the brand, but how well the brand is integrated into the narrative. Glad to say we didn't have that tussle, the client aligning to our recommendations, which revolved around understanding how and when to apply branding across the consumer journey."

And, the 'how and when of branding's was even more of a challenge for this campaign, which embodied a strong social purpose. Too much branding too early and you potentially ruin the integrity of the idea, the engagement levels, as well as eliminating the opportunity for PR leverage.

For Revlon, understanding the role and presence of the brand at different points of the consumer journey was critical, with a clear path on how the brand was involved from emotive awareness driving activity through to key retailer activity.

Allowing the stories of our women to unfold through longer films and PR/influencer activity, with subtle nods to the brand and promotion. And as our audience got closer to the point of purchase, through shorter form content, social assets, OOH and POS, focusing in on stronger branding and the \$2 donation message.

THE IMPORTANCE OF CREATIVE CRAFT

Another trap brands fall into is dropping their production standards or forgetting the role of storytelling, when it comes to CSR or charitable campaigns, rather than something that can deliver to the overall brand narrative.

For Revlon, as a beauty brand, it was critical that it offset the devastating impact of the drought, with beauty and empathy. It delivered this through a clear story arc, balancing the harsh reality with a sense of strength and hope. The films were crafted through beautiful camera angles, interesting cutaways, together with a rich colour grade and sound mix.

THE IMPORTANT ROLE OF PR

The test of a great idea is often the 'talkability' it generates. It's generally a sign the brand hasn't gone down a well-worn path, but instead thought of something fresh and disruptive. The public relations campaign delivered a PR value of \$2.1m, a total reach of over 3.9 million and 42 editorial mentions. The engagement of key influencers and media partners played an important role in driving authenticity and campaign amplification.

Revlon's PR approach connected the campaign with influencers through an event featuring Edwina Robertson's photography. Broadcast reach was achieved through an exclusive partnership with Network 7 with features on Sunrise, the evening news and Network 7's digital platforms.

Yes, with a powerful insight, creative craft and a client with a passion for authentic work, you can have it all.

A STEP-BY-STEP GUIDE TO USING PURPOSE IN YOUR MARKETING

Align your marketing strategy with your company values

To do this, first you have to be clear on what your company values actually are. Are they steeped in tradition or tailored for the modern landscape? Most likely, values will be tied around the customer.

Think about the 'why'

This isn't just your company's 'why', it's also the customer's 'why'. Companies have the platform to stand up for what they believe in, but such action is best executed when it also represents the views of the customer base.

Stand your ground

While taking risks is part and parcel of purpose-driven marketing, it is important to take calculated risks. Know what you're getting into and don't back down. This means taking the time to research how your stance (or potential stance) would be received amongst your customers.

Consistency is key

You don't want your purpose marketing to be a one-off or give the appearance of being a spur of the moment ploy. As well as aligning with your company values, it is also important to be able to back this up with actions.

Be visible

Alongside marketing campaigns, it is important to be seen advocating for customers in the community. It is now widely believed brands have more power to create change than governments, so make sure you are doing your part.

Stay grounded

And while brands can create change and provide a platform for discussion, brands are not a solution. Humility in the strategy is a must. Arrogant presentation will undo all the good work behind the campaign.

Prepare for the backlash

If you're taking a stand on a potentially decisive issue, it's safe to assume there will be some backlash. This might come from within the organisation, as well as externally. Be sure that you can still operate even while controversy swirls.

Stay ahead of the curve

Want to know what makes a values-based marketing campaign seem weaker? If it's already been done before. If Adidas were to launch such a campaign on the back of Nike's Colin Kaepernick success, it would seem half-hearted, even desperate. If you're going to make a stand, you want to get in there first.

Have a plan if things go wrong

If things do go amiss, it is important to make sure you have a plan. Hope for the best but plan for the worst.

ABOUT SHUTTERSTOCK CUSTOM

Shutterstock Custom was founded to address the challenge brands are experiencing with the proliferation of digital and social media, to compete for attention and feed the unrelenting demand for content across mobile and web applications. As brands look to scale and manage visual content creation, Shutterstock Custom offers an efficient and innovative platform to achieve this. The technology streamlines the creative process by ingesting a company's visual identity and transforming it into a creative brief that is shared with a global network of creative talent who then fulfill the brief by shooting custom imagery including photos, videos, GIFs, cinemagraphs and 360°s. The contributor matching algorithm pairs the customer need with contributors who are best equipped to capture the content requested. Shutterstock Custom account managers take care of the project management, making the process easy and seamless for customers.