

PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in May 2022



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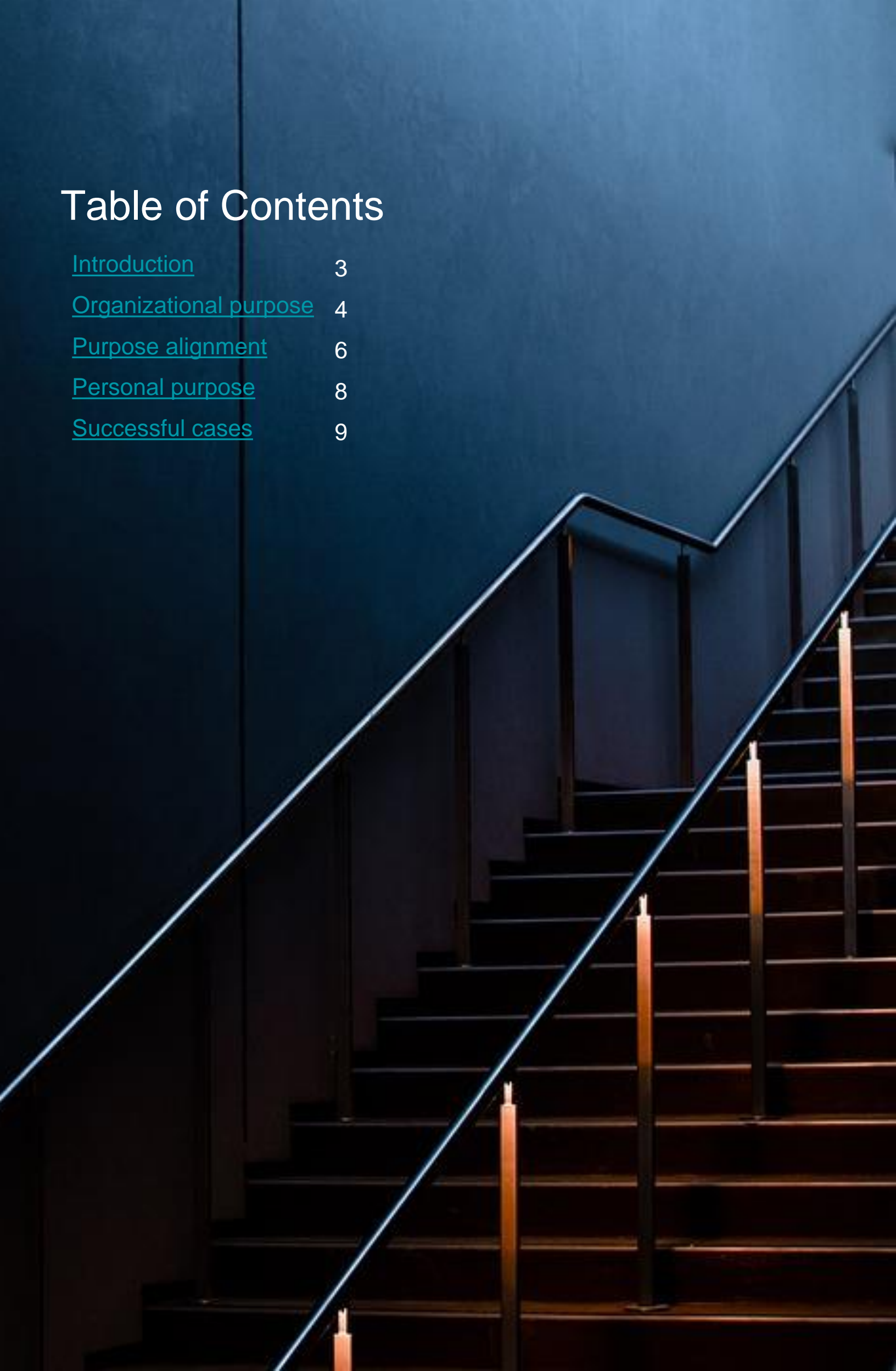


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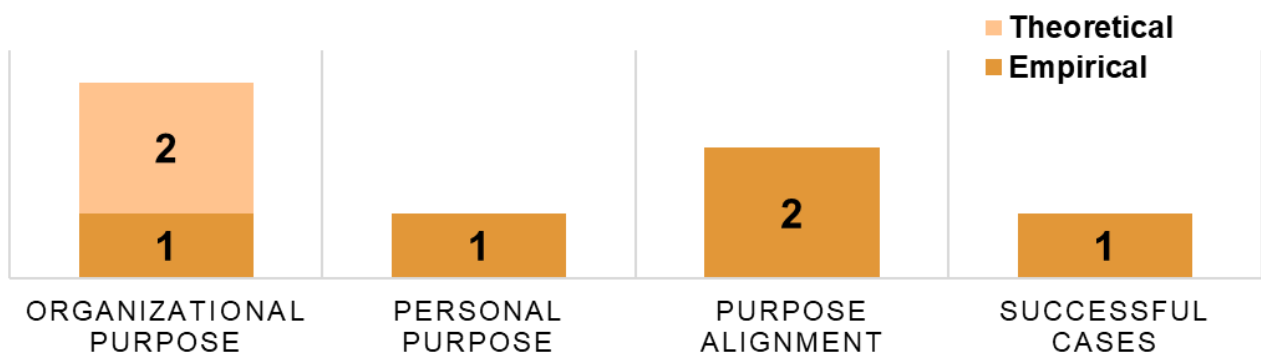
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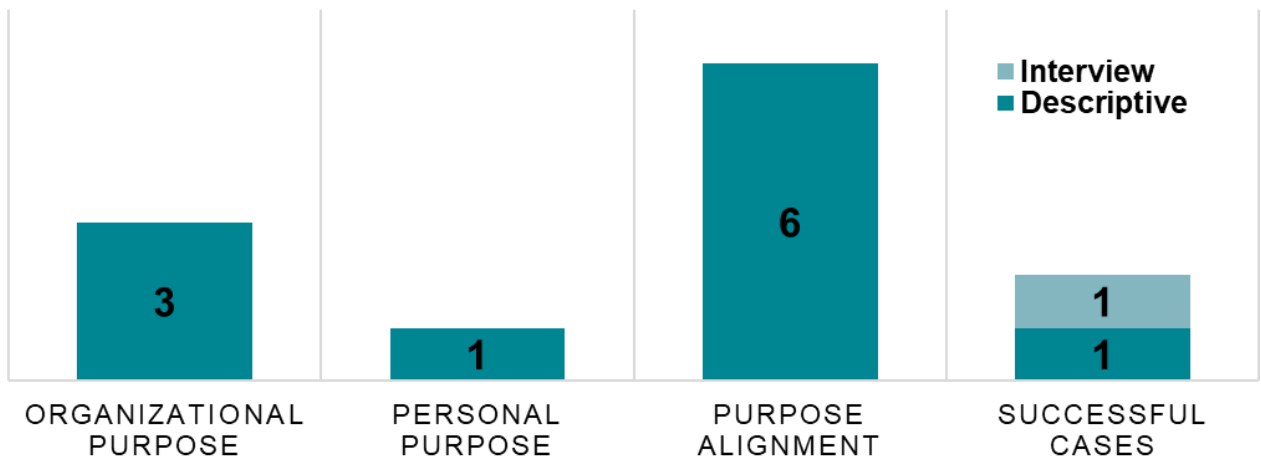
INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in May 2022. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles. We selected relevant publications about organizational purpose, purpose alignment, and personal purpose. Also, we include some successful cases that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.

ACADEMIC PUBLICATIONS - MAY 2022



ARTICLES - MAY 2022



Some articles highlight that purpose is critical in how companies brand, position, align and retain customers and employees. Today, consumers and employees pick communities based on aligning with their personal values. Additionally, academic publications and articles explain the benefits of helping employees find meaning and purpose in their work and align personal values with organizational values.

Some academic publications define purpose as the reason something is created and what it aspires to become. Some articles say that a purpose-driven brand is about adding value to others. Both academic publications and articles mention that making money and positively impacting the world are not mutually exclusive; a focus on people and purpose need not detract from profit but ultimately help generate it.

Finally, this report presents three successful cases of organizations that have implemented corporate purposes: EA, Genpact, and Natura.

ORGANIZATIONAL PURPOSE

Academic publications (3)

Analysing the impact of organisation's dual mission on the development of social projects and innovation

Journal of Organizational Change Management, JCR Q3 [see online](#)

Abstract: Purpose: How does organisational mission affect the development of social entrepreneurship and social innovation? Based on the theoretical perspective of social innovation, the aim of this paper is to empirically analyse the impact of the organisation's dual mission (social and economic) on social entrepreneurship and social innovation, as well as to discover the effect of the latter on the performance of organisations. Design/methodology/approach: Using data from 213 social economy firms, the authors conduct an empirical test of hypotheses using structural equation modelling. Findings: The empirical study shows that an organisation's dual mission (social and economic) has a positive effect on social entrepreneurship. However, the results suggest that the creation of social innovations is based more on social dimensions than on the economic interest of companies. The results also confirm that companies willing to embark on social projects can develop new products or services that address social needs. Originality/value: The findings not only supply empirical evidence that helps clarify the effects of economic and social missions on organisational performance but they also offer guidance to companies on the role of social innovation in strengthening organisations.

Marketing Scholarship and the Sustainable Development Goals: Thoughts on Moving Forward

Australasian Marketing Journal, JCR Q3, [see online](#)

Abstract: This article is a commentary on how marketing scholarship can be more relevant as it tackles the human development challenges presented by the Sustainable Development Goals (SDGs). The commentary argues that as businesses are transforming themselves into purpose-driven organizations, marketing needs to be a part of that transformation. SDG 1 No Poverty and SDG 12 Sustainable Consumption and Production are discussed within the article. The commentary also tackles the institutional barriers that work against path-breaking SDG marketing scholarship: normative promotion and publication expectations along with the practitioner-academic research divide. Without realigning the incentives that reward original, boundary-spanning SDG marketing scholarship, the marketing discipline will be stuck in a cycle of rewarding one behavior while hoping for another.

Repairing Corporate Purpose: An Inquiry into Whether Shareholder Primacy Can Be Replaced by Sustainable Outcomes and ESG Norms in Guiding Director Duties

SSRN, [see online](#)

Abstract: This paper deals with the duties owed by directors under UK company law, and explores its principal philosophy, namely, shareholder primacy. It offers a critical analysis of the shareholder primacy theory, both from a legal and an economic perspective, and discusses the shortcomings of its underlying assumptions which are rooted in corporate ownership and a judicial practice of treating the company's interests as synonymous with the shareholders' interest. By reviewing the historical origins of the theory's legal premise and debunking several assumptions tied to its economic reasoning, this paper identifies corporate ownership to be deeply flawed and inconsistent with other tenets of corporate law, such as separate legal personality. This paper proceeds to argue that the contestable theory of shareholder primacy is given disproportionate influence in guiding directors' decision-making process under the law; and contends that stakeholder governance must be the rightful substitute. This paper makes the case for director duties to be instead guided by an interdependent-coordination between corporate purpose, sustainability, and profits, which will help realize the promise of stakeholder governance. This paper concludes that such an interconnected approach of stakeholder governance is hard to establish in the present wording and interpretation of Section 172 of the UK Companies Act of 2006 without the help of statutory intervention, as shareholder primacy and other assumptions are deeply embedded in corporate law today. Therefore, it proposes for three specific legal reforms to be made into the reading of Section 172; which, if effected, will aid board of directors to manage the affairs of companies of the future in a purposeful, sustainable and profitable manner.

Articles (3)

A Moment Of Truth For Corporate “Purpose”: Ukraine Is Re-Shaping What It Means To Take A Stand

David Armano, Forbes, [see online](#).

It argues that purpose-based branding is less about what organizations say and more about what organizations do. It sustains that people will notice if an organization directly ties a purpose to its product, practice, or service. Further, it explains how crisis and war impact corporate purpose.

Approach Your Personal Brand Like a Project Manager

Dorie Clark and Antonio Nieto-Rodriguez, Harvard Business Review, [see online](#).

It sustains that when organizations manage the cultivation of a personal brand as a project with a compelling purpose, their chances of success in achieving a reputation will be higher. It proposes that an easy method of finding the purpose of a personal brand project is to ask the why of the project.

Purpose & ESG Are Not Interchangeable; You Need Both

Charla Vall, Sustainable Brands, [see online](#).

It sustains that consumers, employees, investors, and other stakeholders increasingly expect companies to adopt both a corporate Purpose and ESG (environmental, social, and governance) or sustainability practices. Further, it explains the relationship between corporate purpose and the ESG.

“*Purpose, as a company’s guiding North Star, should always come first when making strategic business decisions- including which ESG commitments to emphasize.*”

Academic publications (2)

The Conjoint Effect of Workplace Spirituality and Emotional Labour on Service Providers' Wellbeing: A Moderated Mediation Model

Journal of Human Values, JCR Q3, [see online](#)

Abstract: Is emotional labour a burden or a boon to service providers who have greater workplace spirituality (WS)? We test a moderated mediation model in which emotional exhaustion mediates the conjoint effect of WS and emotional labour on job satisfaction. Linking conservation of resources (COR) theory with the mechanism of 'value congruence' in person–environment fit theory, we theorize that spiritual values are a key factor in generating necessary resource gains for deep acting (DA) due to the value fit of these two motivational vectors. As a boundary condition for use of the benefits of DA, WS can bridge the gap between theoretical assumptions concerning the benefits of DA and the lack of empirical evidence that DA mitigates emotional exhaustion. Concurrently, we challenge the perception of WS as universally beneficial to employees' wellbeing by proposing that WS amplifies the detrimental effects of surface acting because the externalized and inauthentic nature of this type of emotional regulation transgresses basic spiritual values. Our hypotheses find support in a study of 196 Israeli service providers at inbound call centres. © 2022 SAGE Publications.

The impact of spiritual leadership on workplace spirituality in the light the COVID-19 pandemic in the governmental health sector

Leadership and Organization Development Journal, JCR Q2, [see online](#)

Abstract: Purpose: The purpose of this paper is to examine how the spiritual leadership (SL) of the leader is perceived by workers in the public health sector in the Assiut region of Egypt. In other words, this study investigates the work-related workplace spirituality (WPS) of public health workers in this context. Design/methodology/approach: An online survey was conducted among a sample of 333 employees working in the public health sector in Assiut. Findings: The empirical results indicate that the SL of the leader (especially altruism and vision), as evaluated by employees, positively influence work-related WPS. The results confirm that strengthening SL is a promising pathway to improve WPS, which may ultimately have some benefits, such as helping to improve individual and institutional performance in the public health sector. Originality/value: The authors hope that the theoretical insights gained through the findings of this study will encourage researchers to explore how and when to enhance SL and WPS for employees.



Articles (6)

4 Ways To Spur Your Organizational Purpose Into Action

Ignacio Vaccaro and Ravi Bhusate, Chief Executive, [see online](#)

It sustains that nowadays, consumers and employees engage with a company's purpose and values, so leaders try to appeal to consumers with a compelling purpose. It proposes four steps to put the organization's purpose into action.

5M's To Build Your Leadership Brand

Dr. Richard Osibanjo, Forbes, [see online](#)

It sustains that a purpose-driven brand pursues adding value for others, not just self success to itself. It shares recommendations to help organizations build and align their purpose-driven brand, motivate employees, and potential the power of your organization.

Developing The Worker-Attuned Organization

Quentin McDowell, Forbes, [see online](#)

It argues that defining a sense of purpose as an organization and communicating it is key to attracting and retaining passionate workers. The above, since many workers seek purpose and values-driven jobs and the ability to make a difference.

Every Strong Team Starts With Purpose And Belonging

Ron Carucci, Forbes [see online](#)

It argues that when organizations provide purpose and community, not just money and perks, this help to foster a strong, unified team where each individual is motivated to give their best effort. It sightlines that each employee has a particular way in which they will connect to the organization's purpose.

“

When you give people the opportunity to reflect on their work and find purpose in the things they do every day, great things happen for them and the rest of your team

”

Founders: Purpose-Led Businesses Will Drive Bottom Line

Marcel Bens, Forbes, [see online](#)

It sustains that nowadays, investors and founders recognize that making money and positively impacting the world are not mutually exclusive. A focus on people and purpose ultimately helps generate profits. The above, since today consumers pick communities based on their purpose.

Why Consumer Habits Should Help Determine Your Business Purpose

Ildeme Mahinay Koch, Forbes, [see online](#)

It sustains that the new generations of consumers are increasingly critical of companies, demanding clarity and commitment to taking responsibility. It proposes that companies should transmit trust through integrated, ethical, and sustainable business models that can adapt to market demands and grow quickly.

Academic publications (1)

Exploring Pathways to Purpose in Scouts

Journal of Adolescent Research, JCR Q2, [see online](#)

Abstract: Youth purpose was investigated using a two-phase embedded design with youth participating in Scouts BSA (N = 3,943), ages 9–20 (M = 14.0, SD = 1.9). Participating Scouts were mostly White (91%) and male (98%). In Phase 1, we conducted a two-step cluster analysis on Scouts' survey responses to three purpose dimensions (personal meaning, goal-directedness, beyond-the-self orientation). Four clusters emerged: Purposeful, Explorers, Dreamers, Nonpurposeful. In Phase 2, we explored qualities of purpose within each cluster and programmatic features and relationships within the scouting context fostering youth purpose with a Scout subsample (N = 30) who completed semi-structured interviews. Results demonstrated that adults supporting scouting, inspiration from older peers, and opportunities to help others and explore new activities supported youth purpose.

“

A satisfying or good life is shaped through purposeful pursuits and meaningful activities that add value to life and benefit others.

”

Articles (1)

Happiness at Half Moon Bay

Nate Barksdale, John Templeton Foundation, [see online](#)

It proposes approaches and methods for building more meaningful lives. It argues that a meaningful life is not the result of doing a lot, being successful, achieving, and enjoying it for the rest of life. It sustains that helping others is key to own happiness.



SUCCESSFUL CASES

Academic publications (1)

Mission alignment in the hybrid organization: the role of indirect support activities and an activity ecosystem

Social Enterprise Journal, Q2, [see online](#)

“Improving the quality of the environment in which we live, one project at a time.”

EA company has six rules to guide top management’s actions: 1) Foster a climate of psychological safety; 2) Fetter decisions happen through collaboration, 3) Expand on what is working, 4) All company-funded activities must be mission-aligned, 5) Do not offend the client or the employee, 6) Listen to employees.



Articles (2)

Genpact’s CEO Tiger Tyagarajan: Leading A Relentless Pursuit Of Purpose

Forbes, [see online](#)

“The relentless pursuit of a world that works better for people.”

Genpact is a company that believes in culture and want to add value to clients and long-term career for its employees. It sustains that to have a healthy culture, it is crucial to create an environment where people are curious, constantly learn, and create the opportunity for people to discover new things.



How The World’s Largest B Corp Natura (Owner Of Body Shop, Avon And Aesop) Uses Purpose To Drive Performance And WellBeing

Forbes, [see online](#)

“To nurture beauty and relationships for a better way of living and doing business.”

Natura innovates to promote positive economic, social, and environmental impact. It thinks that their actions have an impact and that the company should be responsible for them. The company measures the Human Development Index to help women prosper and impact their communities and families.



