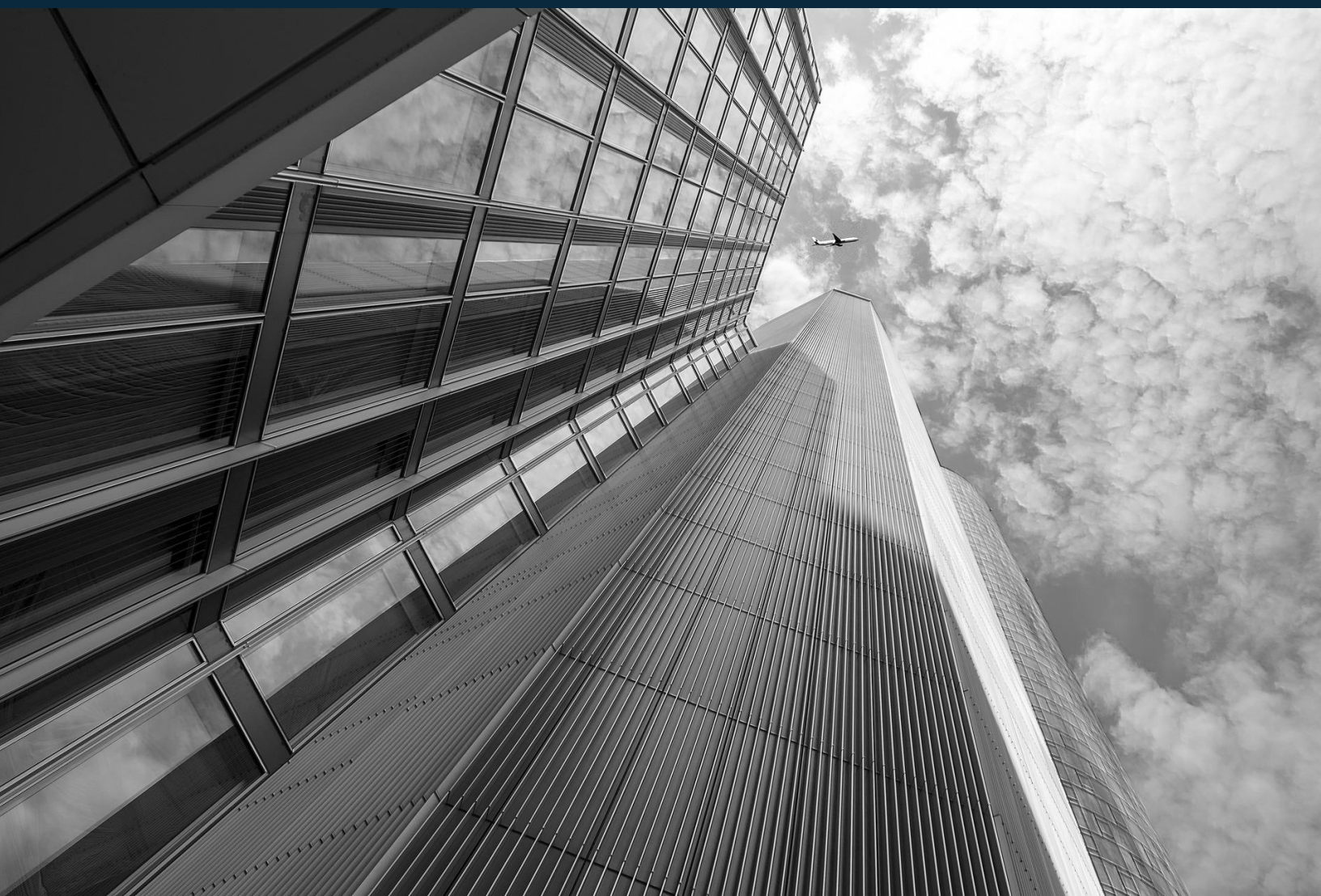


PURPOSE TRENDS REPORT

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



October 2022

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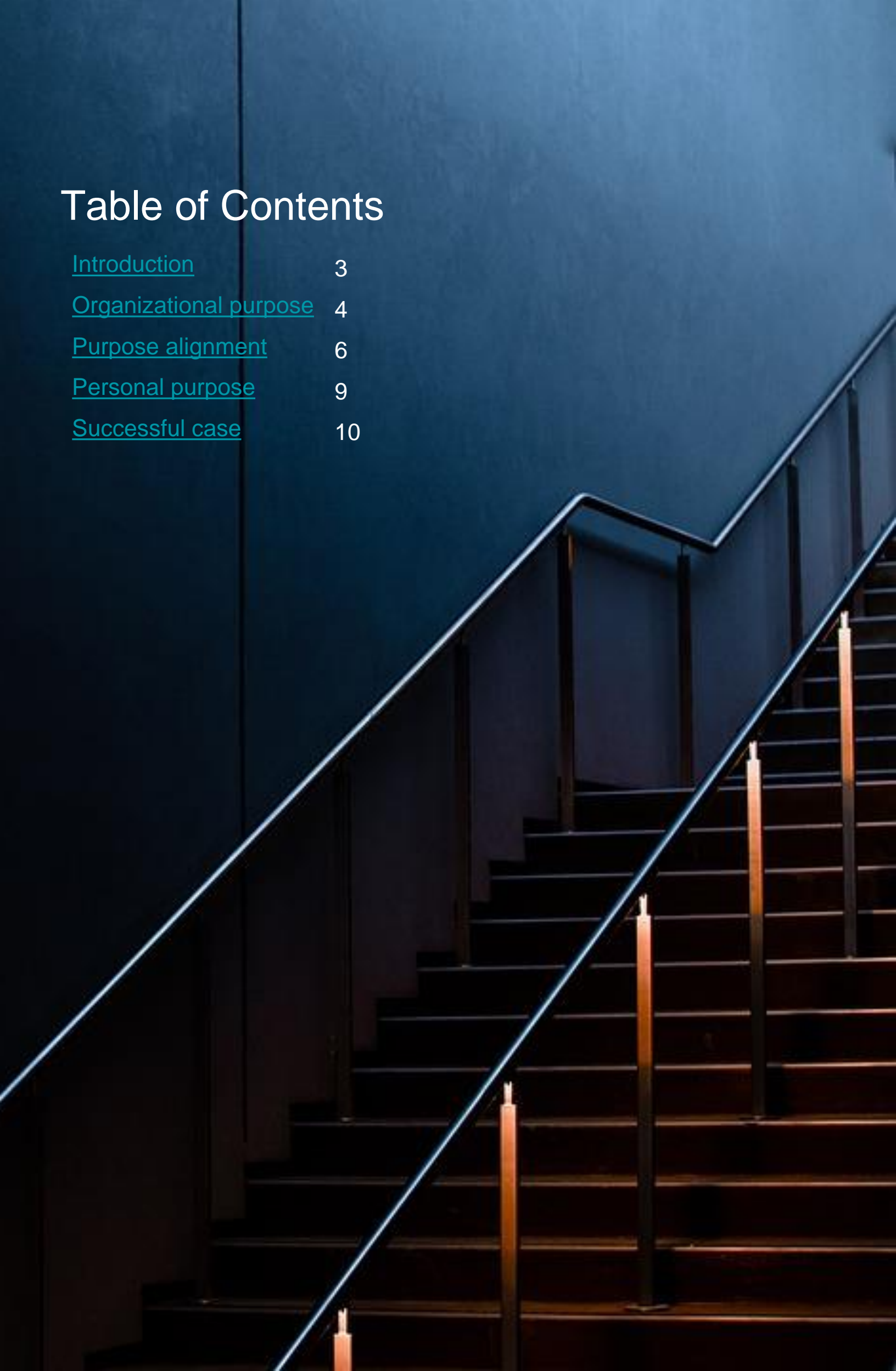
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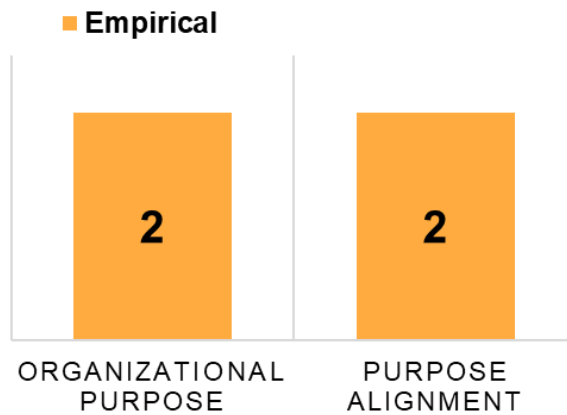
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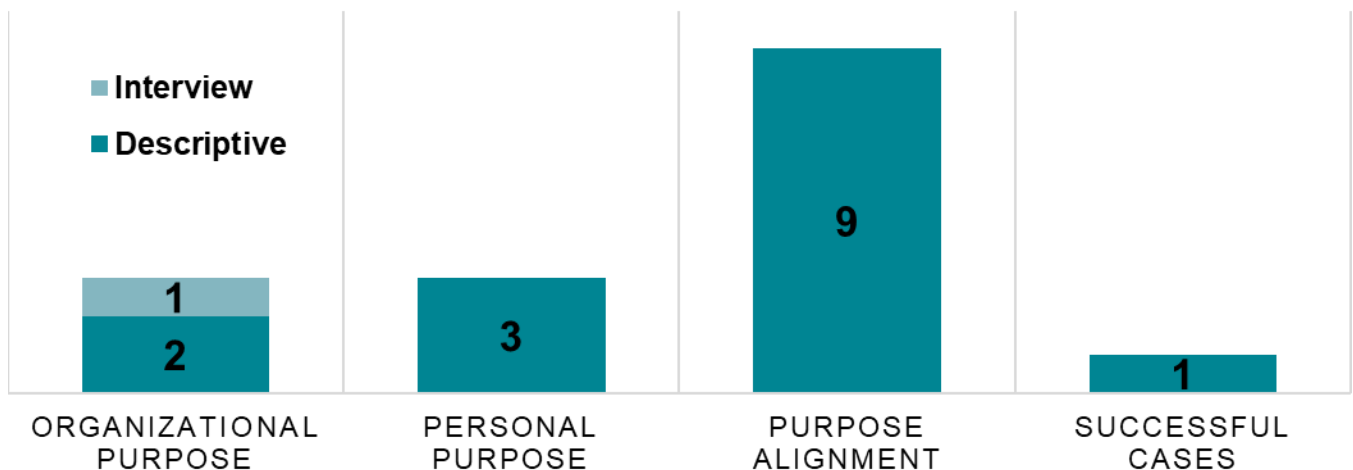
INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in October 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 - OCTOBER 2022



ARTICLES - OCTOBER 2022



Some articles define purpose as the reason a brand exists; a goal and the difference the organization wants to make in contributing to the community, society, and planet. Some articles highlight that the purpose is a service statement that should be understood at every level of the firm and articulated in how the business operates. It should be ingrained in a company's DNA and integral to the corporate strategy. Some academic publications sustain that to inspire employees to see the meaning and a sense of purpose in their work, managers can develop compelling vision and mission statements and then communicate them to their agents.

Some articles present the contributions of purpose, such as helping attract talent, enhancing the company's image among stakeholders, keeping customers happy and engaged, guides decisions about strategic plans, goals, and priorities. Additionally, some articles sustain that connecting with employees and customers in a personal, impactful way produces vibrant cultures and collaborative organizations built on a firm foundation of understanding and trust. Some academic publications sustain that when an employee's identity is aligned with the organization's identity, it improves their self-esteem and sense of belonging, and they are more willing to retain this identity and contribute more to the organization through active behavior.

Finally, this report presents the case of Crate&Barrel, an organization that has implemented corporate purpose.

Academic publications (2)

Flexible Use of Referents in the Construction of Organizational Identity: A Longitudinal Case Study

Journal of Management Inquiry, JCR Q2 [see online](#)

Abstract: Rapid growth, acquisitions, and diversification are examples of major changes that often result in the need to redefine the distinctive characteristics of the organization in question thereafter. However, a sudden identity presentation that significantly differs from the past lacks credibility among both the organizational members and the organization's external constituents. We contribute to previous research by showing the previously neglected potential that lies in the flexible selection, valuation, and spatio-temporal positioning of referents, and how this enables the construction of an identity that is simultaneously sufficiently congruent with the organization's present activities and continuous with its previous identity. Moreover, we also reveal how this use of referents changes across the phases of organizational evolution. Empirically, our findings are grounded on an intensive case study of an organization over a 20-year time frame that evolved from a minor spin-off to a prominent and eventually to a major diversified company.

The impact of entrepreneurial firm social purpose on bank loan officer decisions: a study of loan covenant violations

Journal of Small Business and Enterprise Development, JCR Q2 [see online](#)

Abstract: Purpose: Loan officer decisions are of particular importance to entrepreneurial firms which rely heavily on debt financing as a primary source of capital. The authors investigate whether social purpose in these firms impact loan officer response to the violation of a debt covenant and whether there is a differential response in decision making between loan officers that work at local banks and those that work at national banks. Design/methodology/approach: In total 332 loan officers from cities in the South and Midwest United States participated in a quasi-experiment comparing entrepreneurial firms that violated their debt covenants. The loan officers were asked to evaluate loan materials and decide whether they would enforce loan covenant provisions of renegotiated interest rate and by what magnitude. In the treatment group, the loan officer evaluated loan materials of an entrepreneurial firm that included information related to the firms social purpose within their community. In the control group, the evaluation materials did not include this information. Findings: Consistent with social capital theory, the results suggest that loan officers view community involvement as beneficial to entrepreneurial firm value. Loan officers were less likely to increase interest rates among firms that demonstrated social purpose. Loan officers that decided to increase interest rates punished socially purposeful firms less severely than non-socially purposeful firms. Additionally, loan officers at community banks were less likely to increase interest rates than those at national banks. Originality/value: While the prior literature examines loan covenant violations, the authors focus on the impact of loan officer decision making in entrepreneurial firms specifically around covenant enforcement. Loan officer decisions have important implications for debt financing but are typically not observable to researchers. Prior work examining the relationship between social purpose and debt financing focuses on large public firms. This study recognizes that social purpose in entrepreneurial firms is less formalized and explicit and thus should be studied separately from large firms.

Articles (3)

Loving Your Leftovers: Unilever's Christina Bauer-Plank On The Purpose Of The Hellmann's Brand

Robert G. Eccles, Forbes [see online](#)

It proposes that purpose is the reason a brand exists, and it guides everything a brand does. Additionally, it is the role the brand plays in the lives of its consumers and the world. It sustains that the most influential brands with purpose have integrated their role in people's lives with the positive impact they can have in the world. Further, it highlights that brands should stay true to their product truth and category benefits.

Purpose-Driven Leadership: A Refreshing Mix Of Profit And Purpose

Sandeep Jain, Forbes [see online](#)

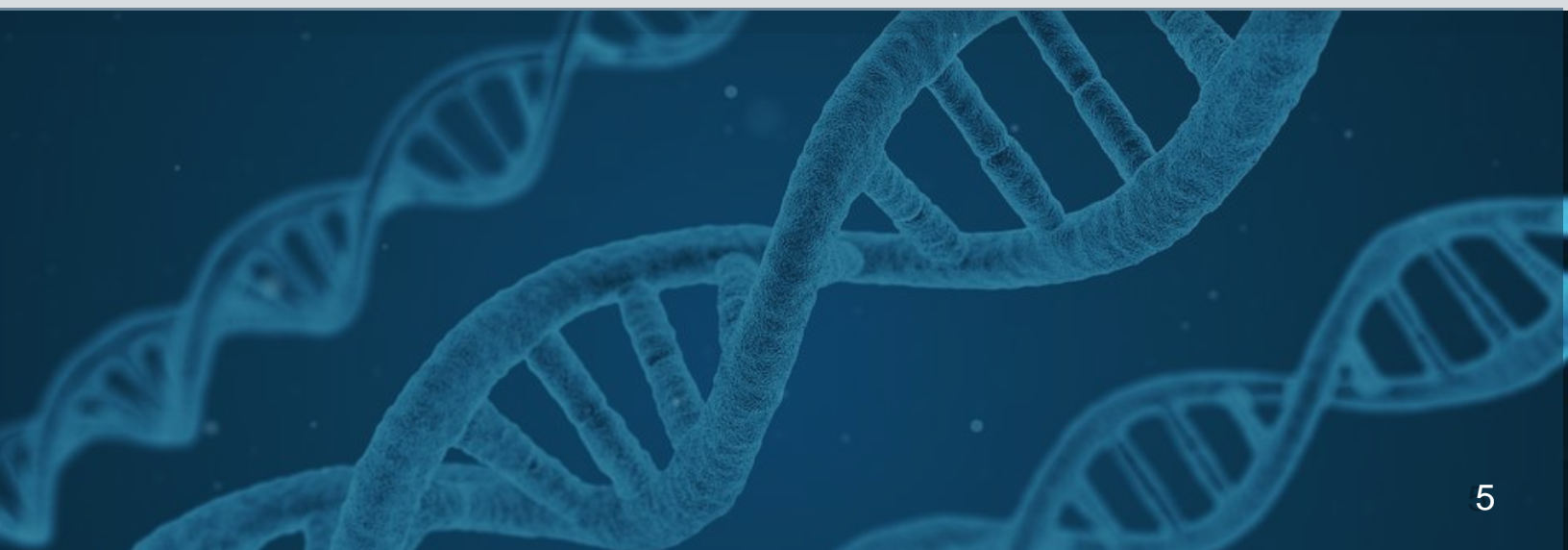
It sustains that the positive correlation between profits and purpose is a value maximization strategy. It defines purpose as the reason for which something exists. It is the difference the organization wants to make through its products, services, or processes and the contribution to the community, society, and planet.

Why Purpose Should Be More Than Just A Buzzword

Lisa Miller, Forbes [see online](#)

It sustains that purpose has different contributions: helping attract talent, enhancing the company's image among key stakeholders, and keeping customers happy and engaged. Further, it proposes that having purpose is what a company and its employees must live up to every day (it should move beyond words and into action). The purpose should be integral to the corporate strategy. It should be in what a company communicates, and it should be in the roots of what the organization is made of to become ingrained in a company's DNA.

“ Having purpose is about much more than creative branding or incorporating nice messaging on your website. Purpose is what a company and its employees must live up to each and every day. ”



Academic publications (2)

Effect of workplace ostracism on employee initiative behaviour: a chained double mediation model

Journal of Managerial Psychology, JCR Q2, [see online](#)

Abstract: Purpose: This study aims to test a holistic model that investigates the direct influence of workplace ostracism on employee initiative behaviour, along with the mediating role of organisational identity and work well-being. Design/methodology/approach: A series of questionnaire surveys were conducted to collect data in three time lags and multiple sources; 261 supervisor–subordinate matched samples were finally obtained. The hypothesized relationships were tested using structural equation modelling and the ProClin program. Findings: The results suggest that workplace ostracism is negatively related to employee initiative behaviour, and organisational identity and work well-being play mediating roles. The analysis further confirms that organisational identity and work well-being play a chained double mediating role between workplace ostracism and employee initiative behaviour. Originality/value: This study demonstrates the influence of negative work situation on employee initiative behaviour, specifically the role of workplace ostracism, and expands the theoretical foundation of the relationship. It further provides inspiration and serves as a reference for local Chinese management practices

Benefits of workplace spirituality on real estate agents' work outcomes: the mediating role of person-job fit

Management Research Review, JCR Q3, [see online](#)

Abstract: Purpose: This study aims to apply the person-environment fit theory to examine the effect of workplace spirituality on real estate agents' person-job (P-J) fit. Moreover, P-J was proposed as a mediator to explain the effect of workplace spirituality on customer-oriented organizational citizenship behavior (CO-OCB) and job performance that real estate agents demonstrate. Design/methodology/approach: A sample of 398 agents was obtained from 60 brokerage firms in Bangkok, Thailand. The data were collected through an online questionnaire survey. Data analysis was performed using partial least squares structural equation modeling. Findings: The analysis supported the positive association between workplace spirituality and P-J fit. In addition, the mediating effect analysis showed that P-J fit mediated the association between workplace spirituality and CO-OCB in part, but mediated the association between workplace spirituality and job performance fully. Originality/value: The findings overall clarify the theoretical mechanism by which workplace spirituality motivates real estate agents to demonstrate positive work behavior and enhanced performance.

3 Ways To Add Purpose To Your Brand

Sophie Bowman, Forbes [see online](#)

It sustains that it's crucial to give organizations a purpose that embraces their target audience's souls to create a business that maintains its market dominance. Further, it proposes three ways to add meaning to the brand. It highlights the importance of defining purpose (What cause are organizations passionate about) and incorporating it into its mission.

4 Guiding Principles For Leaders Who Want To Solve Real Problems For Real People

Chris Kay, Forbes [see online](#)

It sustains that leaders that living with a purpose can inspire a team to fulfill better the purpose of solving everyday problems and improving lives. Further, it presents four fundamental principles for leaders seeking to effectively steer their business with purpose. It sightlines that connecting with employees and customers in a personal, impactful way produces vibrant cultures and collaborative organizations built on a firm foundation of understanding and trust.

Developing A Lead Cycle Infused With Purpose

Fran Biderman-Gross, Forbes [see online](#)

The company's shared values define the brand identity; they fuel your purpose and give you a compass by which you should conduct all your business practices. It defines purpose as the contribution that an organization makes to others.

How Brands Can Thrive In The Next Era Of Wellness

Nicole Dunn, Forbes [see online](#)

It sustains that nowadays, consumers are buying into a brand's purpose just as much as they're buying the product. It argues that to succeed and to have longevity, organizations need to tune into consumers' deeper purposes. It argues that creating an environment for individuals who resonate with the brand's purpose and helping them come together in a solidarity space promotes loyalty.

“

If brands want to succeed in this next era of wellness, they'll need to tune into consumers' deeper purposes to have longevity and find ways to market in a real way that has science, wellness and meaning packaged up in one.

”

How Primal Beliefs Shape Employee Engagement: New Study Reveals How Purpose Impacts Performance

Chris Westfall, Forbes [see online](#)

It sustains purpose provides insight into the organization by asking people to examine primal beliefs (the deeply-held ideas that shape behavior). It proposes that if primal beliefs were tied to a purpose, this would enhance the sense of belonging and value and create a collaborative atmosphere where possibilities lead to profits.

If You Want Purpose, You Better Have Quality Relationships

Dan Pontefract, Forbes [see online](#)

Nowadays, not just companies need to operate with a higher purpose, but individuals also are seeking to exert a sense of meaning. It argues that a correlation exists between relationships and connections, and both fuel the organization's purpose. Further, it proposes that team members operating with a sense of purpose are more likely to have confidence and function out of integrity, i.e., being clear about the organization's purpose, values, and strategy.

Most businesses have defined their purpose – but two in five employees don't know what it is

Rob Joyce, EY [see online](#)

It sustains that purpose is a factor driving decisions for the workforce. It highlights the purpose is not a marketing badge; it is a service statement that should be understood at every level of the firm and articulated in how the business operates.

Purpose-Driven: How To Unleash Organization And Human Capital Potential

Eric Reicin, Forbes [see online](#)

It sustains that enriching an organization's values with purpose-driven behaviors helps to articulate what they look like in action and surface them. The above serves as the anchor that guides decisions about strategic plans, goals, and priorities and brings out the best in organizational members.

Successful Leaders Are Great Coaches

Bill George and Zach Clayton, Harvard Business Review [see online](#)

It sustains that today's leaders should work with people, align them around the organization's purpose and values and help them reach their goals. Further, it proposes that the leader's job is to bring those statements to life and make the company's purpose and values relatable to every employee's work.



Articles (3)

14 Tips From Chip Conley For Finding Your Purpose In Midlife And Beyond

MeiMei Fox, Forbes, [see online](#)

It sustains that people who feel aligned with their sense of purpose tend to live longer and generally are healthier and happier. Further, it proposes that purpose should be considered a verb instead of a noun. As a noun, the purpose is something one possesses and can show to others. As a verb, it's a conscious and deliberate way of being that may come to you.

How A Purpose Mindset Helps Navigate Life

Tom Vander Ark, Forbes, [see online](#)

It sustains that purpose is about pursuing something meaningful, about contributing. The purpose is to pursue a goal that contributes to the world. Further, it highlights that it is important to understand who one is before knowing what to do with one's life.

Purpose Powered Education

Jateya Jones, Forbes, [see online](#)

It defines purpose as "a future-directed goal that is personally meaningful and aimed at contributing to something larger than the self." It also sustains that purpose is connected to what is central to the identity, and motivates and organizes goal setting and behavior. It also proposes that a purpose mindset contemplates one's reason for being, who one is, what one has to offer, understanding if the world needs that, and then doing it.

“ Purpose is acting on a beyond-the-self-oriented higher-order goal in a sustained way. ”



Articles (1)

Crate & Barrel Brings Purpose To The Lives Of Its Customers And Employees

Forbes, [see online](#) & [see online](#)

"To help people love how they live in moments that matter"

Crate & Barrel is an organization with a purpose-driven mindset focused on employees and customers. The company wants customers to build a home with a purpose and employees to work impacting a customer's life in a meaningful way. It highlights that the organization empowers leaders with a clear vision and allows for diverse work styles to achieve the organization's goals.

Crate&Barrel

“ We curate inspiration for the home, connecting the creative work of artisans and designers to people and places around the world. ”



