


Brand Purpose Strategy: Goals, Choices, and Tradeoffs

- What this training covers: strategic logic, practical frameworks, decision criteria for brand purpose
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- Purpose is a strategy problem, not a slogan or CSR campaign
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- Three lenses: Goals (what purpose must do), Choices (how to anchor it), Tradeoffs (what it costs)



Why Purpose Matters Now

- Stakeholders demand action: employees, customers, investors, regulators
- 96% of Gen Z rate purpose as key to job satisfaction
- Consumers reward authentic commitment; skepticism of 'purpose-washing' grows
- Purpose builds trust; inaction becomes reputational risk



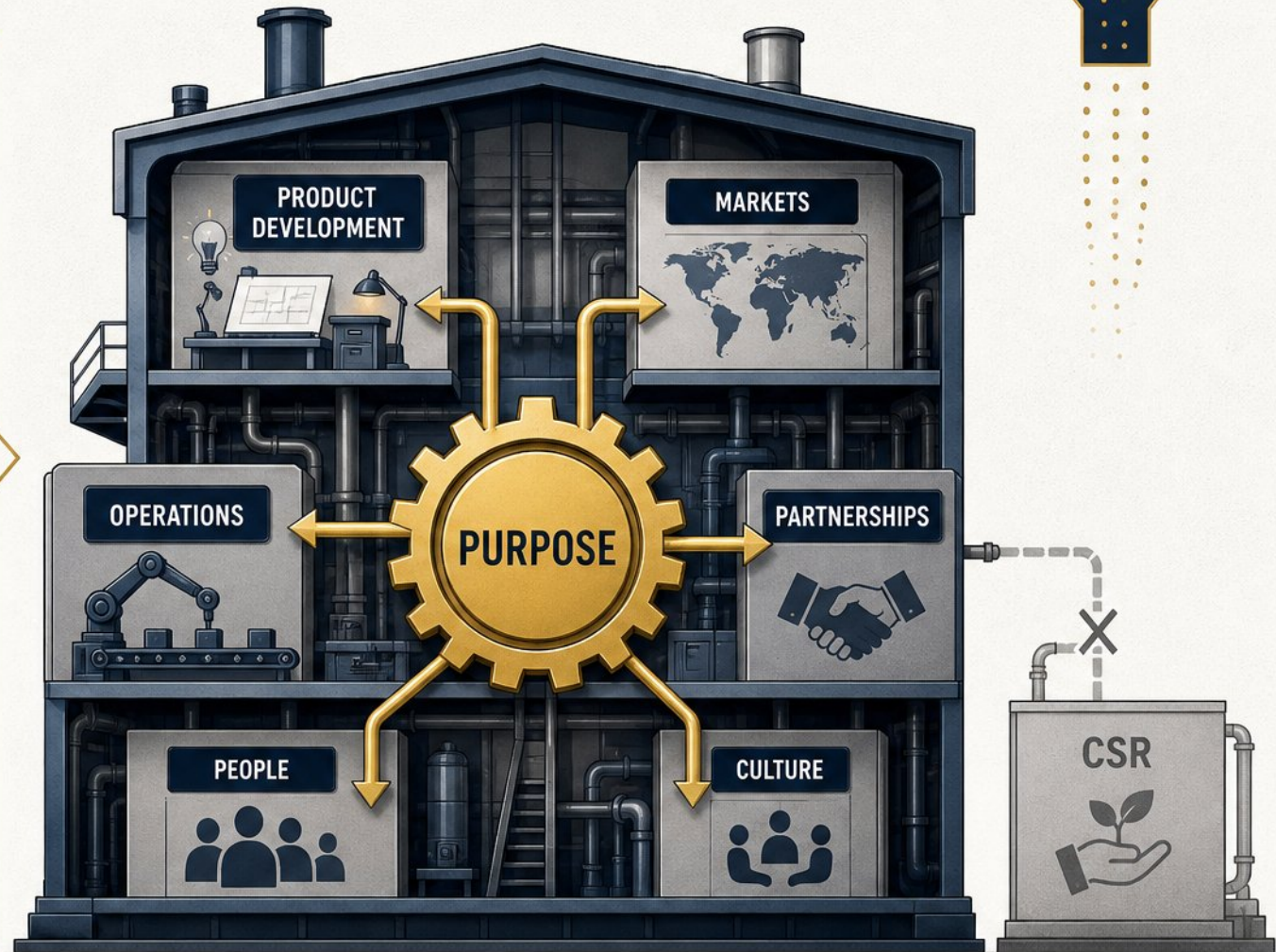
Purpose, Mission, Vision, and Values: Clearing Up the Confusion



- Purpose is the enduring "why"; mission is today's "what"
- Vision is the future "where"; values govern "how"
- Confusing these terms weakens all four elements
- Translate purpose into behavior, not just language

Purpose as a **Strategic Filter**, Not a Campaign

- Purpose shapes products, markets, and partnerships, not just marketing
- CSR/ESG are peripheral; purpose is the central value driver
- If your purpose ignored your last three major decisions, it's not real
- Purpose as an operating system across the entire business



FILTER OUT NOISE. **FOCUS ON WHAT DRIVES VALUE.**





The Business Case: Where Purpose Creates Value



- Purpose drives differentiation, premium pricing, and talent attraction



- Companies with embedded purpose show faster growth and resilience



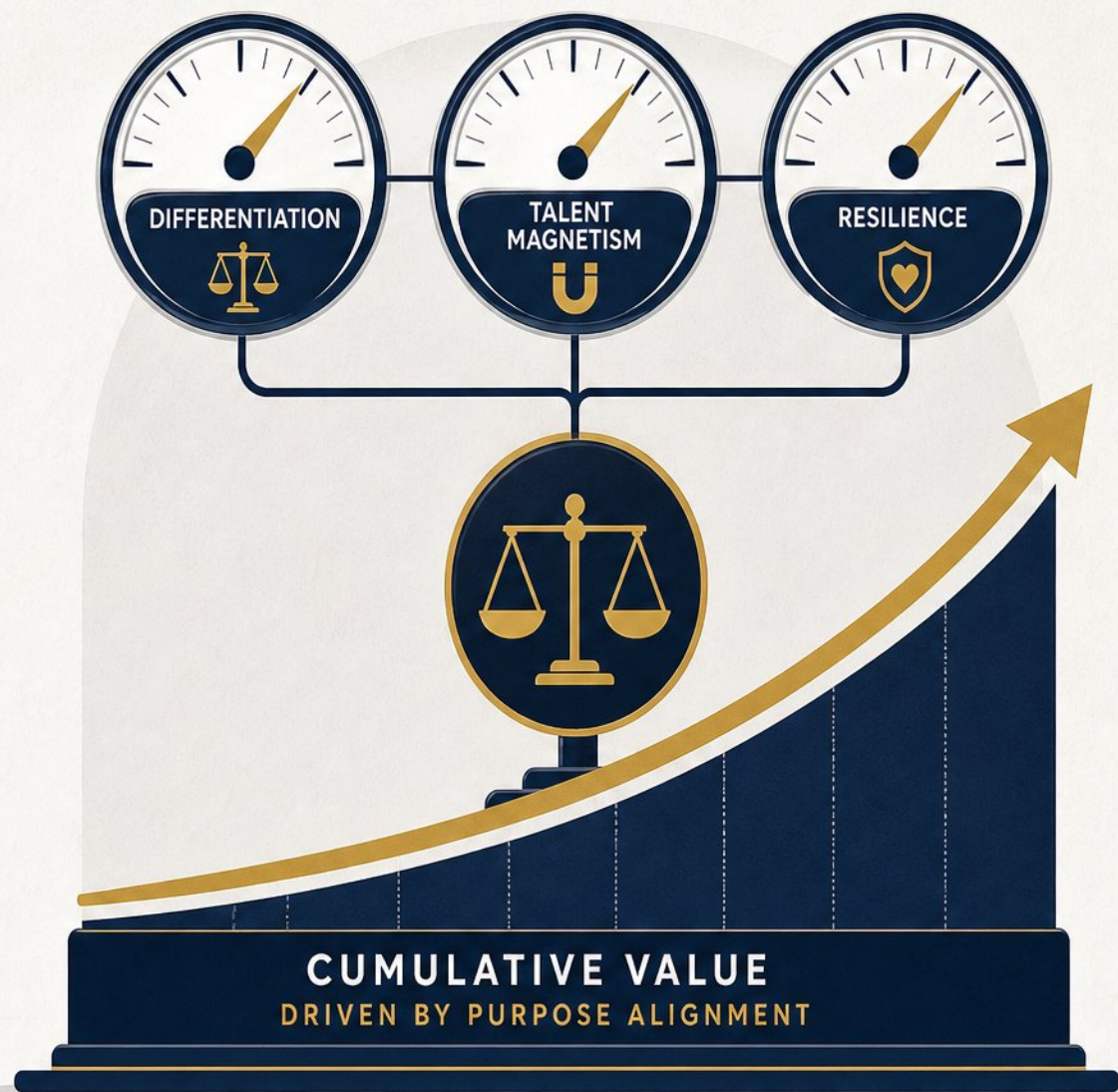
- Employees: 96% of Gen Z and 97% of millennials want purpose at work



- Consumers: 46% cut ties with brands failing society or planet



- Permission economy: consumers grant conditional, revocable brand license



Goals: What Do You Want Purpose to Achieve?



- 五大常见目标：差异化、信任、人才吸引、品类增长、韧性
- 目标须匹配业务阶段：初创、扩张、成熟品牌
- 先定义成功指标，再选择目的方向
- 用增长杠杆检验目的：市场扩张、溢价、创新方向
- 指标与财务表现挂钩，6个月内见线索

PURPOSE STRATEGY CANVAS

	 DIFFERENTIATION	 TRUST	 TALENT ATTRACTION	 CATEGORY GROWTH	 RESILIENCE
WHY THIS MATTERS					
HOW WE WILL WIN					
KEY INDICATORS					
BUSINESS STAGE	初创	扩张	成熟品牌		

Setting Metrics That Make Purpose Real



- Dual measurement: business performance and social impact



- Leading indicators: engagement, sentiment, consideration



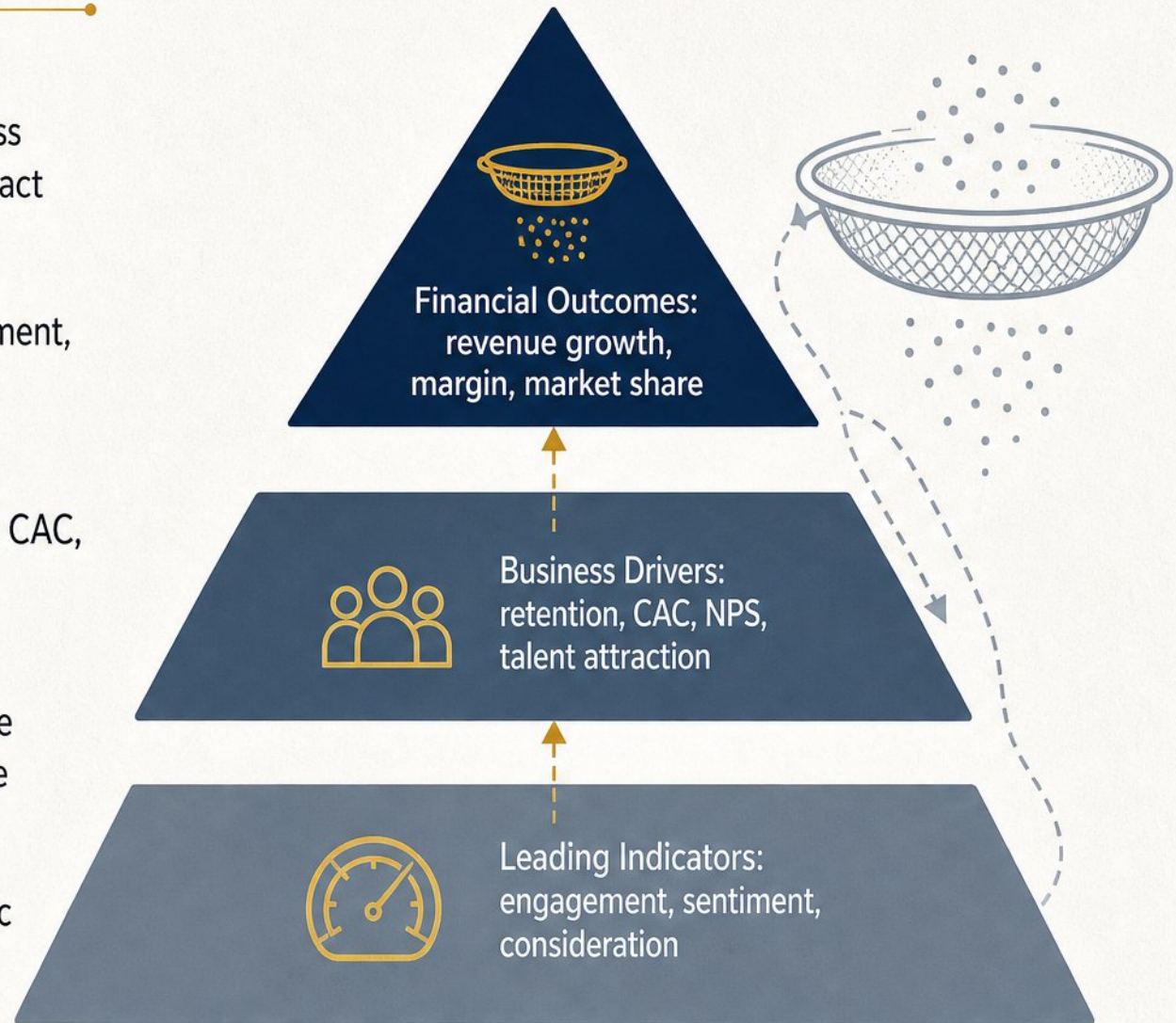
- Business drivers: retention, CAC, NPS, talent attraction



- Financial outcomes: revenue growth, margin, market share



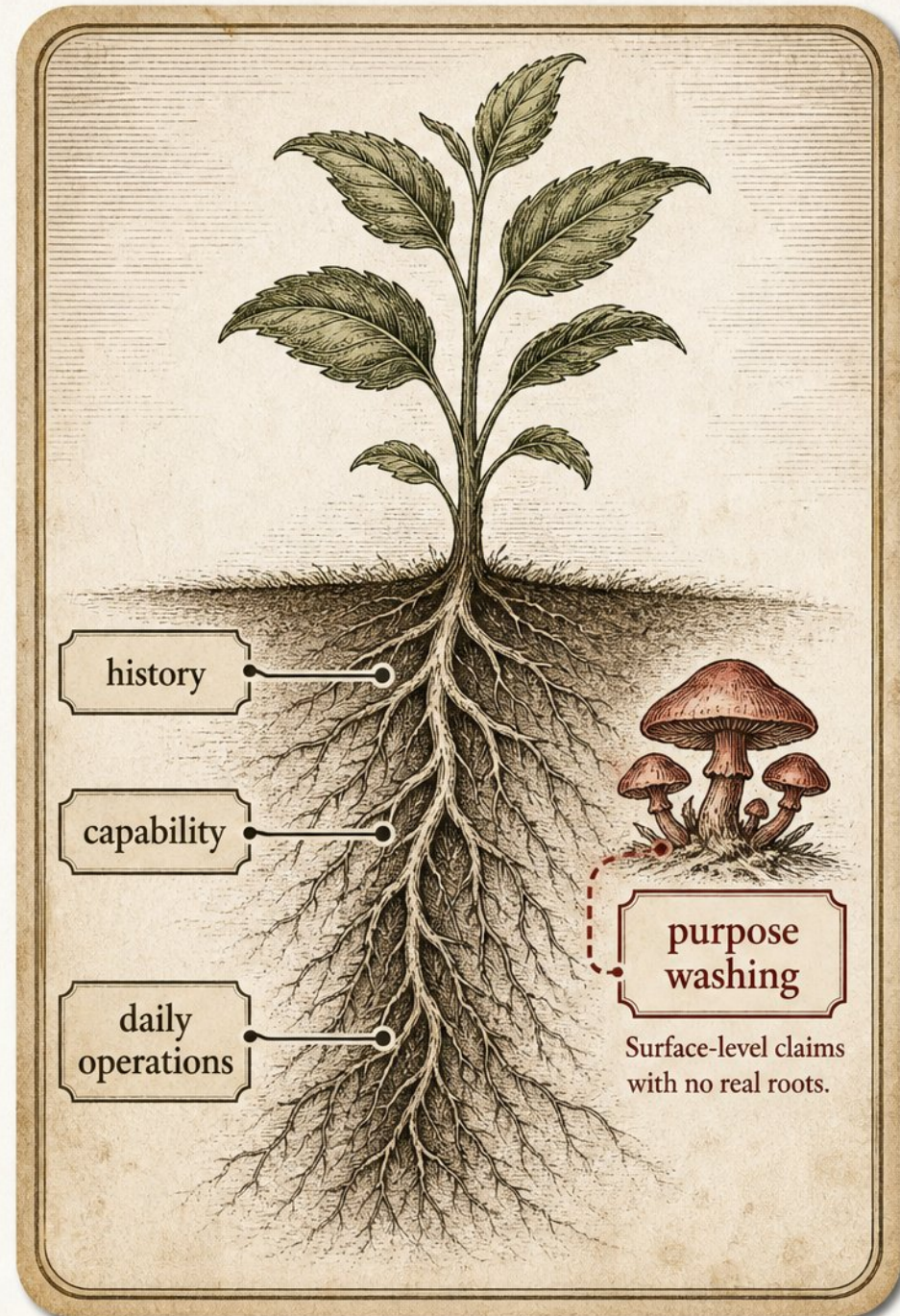
- Baseline before action; public targets create accountability



Finding a Credible Purpose Territory



- **Sources:** founder story, product benefit, category tension, societal need
- **Credibility test:** history, capability, and daily operations
- **Avoid** purpose washing and overclaiming
- **Test:** if purpose didn't shape your last 3 major decisions, it isn't yours



Choices: Anchoring Purpose in Product, Pricing, People, and Partnerships



- ▶ Purpose must shape operational choices, not just messaging
- ▶ 4Ps as a purpose audit: product, pricing, people, partnerships
- ▶ Product: make purpose tangible through design and delivery
- ▶ People: align hiring, incentives, and culture with purpose
- ▶ Focus on the few places where purpose is most visible



PRODUCT



PRICING



PEOPLE



PARTNERSHIPS



Tradeoffs:

What You Give Up and When You Say No



- Purpose limits pricing, channel, audience, and product choices



- Internal cost of commitment: time, budgets, and leadership attention



- Prepare for public accountability and tough decisions



- Authenticity is proven by willingness to sacrifice short-term profit



Case Studies in Purpose Tradeoffs

- CVS dropped \$1.5B tobacco sales to prove health purpose
- Patagonia's "Don't Buy This Jacket" built credibility via lost sales
- Allbirds and Everlane failures: purpose without a moat

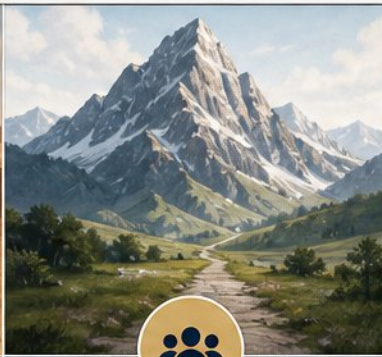




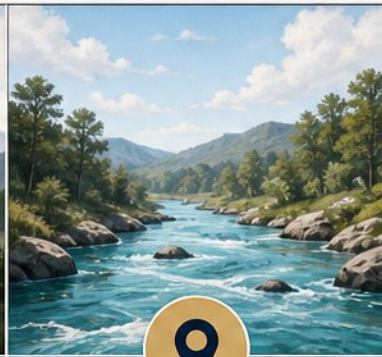
From Statement to Actionable Strategy



Articulation



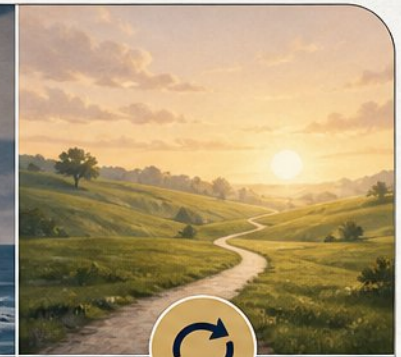
Alignment



Pilot



Measurement



Iteration

- ⊕ - Build a simple roadmap: articulate, align, pilot, measure, iterate
- ⊕ - Embed purpose into decision frameworks, performance, talent, and governance
- ⊕ - Ultimate ownership: CEO and executive team, not just CMO or HR
- ⊕ - Pilot purpose in one market, product line, or channel before scaling
- ⊕ - Cross-functional group: strategy, brand, HR, sustainability, operations

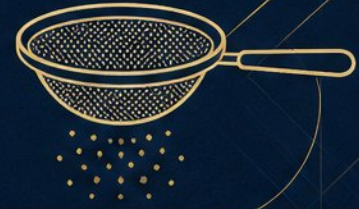


Avoiding Common Failures

- Purpose must guide daily decisions, not just marketing
- Protect against leadership turnover weakening commitment
- Avoid overpromising; don't use purpose as crisis PR
- Watch for misalignment between messaging and actual practices



Tools and Next Steps for Your Brand



- **Self-diagnostic:**
Is your purpose clear, credible, operational?



- **Decision checklist:**
choose, test, and activate your purpose



- **Immediate action:**
define goals, pick a pilot, name owners



- **Use purpose as a**
decision filter for
major choices



- **Publish targets** to hold
your organization
accountable

Clear

- ☐ Purpose is easy to understand
- ☐ Aligned with our values
- ☐ Guides priorities and decisions

Credible

- ☐ Rooted in real stakeholder needs
- ☐ Backed by evidence and insight
- ☐ Consistent in what we say and do

Operational

- ☐ Embedded in day-to-day work
- ☐ Resourced and owned
- ☐ Measurable and actionable

↖ Pilot Area

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