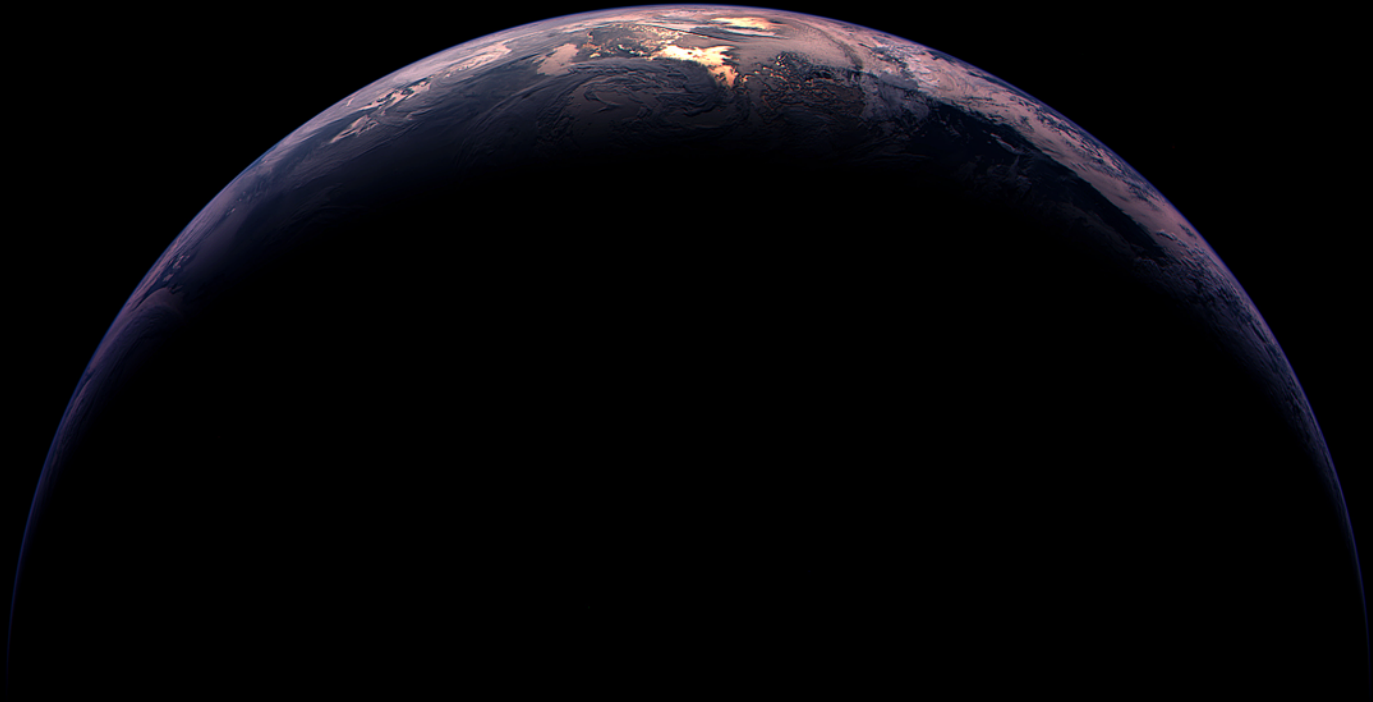


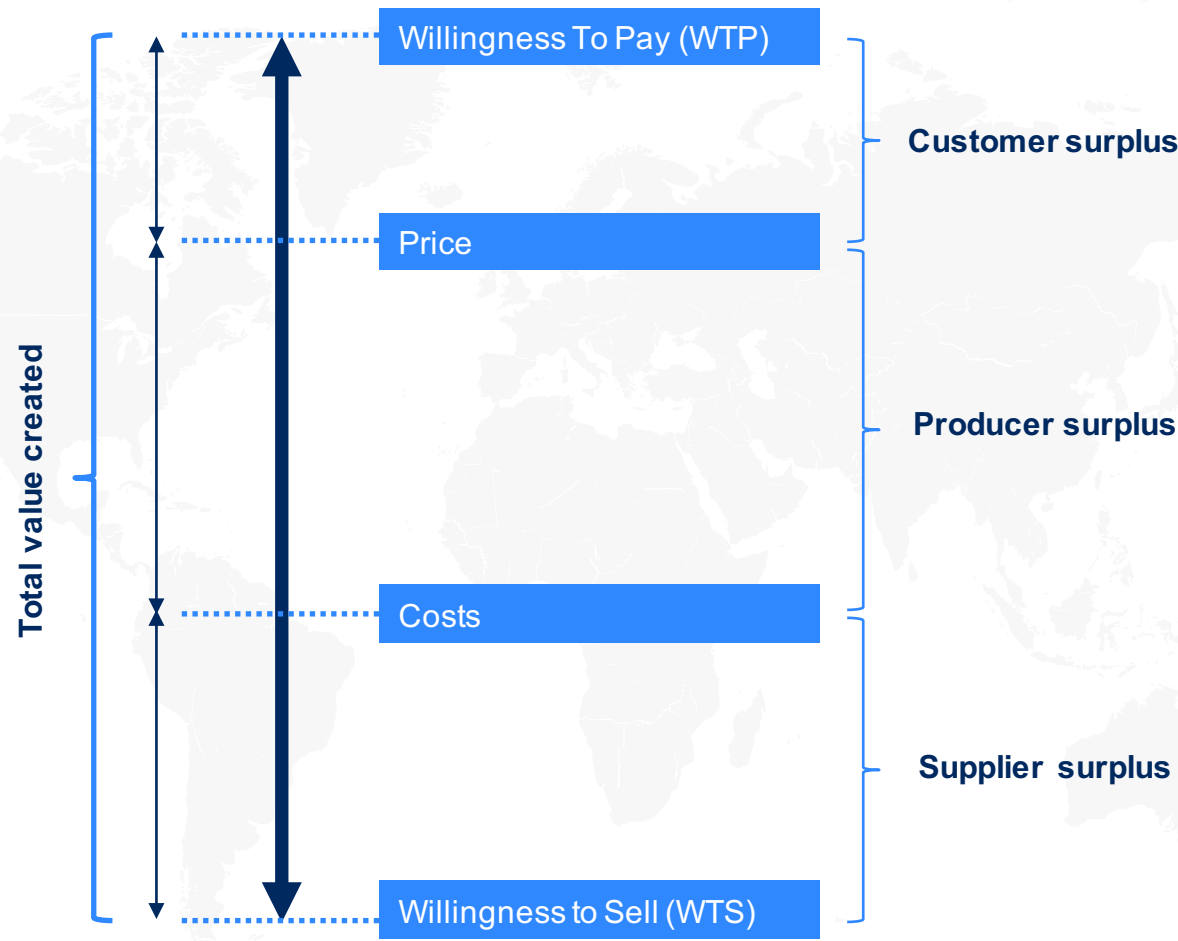
Transformation



NON-CONFIDENTIAL AND ENTIRELY SHAREABLE
Purpose+, Amstel 95, Amsterdam, The Netherlands

PURPOSE⁺

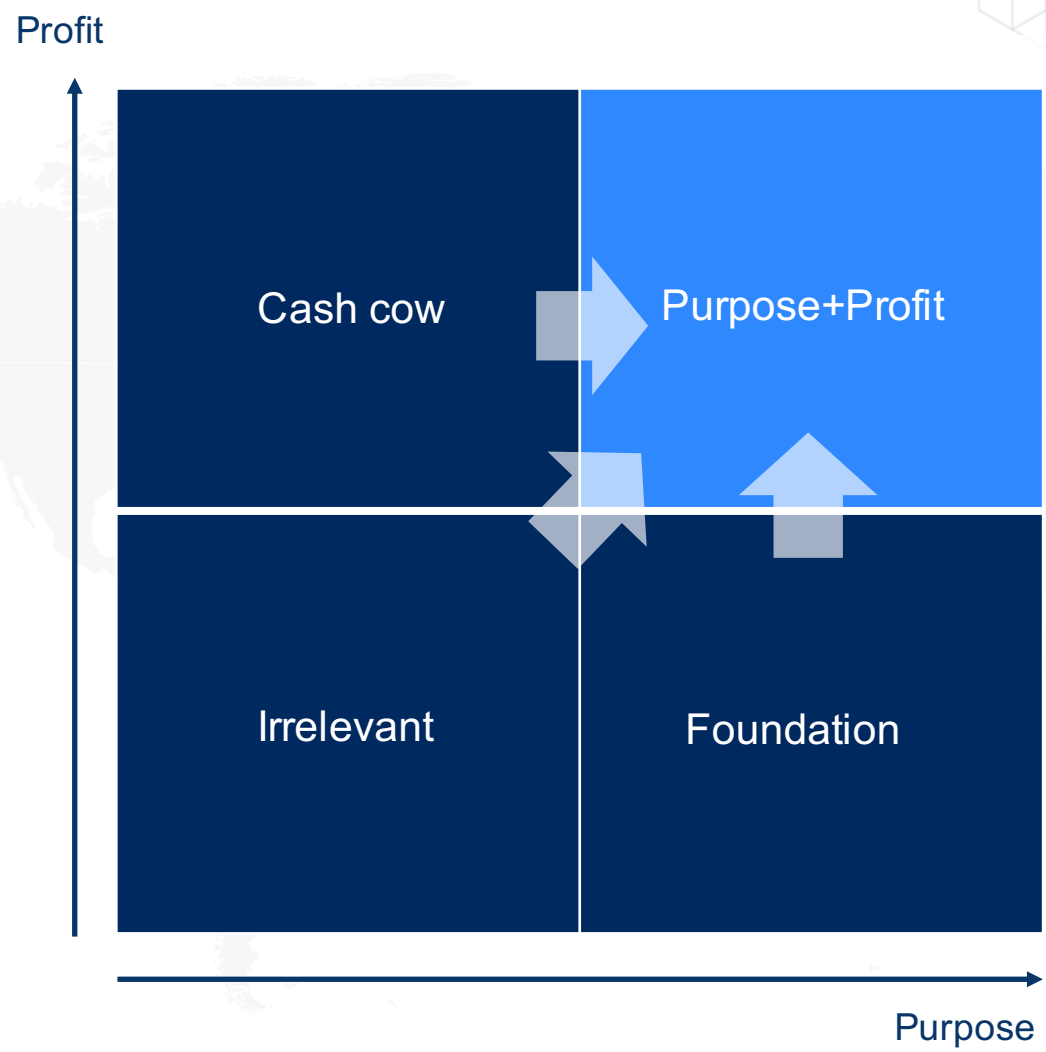
Framework 1: The stick and the essence of value creation



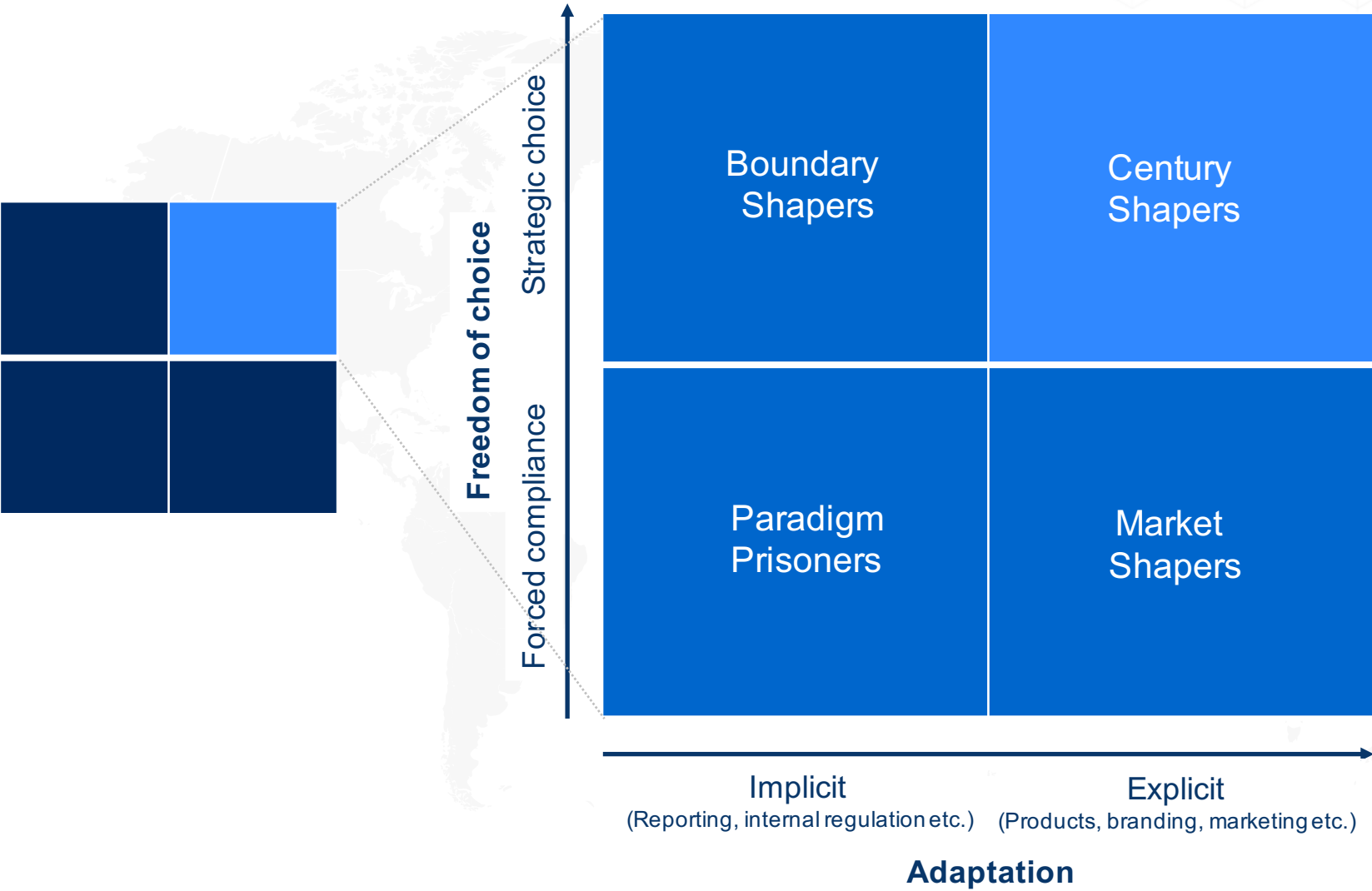
Framework 2: Multiple stakeholder impact, short term and long term

Stakeholder	Likely short-term impact	Likely long-term impact
Stakeholder 1		
Stakeholder 2		
Stakeholder 3		
Stakeholder 4		
Stakeholder 5		
Stakeholder 6		
Stakeholder 7		
Etc.		

Framework 3: The purpose+profit framework



Framework 4: Shaping the century by choice



Framework 5-1: The purpose fit framework...



Framework 5-2: ...purpose fit examples...



"To organize the world's information, and make it universally accessible and useful."

4 QUALITY EDUCATION



"To give everyone the power to create and share ideas and information instantly, without barriers."

10 AFFORDABLE AND CLEAN ENERGY



"Give ordinary folks the chance to buy the same things as rich people."

10 AFFORDABLE AND CLEAN ENERGY



"Changing business for good."

13 CLIMATE ACTION
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



"To bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete."

3 GOOD HEALTH AND WELL-BEING



"To bring health through food to as many people as possible."

3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



"Making sustainable living commonplace."

13 CLIMATE ACTION
3 GOOD HEALTH AND WELL-BEING
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



"To create a better everyday life for the many people."

13 CLIMATE ACTION
3 GOOD HEALTH AND WELL-BEING
10 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



"Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis."

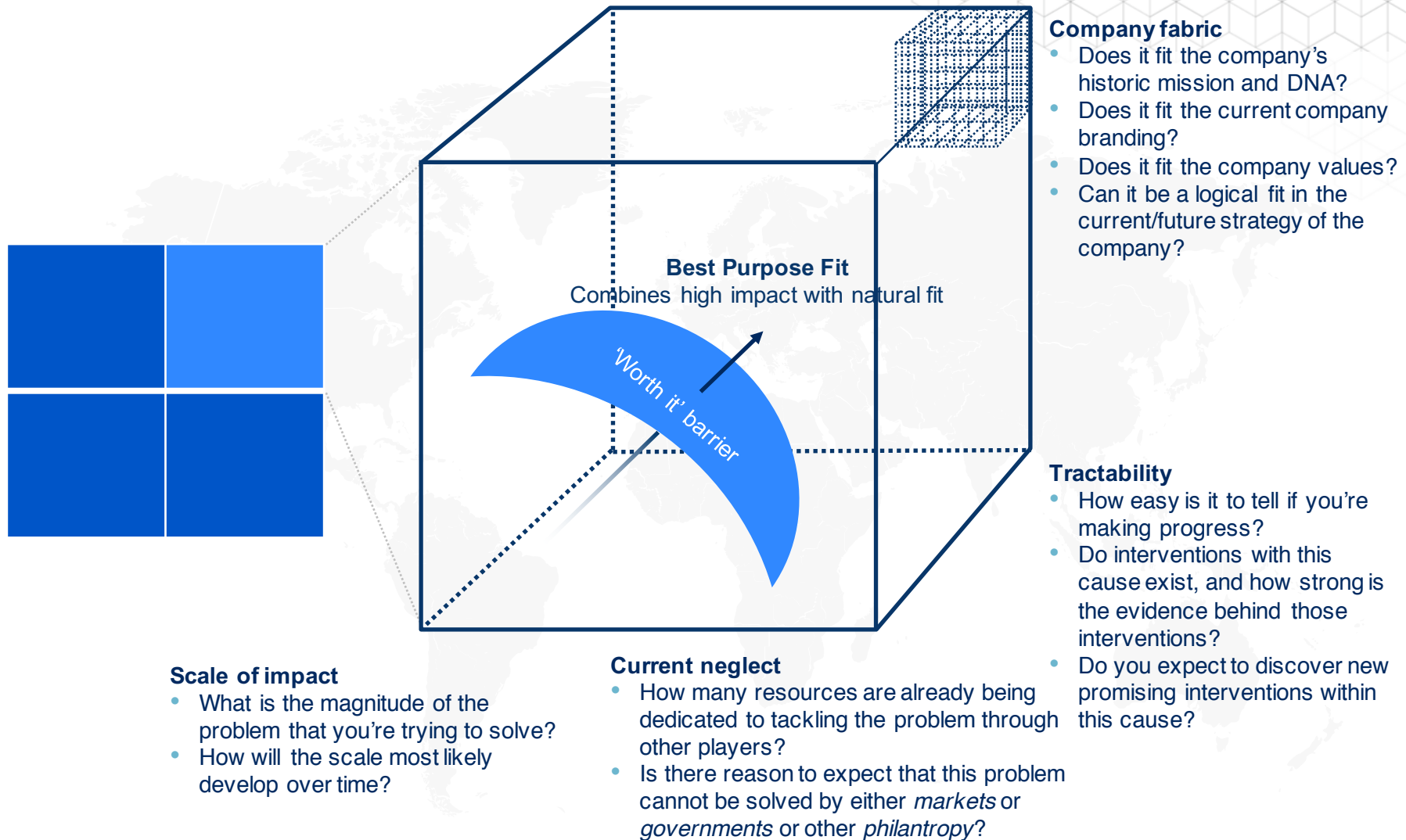
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND



"To design eyewear at a revolutionary price, while leading the way forward for socially-conscious business."

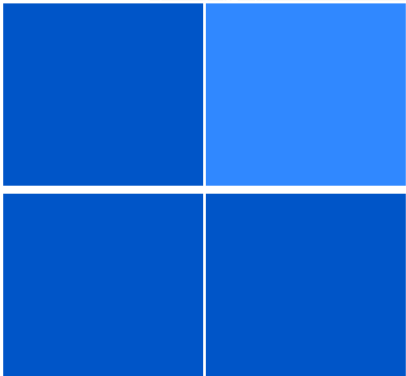
10 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Framework 5-3: ...and a purpose fit checklist (long)



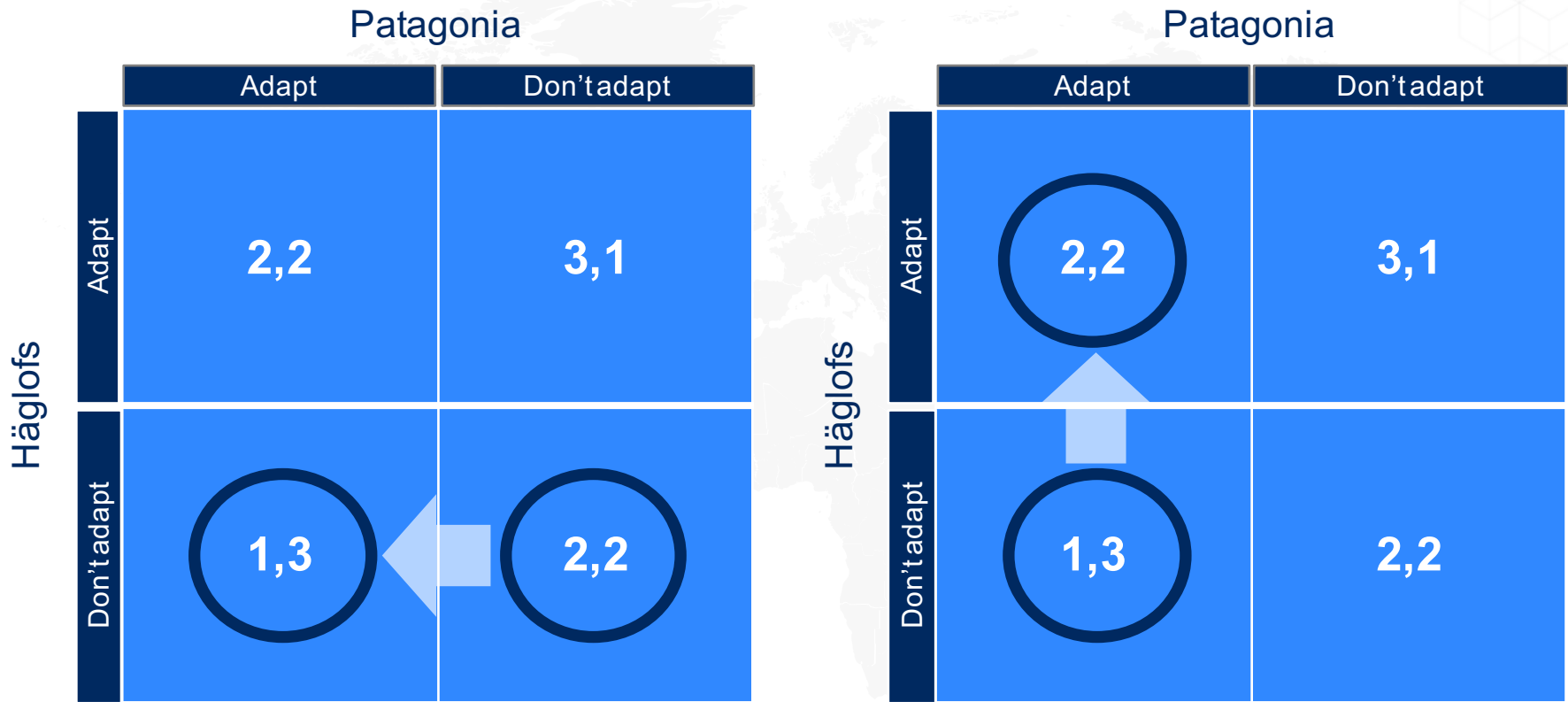
Framework 5-4: ...and a purpose fit checklist (short)

Purpose fit framework, short version for leadership meetings



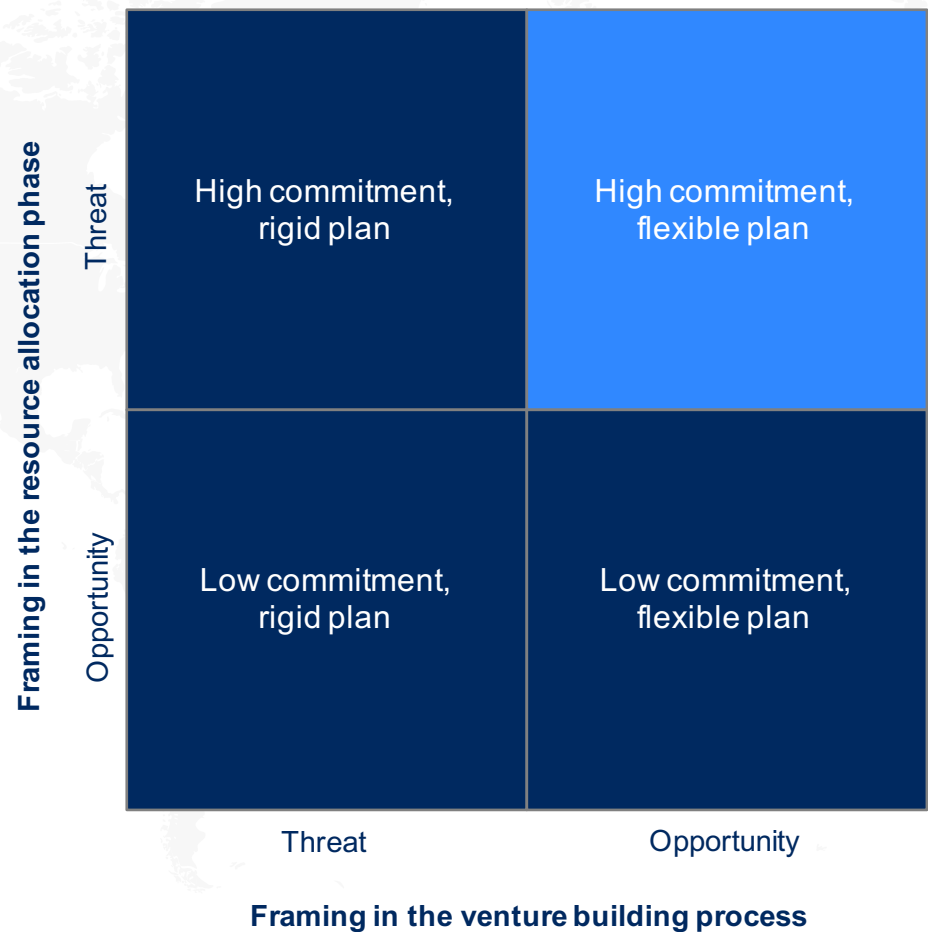
Yes	No	Do you find this purpose personally inspiring? If so, how much (1-10)?
Yes	No	Does the purpose help you think expansively about the long-term possibilities and range of activities the organization can consider over the next 100 years, beyond its current products, services, markets, industries, and strategies?
Yes	No	Does the purpose help you to decide what activities to <i>not</i> pursue?
Yes	No	Is this purpose <i>authentic</i> - something true to what the organization is all about - not merely words on paper that "sound nice"?
Yes	No	When telling your children and/or other loved ones what you do for a living, would you feel proud in describing your work in terms of this purpose?

Framework 6: Competitive advantage is temporary

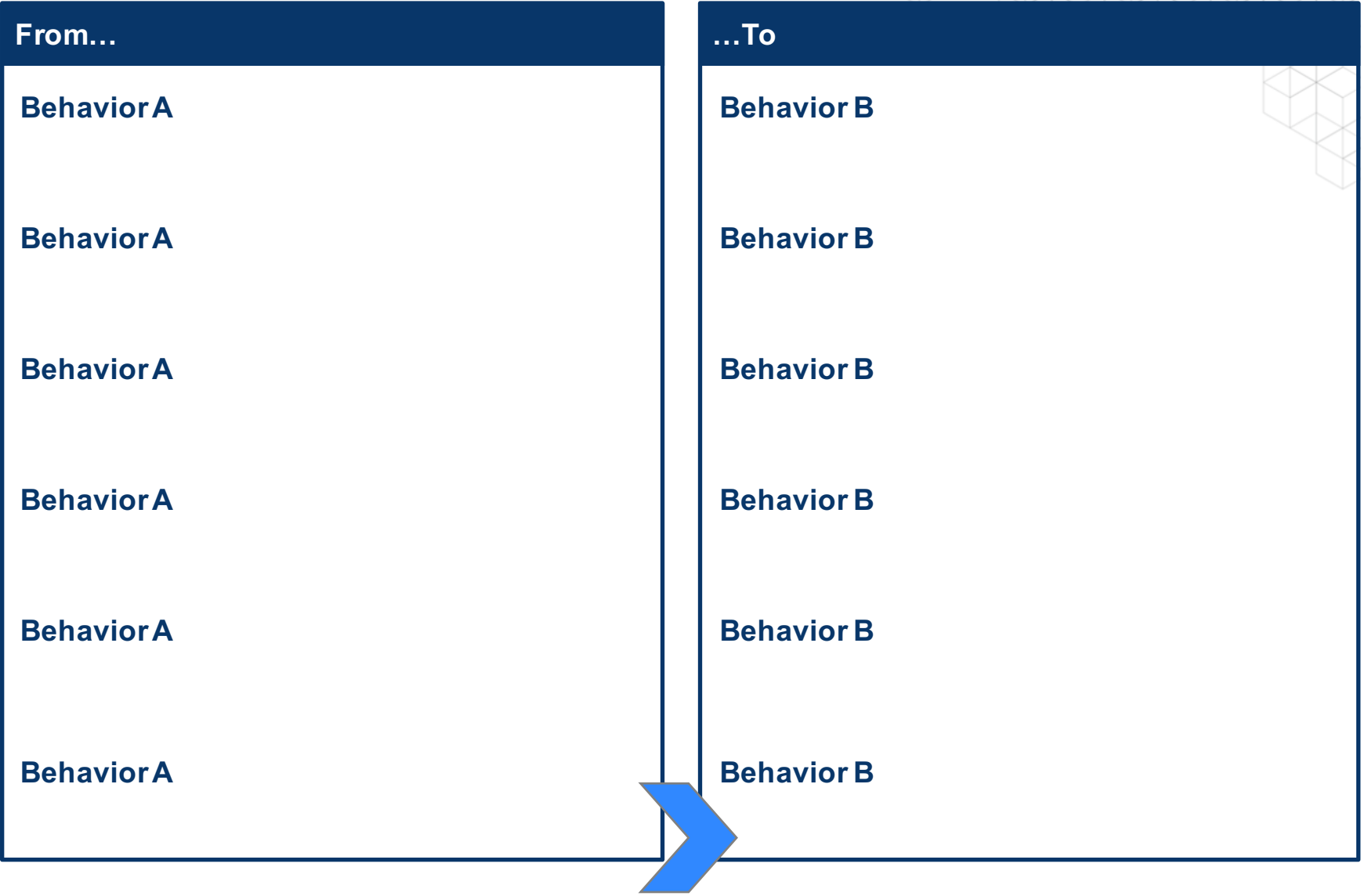


Result: both Häglofs and Patagonia promote their brands as radically sustainable

Framework 7: Use competing frames to get the proper commitment



Framework 8: Strategic behavior



Framework 9: The Iceberg

Behaviour

Thoughts

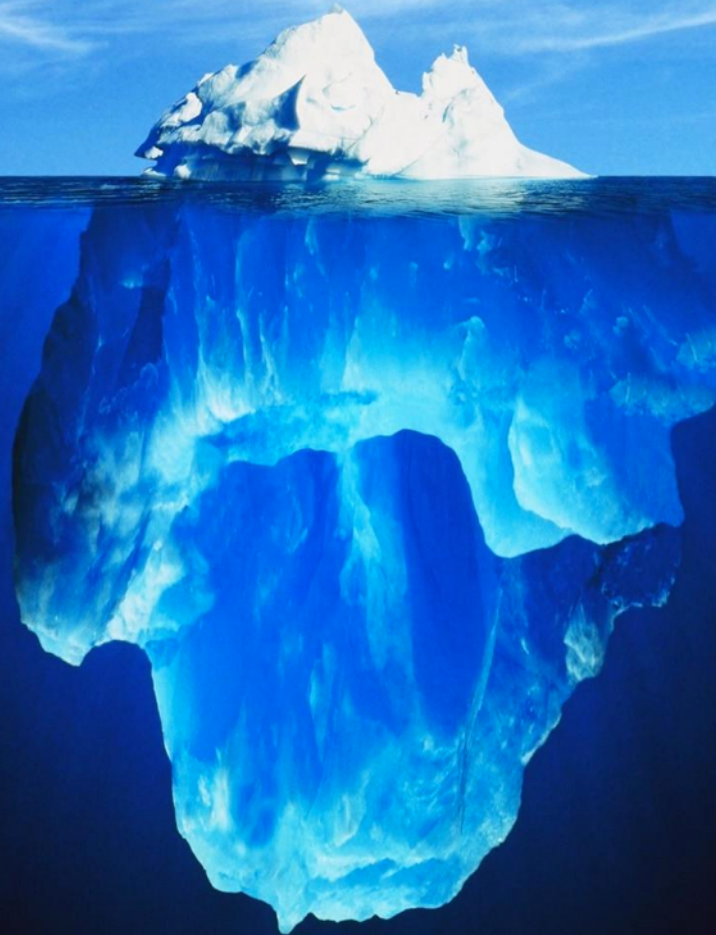
Emotions

Norms & Values

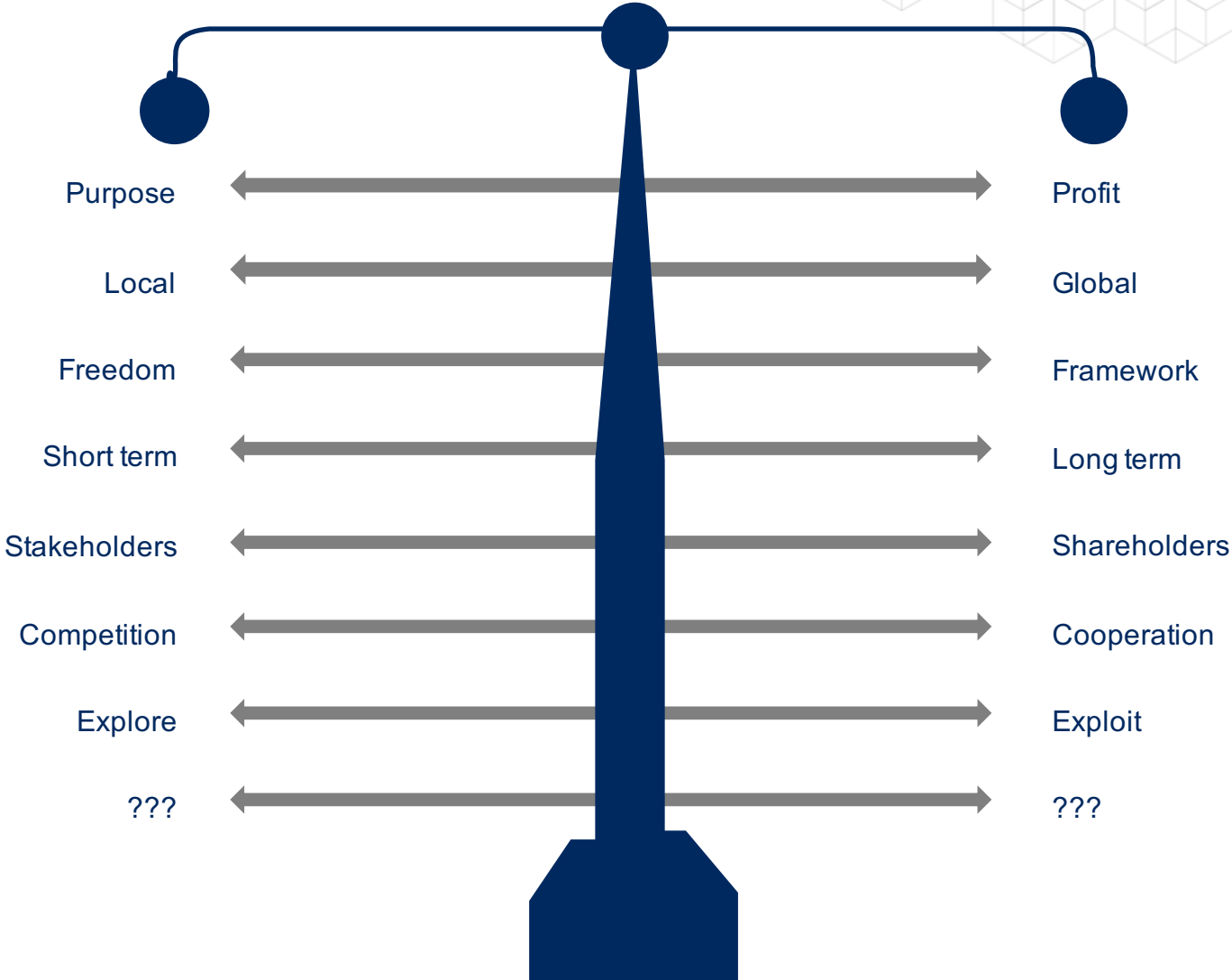
Beliefs

Needs

Fears



Framework 10: Explicit dilemmas



For more information



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