

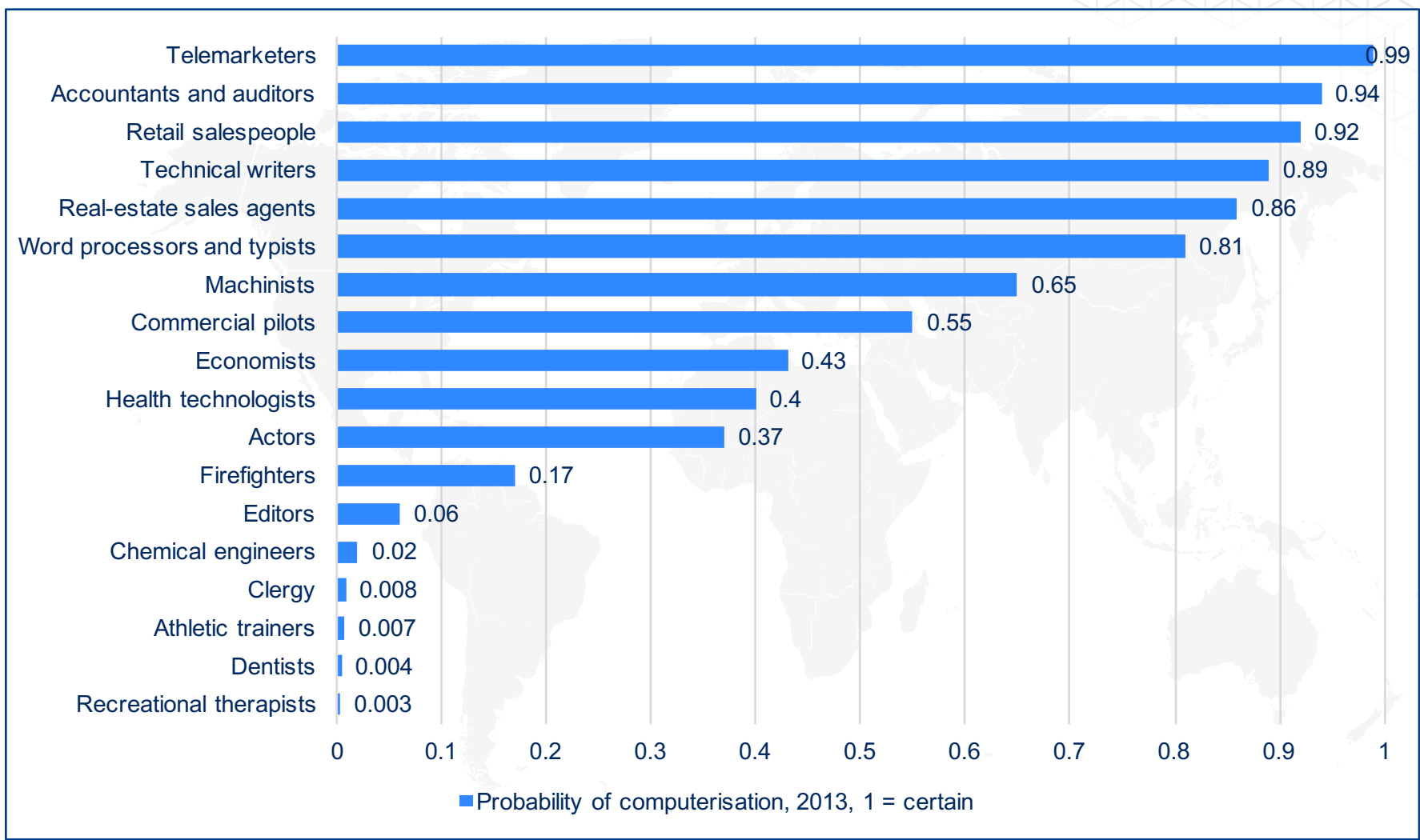
Organisations



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

PURPOSE⁺

Visual 87: Automation will impact certain professions directly

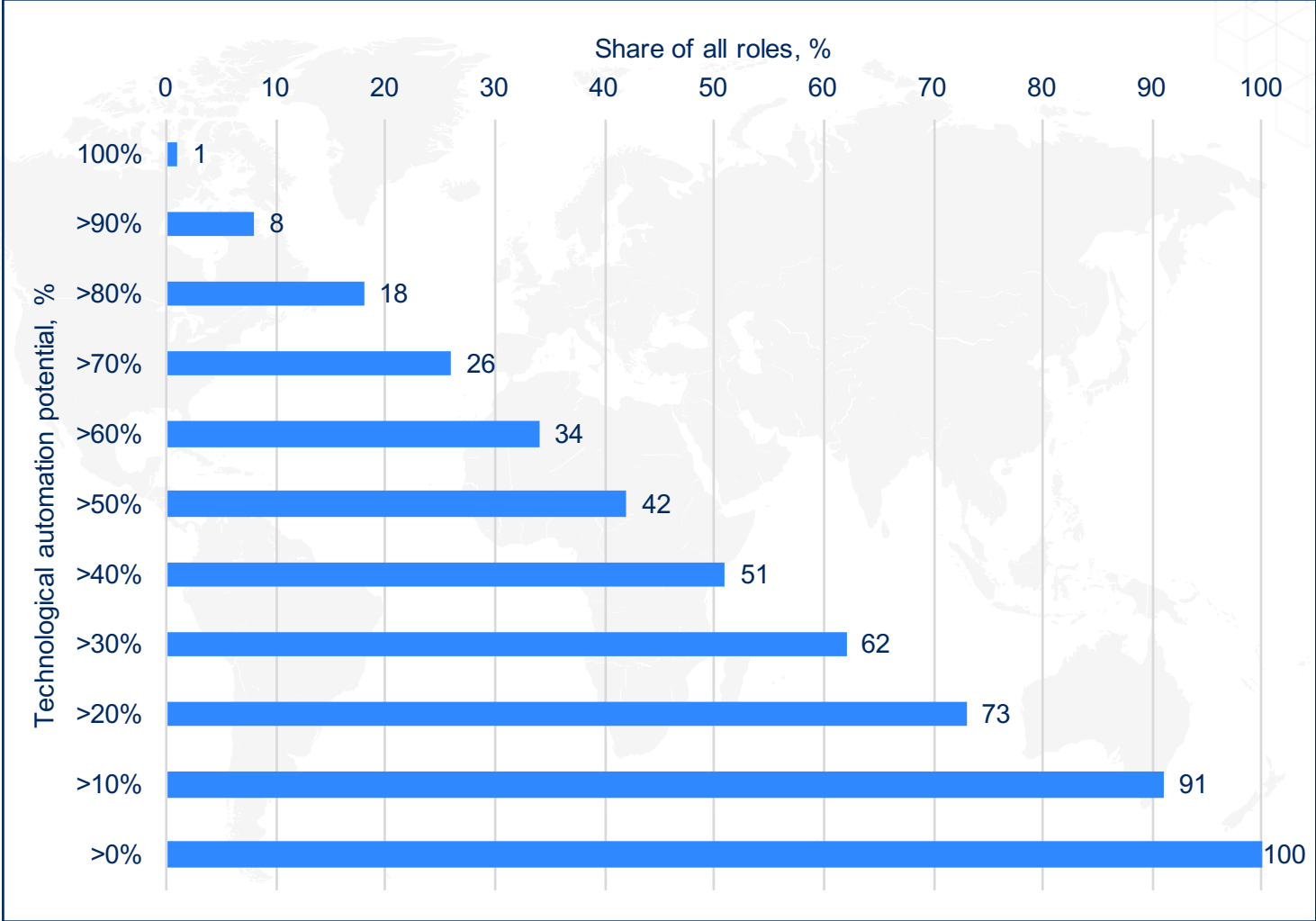


Source: The Future of Employment: How Susceptible are Jobs to Computerisation? Frey, Osborne (2013)

Visual 88: Partial automation will be the norm

Example jobs

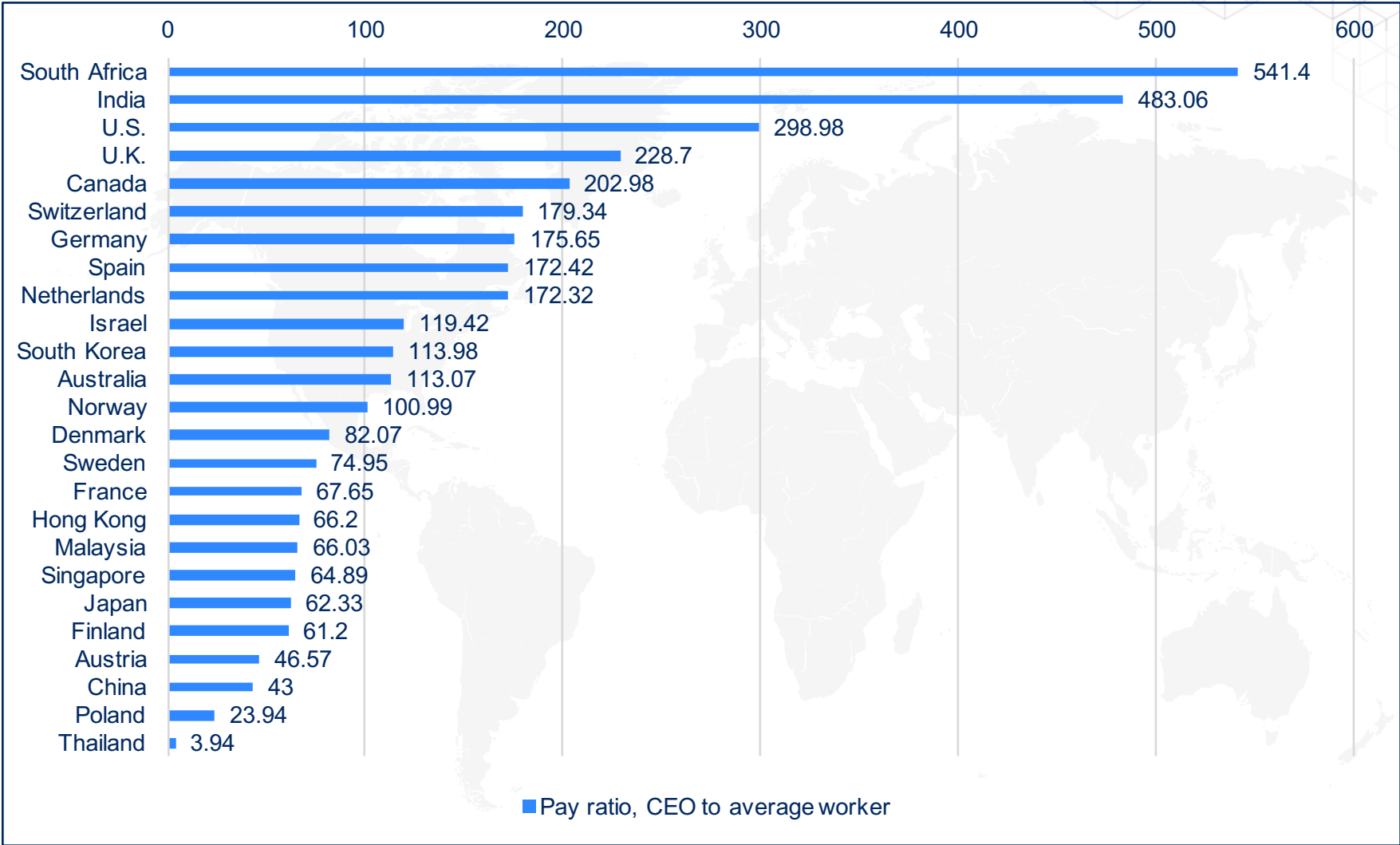
- Sewing machine operators, graders, and sorters of agricultural products
- Stock clerks, travel agents, watch repairers
- Chemical technicians, nursing assistants, Web developers
- Fashion designers, chief executives, statisticians
- Psychiatrists, legislators



* 820 roles examined

Source: McKinsey Global Institute (2017), A future that works: Automation, employment and productivity; US Bureau of Labor Statistics

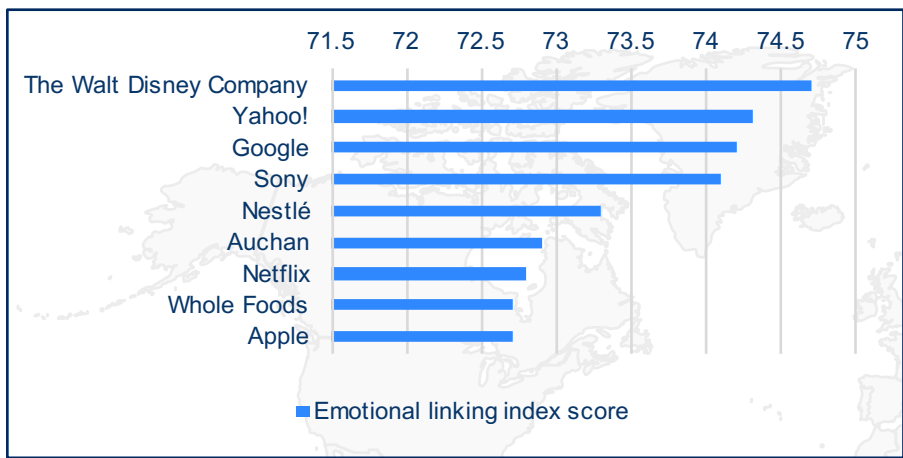
Visual 89: The best earn (way) more than the rest



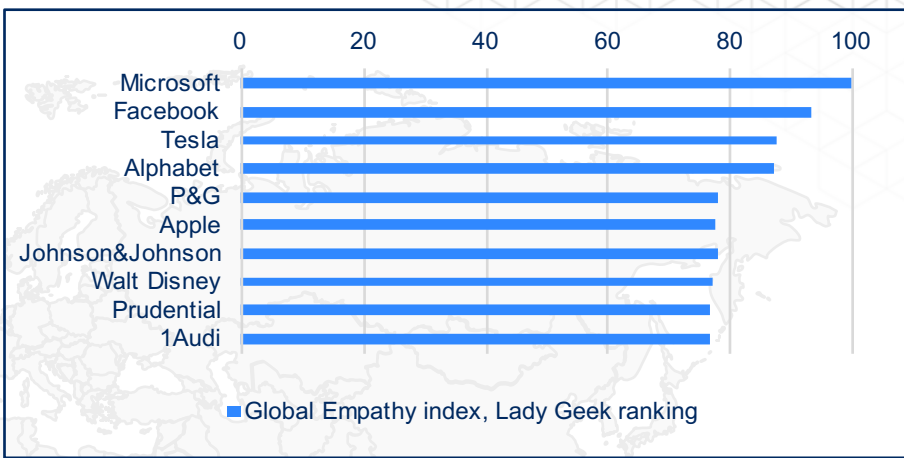
Source: Bloomberg, IMF (2016)

Visual 90: Ultra-transparency is coming

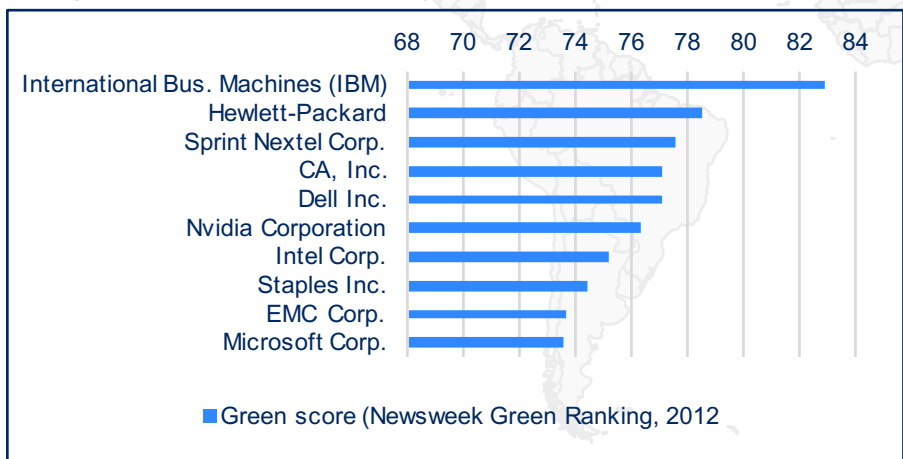
From 'emotional linking' indexes published by APCO...



...to empathy indexes, published by Lady Geek in HBR...



...to 'green indexes' published by Newsweek...



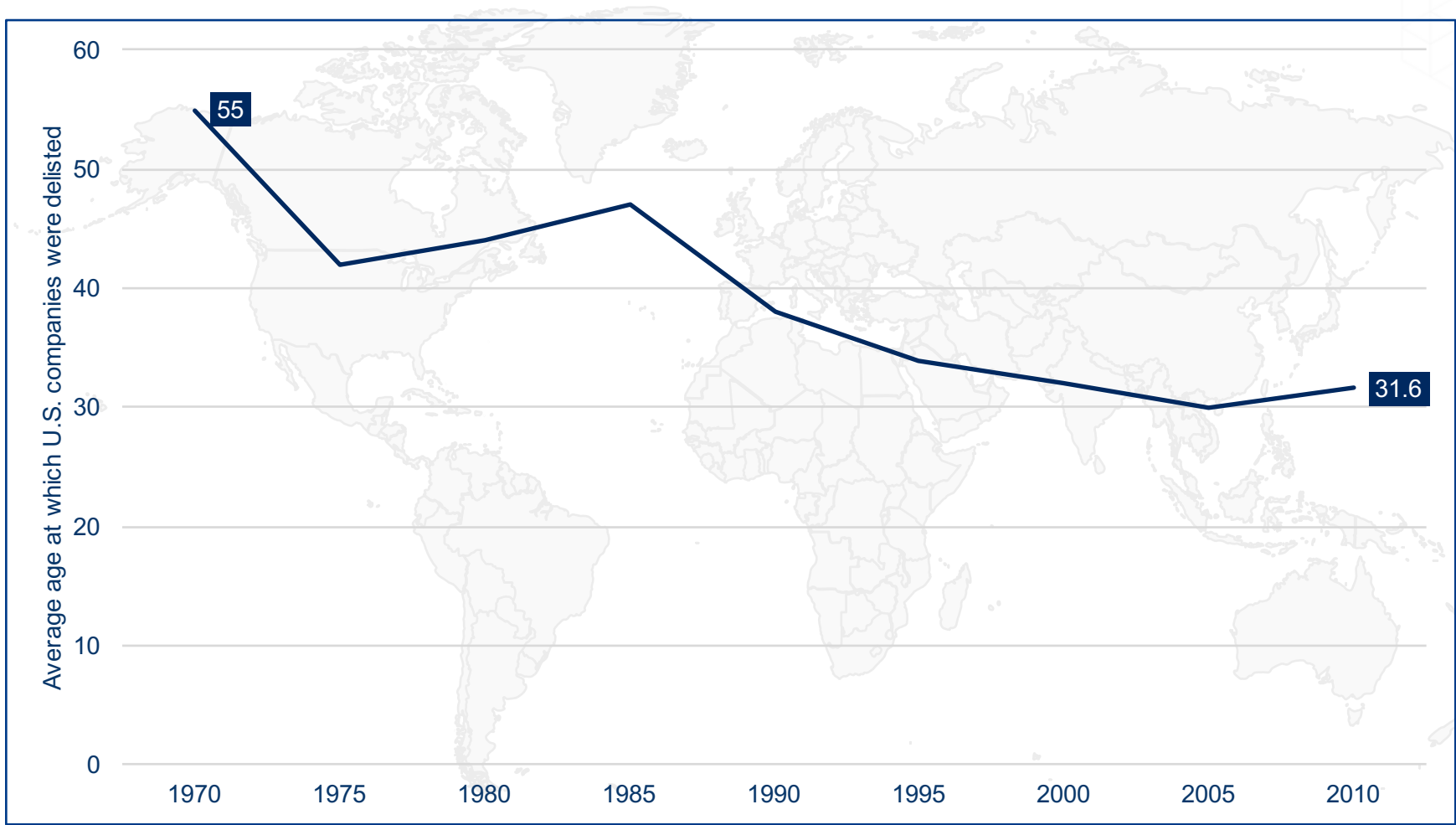
...and comprehensive, total indexes published by multiple parties*



* Example through an 'ethical calculation': Charity donations + Ecological performance + Executive diversity + LGBT policy + Toxic waste + Best places to work index + Most admired index + Subsidiaries in tax havens

Visual 91: Creative destruction is speeding up

Average age at which U.S. public companies were delisted, by year



Source: Martin Reeves, Simon Levin, Daichi Ueda (The Biology of Corporate Survival, HBR, 2016)

Visual 92: Platforms and peer to peer ecosystems are on the rise



Companies that have delisted since 2002...

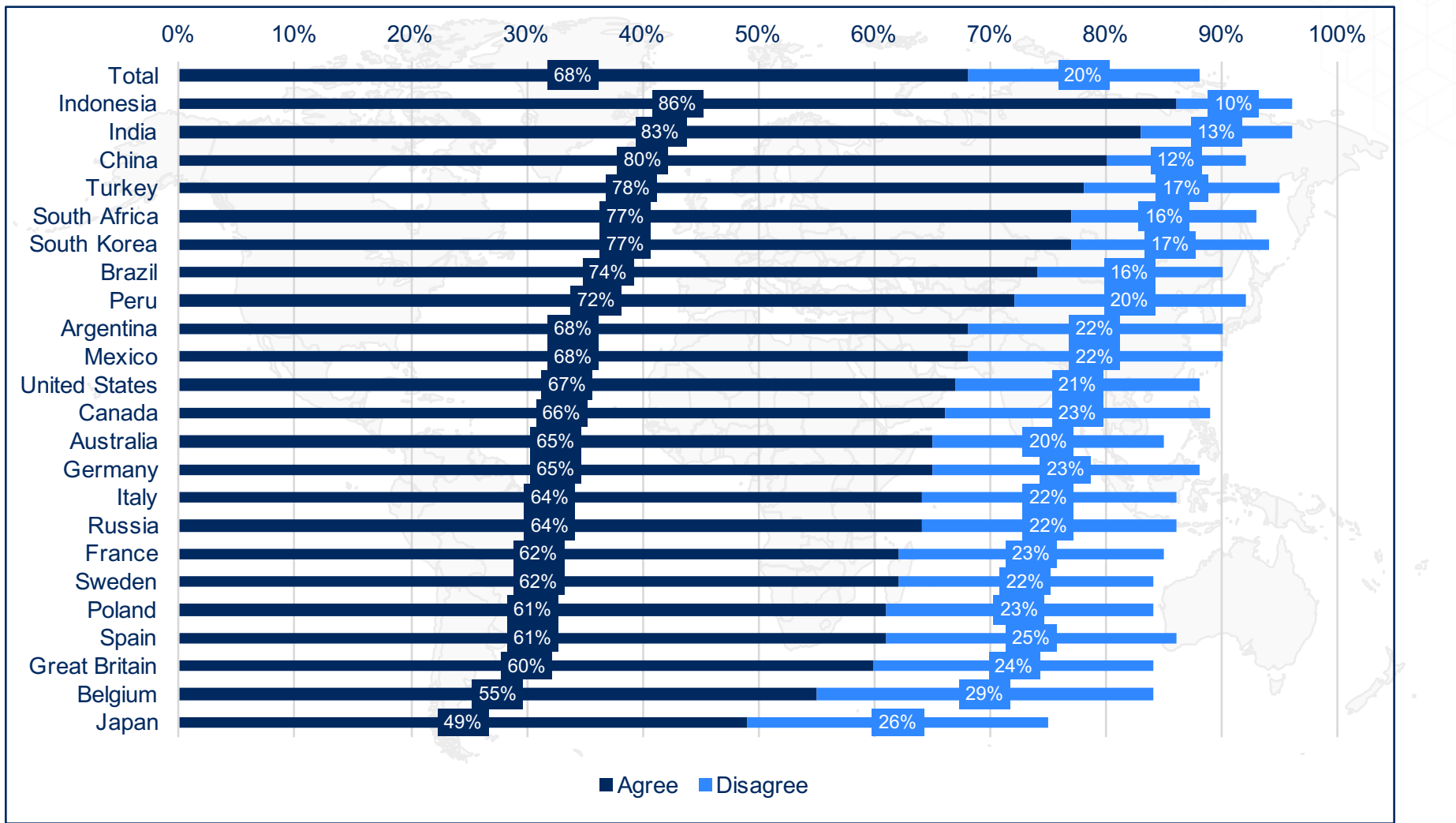


...and companies that have listed since 2002



Visual 93: Positive contribution to society is critical for future success

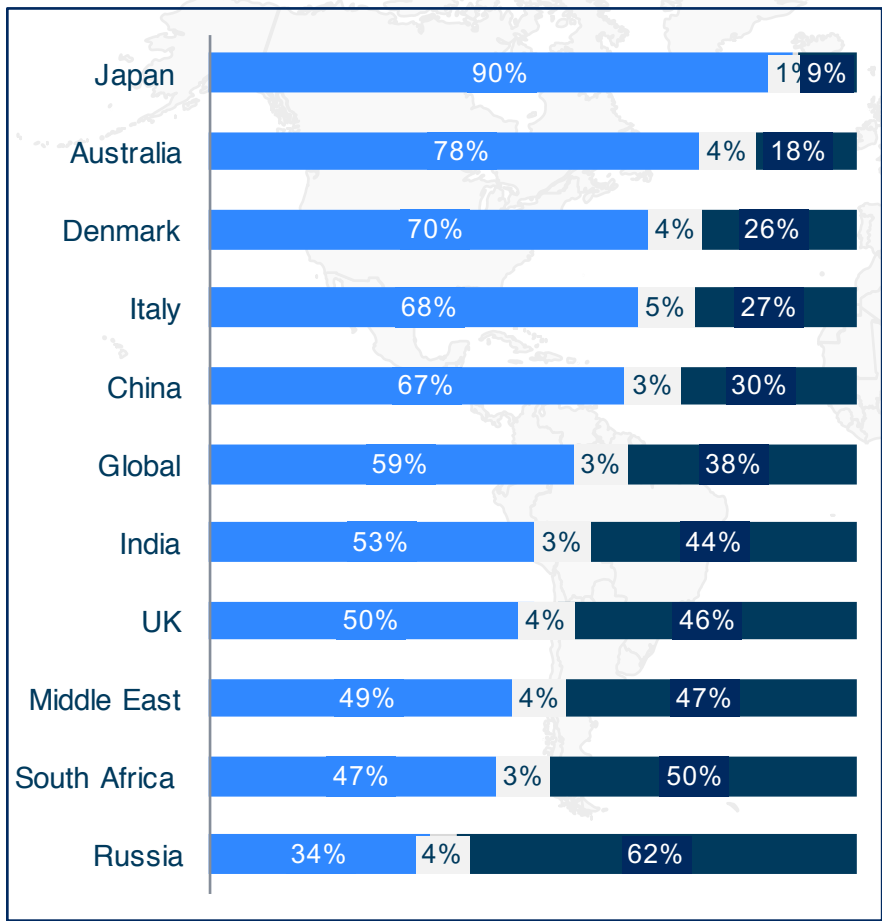
Answers to the statement 'In the future, the most successful brands will be those that make the most positive contribution to society beyond just providing good services and products'



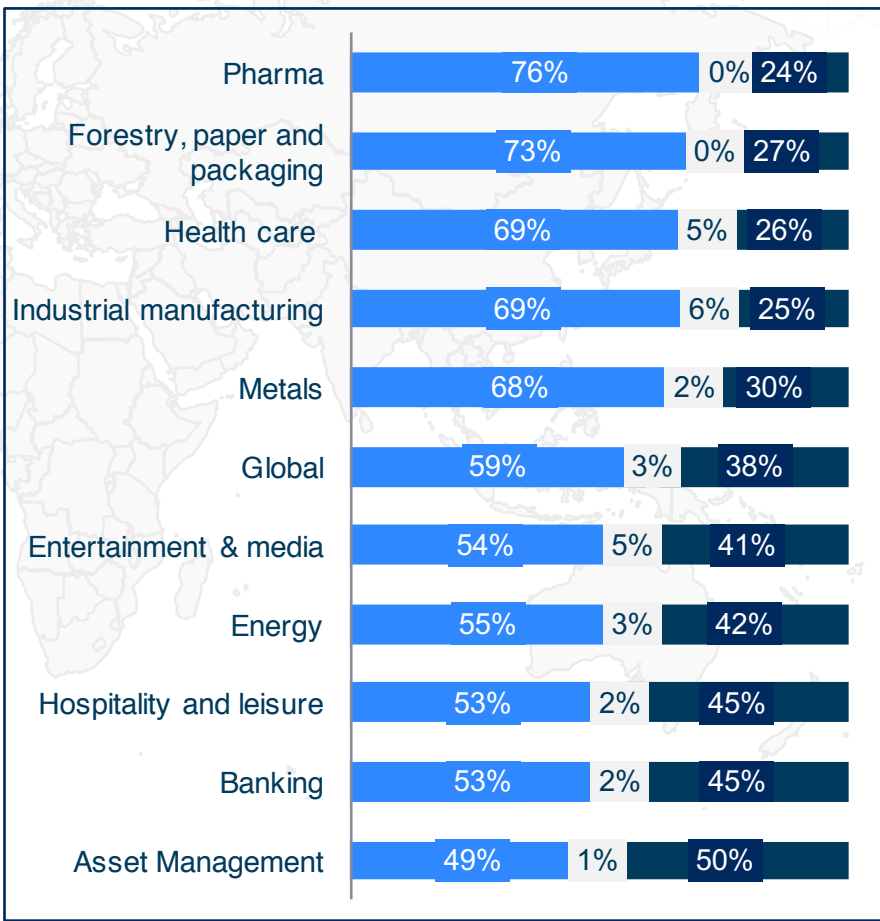
Visual 94: Talent increasingly prefers values over money

- Top talent would rather work for organizations with social values aligned to their own
- Competitive pay is most important factor
- Don't know

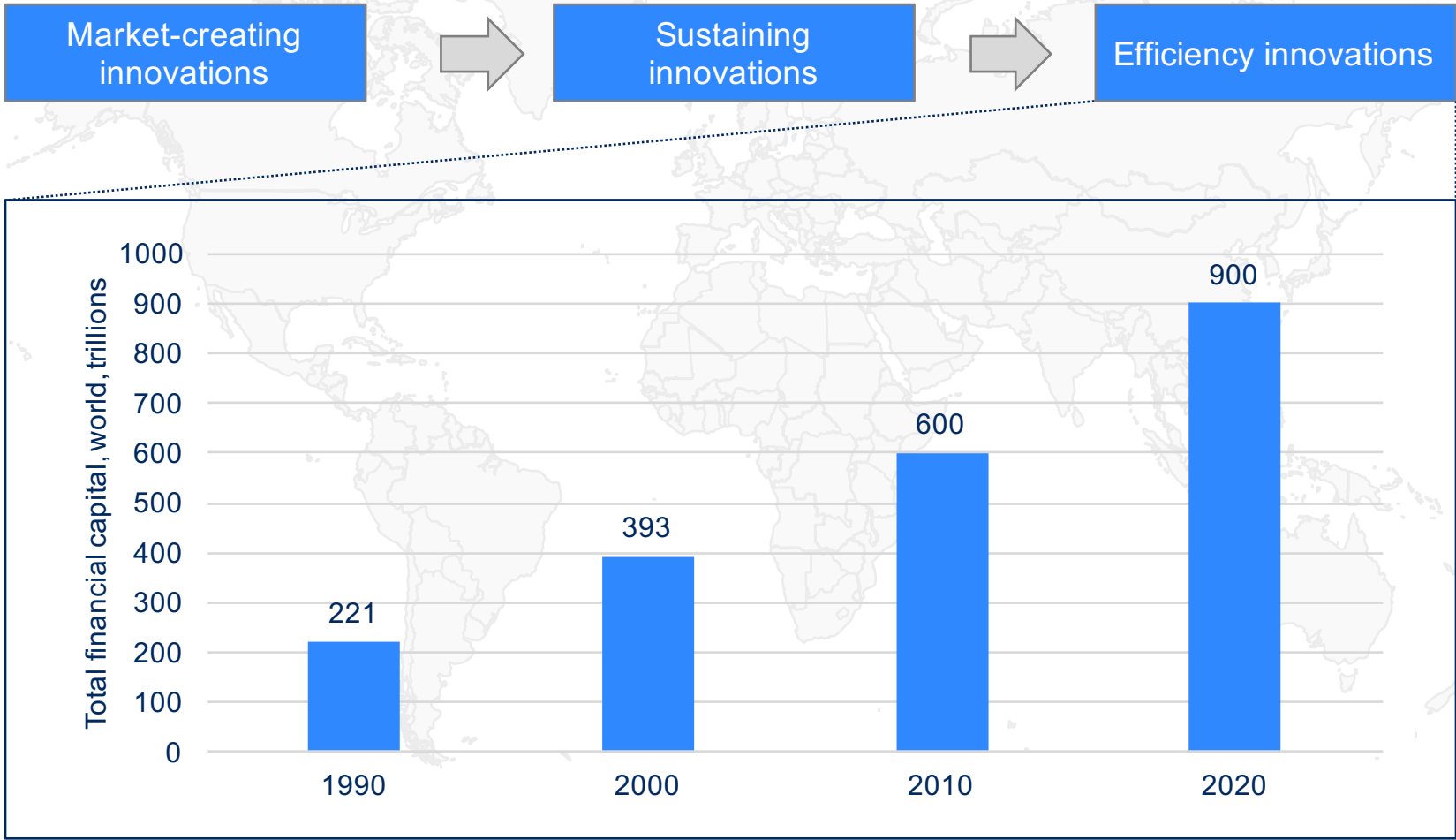
By country...



...and by sector



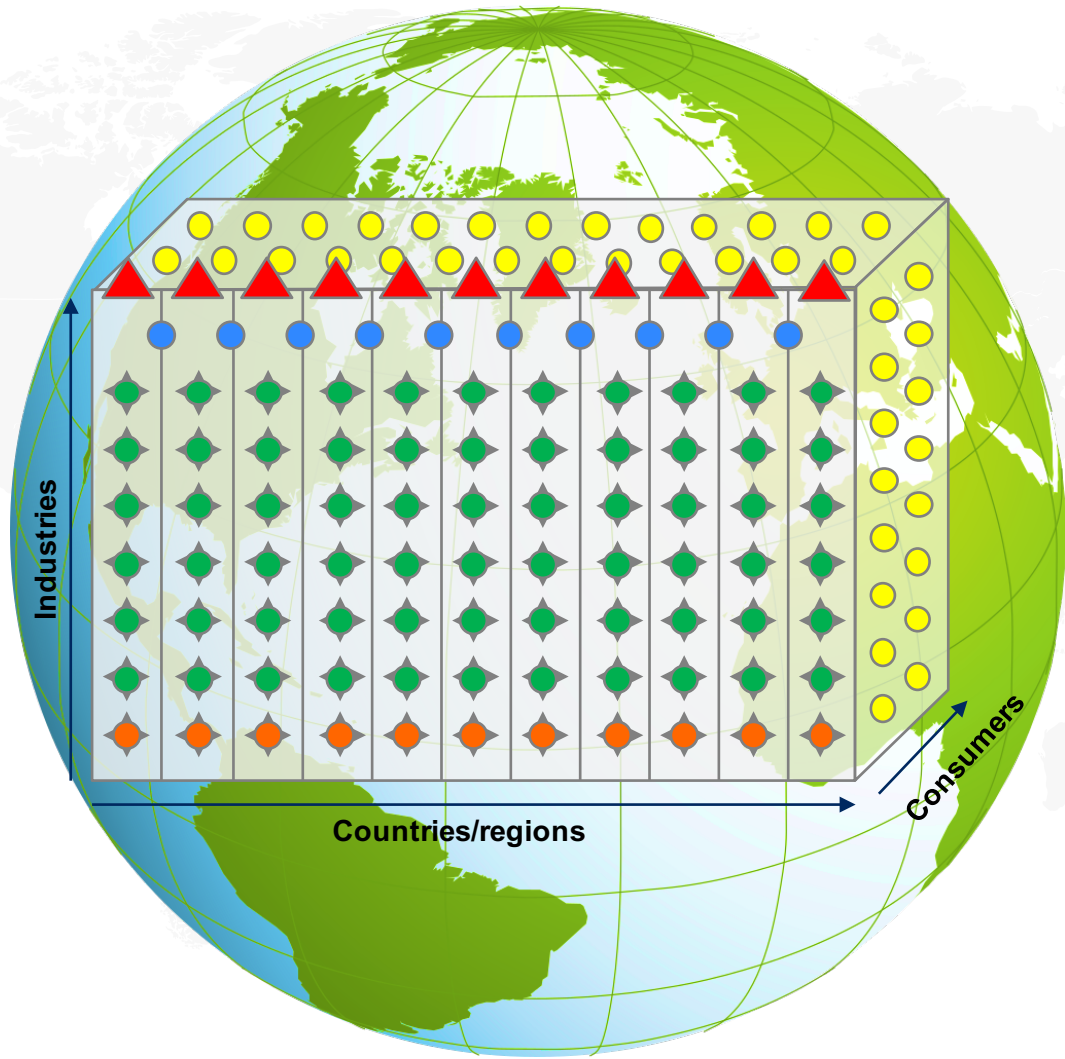
Visual 95: Capital is no longer scarce



Source: Clayton Christensen, Harvard Business School; Bain macrotrends group; HBR,

Visual 96: The five main players to influence human progress

- Individuals (consumers, households)
- ◆ For profit organisations
- ◆ Not for profit organisations
- Supranational institutions
- ▲ Governments



Visual 97: Organisations and governments are the key influencers (1/2)

I = individuals, FPO = for profit organisations, NFPO = not for profit organisations, SNI = supranational institutions, G = governments

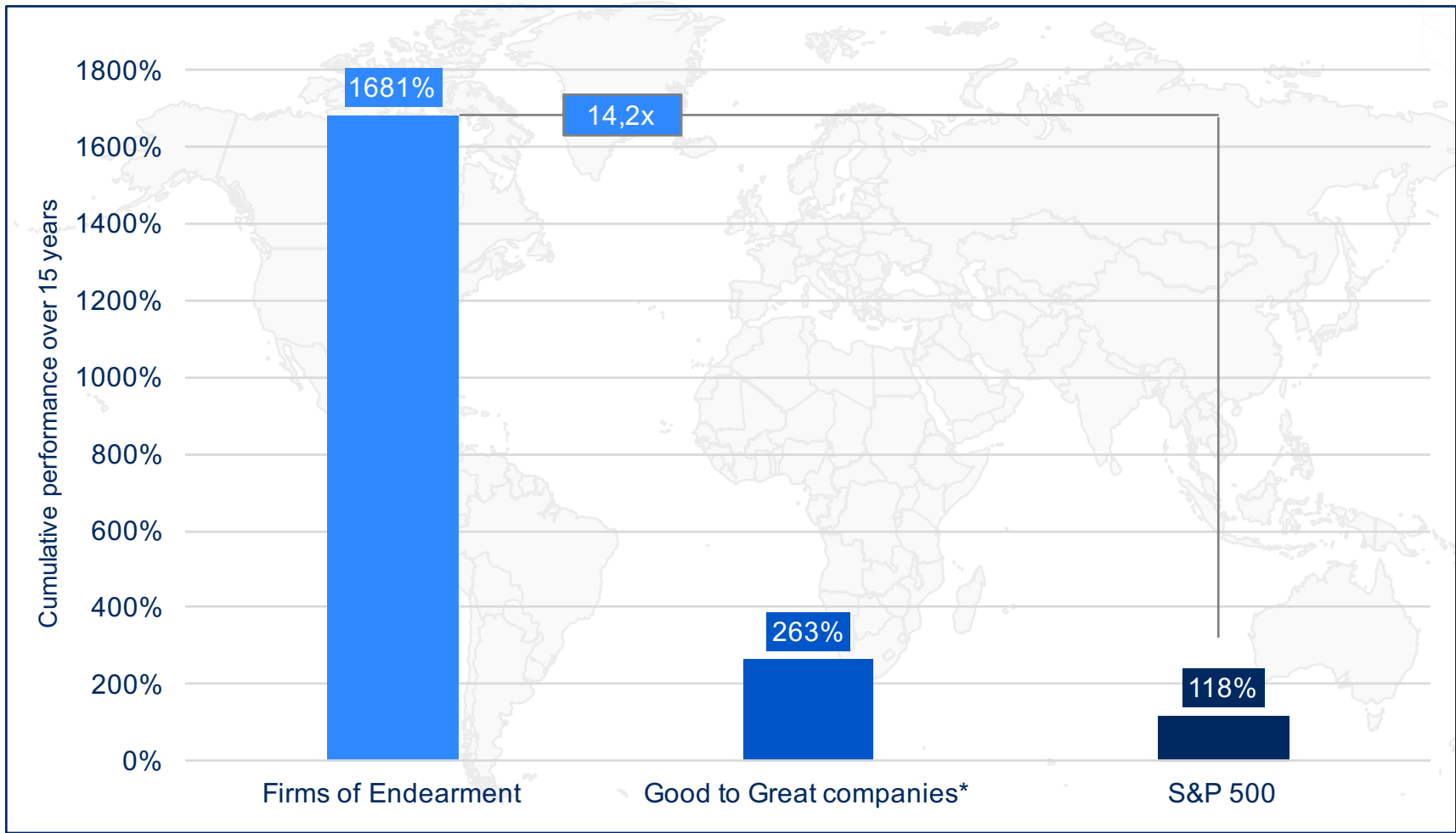
Tectonic shifts for the 21 st century	I	FPO	NFPO	SNI	G
Re-balancing of the economic growth engine		●			●
Rising levels of inequality		●			●
The slowdown of productivity growth	●	●			●
The increasing emotional disconnect for investors	●	●			●
The middle-class fuelled consumption boost		●			
China as the new largest economy		●		●	●
The race for diversification for commodity exporters		●			●
The diffusion of power	●				●
The global trust deficit	●	●			●
Rising anti-globalisation sentiments	●	●		●	●
The philosophical void in societal politics	●				●
The rise of the strongman leader	●				●
Rising international tensions					●
The great divide between the elite and the rest		●			●
The regional surge in population growth	●	●	●		●

Visual 97: Organisations and governments are the key influencers (2/2)

I = individuals, FPO = for profit organisations, NFPO = not for profit organisations, SNI = supranational institutions, G = governments

Tectonic shifts for the 21 st century	I	FPO	NFPO	SNI	G
The rising numbers of forcibly displaced people				●	●
The great urban migration	●	●			●
The rise of the well-educated	●	●			●
The ageing society	●				●
The religious tipping point	●				
The rise of the robots		●			
The great decoupling		●			●
The rise of the winner-takes-all models		●			●
The rise of the automated trust technology		●			●
The rise of artificial intelligence		●		●	●
The rising temperatures	●	●		●	●
The increased likelihood of natural disasters		●		●	●
The depletion of non-living resources		●			●
The declining biodiversity				●	●
The rising waste pile from human consumption	●	●		●	●

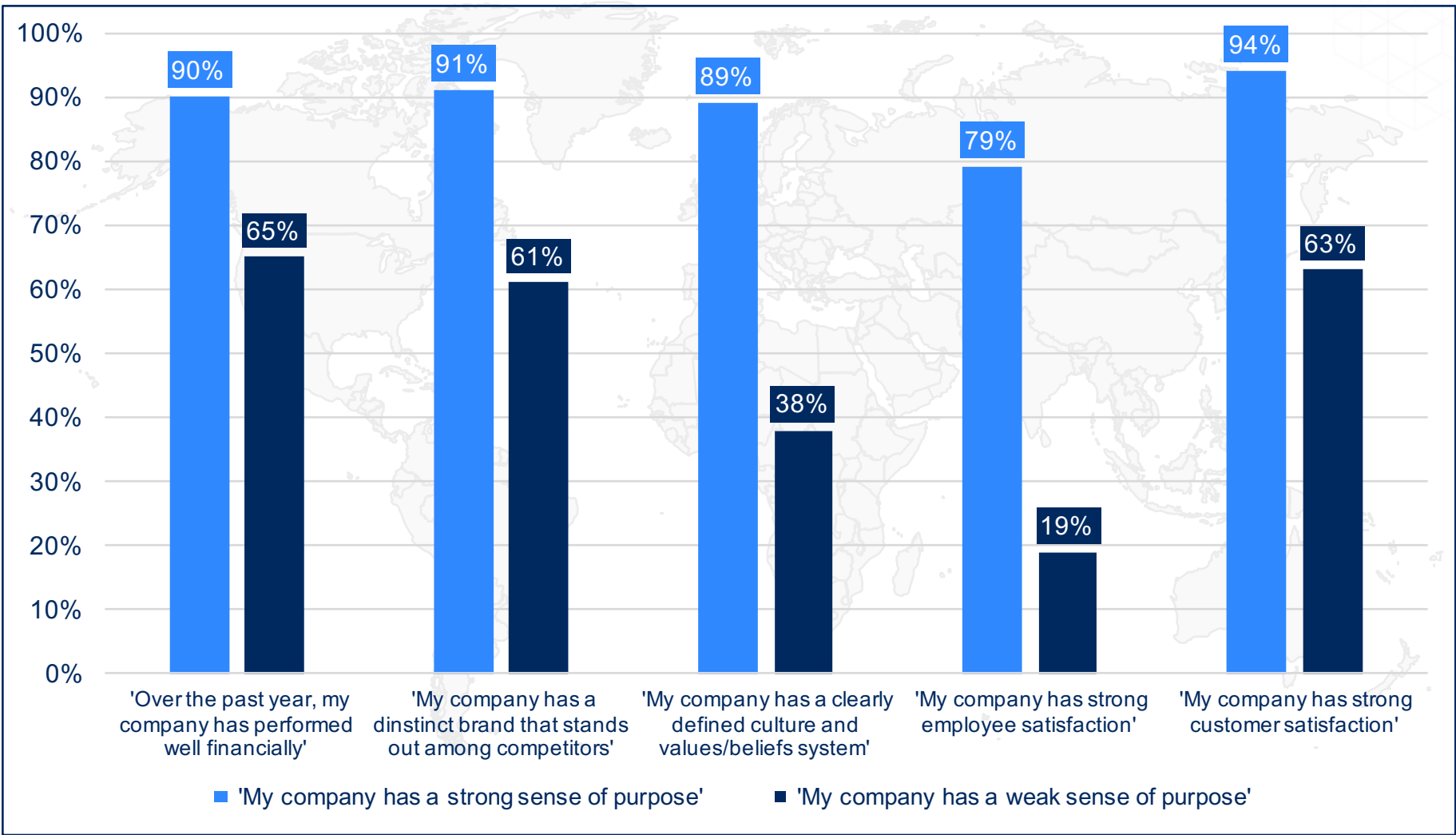
Visual 98: Aligning stakeholders is good for business



* Identified by Jim Collins in the book 'Good to Great' (2001)

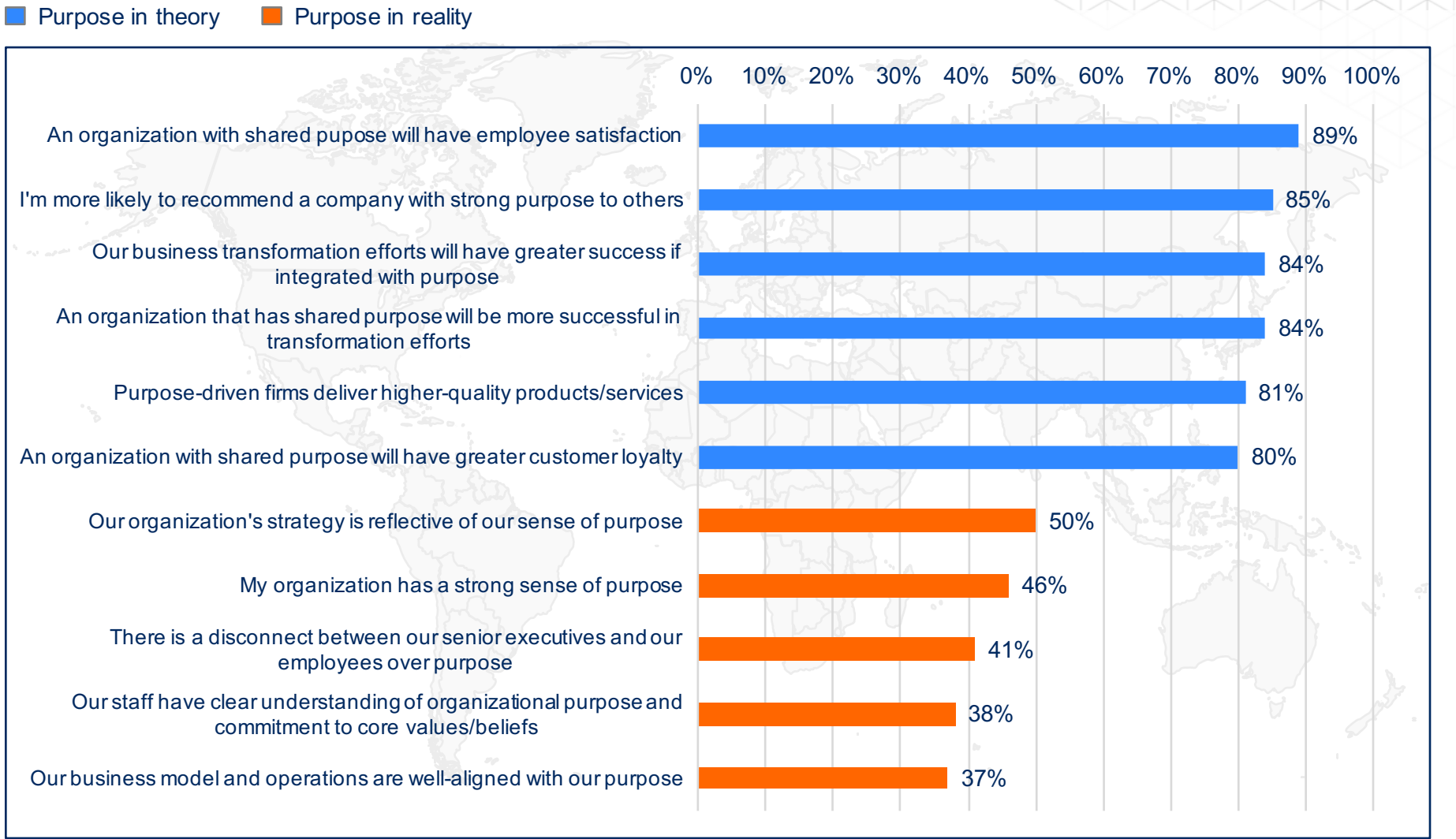
Sources: Sisodia, Wolfe, Sheth (2007). Firms of Endearment. Firms of Endearment used are the companies identified in the U.S.

Visual 99: Executives belief purpose relates to other business outcomes

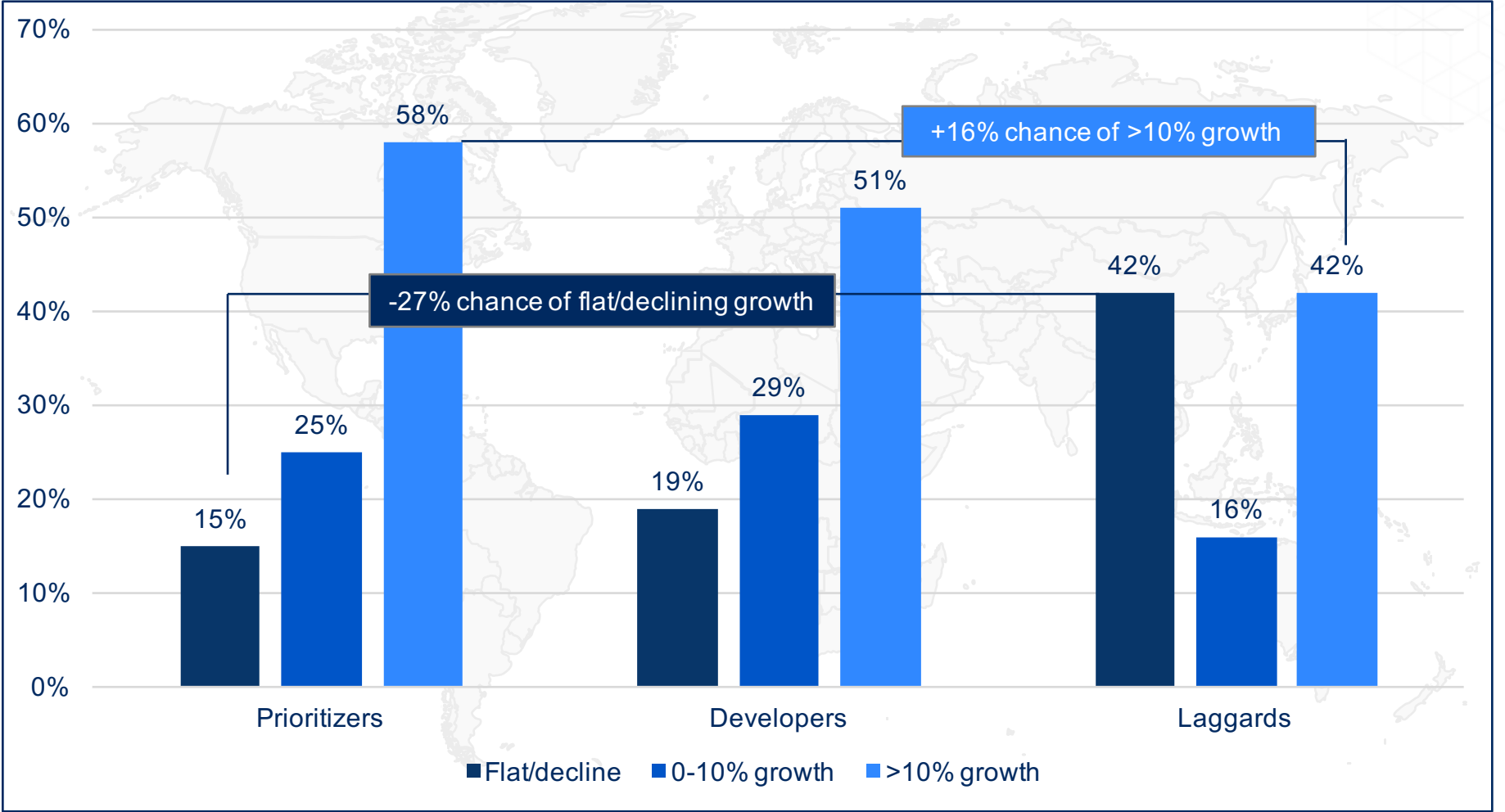


Source: Deloitte, Culture of purpose: a business imperative, 2013 core beliefs and culture survey. Survey conducted in US with 1310 adults (298 executives)

Visual 100: Organisations see huge gaps between theory and reality

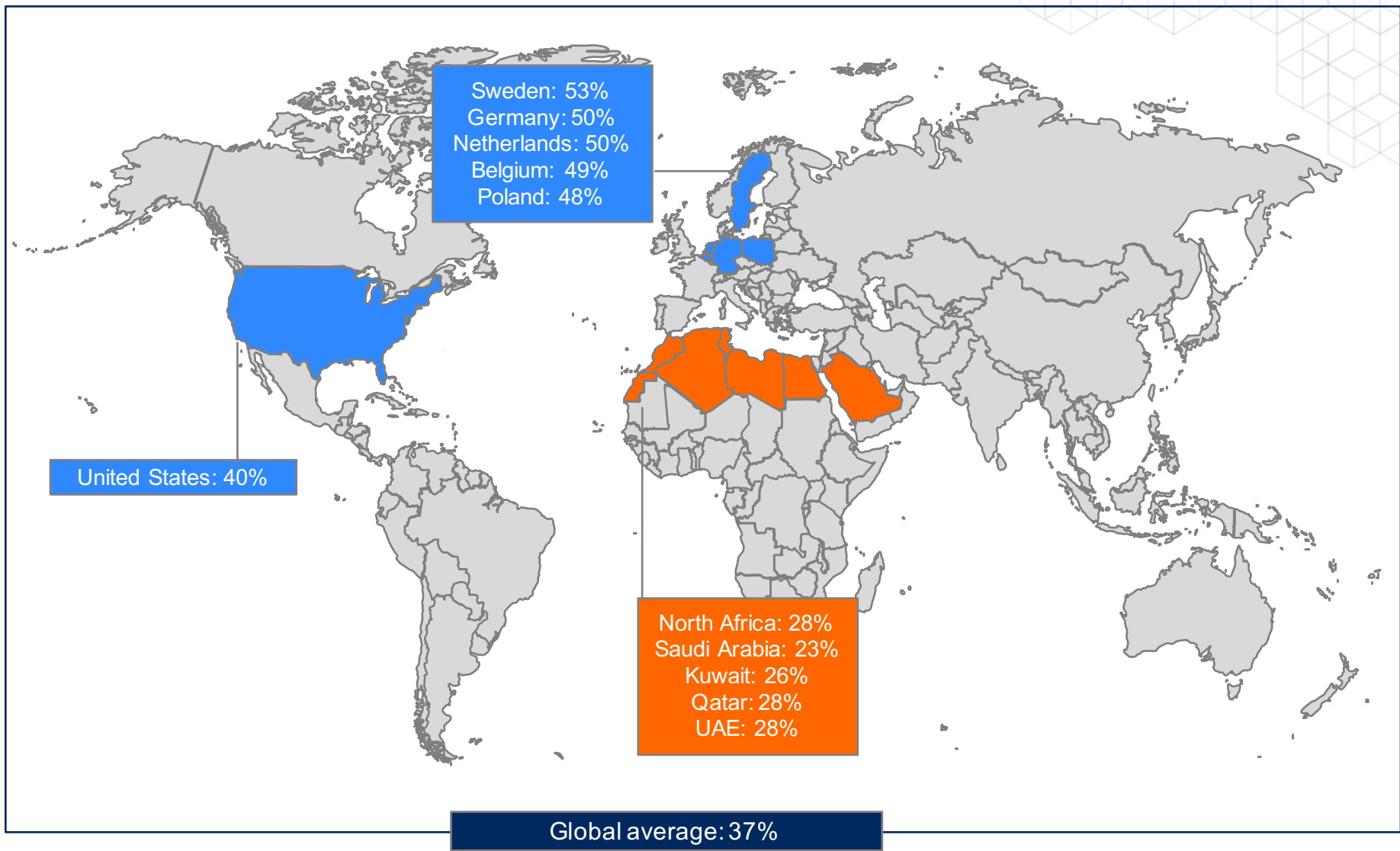


Visual 101: Organisations that prioritize purpose grow faster



* Note: visual shows financial performance of organisations that either prioritize, develop, or lag, in the purpose space (N = 474)
Source: EY, Harvard, The Business Case for Purpose (2015)

Visual 102: There are regional differences around the purpose experience



Source: Imperative, Global Purpose Index (2016)

Visual 103: Inspired employees are most productive

Inspired employees...

Get meaning and inspiration from their company's mission

Are inspired by the leaders in their company

Engaged employees...

Are part of an extraordinary team

Have autonomy to do their jobs

Learn and grow every day

Make a difference and have an impact

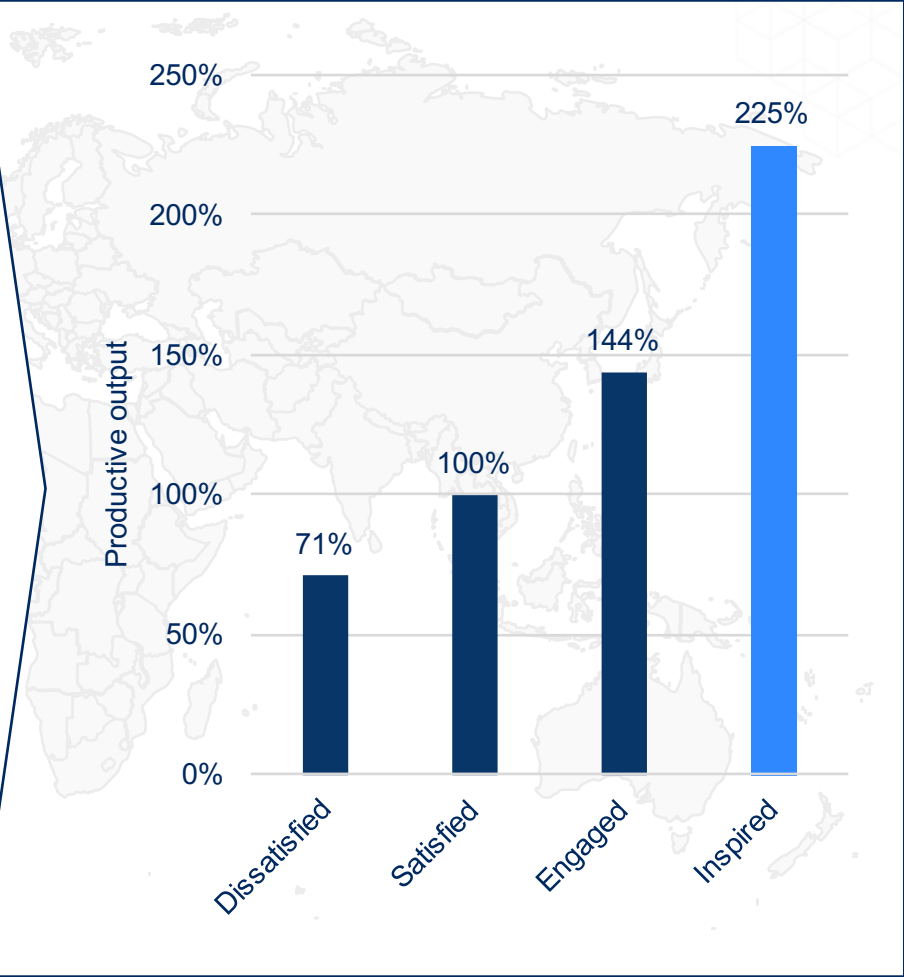
Satisfied employees...

Have a safe work environment

Have the tools, training and resources to do the job well

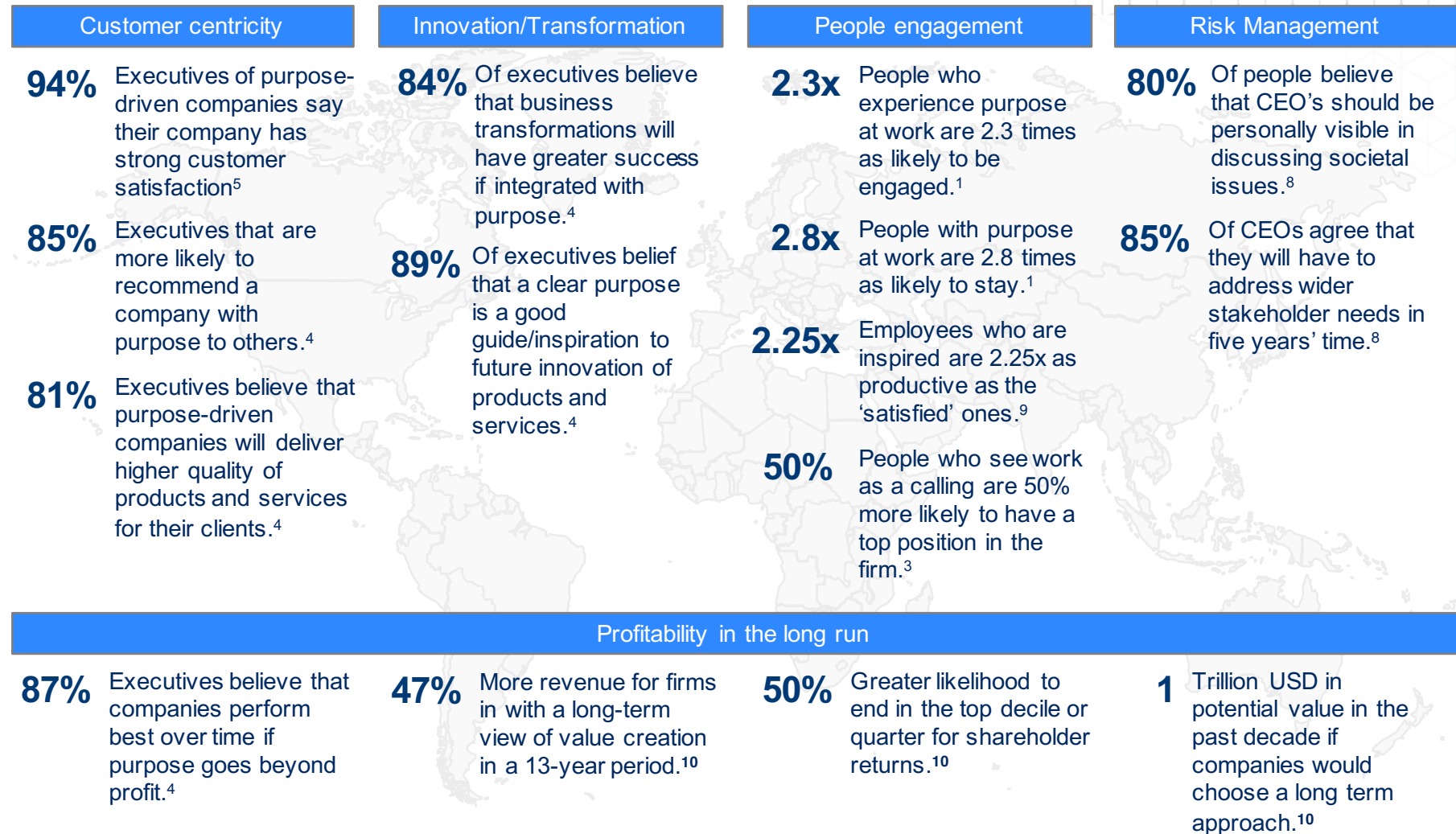
Can get their jobs done efficiently without excess bureaucracy

Are valued and rewarded fairly



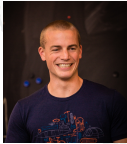
Source: Bain & Company (2015); featured in the Harvard Business Review article Engaging Your Employees is Good, but Don't Stop There.

Visual 104: The writing on the wall echoes similar ideas everywhere



Source: ¹ HBR/The Energy Project, Human era at work (2014); ² Gallup - State of the global workplace (2013); ³ Imperative and New York University, Workforce Purpose Index (2015); ⁴ HBR/EY, The business case for purpose (2015); ⁵ Deloitte, Core beliefs culture survey (2013); ⁶ Raj Sisodia, Firms of Endearment (2013); ⁷ Havas, Meaningful Brands Index (2013); ⁸ Edelman, Trust Barometer Global (2016); ⁹ PwC Tax CEO survey (2016); ¹⁰ Bain & Company; ¹⁰ McKinsey Quarterly, Measuring the economic impact of short-termism (2017)

For more information



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