Page references followed by fig indicate an illustrated figure.

A	Altimetel, 93		
	Amazon: AI/machine learning to suggest		
Aaker, Jennifer, 121–122	books and products, 71–72;		
Academy Awards error, 112	announcing formation of health		
Actions: action-driven businesses,	care company for employees,		
13–14; empower employees to	14, 212; data acquisition by, 72;		
take purposeful, 169; showcase	Jeff Bezos CEO of, 106, 147;		
purpose in, 172–173; storydoing,	potential for purposeful drone		
122–124, 203	delivery partnering by, 218		
Activia Yogurt, 29, 157	American Express, 84		
Ad Age, 153, 155	American Manufacturing Council, 147		
Advertisements: Cocaine Toothache	Analysts, 95–96		
Drops (1885), 66fig; Farrah	Andreessen, Marc, 55		
Fawcett promoting Wella Balsam	Ant Financial's Ant Forest tree-planting		
shampoo (1970s), 69fig-70; native	app, 56, 197		
advertising, 152; Philip Morris	Anti-gun stance, 14, 19		
(1950s), 67fig-68; real-time ads,	Anti-tobacco initiatives (CVS), 31		
152; T-Mobile's provocative,	Apologizing, 111–113		
108fig. See also Marketing;	Apple: GUT (mouse-driven graphical		
Products	user interface) of, 44, 46; iPhone		
Adweek, 153, 155	product of, 25–26, 43; numerous		
AI (artificial intelligence): enormous	products of, 43–44; Taylor Swift		
potential to do good by, 33;	taking a stand against policy of,		
Ginni Rometty's articulation of	112–113		
IBM's philosophy on, 32; rapid	Aristotle, 7		
technological advances of, 25, 213	Audience's passions, 17–18, 49		
AI/machine learning, 26, 71–72	Authentic marketing: CMO (or VP		
Airbnb, 45	of Marketing) as voice of		
Airborne, 29, 157	company's, 111; as driver of		
Alexa (Amazon), 26	true engagement, 8–9, 56–57;		
Allen, Sam, 7	honorable use of consumer		

В

data in, 73–74; how to have 109–110fig; say you're sorry real conversations with social when needed, 111-112; show media audience, 148-149; moral your funny bone, 113-115fig; purpose role of, 74; stories of stand out by standing up, company's moral purpose form 106–107fig; Taylor Swift making of, 56-57. See also Marketing; Apple do a u-turn example of, Marketing evolution 112-113 Brands: have employees become Avis, 106 AZCentral (magazine), 68 advocates of your, 149; Holy Grail of trust and true engagement with, 65, 81; humanizing your, 101–103, 215-216; personality of, 109-110 Bain & Company, 52, 210 fig; response to Parkland, Florida Barr, Rosanne, 146 shooting (2018) by, 14, 19, 106; Barra, Mary, 48 Sprout Social study on social/ "Bathroom law" (North Carolina), 106 political positions of, 106; Beatty, Warren, 112 strategies to achieve deeper Behavioral data. See Consumer data engagement with, 103-115 fig. Behavioral outcomes measurement, 183 See also Companies Benioff, Lynne, 51 Branson, Richard, 175 Benioff, Marc, 51, 166, 172 The Bridgespan Group, 210 Berkshire Hathaway, 14, 147, 212 Budget, 106 Best Buy, 88, 89 Buffett, Warren, 147 Best Picture error (Academy Awards), The Business Roundtable, 173 112 Business strategy: all eyes on evolution, Bezos, Jeff, 106, 147 45-46; CEOs as the lead voice Bill and Melinda Gates Foundation, 174 of, 111, 216; evolutionize your Black Friday's "Don't Buy This Jacket" industry, 44-45; integrating campaign (2011) [Patagonia], purpose in broader definition 106-107fig of, 14–15; as an ongoing effort, BlackRock, 5, 181, 191, 210 57–58; putting the new strategy Blandin, Nanette M., 39 model into play starting with, Blankfein, Lloyd C., 173 195; shortcomings of the Blogs: launching your purpose with traditional framework for, 39-42; a, 201-202; to showcase your use customers to drive business company's purpose actions, 151 direction, 43-44; your moral Boston Globe, 147 purpose connection to your, 215. Bradach, Jeffrey, 210, 211, 216 See also Integrated strategy model Branding engagement strategies: be Buy a Pair, Give a Pair (Warby Parker), provocative, 107-109; ditch 17, 127fig, 199 the corporate speak, 113; infuse empathy in your culture,

C

105–106; paint the faces of your

Academy Awards error example

of, 112; reveal your personality,

brand, 111; put honesty first, 103-105fig; PwC apology for

C Space, 102, 188 C suite: CIO/CTO, 111, 196, 198; CMO (or VP of Marketing), 111,

196, 198, 216; infuse purpose into the entire, 173. See also CEOs; Management "Call for Good" initiative (IBM), 32 Cambridge Analytics, 19 Care Counts program (Whirlpool), 47–48

CEOs: authentic communications from the, 186-187; building trust as number one job of, 104, 146-147; Covestro survey on employees' sense of purpose empowered by, 30-31; Covestro survey on Fortune 1000, 6; crafting engagement strategy role of, 197; examples of inspiring words from, 175-176; Fink's 2018 annual letter on moral purpose to, 5–6, 13, 39, 91, 181; identifying the company's purpose, 195-196; as the lead spokesperson for your organization, 202-203; as lead voice of the business strategy and moral purpose, 111, 216; leading with purpose, 170–173, 176–177; operating as chief values officer, 171–172; partnering for purpose, 173–175; purpose blog post in the voice of your, 201–202; purpose supply chain role of, 198; recognizing value of marrying purpose with profit, 210. See also C suite; Leading with purpose

Cervone, Tony, 48, 104–105 Change the World list (*Fortune* magazine), 9, 10, 16, 191 Charlottesville white nationalist rallies, 147, 216

Charmin's Twitter humor, 114fig China: Ant Financial's Ant Forest treeplanting app, 56, 197; Facebook rivaled by Tencent of, 150

CIOs/CTOs: identifying your purpose role of, 196; as one of the faces of your brand, 111; purpose supply chain role of, 198; telling the tech version of the company story, 216 Cisco Systems, 51, 88 Cision, 145

Citizenship dimension (RepTrak), 184fig CMOs (or VP of Marketing): identifying your purpose role of, 196; as one of the faces of your brand, 111; telling the engagement story, 216

CNN, 155

Cocaine Toothache Drops ad (1885), 66fig

Cognitive understanding measurement, 183–184

Colony, George, 55

Communication: ditch the corporate speak, 113; humanizing brands with humorous, 113–115fig; importance of authentic CEO, 186–187; launching your purpose and using standardized, 201; social listening, 187

Companies: building trust as number one job of, 104; call for actiondriven, 13-14; embracing technology, 55–56; exercise to find moral DNA, 15-21; finding ways to use technology for good, 31-34, 212-213; higher consumer expectations of private sector, 30-31; make purpose permeate your organization, 168; measuring moral purpose, reputation, and perception of, 182-191; need to find their moral purpose, 5–6; partnering for purpose, 173–175, 218; production era (1860-1920), 65; social purpose "natives" vs. "immigrants," 49-52. See also Brands; Moral purpose; Organizational culture

Constituency mapping: for launching your purpose, 200; sample of, 77

Consumer data: additional tools and technologies delivering insights in, 82–83; moral purpose application of, 95–96; need for honorable use of, 73–74; a

prospective view of, 80–82. See Sprout Social study on social/ also Customers; Data-telling political positions of brands, 106. Consumer data collection: data toolbox See also Consumer data technologies for, 79-80; online CVS Health's anti-tobacco initiatives, acquisition and, 72 31, 172–173 Cook, Timothy D., 173 Corporate social responsibility (CSR): D benefits of traditional, 20-21; description of, 6; millennials' Data analytics tools, 188 preference for employers with, Data-telling: Dow Chemical's 2025 47; need to move beyond Sustainability Goals, 137; traditional, 6-8, 21, 209 Levi Strauss's Water<Less Corporate speak, 113 techniques, 138-139; Siemens' Corporate watchdogs, 93-94 goal to achieve net zero carbon Cortisol, 121 footprint, 137-138; TOMS Covestro survey: on CEOs empowering One for One mission, 136fig; employees' sense of purpose, Walmart Sustainability Index, 30-31; of CEOs on business 133-135fig. See also Consumer and purpose (2018), 6; employee data; Storytelling demand for purpose-driven Data toolbox, 79-80 companies, 10 Deere & Company, 7, 51, 56, 196-197, Creative storytelling, 126 214 Credibility: of earned media, 144; of Deese, Brian, 210 earned social media, 147-150; the Deloitte: Deloitte Global Human public's search for, 143 Capital Trends Report (2018), Cue, Eddy, 113 41; Deloitte Millennial Study Culture. See Organizational culture (2018), 165; Deloitte WorldClass Customer experience, 27 initiative of, 7-8, 57; Diana Customer information tracking: data O'Brien on power of moral analytics tools for, 188; onepurpose at, 7–8, 57, 58, 106, on-ones for, 188-189; online 167, 171, 218; importance of customer communities for, 188; empathy in culture of, 106; profit sentiment analysis tools for, driven by proof of moral purpose 187–188; social listening for, 187; findings by, 91-92 surveys for, 188 Deloitte Monitor (was Monitor Group), Customers: brand transparency 40, 101 connected to loyalty of, 104-Delta, 106 105 fig; business strategy driven Dick's Sporting Goods, 14, 19 by, 43–44; higher expectations "Dieselgate" scandal (Volkswagen), of the private sector, 30–31; 28–29fig how social media has shifted Digital Engagement Era (2000s), 70-72 the power to, 27; millennials as The Digital Marketer (Weber), 55 purpose-driven, 30, 209; as moral Dimon, Jamie, 147 purpose constituents, 89-91; new Domini 400 Social Index, 93 mandates for company values and "Don't Buy This Jacket" campaign purpose set by, 27-30; Patgonia's (2011) [Patagonia], 106–107fig attention to passions of their, 18; Dove Body Wash (Unilever), 185

Dow Chemical's 2025 Sustainability Patagonia Survey Participant Goals, 137 to secure feedback from, 85-87, Drucker, Peter, 179 189; purpose supply chain Dunaway, Faye, 112 component of, 198; volunteer work by Salesforce, 166 Engagement: authentic marketing as Ε driver of true, 8-9, 56-57; Digital Engagement Era (2000s) approach Earned media: credibility of earned to marketing and, 70-72; social media, 147–150; focus on examples of company approaches your inner circle of influencers to employee, 84-89; Holy Grail of among the, 144-146; investing trust and true, 65, 81 in rebuilding trust in, 156fig-Engagement strategies: for achieving 158; Lockheed Martin's "The deeper engagement, 103-115fig; Field Trip to Mars" campaign, crafting your, 197; as the heart of 153-154fig, 155fig; public's purpose, 213-214 renewed faith in, 144, 215–216; Environmental Internship Program WATERisLIFE video campaign, (Patagonia), 85 154-155, 156fig Epsilon, 80 Ebola crisis, 147 ET Auto, 29 Ecomagination Greenhouse Gas (GHG) Eudaimonia concept (Aristotle), 7 reduction program [GE], 88 Economic Times, 29 F Edelman, Richard, 143 Edelman's 2018 Trust Barometer, 103-104, 143, 146 Facebook: China's Tencent rivaling, Emotional connection measurement, 183 150; cultural impact of, 26; data Emotions: how content around moral acquisition by, 72; demographics of users, 90; Facebook Live, 125; purpose triggers, 147-148; how great stories trigger, 121 4.3 billion messages posted daily, Empathy, 105-106 148; gender and age differences Empathy Index, 105 among users, 151-152; ideal Employee audits, 189 length of video on, 152; measures Employees: additional examples of to filter out fake news by, 156; companies engaging their, 88-89; potential for no-cost connectivity consumer trust in company partnering by, 218; privacy comments by, 93; creating a scandal of, 19, 26; Southwest purpose-fueled culture for your, Airlines' "Transfarency" likes on, 166–169, 217; empower them 104 to take purposeful actions, 169; Fake news, 156-157 engagement in Patagonia's False claims scandals, 27-30, 93-94 environmental efforts, 84-85; Fawcett, Farrah, 69fig-70 Federal Trade Commission (FTC), find purposeful ambassadors 93,94 among your, 168-169; have them become brand advocates, 149; Feedback: living the purpose promise make purpose front and center by using mechanisms for, 204; when recruiting, 169; as moral Patagonia Survey Participant to

gather employee, 85-87, 189

purpose constituents, 83-89;

216

apology for Academy Awards

#FeesDontFly (Southwest Airlines), 104 Google: authoritative fact-checks in "The Field Trip to Mars" campaign search results by, 156; customized (Lockheed Martin), 153-154fig, ads used by, 71; data acquisition by, 72; everyday life impact by, 15Five, 82 26; Google Home, 26; providing Internet to African cities Fink, Laurence, 5-6, 13, 39, 91, 181 #FirstWorldProblems, 154-155 initiative by, 31; real-time ads Food and Drug Administration (FDA), offered by, 152 93,94 Governance: as Global RepTrak Forbes magazine, 33, 157, 191 dimension, 184fig; purpose Ford, Henry, 44-45 supply chain component of, 198-199 Formaldehyde issue, 10 Greenpeace activists, 28-29fig Forrester Research, 55, 95 Fortune's "Best Companies to Work For" GUI (mouse-driven graphical user list, 172 interface), 44, 46 Fortune's "Change the World" list, 9, 10, Gun control issue, 14, 19, 204 16, 191 Frawley, Andy, 80-82 Н Frazier, Ken, 146-147 Friedman, Thomas, 145 Habit for Humanity, 48 Fuller, Mark, 40-41, 47, 101 Haiti WATERisLIFE video campaign, Furman, Matt, 88 154-155, 156fig Handicap International, 128 G Harvard Business Review: annual list of corporate world changers Gandhi, Mahatma, 46 by, 191; on gauging how social Gandys (London), 13, 51, 128 purpose generates value, 20; on Gartner: Magic Quadrant of, 190; tracking importance of empathy, 105; on reports to inform analysts, 95 "social purpose natives," 49; on Gates Foundation, 174 "walking the talk" to live your GE (General Electric), 45, 51, 54, 88 purpose, 167 General Motors (GM), 48, 54, 104-105 Harvard Business School, 40 George, Bill, 147 Hill + Knowlton U.S., 123, 151 Giving Partners (TOMS Shoes), 174, Hillen, John, 170 199 Hiring Success Journal, 88 GlaxoSmithKline, 48-49 Hock, Dee, 176 Honesty, 103-105fig, 170 Global RepTrak methodology: basis for measuring reputation, HR (human resources), 40-42 182fig-183; behavioral outcomes HubSpot, 152 measured by, 183; cognitive HuffingtonPost, 10, 155, 191 understanding measured by, Humanizing brands: be provocative, 183-184; emotional connection 107-109; ditch the corporate measured by, 183; RepTrak pulse speak, 113; infuse empathy in score, 183; seven dimensions your culture, 105-106; paint the measured by, 184fig faces of your brand, 111; put Global RepTrak report (2018), 186-187, honesty first, 103-105fig; PwC

error example of, 112; reveal your personality, 109–110fig; by saying you're sorry, 111–113; show your funny bone, 113–115fig; stand out by standing up, 106–107fig; Taylor Swift making Apple do a u-turn example of, 112–113; understanding importance and process of, 101–102, 215–216; using technology for, 103 Humorous brand communication: Charmin's Twitter, 114fig; Jetblue's #snowmandatingproblems hashtag and tweet, 114–115fig; value of using, 113–114 Hydroflask, 109–110fig Hydroxycut FDA action, 93	a company's, 42fig; putting it into play steps, 195–205. See also Business strategy; Traditional strategy model Integrated strategy model action steps: 1. put the new strategy model into play, 195–197; 2. establish your purpose supply chain, 197–199; 3. launch your purpose, 200–203; 4. live the purpose promise, 203–205; 5. measure the impact, 205 Integrated strategy model drivers: 1. business strategy, 42fig, 43–46; 2. moral purpose, 42fig, 46–54; 3. be a technology company, 55–56; 4. embrace engagement through authentic marketing, 56–57
I	Internet: humanizing your brand on the,
IBM: "Call for Good" initiative of, 32; efforts to close the STEM skills gap, 10–12; on the <i>Fortune's</i> Change the World list, 16; Ginni Rometty's articulation of IBM's AI philosophy, 32; mistake of ignoring cloud computing, 45; Values and Policy Advisory Board of, 11, 199	103; influencers on the, 95. See also Social media; Technological innovations Investors: impact investing by, 211; as moral purpose constituent, 91–93 IoT, 25 iPhone, 25–26, 43 Iwata, Jon, 11–12
Iger, Bob, 146 IKEA Foundation, 128 IKEA's Let's Play for Change program, 128–129fig Impact investing, 211 Inc. magazine, 89–90 "InDay" program (LinkedIn), 88 Influencers. See Societal influencers Infographies, 125 Instagram: gender and age differences among users, 90, 151–152; growing popularity of, 150; ideal length of video on, 152; number of posts up loaded daily, 148; tell it visually using, 125	JD Powers, 190 Jetblue's #snowmandatingproblems hashtag and tweet, 114–115fig The Jetsons (animated TV show character), 25 Jobs, Steve, 25–26, 44 Johnson & Johnson's health program (India), 88 JPMorgan, 212 JPMorgan Chase & Co, 14, 147 Jutkowitz, Alex, 123, 124
Integrated strategy model: four driving principles of the new, 42–57; moral purpose bringing together	Kate Farms, 50 Key messages document, 201 Key performance indicators (KPIs), 183

Khosrowahahi, Dara, 173	Manson, Jay, 185
Kimmel, Jimmy, 112	Marcario, Rose, 176
Klain, Ron, 147	Marketing: CMO (or VP of Marketing)
Kroger, 19	as voice of company's, 111; data
	acquisition applied to, 71–72;
L	historic evolution of, 65-72. See
-	also Advertisements; Authentic
Launching purpose. See Moral purpose	marketing; Products
launch	Marketing Era (mid-20th century to
Laver, Kate, 50	mid-1990s), 68–70
Laver, Michelle, 50	Marketing evolution: Production Era
Laver, Richard, 50	(1860-1920), 65–66fig; Sales
Leading with purpose: examples	Era (1920s–1940s), 67fig–68;
of inspiring words from	Marketing Era (mid-20th
CEOs, 175–176; honesty and	century to mid-1990s), 68–70;
transparency as part of, 103–	Relationship Era (mid–1990s–
105 fig, 170; increasing societal	early 2000s), 70; Digital
demand for, 170; partnering for	Engagement Era (2000s), 70–72.
purpose, 173–175; by putting	See also Authentic marketing
purpose first, 170–171, 176–177;	MarketWatch, 32
showcase purpose in action,	Mars Experience Bus (Lockheed
172–173. See also CEOs	Martin), 153–154fig, 155fig
Ledingham, Dianne, 52	Mastercard Aid Network, 49
Legere, John, 107–108	McDermott, Bill, 176
Levi Strauss's Water <less td="" techniques,<=""><td>Measurements: consumer data, 73–74,</td></less>	Measurements: consumer data, 73–74,
138–139	79–83, 95–96; data-telling form of, 133–139; on the impact of
LinkedIn, 88, 90–91, 150	your purpose, 205. See also Moral
Listening (social), 187	purpose measurements
Living the purpose promise: always on	Media: earned, 144–150, 153–154fig,
storydoing, 203–204; feedback	156fig-158, 215-216; owned
mechanisms, 204; living your	and paid, 150–152, 153–154fig,
values, 204; next gen issues and	156fig-158. See also Social media
responses, 204; stick with it for, 205; tracking, measuring, and	Melley, Diane, 33
reporting, 203	Merck, 147
LL Bean, 19	Merlo, Larry J., 31, 173
Lockheed Martin's "The Field Trip to	#MeToo movement, 216
Mars" campaign, 153–154fig, 155fig	MicroFocus, 148
	Microsoft: failure to center offerings
M	around the Internet, 45; Rural
IVI	Airband Initiative of, 17; as a
Macintosh, 43, 44	social purpose immigrant, 51
Magic Quadrant (Gartner), 190	Millennials: Deloitte Millennial Study
Management: finding the right talent	(2018) findings on, 165; the
issue for, 209; leading with	new generational mandate of,
purpose, 103–105fig, 170–177.	165–166; preference for socially
See also C suite	responsible employers by, 47,

169, 186; as purpose–driven consumers, 10, 30, 31, 39, 83, 84, 151, 165, 166, 209; unfollowing inauthentic companies on social media, 148 Miller, Wendy, 53 Mirror neurons, 121 MIT Technology Review, 190 Mobile Marketing, 153 Monitor Group (now Deloitte Monitor), 40, 101 Moral code, 53 Moral DNA: four step exercise to find your, 16-20; key questions to ask about, 16, 17, 18, 20; the key to identifying your company's, 15-16; of social purpose natives

vs. immigrants, 49–52; Unilever's purpose as reflection of its, 185
Moral DNA exercise: step one: explore values, 16, 49; step two: pay products and services forward, 17, 49; step three: feed your audience's passions, 17–18, 49;

step four: take a stand, 18-20, 49

Moral missions: authentic marketing as driving engagement in, 8–9, 56–57; moving beyond CSR to a, 6–8; need to have measurable objectives for, 133–139; positive outcomes of, 9–19

Moral purpose: as basis for great stories, 122–124, 214; bringing together an integrated strategy model, 42fig; call for action-driven businesses with, 13–14; CEOs as the lead voice of, 111, 216; Covestro survey on CEOs' empowerment of employees' sense of, 30-31; creating a purpose-fueled culture of, 166-169, 217; Deloitte findings on profit driven by proof of, 91–92; examples of company actions driven by, 47-49; Fink on need for companies to find their, 5-6, 13, 39, 91, 181; how

companies are using technologies for, 31-34, 212-213; identifying your company's, 46-47, 195-196; integrated with business strategy, 14-15; John Deere's, 7, 51, 56, 196-197, 214; leading with, 170–173; live the promise of your, 203-205; measure impact of your, 205; moral code vs., 53; moving beyond traditional CSR, 6-8; new customer mandates for company values and, 27–30; power of Deloitte's, 7-8, 57, 58, 106, 167, 171, 218; recognizing value of marrying profit with, 210; requiring a new strategy model, 14-15; role of marketing in, 74; testing to valuate you are on track, 196; use social media to show it in action, 149; your business strategy connected to your, 215. See also Companies; Vision

Moral purpose constituents: analysts as, 95–96; consumer data applied for good, 95–96; corporate watchdogs as, 93–94; customers as, 89–91; employees as, 83–89; Internet influencers as, 95; investors, 91–93; media as, 94–95

Moral purpose launch: constituency mapping, 200; core materials to consider for, 201–202; develop communications standards, 201; ready your spokespeople, 202–203; start your authentic content engine, 200–201

Moral purpose measurements: annual Purpose Index, 190; awards recognizing purpose used for, 190–191; customer insights, 187–189; data analytics tools, 188; Global RepTrak's method for corporate reputation, 182fig–184; online customer communities, 188; other key findings from 2018 Global RepTrak report on, 186–187;

Purpose Quadrant, 190; sentiment analysis tools, 187–188; Unilever approach to measuring reputation, 185. See also Measurements; Surveys Moral purpose statements, 54 Moral purpose supply chain, 197–199 Mossberg, Walt, 145 Mouse-driven graphical user interface (GUI), 44 My Starbucks Idea program (Starbucks), 103

N

Native advertising, 152
Native Advertising Institute, 152
Nestlé, 18
Netflix, 26
Neurochemicals, 121
New York Times, 6, 157, 166, 173, 191
NewsGuard, 156–157
Nexus Institute, 39
North Carolina's "bathroom law," 106
Novartis, 51
NRA, 106

0

O'Brien, Diana, 7-8, 57, 58, 106, 167, 171,218 One Day Without Shoes (ODWS) initiative [TOMS Shoes], 91 One for One (TOMS Shoes), 17, 136fig, 174, 199 1-1-1 model (Salesforce.com), 51 Online customer communities: C Space, 102, 188; TOMS Tribe, 91 Oracle, 219 Organizational culture: creating a purpose-fueled, 166-169, 217; **Empathy Index measuring** empathy in, 105; infusing empathy in your, 105-106; the new generational mandate for a purposeful, 165-166. See also Companies

Organizational purpose-fueled culture steps: 1. ignite employee passion, 166; 2. live your purpose, enabling employees to feel it, 167-168; 3. make purpose permeate your organization, 168; 4. find your ambassadors, 168–169; 5. empower employees to make it happen, 169; 6. create a chorus of purpose stories, 169; 7. make a purpose front and center when recruiting, 169 "Orphans for Orphans" foundation, 13, 128 Owned and paid media: description and authentic marketing role of, 150-152; investing in rebuilding trust in, 156fig-158; Lockheed

and authentic marketing role of 150–152; investing in rebuilding trust in, 156fig–158; Lockheed Martin's "The Field Trip to Mars" campaign, 153–154fig, 155fig; WATERisLIFE video campaign, 154–155, 156fig
Oxytocin, 121

Palo Alto Research Center (PARC), 44

Parker, Warby, 51, 127fig, 199

P

Parkland, Florida shooting (2018), 14, 19, 106, 204 Partnering for purpose: examples of successful outcomes of, 174-175; as hallmark of effective leaders, 173-174; proposed examples Partners: for partnering for purpose, 173-175, 218; purpose supply chain component of, 199 Passions (audience), 17–18, 49 Patagonia: "Don't Buy This Jacket" campaign (2011) by, 106-107fig; employee engagement in environmental efforts at, 84-85; Environmental Internship Program of, 85; moral purpose statement of, 54; passions of their customers, 18; Patagonia

Action Works program of, 12-13;	Recruiting job candidates, 169
Patagonia Survey Participant,	Red Bull, 29, 157
85–87, 189	Red Cross, 174, 218
Peer reviews, 71	Refugee travel ban, 106
Pepsi, 54	REI, 19
Perception of company: as always	Relationship Era (mid-20th century to
in a state of flux, 185; Global	mid-1990s), 68–70
RepTrak's method for measuring,	Renjen, Punit, 176
182fig-184; Unilever approach to	RepTrak. See Global RepTrak
measuring, 185	methodology
Perez, Sarah, 145	Reputation: as always in a state of flux,
Personal data. See Consumer data	185; benefits of measuring, 185;
Personality, 109–110fig	Global RepTrak's method for
Pew Research Center, 90, 151	measuring, 182fig–184; Unilever
Philip Morris ad (1950s), 67fig-68	approach to measuring, 185
Pinterest, 90, 151	Reputation Institute, 183, 187, 210, 216
Pogue, David, 145	Reveal your personality, 109–110fig
Polman, Paul, 9	Rometty, Ginni, 32
PricewaterhouseCoopers' Academy	Room to Read, 128
Awards apology, 112	Rose Global, 40, 101
Private sector. See Companies	Rural Airband Initiative (Microsoft), 17
Production Era (1860–1920), 65–66fig	
Products: efforts to rebuild trust in,	S
157; false claims about, 27–30,	
93–94; Moral DNA exercise on	Sales Era (1920s–1940s), 67fig–68
playing forward, 17, 49; purpose	Salesforce: on Fortune's "Best Companies
supply chain component of, 199;	to Work For" list, 172; Marc
take a stand to ensure positivity of your, 18–20; Unilever's	Benioff's leadership of, 51,
Dove Body Wash, 185. See also	166, 172; 1–1–1 model of, 51;
Advertisements; Marketing	standing against North Carolina's
Profit: CVS anti-tobacco initiatives	"bathroom law," 106; volunteer
	work by employees of, 166
choosing purpose over, 31, 172–173; Deloitte findings on	SAS, 33, 51
proof of purpose driving, 91–92;	Savage Arms, 19
recognizing value of marrying	Save the Children, 128
purpose with, 210	Schultz, Howard, 175
Purpose blog post, 201–202	Scudamore, Brian, 176
Purpose Index, 190	Search technology, 25
Purpose Quadrant, 190	Sentiment analysis tools, 187–188
Purpose. See Moral purpose	Services: false claims about, 27–30, 93–94
Purpose supply chain, 197–199	Moral DNA exercise on playing
Turpose suppry chain, 177 177	forward, 17, 49; take a stand to
D	ensure positivity of your, 18–20
R	Seventh Generation, 50
Pagial justice and agrality 216	Shared Value Initiative, 9
Racial justice and equality, 216	Siemens' net zero carbon footprint goal,
Real-time ads, 152	137–138

Silicon Valley's "move fast and break Sprout Social study, 106 things" mantra, 31 Sri Lanka tsunami, 13 Sinek, Simon, 163 Stackla, 148 Skechers, 157 Standing up. See Taking a stand Snapchat, 90, 151 Starbucks: My Starbucks Idea program Social listening, 187 of, 103; racial incident in Social media: credibility of earned, Philadelphia, 28 STEM skills: IBM's efforts to close the 147-150; cultural impact of, 26-27; Digital Engagement gap in, 10-12; Lockheed Martin's Era (2000s) of marketing using, "The Field Trip to Mars" 70-72; driving new mandates campaign to increase, 153-154fig, for company values and purpose, 155fig 27-30; investing in rebuilding Stevie Awards, 191 trust in, 156fig-158; launching Stories: authentic marketing using your purpose content on, 202; company's moral purpose, 56-57; as moral purpose constituent, build ongoing, 124; building 94–95; shifting the power to purpose-fueled culture by consumers, 27; technological creating chorus of purpose, 169; innovations creating, 25; tips Gandys' website on Orphans for on having real conversations Orphans story, 128; how good with your audience on, ones trigger the emotions, 121; 148-149; TOMS Tribe (digital IKEA's Let's Play for Change community) on, 91; visual versus campaign, 128-129fig; moral purpose as basis for great, 122word contents on, 149. See also 124, 214; Warby Parker's Buy a Internet; Media; specific social Pair, Give a Pair, 127fig, 199 media site Storydoing: description of, 122; living social purpose immigrants, 51-52 Social purpose natives, 49-52 the purpose promise by, 203; Social responsibility: corporate social moving from storytelling to, responsibility (CSR), 6-8, 20-21; 122-124 Fink's statement on purpose and, Storytelling: becoming ongoing 5-6, 13, 39, 91, 181; moving storytellers for, 124; creating beyond traditional CSR, 6-8, 21 seamless, 123-124; effective Societal influencers: created through the techniques used for, 125-129fig; Internet, 95; focusing on your making connections and igniting inner circle of, 144-146; Global engagement with, 121-122; RepTrak report (2018) on issue moving to storydoing from, 122of, 186; tools for analysis of, 189 124. See also Data-telling Storytelling techniques: be selective Societal purpose. See Moral purpose Song, Bing, 72 with words, 125; ensure it's Sorkin, Andrew Ross, 6 always on, 125-126; highlight Southwest Airlines: #FeesDontFly of, humanity, 126; keep it real, 126; 104; "Transfarency" campaign of, let creativity shine, 126; tell it 104, 105fig visually, 125 Special Olympics, 128 The Strategic Storyteller: Content Marketing in the Age of the Educated Consumer Splenda, 29 Spokespeople, 202–203 (Jutkowitz), 123

Strategy. See Business strategy humanity-grounded, 217; Silicon Survey Monkey, 82, 84, 189 Valley's "move fast and break Surveys: Covestro survey on employee things" mantra on, 31; wearable demand for purpose-driven technologies, 26. See also Internet companies, 10; Covestro survey Technology strategy: developing your, on employees' sense of purpose 196-197; as a force for good, empowerment, 30-31; Covestro 31–34, 212–213; humanizing survey on Fortune 1000 CEOs, your brand using, 103 6; for customer information Techonomy NYC conference (2018), tracking, 188; for moral purpose 210 measurements, 188; Patagonia Tencent (China), 150 Survey Participant for employee Time magazine, 191 feedback, 85-87, 189; Survey TINYPulse, 82 Monkey tool for, 82, 84, 189; TOMS Roasting Co. Coffee, 136 for tracking, monitoring, and TOMS Shoes: Giving Partners of, 174, measuring purpose, 188. See also 199; One Day Without Shoes Moral purpose measurements (ODWS) initiative of, 91; One Sustainability: Patgonia's pioneering for One initiative of, 17, 136fig, efforts for, 12-13; Unilever's 174, 199; societal mission of, Sustainable Living Plan, 9; 51; "Thoughtful Partnerships" Walmart's promotion of, 10 section on website of, 174; The Sustainability Consortium, 134 TOMS #WithoutShoes, 91 Sustainability Goals (Dow Chemical's TOMS Tribe (digital community), 91 2025), 137 Tovota, 51 Sustainable Living Plan (Unilever), 9 Traditional strategy model: consumers Swift, Taylor, 112-113 demanding a new one to Swisher, Kara, 145 replace, 39-40; new thinking SWOT analyses, 43, 195 beginning to emerge on need Symantec, 106 for new, 41–42; shortcomings of the current, 40-42. See also Integrated strategy model Т Transparency, 104–105fig, 170 Trust: Edelman's 2018 Trust Barometer T-Mobile: provocative ad of, 108fig; on public levels of, 103-104, 143, provocative marketing approach 146; and faith of public in earned by, 107-109 media, 144, 215-216; Holy Grail Taking a stand: examples of brands that of true engagement and, 65, 81; are, 106-107fig; finding your investing in rebuilding, 156–158; Moral DNA by, 18-20, 49 as number one job of CEOs, 104, Technological innovations: CIOs as face 146-147; public search for voices of company applications of, 111; they can, 143 companies that embrace, 55-56; Tumblr, 112 as a force for good, 31-34, 212-Twitter: Charmin's humorous tweet on, 213; impact of the tremendous 114fig; demographics of users, number of, 25; iPhone, 25-26, 90; Eddy Cue on Apple royalties 43; MIT Technology Review on policy change announced on, societal purpose advancement 113; #FirstWorldProblems, by, 190; purpose as catalyst for

28–29fig

154–155; ideal length of video on, 152; Iger's response to Rosanne Barr's racist, 146; Jetblue's #snowmandatingproblems hashtag and tweet, 114–115fig; Southwest Airlines' #FeesDontFly on, 104; Southwest Airlines' "Transfarency" tweet, 104, 105fig; TOMS #WithoutShoes, 91	Walker, Darren, 146 Walmart: partnering for purpose, 175; sustainability campaign launched by, 10; Walmart Sustainability Index, 133–135fig War Child, 128 Warby Parker, 17, 51 WARC, 210 Washington Post, 72
U	WATERisLIFE video campaign, 154–155, 156fig
Uber, 173 UNICEF, 128, 174 UNICEF's U-Report, 56 Unilever, 9, 51 United Airlines' misstep, 27–28 V V12, 80 Values: consistent demonstration of company core, 149; IBM's Values and Policy Advisory Board, 11, 199; IBM's work for good driven by their legacy, 10–12; living the purpose promise by living your,	Water <less "thoughtful="" (1970s),="" (levi="" 11="" 113="" 128;="" 138–139="" 174="" 176="" 201;="" 26="" 69fig–70="" 74<="" ad="" alex,="" as="" balsam="" for="" gandys',="" jr.,="" launch,="" mark,="" moral="" of="" on="" orphans="" part="" partnerships"="" purpose="" section="" shampoo="" shoes'="" sr.,="" story="" strauss),="" td="" techniques="" technologies,="" their,="" thomas,="" toms="" watson,="" wearable="" websites:="" weinberger,="" wella="" weller,="" your=""></less>
204; Moral DNA exercise step on exploring their, 16, 49; new customer mandates for company	WhatsApp, 91 Whirlpool's Care Counts program, 47–48 #WithoutShoes (TOMS Tribe's
purpose and, 27–30 Verizon, 218 Vision: CEOs as lead voice of the, 111; examples of inspiring words from CEOs on their, 175–176. See also	Instagram post), 91 Wood, Andrea, 88, 89 World Health Organization, 174 WorldClass (Deloitte), 7–8, 57
Moral purpose Vista Outdoors, 19	X
Visual social media content, 149 Viva Technology conference (Paris, 2018), 32	Xerox, 46
Vodafone, 34	Υ
Voice recognition technology, 25 Volkswagen "dieselgate" scandal,	YouTube, 148, 151–152