

# Purposefire



## Purposefire is a Transformational Business Strategy

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*This strategic program will improve your financial results, fire up your audiences and increase your agility.*

### Companies with Purpose Thrive

*The power of purpose is not a marketing idea or a sales idea. It's a company idea. Purpose drives an entire organization and it answers why the brand exists.*

– Jim Stengel, former global marketing officer of Procter & Gamble

*The purpose of leadership is to change the world around you in the name of your values, so you can live those values more fully and use them to make life better for others. The process of leadership is to turn your values into a compelling cause for others.*

– Management thinker Stan Slap, quoted in McKinsey Quarterly



### Companies Can Lose Their Way

The average life expectancy of a company in the S&P 500 has dropped from 75 years in 1937 to 15 years in a recent study.<sup>1</sup> Another study showed that 71% of employees are not engaged in their place of work – and the least engaged are the most highly educated.<sup>2</sup>

Why are some companies unable to sustain growth, maintain excitement about their brands and keep their employees engaged? Many organizations have simply lost their way: They have not taken the time to fully define their purpose and put it into action.

By losing sight of the original big problem it looked to solve, a company's messaging can lose focus, leaving the organization unable to engage with its communities of employees, customers and partners. This fast-paced world is increasingly complex, with mergers, acquisitions and executive turnover causing frequent distractions. Without a clearly defined purpose, your company will be slow to respond to change, lose its agility, misalign resources and present an inconsistent brand message.

<sup>1</sup> Knowledge@Wharton, "Running Faster, Falling Behind", John Hagel III, June 23, 2010 <sup>2</sup>Gallup, October 28, 2011. "Majority of American Workers Not Engaged in Their Jobs"



*It's easy to lose a company's purpose, but it can be found again. You have an opportunity to make an immediate and long-term impact for your organization by defining your purpose, and using it as a framework for communications and decision-making.*

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## Let's Define Your Purpose

Your company's purpose is its North Star. While services and products will come and go, your purpose defines the very reason you exist and the difference your company makes in the world.

Your defined purpose will change less than any other message you put forth. Your employees will feel an emotional bond that increases productivity. Your customers and partners will actually care about you. Every purchase, new hire and contract you sign will be driven by a purpose that improves your revenue growth, job creation ability, and overall company value.



## An Evangelized Purpose Means Financial Performance

*The best firms in today's marketplace are those that deliver emotional, experiential and social value to all their stakeholders, from customers and partners to investors and society. By emphasizing such principles as authenticity and empathy, companies gain 'share of heart,' not just share of wallet, and, in the long run, are able to gain competitive advantage over firms that are focused only on profits.*

– Raj Sisodia, Jag Sheth and David Wolfe<sup>3</sup>

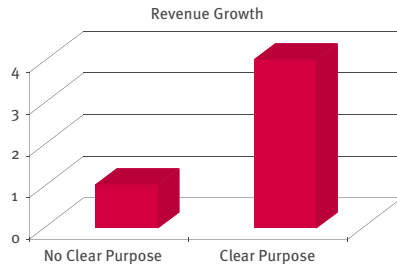
<sup>3</sup> In *Firms of Endearment: How World-Class Companies Profit from Passion and Purpose* (Wharton School Publishing)

*Harvard Business School professors John Kotter and James Heskett reported on a four-year study of ten firms in each of 20 industries. They found that firms with a strong corporate culture, based on a foundation of shared values, outperformed those who did not have a strong corporate culture by huge margins.*

Their research informs the following three charts:

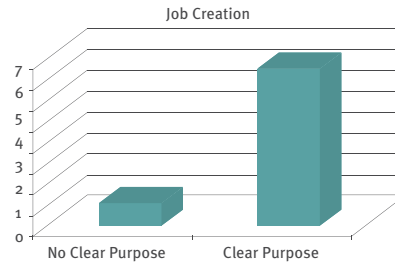


#### 4X Revenue Growth



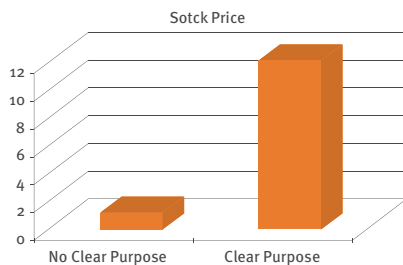
*Purpose-driven Companies Enjoy Higher Revenue Growth*

#### 7X More Jobs



*Purpose-driven Companies Provide More Job Creation*

#### 12X Stock Price



*Purpose-driven Companies Deliver a Higher Stock Price*

## Purpose Benefits and Examples



Group	Benefit
Senior Executives/Board	Able to provide unified direction to the entire company, providing top to bottom guidance.
Management	Gain context for improved and clearer decisions, with aligned goals and missions.
Employees	Attract, bond and retain passionate employees who have a sense of belonging. Improved decision alignment.
Customers	A greater sense of loyalty, leading to increased revenues.
Prospects	Defines brand so valued can be understood.
Press	Journalists see you as an expert resource in higher level discussions.
Partners	Able to see your value and build on it.
Agencies	Attract better agencies and accelerate all efforts.

## Examples of Companies with a Clear Purpose

Merck

*To preserve and improve human life*

Walt Disney

*To make people happy*

Walmart

*To give your ordinary folk the chance to buy the same things as rich people*

Southwest Airlines

*To give people the freedom to fly*

McKinsey

*To help leading corporations and governments be more successful*

Marriott

*To make people away from home feel they are among friends and really wanted*

Nike

*To experience the emotion of competition, winning, and crushing competitors*

Boeing

*To push the leading edge of aviation, taking on huge challenges and doing what others cannot do*



## The Big Shift: Customers Change Faster than Companies

*I've always believed that when the rate of change inside an institution becomes slower than the rate of change outside, the end is in sight.* – Jack Welch, former GE Chairman and CEO

*It was only 10 years ago that companies were the early adopters of technology that would improve productivity. Technology was seen as expensive, too raw, applications were complicated and more of a luxury.*

Today is different. Technology is less expensive, more powerful, and simplified. Going digital is a modern requirement for productivity, communications and entertainment. Much like the 1980s when corporate computing went from management reports (mainframes) to knowledge worker productivity (PCs), there has been a tectonic shift in technology adoption.

Today, it's the networked customers who are leading change and adoption. Ten years ago, the smart phones, tablets and the largest social networks did not exist. Ten years ago, we did not have the digital native population driving adoption like we have today.

Customers are using new technologies at a blistering pace – enjoying new productivity, feeling connected and the ability to share in real time.

For example, in March of 2012, Apple announced 25 billion applications downloaded for iPhone and iPad.<sup>4</sup> An average of 108 apps sit on each iPhone. Media used to be centralized, controlled and it was expensive to participate. Today, every digital user has the ability to create unique media at zero cost. There are over 1 billion users of Facebook, 500 million users of Twitter, 160 million users of LinkedIn, 100 million active users on Google+. All of these numbers just 10 years ago? Zero.



*The answer for companies is to communicate with customers, and constantly improve based on their feedback. Customers who are engaged will spread your organization's purpose. Organic dialogue leads to faster learning cycles and organic growth.*

Studies<sup>5</sup> show that fully engaged customers represent a 23% premium over average customers in share of wallet, profitability, revenue, and relationship growth. Customers who are actively disengaged, and who talk about it, are worth 13% less than the average customer.

The average person influences over 250 people in an analog world.<sup>6</sup> In 2009, a study from Harris Interactive showed that digital word-of-mouth has more influence than off-line word of mouth: Those exposed to digital word of mouth recommended brands 20% more often. The study also showed that all word-of-mouth had better outcomes than managed communications.

<sup>1</sup> Knowledge@Wharton, "Running Faster, Falling Behind", John Hagel III, June 23, 2010 <sup>2</sup> Gallup, October 28, 2011. "Majority of American Workers Not Engaged in Their Jobs" <sup>3</sup> In Firms of Endearment: How World-Class Companies Profit from Passion and Purpose (Wharton School Publishing) <sup>4</sup> PC Magazine, "Apple's App Store Hits 25 Billion Downloads: How Many Per iPhone?" March 3, 2012 <sup>5</sup> Human Sigma: Managing the Employee-Customer Encounter (Gallup Press), John Fleming and Jim Asplund <sup>6</sup> Connected: The Surprising Power of Our Social Networks and How They Shape Our Lives, Nicholas A. Christakis, MD, PhD and James H. Fowler, PhD

What others say about you is more important than what you say as a company. 92% of consumers around the world say they trust earned media, such as word-of-mouth and recommendations from friends and family, above all other forms of advertising—an increase of 18% since 2007, according to a recent study from Nielsen.

## Together, Purposefire and Social Media Are Game Changers

*Organizations can fall behind their customer bases for technology adoption, and many are doing so for the first time in history. Thanks to exponential growth in social media interactions, customers are sharing opinions about providers long before they want to speak to the provider.*



It is imperative that your target audiences are armed with your purpose and supporting messages, or they will manufacture their own version of your messages.

The network is the thing in 2013. This network consists of uninvolved employees, uninformed customers, and apathetic partners – all of whom you need to actively engage with your company's purpose. Compare companies that got involved in social media five years ago and those just starting today. You'll see a stark difference in awareness and influence.

Today, companies such as IBM, Procter & Gamble and Target are taking social media seriously; they are setting the standard for adding social media to the marketing mix. Social media involves preferential attachment. In simple terms, this means that the rich get richer: The more connected an organization, or person, is, the more likely they are to get more connections.

<sup>6</sup> Connected: The Surprising Power of Our Social Networks and How They Shape Our Lives, Nicholas A. Christakis, MD, PhD and James H. Fowler, PhD



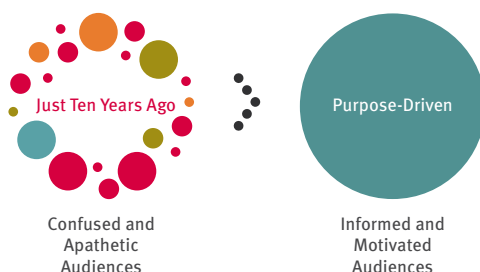
*You have to talk with people to thrive. Every day, more customers are having dialogues about brands with their social media networks. Like sunlight trapped in fossil fuel, you want to free that social capital. When you share your company's purpose, you are sharing your company's soul, creating a stronger connection.*

## Winning Hearts & Minds



- › **Business is not war**, but it can be illuminating to compare it with three types of warfare strategy: The War of Attrition, Maneuver Warfare and Moral Warfare.
- › **The War of Attrition is where one side attempts to win a war** by wearing down its enemy to the point of collapse through continuous losses in personnel and material.
- › **Maneuver Warfare is where one defeats an enemy** by incapacitating its decision-making through shock and disruption brought about by movement.
- › **Moral Warfare focuses on winning** the hearts and minds of the people. You are able to leverage resources and you enjoy moral authority.
- › **The War of Attrition is expensive.** To stand toe to toe with a worthy adversary who has deep pockets is wasteful. Maneuver Warfare, although superior to the War of Attrition, depends too much on the decisions of a few who are often using incomplete information. Neither of these strategies asks for employees, customers, or partners to be fully engaged and support your purpose.
- › **Moral Warfare is the kind of warfare fought by General Washington** and the Continental Army. It allows those with fewer resources to defeat what was the most powerful army in the world at the time and invites all good people to the cause. If you can attain a position of winning the hearts of your audiences, you won't waste resources and you won't have to count on the brilliant decisions of a few.
- › **Employees want to believe in their company.** They want meaning in their lives, giving them the opportunity to come to work each day excited to contribute. Customers associate their own good decision-making with the companies they do business with and need to believe in you. Partners can only afford to work with a few other partners like your company.
- › **They need a reason to believe in where you can go together** based on aligned purposes. Having a purpose gives you the moral high ground, wins hearts and attracts others to your cause. Combining that with social media sets your cause on fire.

## Ignite Your Employees, Customers, and Partners



There are three main players in your networked community: Employees, Customers, and Partners. All players have social graphs that exist across networks. To thrive in this hyper-connected world, you need to help these three groups communicate your company's purpose in real time.

Imagine the influence from any one of these players for your brand if they are connected and engaged. We already know that 71% of employees are not engaged with their place of employment. If your own employees are having trouble engaging, imagine how difficult it is for customers and partners? If relationships are the best source of new business, why would an organization allow itself to have unengaged audiences that are not promoting its purpose into their networks?

Companies can lose focus for several reasons, including hubris or just a lack of market intelligence. They are still using the 20th century approach of build a product, protect it and market it to their audiences. But real value for everyone is created when there is an ongoing and open interaction.

Today's world moves too fast and we are dominated by a service economy. Even companies that provide products are increasingly dependent on services to differentiate themselves. Products are really just the beginning of the service delivery. It's a cautionary tale: According to an Accenture study in 2011, 66% of consumers switched providers due to poor customer service and 44% expect better service than last year. The stakes keep rising, and your existing processes may no longer be competitive.

When a company is in the service business, they are in the relationship business. Relationships are best served when companies share power, energy, and purpose with their networks. By increasing the frequency and flow of dialogue between employees, customers, and partners, it makes it easier to resonate, share and engage. Collaborating with your customers and partners on your purpose makes it less likely that a market disruption will derail your company.

## Celebrate Your Raison D’Etre (Reason to Be)

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*Companies with purpose thrive in their markets and outperform their competition. Most companies don’t have a clear purpose and have a difficult time describing their core values in a few words. This lack of purpose results in diminished decision quality, mixed messages and inferior financial metrics.*



In his book, Good to Great, Jim Collins points out that companies with purpose outperform the general market 15:1. He also maintains that it is steadfast discipline that triumphs over the quick fix. Companies cannot rely on the “Hail Mary” strategy or charismatic leader for the long term. What matters is the purpose and values that are supported within the company. The new challenge is to communicate, share and gain feedback on that purpose.

Purposefire is a strategy that gives you the moral high ground to win and sustain hearts and minds. It’s a strategy that cuts through an increasing complicated environment.

Purposefire provides the framework to crisply define your purpose and set your audiences on fire.



### Build a Well-Rounded Brand That Excites All the Senses

Smart brands deliver lasting impact and value. The right brand strategy provides endless energy to power your marketing, sales and communications efforts. We build “brands that move” – your customers, partners, prospects, media and other influencers.

- Map your brand story, core competencies and messaging to your brand identity
- Be unique and take a stand for something BIG
- Strike a chord that is relevant, stirs emotions and is timeless



### Purposefire Lights a Path to Better Financial Results

Purposefire is a unique and transformational strategic program that combines internal communication, external marketing and a disciplined approach to social media.

Give your audiences the elements they need to share your purpose and all supporting messages with their trusted networks.

- Higher revenues – 4X revenue growth
- More jobs – 7X job creation
- A higher stock price – 12X stock price



### Media & Beyond

At Fastlane, we define the convergence of Public Relations and Social Media as SocialPR. Today’s news and brand messages have the potential to travel at lightning speed, through traditional news organizations as well as through networks of influencers active on social media.

A SocialPR program involves building powerful messaging, sharing compelling content, and engaging the influencers who will tell your story the way you want it to be told – across the spectrum of print, broadcast, digital and social media.

- Tell your story by leveraging our unique Storyforce capabilities
- Build trusted relationships with key media influencers and market analysts
- Get quoted as a thought leader in your targeted markets



### Content Marketing Fuels Your Outreach Efforts

Companies now have more ways than ever to tell their brand stories, share thought leadership and differentiate their products. At the same time, competition for mindshare is intense.

If you’re going to stand out, your content needs to be fresh, engaging and impactful. Fastlane specializes in content strategy development, execution and outreach that will:

- Fire up your SocialPR with real ideas that will get influencers talking
- Generate leads by sharing success metrics, using our unique Storyforce capabilities
- Raise your brand profile by positioning yourself as a leader in the marketplace



### Creating That “Wow” Factor

Event marketing is all about the experience and the memories. It’s what separates good events from truly exceptional ones.

We develop well-rounded, experiential event strategies that are designed to break through and excite all the senses. Our Marketplace Makers practice even develops virtual events to complement a physical tradeshow or as a stand-alone online event. Working with Fastlane helps you:

- Develop integrated and full, social-enabled event plans
- Engage customers and generate leads
- Gain brand momentum and raise your brand’s profile
- Make the most of your trade show and event budget



### Your Customers Have Moved to Mobile. Have You?

Mobile is fast becoming the primary place where prospects learn about your brand and make buying decisions. Shipments of mobile devices are already far outpacing computers at historic levels – yet many companies still don’t have an effective marketing solution for mobile.

Fastlane’s Mobile Marketing practice works with companies to develop a comprehensive mobile strategy to fully engage customers when, and how, they want to be engaged.

- Align with the 68% of consumers who bought from their smartphone in 2012
- Help 85% of B2B buyers who researched services on their smartphone in 2012
- Prepare for the projection that 78% of Internet traffic comes from mobile in 2017

For more information contact:

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*Over the past few years, Fastlane has helped Collabera (Formerly known as Global Consultants, Inc.) grow considerably on a global scale. We initially started with public relations, but have since worked with Fastlane on brand development, marketing communications and event marketing.*  
**Cynthia Moricz de Tecso – Marketing and Supplier Diversity Manager Collabera**

*Fastlane gets it – their ideas are innovative, writing is full of impact, PR is business building, and the team members are consummate professionals.*  
**David Glassman – Vice President of Marketing Onstream Media**

*Fastlane has been responsive to our needs and helped elevate our company's brand profile through well-designed, attention-getting advertisements, compelling tradeshow graphics, and sophisticated marketing campaigns.*  
**Bill Gilbert – Vice President of Marketing Advantedge Healthcare Solutions**

*The Fastlane team brings its significant experience and forward-looking communications expertise to our venerable brand. As a result, Fastlane will enhance the already-strong relationships we have with the CEO community.*  
**Marshall Cooper – CEO Chief Executive Group**

*We've worked with Fastlane for several years now and they continue to treat us as if we are their only client. Their passion, creativity and professional pride is contagious too. The entire team is a real joy to work with.*  
**Jeff Neale – Director of Marketing Crohn's and Colitis Foundation of America**

*Fastlane captured the essence of my business and developed our ShinyPaw branding and image from scratch, everything from the logo and product packaging to our eCommerce-enabled web presence and business stationary. I couldn't be happier and would recommend them highly to anyone.*  
**Roger Koman – Founder Therapeutic Pet Solutions**