What it is, how to discover yours and its impact on business strategies, society and the environment.



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Foreword

In recent years, the notion of Purpose in organisations has gained considerable prominence, fuelling a discussion on what Purpose really represents and how it influences companies. In an ever-changing economic and social context, the role of companies is undergoing a profound transformation, and Purpose plays a key role in this process.

The abstract and philosophical idea of Purpose is at the centre of much well-known academic research, but our focus is on its practical implementation and strategic value. How is Purpose translated into concrete actions? How do organisations put it into practice? What is the impact of this approach on the organisation itself?

The intention of our research is therefore to explore the concept of Purpose at a pragmatic level, analysing the path that leads from its definition to its practical implementation and assessing the impact that this type of action has on the organisation and the context in which it exists and is implemented.

In our journey we have been confronted with the complexity that emerges from the study of Purpose in its concrete and systemic manifestation. The link with the organisation's Mission and Vision, the dynamic character of Purpose in action, and its realisation in the Total Experience are themes that we have found again and again in our investigation, and that we would not have been able to address with the same depth if we had not had the opportunity to listen to the voice of several companies that have already matured an awareness in this area.

For this reason, our research is thankful, on the one hand, to our clients, who have been willing to tackle these reflections together with us, and on the other to the BIP Group, which has made our interest its own by participating in the considerations and supporting us in the dialogue with companies.

The biggest thank you is for my colleagues who carried out the research in parallel with their daily commitments, showing great interest and passion. Their commitment was instrumental in generating valuable reflection.

We hope that the result of our efforts will be a useful tool for all organisations wishing to delve into the topic of Purpose, gaining a new awareness of the concrete impact that a reflection on this topic can have for the role of the company in its context, for the life of the organisation and for that of the people in it.

Have a good read,

Rosario Sica Partner BIP Group & CEO OpenKnowledge

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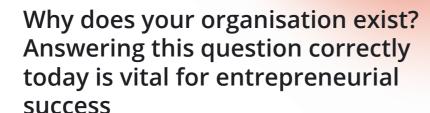
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n search of Purpose





Rosario Sica

The importance of Purpose

For some years now, there has been increasing talk about the Purpose of organisations. Indeed, there has been a lively and stimulating debate about what it actually represents and how it affects companies. A brief comment can be limited to noting that Purpose is being talked about because it responds to a number of significant challenges and changes in the business environment and society as a whole. And adopting a Purpose can improve employee engagement, increase consumer confidence and contribute to long-term business success.

But what exactly is the Purpose of an enterprise? What explains the current popularity of the term? How can you identify it in your organisation? And what does it mean to leverage it?

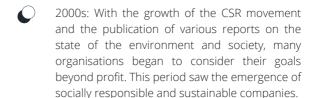
At its simplest, Purpose is a concept of great pragmatic value that transcends - without excluding - financial metrics and focuses on why the company exists and how it can positively impact the world. It aims to guide businesses towards their deepest and most meaningful reason for existing.

As such, Purpose has a broader scope than traditional notions such as brand DNA, as it influences corporate culture, operating ethics and even how the effect of business activity radiates out towards society and the environment. In other words, it should be understood as the pole star that permeates the very essence of an organisation. How significant is Purpose today? We would not be writing this insert if we were not convinced that in this day and age, for a company, understanding the role of Purpose, defining it correctly and adopting it consciously can make a crucial difference.

Purpose has become an increasingly prominent topic in corporate discourse in recent times, but in fact it has quite a long history. Here are the most significant stages in its evolution:



1990s: The term "Purpose" came into use in the corporate context when companies such as The Body Shop began to talk about the importance of Corporate Social Responsibility (CSR) and shared values with customers.





2020s: The concept of Purpose has become even more central in the current decade, with an increasing number of companies seeking to demonstrate a concrete commitment to social and environmental issues. The COVID-19 pandemic has also intensified the focus on the importance of companies in society, leading many to reconsider their purpose.

The ways in which, since 2020, companies have made a contribution to the effort of institutions to cope with the health crisis have been much studied. But this is not the only contextual factor that has sustained and continues to sustain interest in the topic of Purpose. As several of the articles in this insert highlight, the social expectations of business are evolving, with an increasing focus on social responsibility, sustainability and ethics.

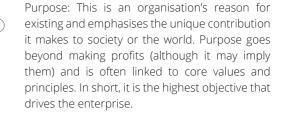
Customers, employees, investors and the public now demand that organisations have a clear purpose beyond profit. In particular, consumers value the social and environmental impact of their purchases, preferring companies that share their values and have a meaningful raison d'être.

Young people seek jobs that have a genuine purpose, and companies thus oriented attract and retain the best talent. Investors recognise the long-term value of companies with a valid Purpose and consider the aspects of ESG in investment decisions. In short, in the age of social media and transparency, having a clear Purpose can greatly improve an organisation's market fit and public image. With very important implications for the bottom line.

All this makes it necessary to have a clear understanding of what Purpose is: a far from obvious topic to which it is worth returning.

A concept to be defined

Surprisingly, more often than one might imagine, within companies (but also in the specialised literature) there is some confusion between the concept of Purpose and those of Mission and Vision. Sometimes, the term Purpose enters almost casually into the definitions of these two concepts or is merely superimposed onto one of them. However, it is essential to clearly distinguish between these three notions, as they represent distinct concepts. These are, namely:



Mission: This communicates what the organisation does, who it does it for and how it does it. It is action-oriented and describes the day-to-day work of the company. It must be clear, focused and capable of guiding the company in its daily activities.

Vision: a forward-looking statement representing the long-term goal, the position in which the company aims to be within a certain number of years. Vision provides aspirational guidance to all stakeholders, motivating them to work together to achieve their goal.

In exploring the notion of Purpose, one way to further clarify how it differs from Mission and Vision is to describe the respective semantic areas. Starting from the best literature on the subject, one can arrive at the description in Table 1:

Undoubtedly, the organisation's values are fundamental to all three concepts. But while Mission and Vision indicate strategic directions, Purpose guides the soul of the company. Its relevance lies in its long-term effect on employee engagement, customer loyalty and social and environmental impact. In other words, Purpose represents the beacon that radiates every aspect of the company's activities, orienting organisations towards genuine coherence and meaningful achievement of their goals.

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PURPOSE	MISSION	VISION
Why do we exist?	What do we do?	What do we want to become?
The raison d'être of an organisation The "why" of its existence Deep motivations Higher calling Higher cause What movement we support Long-term impact we want to have on the world Beyond the company's products or services Beyond profit (although it may include it)	The activity of an organisation The type of work done How it is done Our economic objectives How we achieve these objectives Who we serve: who our customer or consumer is Guide to achieving what the company plans to do	The desired future state of an organisation How we understand success Where we are heading What we hope to become What position we want to achieve (with the help of our Mission) Long-term business aspirations

Table 1 Semantic fields of the concepts of Purpose, Mission and Vision Source: OpenKnowledge

In the current landscape, Purpose has a particularly high value for start-ups. While traditional organisations may have sidelined this aspect (or never considered it), emerging companies often adopt a strong Purpose from the outset. This depends on several factors. Within saturated markets, start-ups need to distinguish themselves from existing competitors and try to establish a more authentic connection with consumers and society.

A valid Purpose can act as a differentiator, attracting the attention of customers and demonstrating a real commitment to shared values. Investors, increasingly attentive to ESG, also see an organisation's Purpose as an indicator of resilience and potential. A start-up with a well-defined purpose may be more attractive to investors seeking to maximise their long-term returns.

Purpose cannot be adopted superficially. It must be embedded in the basic philosophy of a company and must inspire its every decision and action. This requires the involvement of all levels of the organisation to ensure that Purpose does not remain a mere statement of intent but becomes a catalyst for change and innovation.



As the reader will immediately notice upon browsing through the insert, we have built our reflection on Purpose by listening carefully to the voice of our clients, reported here in numerous interviews. Many of them have told us that, from the perspective of their organisations, Purpose, especially where it echoes the

company's founding values, can endure over time; but it is also subject to change, especially in its interpretation and the ways in which it is communicated, in order to adapt to ongoing cultural and social change.

This point of view reflects the complexity that organisations face. Indeed, the Purpose of a business can evolve more or less quickly, depending on the circumstances and the nature of the business. There is no universal answer, as it depends on several factors, including the following:

9

Some organisations may have a Purpose that is very closely linked to fundamental principles or values that are enduring. In this case, the Purpose may remain relatively stable.

2

Societies and cultures transform over time, with new social challenges and concerns emerging. Consequently, organisations may change their Purpose in some respects to respond to emerging needs.

3

In highly dynamic sectors, such as those related to technology, the competitive environment can change even more rapidly, requiring an adaptation of Purpose to remain relevant.



Innovation can bring new opportunities and challenges. A growing organisation may therefore redefine its Purpose to align with new strategic goals.

In essence, Purpose can be relatively static when it is very much rooted in the organisation's culture and core values, but it must be dynamic when the organisation needs to adapt to significant changes in its context or goals. The key is to ensure that any modification in Purpose is driven by a deep understanding of the organisation's aims and values, so that it remains authentic and meaningful to stakeholders.

Again, in our interviews some corporate clients surprised us by stating that they certainly have a Purpose but not a statement expressing it. In other words, the Purpose may not be a statement, and instead be expressed through the organisation's concrete initiatives and activities. This aspect is interesting and deserves clarification. A Purpose statement is a formal declaration that summarises and communicates the fundamental reason for the organisation's existence. This statement can serve as an inspiring guide for all stakeholders. A well-formulated Purpose in a statement provides a reference point for making decisions and orienting the organisation towards a shared goal. But the Purpose can also be put into practice through action. For example, if the Purpose is focused on environmental sustainability, the company can demonstrate this concretely by reducing the environmental impact of its operations, adopting sustainable practices and contributing to green causes. These tangible actions show stakeholders that the Purpose is not just an empty statement, but an actual commitment. In many cases, the statement will tend to endure over time, while the actions vary with changing external circumstances.

A dynamic view of Purpose in organisations, in my opinion, also requires a connection with the concept of Total Experience, a topic to which I devoted a previous article in Harvard Business Review Italy (Sica, 2022). For good reasons, in fact, Purpose becomes even more relevant when included in such a framework.

The Relationship with Total Experience

The nexus between Purpose and Total Experience is fundamental because the pursuit of both involves all actors that engage with the organisation: customers, employees, local communities and society at large. Purpose, when embraced in every activity of the company, contributes to a consistent and authentic environment. This consistency is reflected in both customer and employee experience, generating a sense of belonging and shared values. In the current supplement, two articles develop this

theme extensively, making it clear that Purpose is close to the theme of Total Experience as both require taking a holistic view of the organisation. If Purpose is embedded in the corporate culture, employees feel more motivated and engaged. This positive employee engagement is directly reflected in the quality of service provided to customers. At the same time, customers perceive that the company is acting in a fully consistent way with its values: the improvement of their experience is reflected in greater satisfaction and loyalty, rewarding the company and its employees.

Purpose acts in effect as a link between Customer Experience, Employee Experience and Employee Caring. When the organisation's purpose is clearly defined and aligned with customer and employee experiences, a virtuous circle develops: a positive customer experience is translated into an improved employee experience, which in turn is reflected in the quality of service provided to customers. The concept of Employee Caring becomes a further key element to feed this value chain.

The link between Purpose and Total Experience requires continuous reflection and action. Organisations must constantly assess how their Purpose influences the different dimensions of the Total Experience and adapt accordingly. This dynamic process allows the company to evolve in line with customer and employee expectations, ensuring that Purpose always remains a driving force in creating meaningful and lasting social impact.

The relationship with Total Experience also emerges from another perspective. I mentioned earlier that Purpose cannot be adopted superficially, since it has to do with an organisation's deep motivations for existence. This aspect has been emphasised by various authors, but the one who has analysed it most comprehensively is undoubtedly Ranjay Gulati in his recent book Deep Purpose (Gulati , 2022). Gulati makes it clear that, in companies which truly adopt it, Purpose is an extremely deep and motivating form of energy that corresponds to the soul of an organisation, and as such can attract and animate customers and employees (whether it is expressed explicitly or not).

In organisations where Gulati has detected this energy, Purpose operates as a form of existential intention that informs every decision, practice and process. Its ability to motivate stems from the fact that, being sincere and authentic, it is embraced with passion and often perceived as a life force with almost spiritual power. The result is impressive performance advantages, benefiting customers, suppliers, employees, shareholders and the wider community.

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A Harvard Business School lecturer originally from India, Gulati does not fail to observe - as one of our articles on Total Experience reminds us - that this approach to Purpose reflects a view of reality with strong roots in Eastern philosophies. These affirm the principle of following one's dharma, a word that means pillar but also purpose, ensuring that all our thoughts, intentions, words and actions support our highest spiritual purpose.

I fully share his analysis. And I agree with him that, in an organisation capable of a deep Purpose, it acts as a unifying force, fostering a sense of identity and commitment among employees and all other stakeholders. It enables organisations to make decisions in line with their core values and long-term goals, ultimately contributing to their enduring success.

Another point on which I agree with Gulati is the issue of profit. In the current debate, most authors insist that Purpose goes beyond profit, in the sense that, since Purpose has to do with higher and socially relevant aspects, it basically does not include it.

Personally, I do not subscribe to this view. Profit, and more generally the creation of economic value, are constitutive aspects of a company and are the best guarantee of its survival, independence and ability to maintain and increase jobs, contributing positively to society. These aspects must therefore be placed at the heart of the "why we exist" question that defines the notion of Purpose. In fact, Gulati adopts the same position. In his text he takes issue with those who believe there is an inherent tension between Purpose and profit, as if they were placed at opposite ends of a spectrum. And he emphasises that while Purpose is not the pure pursuit of profit, it is 'the force that animates its attainment'. In other words, if Purpose goes beyond profit - which it undoubtedly does - it includes it as an indispensable condition for the achievement of its broader aims.

It is worth noting that George Serafeim, another Harvard Business School lecturer, also takes a similar position. In his book Purpose + Profit (Serafeim, 2022) he too argues for the importance of wisely combining these two dimensions in enhancing business planning.

With all this in mind, I would propose my own definition of Purpose in the following terms: Purpose is an organisation's raison d'être, linked to its deep motivations and commitment to a greater cause. It aligns with the core values of the company to create economic value, sustain profit, benefit stakeholders and have a positive impact on society and the environment.

This definition is undoubtedly very broad. But Purpose is not a narrow or limiting concept. On the contrary, I believe that a 360-degree view is needed to make it one's own.

The need for a systemic approach

Gulati's book fully reconfirms that Purpose is an issue that needs to be addressed in depth. To this I would add that it should also be taken into account along with a systemic approach. With this end in mind, I propose to link the concept of Purpose with the well-known theory of 'Brand Archetypes', originally devised by Margaret Mark and Carol Pearson for the study and orientation of brand communication (see figure 1).

This combination can indeed constitute a powerful tool for shaping the identity of a brand or company and establishing deep connections with its target audiences. The Brand Archetypes approach developed by the two authors presents itself as a system for shaping the intangible and elusive world of the symbolic. And both Purpose and Brand Archetypes imply the creation of a meaningful narrative that goes beyond mere products and services, involving all stakeholders on an emotional and ideal level.

Brand archetypes are symbolic representations that help delineate the identity and distinctive qualities of a brand. But Mark and Pearson's approach also considers the impact of archetypes on the organisational structures of companies.

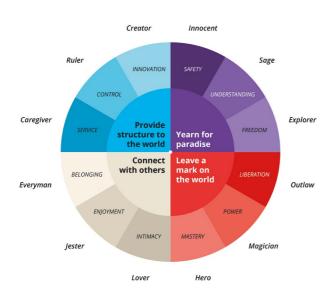
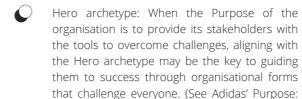


Figure 1
Brand Archetypes according to Margaret Mark and Carol Pearson
Source: Mark M. Pearson C

Each archetype embodies a specific set of characteristics and values that resonate with particular audience segments and lead to organising corporate relationships differently. Aligning its Purpose with the archetype underpinning an organisation can therefore bring greater coherence to the corporate structure and enhance the identity of both the brand and the company itself. For example:



Impossible is Nothing).

Caregiver archetype: When the Purpose is focused on being of help in people's lives, the Caregiver archetype can emphasise the service nature of the brand and company and induce people to choose organisational forms that favour solidarity. (See WWF's Purpose: To conserve nature and reduce the most serious threats to the diversity of life on Earth).

Explorer archetype: When the Purpose implies the encouragement of personal growth and discovery, adopting the Explorer archetype can convey to employees and customers a sense of adventure and push towards organisational modes aimed at overcoming boundaries and favourable to individual initiative (See SpaceX's Purpose: To make life multiplanetary and enable human colonisation of Mars).

Often, archetypes are associated with narrative structures and stories. These narratives can be used to communicate the organisation's Purpose in an engaging manner. By combining Purpose-focused messages with archetypal narratives, it is possible to generate memorable and easily relatable content that resonates with all of the company's audiences.

Both Purpose and archetypes aim to create emotional, ideal and sometimes even spiritual connections. When an organisation's Purpose harmonises with an archetype that resonates deeply, a sense of affinity and loyalty is established. Customers are more likely to engage with brands that share their values, while employees are more motivated to pursue the goals of a company with which they identify.

In short, the integration of the concepts of Purpose and Brand Archetypes can lead to a harmonious and powerful brand identity. By leveraging the emotional impact of archetypes to communicate a Purpose-focused narrative, it is possible to create a brand and company that not only stands out distinctively but establishes genuine connections with the hearts and minds of key stakeholders.

Leadership role and employees

Defining the Purpose of an organisation is a process that should involve both corporate leadership and employees. Since both play important roles in this process, two articles in this insert are dedicated to exploring them in greater depth. As a preliminary, it can be noted that, with regard to Purpose, leaders have the following responsibilities:

Initiative and vision. Corporate leadership often has the task of initiating the process of defining Purpose. Those at the top must have a clear vision of what the organisation should stand for and pursue. This vision often emanates from the founders or senior managers of the company.

Guidance and communication. Leadership must guide the Purpose development process and communicate it effectively to all levels of the organisation. It must be able to inspire and involve employees in the realisation of all its goals.

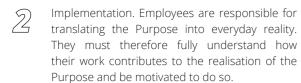
Integration into strategies. Once it has been defined, the Purpose must be integrated into the strategic choices of the company. Leaders must ensure that all decisions and actions of the organisation are aligned with the stated Purpose.

An important role in the definition and adoption of Purpose also lies with employees. They are responsible for these activities in the process:

Contribution of ideas. Employees can provide valuable perspectives and ideas on the definition of Purpose. Since they are often the people who work directly with the organisation's products or

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services, they have a practical understanding of the activities and their impact on society and the environment.



Continuous feedback. Employees can also provide feedback on the consistency between the stated Purpose and the practical actions of the organisation. Such feedback can help maintain alignment over time.

In essence, corporate leadership initiates the process of defining the Purpose and plays a leading role regarding its integration in the organisation, while employees contribute ideas, implementation and feedback.

Both are important to ensure that the Purpose is authentic, meaningful and able to inspire and engage the entire organisation.

When leadership and employees work together in this process, Purpose is more likely to become a driver of success and fulfilment of the company's Mission.

Purpose and technology

What relationship does Purpose have with technology? Those who think that Purpose is a very high and abstract aim may be led to believe that the relationship is weak or absent, but this is not the case.

The Purpose can drive technology, and in turn technology can play a significant role in supporting and realising the Purpose; three articles in this insert examine how in detail. Here I will just mention a few of the main aspects.

Technology can first and foremost enable the innovation needed to pursue the organisation's Purpose. Through technological research and development, a company can create new products or services that meet customer needs or contribute to the well-being of society.

Technology can also improve operational efficiency, enabling the company to use resources more intelligently and economically. This can free up additional resources to support the realisation of the Purpose, e.g. by reducing waste or improving resource management.

Sustainable technologies can contribute to an organisation's goal of having a positive social and environmental impact. For example, green technologies can help reduce a company's carbon footprint, supporting an environmentally sustainable purpose. In addition, technology can improve access to an organisation's products or services, thus helping to reach a wider audience and address the needs of disadvantaged or underrepresented groups.

Finally, as is well known, digital technologies can collect and analyse large amounts of data, enabling the organisation to assess the impact of its actions and adapt strategies according to the Purpose goals. Data analysis can help identify opportunities for improvement and monitor progress towards objectives.

Of course, the relationship between Purpose, technology and innovation can vary greatly from one enterprise to another. But there is no doubt that, in general, technology can be a powerful ally in the realisation of an organisation's Purpose, helping to translate abstract Purpose into concrete actions and maximise the organisation's impact on society and the environment.

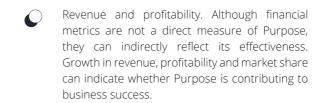
How to Measure Purpose: Tools and KPIs

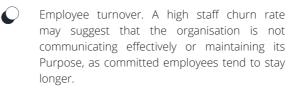
Assessing the implementation of an organisation's Purpose involves the analysis of several Key Performance Indicators (KPIs) that are aligned with its objectives, values and long-term goals. The selection of specific KPIs will depend on the nature of the company and its Purpose. Here are some indicators that can be used to measure the implementation of an organisation's Purpose:

Alignment with Mission. This KPI assesses how effectively the organisation's activities and strategies are congruent with its stated Mission and objectives. It may involve monitoring the percentage of projects, initiatives or decisions that directly contribute to the realisation of corporate objectives.

Stakeholder involvement. Levels of satisfaction and involvement of key stakeholders such as customers, employees, partners and investors are valuable indicators. High levels of

stakeholder satisfaction often indicate effective implementation of the Purpose.







Innovation and creativity metrics. If your organisation engages in innovation, it is essential to monitor metrics related to the development of new products, patents filed or creative ideas generated.



Community involvement. It is equally useful to measure the organisation's involvement in its local community or relevant industry networks. This could include volunteer hours donated, partnerships formed or community events organised.

The list is of course not exhaustive. Ensuring metrics such as those listed are clear and measurable can help an organisation assess how effectively it is pursuing its Purpose and identify any areas for improvement.

Regular review and adjustment of these KPIs will help ensure that the organisation remains on track for effective implementation.

Our Purpose

To argue the importance of Purpose for organisations without having one ourselves would be a contradiction. The work that led to the drafting of this insert was the impetus for OpenKnowledge to reflect on the issue and undertake a process of self-analysis.

So, what is the Purpose of our organisation? We have formulated it as follows:

Fostering the meeting of open minds to generate value and well-being

The phrase was recently coined, but the principles it expresses are those that have guided OpenKnowledge since its inception. As our website states, the business of OpenKnowledge is to help organisations grow by balancing their digital transformation with their human-centred development.

I am convinced that value creation must happen through profitability but I also think, with Gulati, that organisations must have a soul.

If they have one, in this era, the ability to develop a more sensitive, more human and more emotionally aware Purpose becomes fundamental. We must even admit our frailties: we are, after all, mere mortals. In organisations there is a great need for respect and for kindness: only in this way can people's best motivations emerge.

Sensitivity and caring for employees and customers is thus the best way to spread well-being, and at the same time ensure the quality of work that we can only offer by working and feeling well together.

Conclusions

Exploring the Purpose of an organisation requires careful study that combines various elements of the methodologies outlined above. The Purpose must be meaningful, aspirational and should reflect the essence and core objectives of the enterprise in an authentic way.

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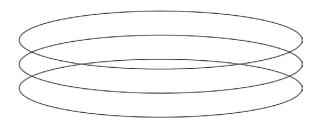
When properly defined, the Purpose becomes a kind of pole star that guides and influences the organisation's strategy, culture and actions, unifying all stakeholders around a common cause.

The concept of "why we exist" can thus turn into a decisive motivating force, with the potential to make an extraordinary contribution to business success.

This supplement does not end with a one-size-fits-all method for constructing the Purpose. Rather, it is an invitation to our client companies and all readers to reflect on the current relevance of the issues we have addressed.

Whether your aim is to start on the path to identifying your own Purpose or to reconsider the value of a Purpose that has existed for some time, the following pages offer numerous points for self-reflection and to explore possible options. Should you discover more questions than answers, that is not by chance: solutions often come when you manage to ask the right questions.

Of course, OpenKnowledge is there to accompany you on this journey, adopting the methodologies most useful in the different situations you may encounter.



Finding your own star

The creative concept

When we happen to ask ourselves who we are or why we exist, there is one gesture that comes to us immediately, instinctively: looking up.

The search for purpose is what distinguishes us as human beings, defines and differentiates us. And this gesture, our questioning gaze towards the infinite, is part of a reflection as old as our origin.

Man has always observed the stars to seek an answer, a way, an intention. His own purpose in fact. Because the stars have always spoken to man of mystery, of greatness, of destiny. They open the mind to a higher vision, to the desire for answers, to a common and shared sense.

It is no coincidence that it is the stars that have inspired some of the greatest authors, writers and philosophers of all time. And they never cease to do so, to draw our attention and raise our questions.

As much as everyone's purpose resides within us, is based on what we believe in, on our values, beliefs and motivations, we continue to look far into the distance, to look beyond the boundaries. We cannot help but question something higher to try and find that wider and more complex meaning.

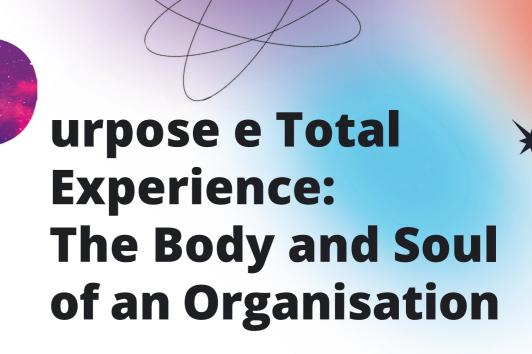
Metaphorically, the spot we are aiming for is in fact the stars. Hence the creative concept of this attachment that leads brands, as well as people, to look inside themselves to find their own star, their own Purpose.

In concrete terms, the horizon to overcome is one's own personal limit, one's own comfort zone, to explore new dimensions, inside and outside oneself, new demands and new ambitions.

To truly find that purpose that could bring new value to one's reason for being. To really discover that star that can lead us to a new, shared, humane direction.

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Ilaria Baietti, Chiara Cravedi, Ginevra Fidora

The Purpose represents the soul of the company, the element on which depends both what it does on a business level and its relationships and experience with different stakeholders.

We are interested in investigating the points of contact with the concept of Total Experience, a pervasive approach for the organisation, which guides its choices in numerous internal and external areas.

About Total Experience

In April of this year, an article by OpenKnowledge on the Total Experience concept, Conquering the Total Experience: How to create a consistent and positive customer experience in every interaction with the brand or company, making the employee experience as satisfying as possible (Sica, 2023) was published in Harvard Business Review Italia.

Even several months ago, therefore, it had become crucial for us to reflect on the importance of considering the employee and consumer experience as part of a synergetic whole, in which the continuous intermixing of these two aspects makes it impossible for organisations that want to call themselves modern to act with a single perspective, without considering an alternative viewpoint.

Once it is understood, then, that Employee Experience (EX) and Customer Experience (CE) are part of a continuous loop of influences, where should we start when working on Total Experience?

The most effective approach in our view is to identify the experience hubs where CX and EX intersect most deeply, those where customer and employee come into direct contact (e.g. customer care, sales experience, etc.).

We have named these moments of experiences the "Rabbit Hole" because they represent, in our opinion, the points where we start "burrowing", zooming in on an analysis of the CX and EX recorded at these stages of

However, we do not believe that we can stop there: to avoid getting stuck, the zoom-out phase is crucial, in which a broader perspective of the two experiences is fleshed out by considering the journey in its entirety.

Purpose as the North Star of organisations

Purpose and Total Experience: The Body and Soul of an Organisation

One might think that Total Experience, however broad as a concept, in our perspective focuses on the more "tangible" aspects of customer and employee experiences (e.g. the channels through which we deliver our services, the communication messages we develop, etc.) and that these therefore represent the main focus of our approach.

However, it would be shortsighted of us if we did not realise that such a view is too partial and incomplete.



The layers of the TX strategy

We therefore deduce that the synergetic vision of Total Experience, since it represents a holistic approach to the management of interactions between an organisation and its internal and external stakeholders, cannot remain superficial, but must permeate all the layers of constructing CX and EX (figure 1).

Questi "layer", o strati di interazione, possono influenzarsi reciprocamente e giocare un ruolo fondamentale nel plasmare il Purpose dell'organizzazione.

Employee experience

Communication
Touchpoints
Product and services
Processes
Internal organization
Company culture

Customer experience

Brand identity
Distribution channels
Processes
Products and services
Touchpoints
Communication

Figure 1TX Strategy Layers, OpenKnowledge *Source: OpenKnowledge*

These layers (of interaction) can influence each other and play a fundamental role in shaping the organisation's Purpose.

Let's examine some of them in more detail: if we inspect the organisation, communication is crucial to convey and consolidate the Purpose. Internal corporate narratives, supported by the leadership narrative itself, help employees understand why the organisation exists and how they can contribute to realising this purpose.

Inseparable from communication, as a second layer, touchpoints represent the points of interaction between the organisation and its stakeholders. Consider, for example, the digital workplace, the digital academy and internal knowledge management portals: the quality they express directly reflects the Purpose of the organisation. If the experience is positive and aligned with the Purpose, the bond between the organisation and its stakeholders is strengthened.

The products and services offered by the organisation are at the heart of its Purpose. They must be designed and built to meet the needs and values of stakeholders. In addition, internal processes, such as production, distribution and support, must be optimised to ensure that products and services faithfully reflect the Purpose and are delivered consistently and to a high quality.

Corporate culture is the substrate in which Purpose can grow and flourish within the organisation itself. A strong corporate culture based on the values and ethics upheld by Purpose can inspire employees to work in a committed manner aligned with the company's objectives.

Externally, the brand identity layer defines how the organisation is perceived by the public. This must be consistent with the Purpose and effectively convey the company's Mission and values.

Distribution channels, marketing processes and external communication tactics are responsible for conveying the organisation's Purpose to external audiences through targeted messages and engagement strategies.

Finally, the interaction between products and services, touchpoints and external communication must be aligned with the Purpose to create a positive experience for customers and other external stakeholders.

To summarise, each layer of Total Experience plays a crucial role in defining, communicating and implementing an organisation's Purpose. The two-way interaction between these layers and the Purpose creates a dynamic ecosystem in which the organisation can develop, adapt and have a lasting impact on society and its public.

Purpose as a founding element of Total Experience

Having understood the pervasiveness of the concept of Total Experience in the organisation, the links and parallels that we can identify with Purpose are thus made evident.

The first element that unites Purpose and Total Experience together is the concept of systemicity. As we have seen, Total Experience is based on a holistic approach capable of considering different dimensions (EX, CX, UX and MX) simultaneously and synergistically. Interventions are calibrated on specific aspects of the experience, but ever with the awareness that all elements are interrelated and intersect and influence each other.

Similarly, Purpose requires the adoption of a systemic perspective capable of considering the ability to generate value for multiple stakeholders, from an ecosystem perspective.

Ever since Michael E. Porter and Mark R. Kramer introduced the concept of shared value in 2011 (Kramer and Porter, 2011), many companies have started to emphasise the concept of "win-win" solutions, which are able to deliver not only economic value for shareholders but also a broader sense of wellbeing for society. This subsequently led to John Mackey and Raj Sisodia formulating the concept of conscious capitalism (Mackey and Sisodia, 2014), according to which the various stakeholders make up a single broad system with respect to which the company is invited to simultaneously create benefits for all stakeholders.

Both Purpose and Total Experience therefore require us to be able to work on several levels at the same time: to go deep into specific dimensions or analyse stakeholders to meet their needs, but at the same time to step back - when necessary – in order to look at the big picture from a broader system perspective.

A second aspect that brings Purpose and Total Experience closer together and connects them lies in the very meaning of Purpose.

Ranjai Gulati in his book Deep Purpose offers an interesting reflection on the intent behind Purpose. Drawing on the studies of psychologist William Damon (Damon, 2008) who defines Purpose as 'a stable and generalised intention to achieve something that is both meaningful to the self and consequential to the world outside it' (Gulati, 2022), Gulati proposes a vision of Deep Purpose that recalls the concept of dharma from Eastern philosophies: a profound concept in which thoughts, intentions, words and actions support the Purpose as it derives from a strong, even "spiritual" force. In Gulati's observations, the Deep Purpose Leaders observed proceed from a personal intention: they do not simply follow the Purpose, but have felt, understood and intimately committed themselves to a Purpose that has then flowed faithfully into the way they run the business and thus its impact on the world. In this view, the Purpose originates with the leader: through him or her it is borne into the organisation, within which it spreads and from which it then generates impact on the world.

This vision of internal/external flow in a continuum is very close to Eastern thought in which there is no separation between "us" and "the rest" (Gotto, 2023): contrary to that of the West, which reasons in dualistic terms, in the philosophy of Zen Buddhism everything is interconnected and if something exists, it is because everything else exists.

This idea of interconnection evidently fits well with the previously stated idea of Total Experience, a loop in which the different customer and employee experiences are inextricably bound up in a continuum of influence and sense generation: as in Eastern philosophy, there is no beginning, no end, but simply an interconnected whole

If these two aspects, which we can summarise in a concept of systemic interconnection, characterise both Purpose and Total Experience, it is even more interesting to try to observe what direct links, if any, there are between these two elements.

Numerous reports demonstrate that more and more both customers and employees sense the need to feel part of something bigger: in other words, Customer Experience and Employee Experience are strongly conditioned by the presence of a reference Purpose. Research (Zeno, 2020) tells us, for example, that when consumers recognise the presence of a solid corporate purpose they are:

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4 times more likely to buy products/services from the company;



6 times more likely to protect the company in case of errors or public criticism;



4.5 times more likely to become ambassadors of the company and promote it to other people;



4.1 times more likely to trust the company.

However, it also remains interesting, in our opinion, to give voice to the challenge made by some authors with respect to the tension between Purpose and Convenience (O'Donnel, 2022).

The example of Amazon has often be cited: thanks to its guarantee of an excellent customer experience, it saw its profits increase by almost 200% during the period of the pandemic, despite frequent reputational problems regarding the working conditions of its employees. Perhaps some consumers felt guilty buying from Amazon, especially when there was a universal push to support smaller companies, but they went ahead anyway because it was convenient.

The question is: if a company is not perceived as Purposeoriented, can customers really have a meaningful relationship with it? Where does the presence of a Purpose prevail and where do consumers succumb to the lure of an optimal Customer Experience?

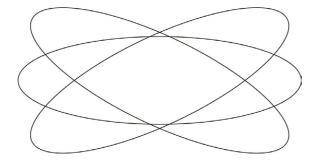
No less relevant appears to be the relationship between Purpose and Employee Experience, precisely because - from the perspective of Total Experience - a Purpose that is able to significantly direct interactions with employees can have a strong impact on customers and the company's reputation.

An interesting example in this regard is that of Nike, characterised by the Purpose of 'advancing the world through the power of sport'. Post-pandemic, Nike gave all employees at its headquarters a holiday to prioritise mental health, stating: "It's not just a 'week off' for the team ... it's a recognition that we can prioritise mental health and keep working" (CNBC, 2021). This commitment by Nike to the mental health of its employees has gone hand in hand with public support for athlete Naomi Osaka's withdrawal from the 2021 French Open, amplifying the brand's reputation and reinforcing the Purpose message among customers and the community at large.

In general, we can imagine that the link between Purpose and Experience is set to become increasingly important, as Gen Z is the fastest growing consumer and employee segment and is composed of digital natives who expect frictionless, omnichannel and personalised interactions (Total Experience) but at the same time value integrity and are Purpose-oriented. 45% cite 'choosing environmentally and socially responsible brands' as their top priority (OpenKnowledge, 2021). This generation expects a balance between experience and Purpose, and their demands will become increasingly central to future Total Experience design.

In conclusion, we can say that the fundamental principle behind Total Experience is one of human centricity: TX must represent a holistic strategy to create a deep understanding for everyone involved in the final experience.

The principles that inspire it are only authentic when combined with a clear understanding of the individual and collective role that the company can play in a sustainable society, and thus with a clear statement of its Purpose.



BIP: Purpose as a pivot between values and strategy

Interview with Carlo Maria Capè, CEO di BIP Group

The background to BIP Group's Purpose project is that of a rich and extremely diverse reality. Since 2022, BIP Group has been conducting its Values Project, the aim of which is to carry out a reflection on the Group's culture. The Purpose definition process originated in this context, through the ONE BIP project, aimed at creating a common culture for the 13 countries and the different companies.

The process of defining values therefore involved all the Group's entities in different geographical areas, asking all its people to make a direct contribution. This first part of the process was devoted to listening and was very important in order to understand how values were perceived by the people, both within each of the companies that have come together over the years, and within the Group itself.

This led, also thanks to the leadership's contribution, to the identification of four characterising values:

- Together we go Further
- We dare to think and act differently
- We create long lasting value
- We are creators of our own future

It is immediately noticeable that BIP's values have not been wrapped up in single words, but rather in phrases. This choice is not only unique and distinctive, but allows, precisely through the evocative power of the phrase, to represent the richness of each value and soul of the BIP Group. What is even more characteristic however, in relation to this reflection, is the emergence of a new need, namely that of going beyond a cultural reflection.

In the course of the process of defining its culture, which was carried out by the leadership, it was realised that a fundamental step was missing, one that would give consistency and meaning to the values themselves. This 'something' is precisely Purpose.

BIP therefore started from the reflection on values

and understood the need to work on the definition of its Purpose. Thinking back on this phase of the project, Carlo Maria Capé recalls that at first it was thought to use BIP's claim "Here to Dare" as Purpose, but it was soon realised that "dare" does not tell of Purpose, but rather of a way of being indispensable for the realisation of Purpose itself.

BIP's Purpose therefore had to represent a deeper raison d'être and purpose, one that was not only directed at direct stakeholders such as people and customers, but rather one that spoke and referred to the whole of society. It was from these reflections that the statement 'Pursuing Change, Nurturing Progress' was created. The profound purpose of BIP, condensed in this statement is, not only to pursue change, but to pursue it when it leads towards progress.

The very word - progress - is therefore linked to the focus on society as a whole, by aiming to work on projects that not only create value for its customers and its own people, but also for the community, thus having an impact in terms of environmental as well as social sustainability.

This clear value direction is what guides strategic and business choices, leading BIP Group increasingly towards working on projects in which it is possible to convey this vision and culture. The desire to create value by investing for the progress of society is therefore something that must be conveyed and developed with customers. This is why an attempt is being made to change BIP's business model by transforming the services offered into ones capable of creating additional value for customers through business cases that are not only economic, but of broader impact directly connected with Environmental. Social and Governance criteria.

There is a strong link between values and Purpose. The value "We create long lasting value" is linked to BIP Group's desire to realise projects that bring a change to customers that is not temporary, but substantial, sustainable, that lasts over time and becomes progress. Not a change, such as those dictated by technological fashions, that loses effectiveness due to their rapid evolution, but rather one that brings such an improvement to the client/system that it becomes progress, improving processes, the way people work, and also the client's profitability.

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Carlo Maria Capé emphasises that Purpose and the values that enable it are indispensable for creating a direct impact on projects. This kind of impact is also measurable from both a quantitative and qualitative point of view. From a quantitative point of view, BIP is committed to measuring the carbon footprint of its projects in order to assess how much they have impacted the client and its objectives. This type of statistical measurement is made possible by the implementation of a dedicated CRM.

The second method, which is useful to obtain feedback on the impact, is a qualitative survey, which, by listening to the customer, makes it possible to measure the success of the projects, but also BIP's results over time and in the different industries.

The reflection on Purpose carried out with Carlo Maria Capé then touches on the relationship between Purpose and Profit. On this point Carlo Maria Capé emphasises how it is crucial that these two aspects are always bound together.

To be able to carry out its purpose and act its raison d'être, a company must also be sustainable from an economic point of view. Obviously, however, the Purpose must never be subordinate to profit; on the contrary, profit must serve the Purpose.

Profit must therefore be pursued consistently with Purpose, thus ensuring consistency between what is said and what is actually done by organisations.

Ariston: Purpose as lifeblood - from the centre to the periphery

Interview with Group Cosimo Corsini, Chief Strategy Officer and Executive Vice President MEAR & Asia of Ariston Group

For Cosimo Corsini - Executive Vice President Asia, Middle East and Africa, and Chief Strategy Officer of Ariston Group (referred to here as "Ariston") questioning the purpose of a company means first of all asking how this emerges from the activity that the

company carries out in the market, both downstream in the services and products offered, and upstream in its work with suppliers and partners.

In a global company such as Ariston, for which the domestic market of origin (Italy) accounts for around 10% of turnover and 1/3 of added value, reflecting on purpose also entails asking how Ariston is able to radiate all aspects of the organisation and its network of stakeholders, from the so-called centre to the most distant markets and countries, both culturally and geographically.

In Ariston, purpose is constructed on a continuum that originates from the vision of founder Aristide Merloni (who claimed as early as 1967 that "There is no value in the economic success of an industrial initiative if it is not accompanied by a commitment to social progress"), is embodied in the Vision ("Sustainable Comfort for All") and in the company Mission, and is consolidated in the Group's 5 Corporate Values; purpose thus becomes the nervous system permeating all aspects of the company regardless of whether it is defined or concretised in an actual statement.

All of Ariston's choices are informed by the same common theme, the same commitment: starting from the supply chain and moving on to the type of products offered in the market, from the attention to the consumer to the integrity of its corporate governance.

Ariston puts its values and beliefs into practice - for example, by being an active partner of its customers, supporting them in reducing waste and consuming less energy, even promoting new habits and virtuous behaviour, as well as carefully tracking respect for human rights throughout its supply chain.

The 2030 ESG strategy itself was designed in 2021-22 under the umbrella of the Strategy so that, like hummus for the soil, it would have a direct strategic impact on all the choices the company makes from a commercial point of view, as well as that of supply chain and people management, etc.

In addition to being present in everything the company does, purpose must be able to understand what stakeholders (colleagues, partners, customers) experience and feel when dealing with Ariston.

Corsini refers here to the model of the "5 sources of meaning" according to which each individual, at different times, can derive greater motivation and find greater meaning in different aspects of his or her professional life: their impact on society, on their company, on customer service, on collaboration with their team, or even on their personal success.

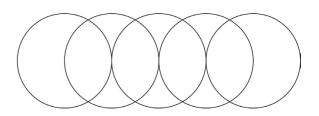
In this sense, purpose only truly succeeds in being an expression of the company and the ecosystem in which it is embedded if it is able to speak the language of all and be perceived by all as meaningful.

This, for Corsini, leads to a very deep reflection on companies with a strong international DNA, and concerns not only the intensity with which purpose and values are lived at the centre of the organisation, but also in its most remote assets and embedded in different cultures and organisational backgrounds.

On the one hand, the value of entrepreneurship has led Ariston to grow organically to the point where it now operates directly in more than 42 countries on 5 continents - interfacing with very diverse cultures and ways of understanding. On the other hand, the use of non-organic growth by means of leveraging (M&A) has led the Group to acquire companies and organisations with their own success stories, also shaped by strong value and purpose systems, which represent legacies to be respected, understood and progressively integrated.

One solution, in this sense, may be to consider purpose as consisting of both static and dynamic elements. Referring back to the founder's precious legacy - cited above - which in Ariston represents a compass for corporate action, Corsini emphasises that this phrase must always remain valid; however, it is possible to extend and update (in the historical and geographical contexts in which the Group operates) concepts such as economic success, industrial initiative or social progress.

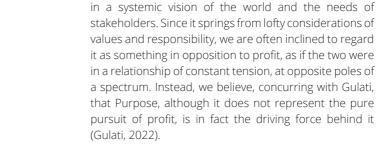
Only by adapting to history and entering into dialogue with different contexts can purpose remain authentic and energise the company from the centre to the periphery.



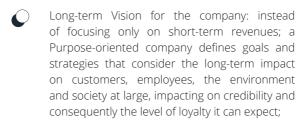
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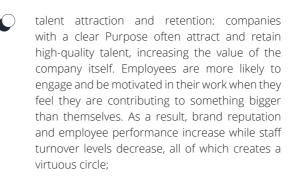


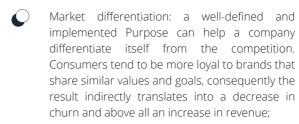
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It is indisputable that purpose-oriented companies show better financial results in the long run, and it is easy to see why:







- adaptation to change: a company with a strong Purpose adapts more easily, as its Mission remains stable even when external conditions change. This can contribute to greater business resilience;
- Stakeholder involvement: a well-communicated Purpose involves stakeholders, including shareholders, customers, employees and business partners. This involvement can create a sense of community, support and loyalty towards the company.

It is often thought that it is only the younger generation (in particular Generation Z, those born between the late 1990s and 2010) who feel this kind of involvement, but the trend is also progressively influencing Millennials and earlier generations (Kantar, 2022).



In Europe, 68% of respondents consider it extremely or very important that they prefer products and services that offer ways to limit their impact on the environment (Kantar, 2022).

It patently follows that its Purpose, correctly formulated and internalised, makes the company more competitive. Acting on the Purpose means acting on the business and therefore on performance.

Walk the talk: Purpose as a key element of the strategic plan, beyond slogans

As already mentioned, Purpose refers to the fundamental reason why a company exists or is perceived to exist in the eyes of the ecosystem in which it operates, beyond just generating profits. For this reason, a key factor for the future of a company is the way in which the Purpose is grounded: how the company implements, interprets, and realises the Purpose in the eyes of the ecosystem is crucial for its credibility, and the company's credibility has a significant impact on its current and prospective positioning in the market.

Companies that define and adopt a Purpose in a concrete and effective manner often enjoy a competitive advantage. This advantage derives from their ability to build a broader value chain that benefits not only the end customers but also the entire social context in which they operate. Conversely, when a company adopts a Purpose-oriented communication strategy without a solid value framework and the correct strategic orientation, it runs the risk of not having the tools or the intention to generate value for the broader ecosystem beyond its end customers. In this situation, communicating a Purpose that is discordant, decontextualised, misconceived and far removed from its true corporate culture can damage its reputation and



Why focus on a Purpose-driven innovation strategy?

Ginevra Fidora, Giuseppe Milani



"A pile of rocks ceases to be a pile of rocks if even one man contemplates it with the idea of a cathedral in mind."

Antoine de Saint-Exupéry

If innovation is what gives life to companies, allowing them to evolve, progress and grow, then we can see Purpose as the element that, in turn, gives life to innovation. If there is no Purpose, no direction and no reason for pursuing it, innovation does not happen, or has no meaning, remains unappreciated by users and struggles to make evolve

In this article, we want to explore the precise relationship between Purpose and innovation and in particular the way companies innovate change at a time when profit is not the only business driver: other considerations come into play which, more or less directly, can act on revenues and the benefits they obtain from it.

Purpose as an enabling strategic lever of business

The starting point of this reflection is a vision of Purpose as a strategic business lever, not only from a qualitative but also from a quantitative point of view, and therefore to be understood as a factor that can improve business performance and profit.

Compared to the classic objectives of purely economic growth, Purpose finds its genesis, on the one hand, in a strong ethical connotation and, on the other,

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have a negative economic impact, including a possible decrease in the number of customers and ARPU (Average Revenue Per User).

Due to increasing consumer attention and sensitivity to such practices, companies that adopt communication strategies which are not supported by a genuine Purpose are often accused of trying to improve their image through social and environmental causes that are not rooted in their corporate culture. Some terms commonly used to describe such practices include "greenwashing" and, generally, "purpose-washing".

For all intents and purposes, the choice of adopting a Purpose (as well as choosing which Purpose to take on) is extremely significant for a company, an act to be carefully evaluated as the cornerstone of the entire strategic framework. It must not be reduced to a decontextualised marketing or PR operation, but requires, in order to minimise the risk of poor implementation:

- monitoring the sentiment of the ecosystem in which the company operates, so as to get to know it and be able to better analyse the potential market in the light of targeted clustering;
- a quantitative assessment of the potential market and the impact on the value proposition of the product/service, based on the cluster analysis, for each possible Purpose hypothesis;
- careful risk assessment and definition of countermeasures;
- a targeted communication and change plan, taking place over the entire time horizon of the identified actions;
- choosing the right suppliers and partners, in line with the Purpose or at least not clashing with it.

This is why companies that genuinely decide to adopt a Purpose must include it within the process of defining the company's strategic plan, placing it among the key topics for defining the trajectory of its evolution, since it is capable of bringing about fundamental changes:

the company's Mission and Vision, which also significantly influence strategic decisions and actions for the good of the ecosystem (society, employees, environment, etc.). For example, the adoption of a Purpose can change the outcome of an acquisition, a contract, or the

decision whether or not to enter the market of a particular foreign country. Companies such as Nike and Heineken gained approval from their stakeholders by taking a very explicit stance on the war in Ukraine and exiting the Russian market (Sky Tg 24, 2023);

- business priorities, also enhancing business requirements that otherwise would not have been taken into account or would have been considered secondary;
- the target market, through focused actions aimed at building loyalty and increasing the ARPU of certain market segments;
- the priorities of the sites to be implemented and the mode of implementation, for example in terms of technology or the complexity of the user interface model.

A business case that makes this very clear is the virtuous example of the 'Unilever Sustainable Living Plan', which puts the goal of enriching people's lives at the centre of the company's business and reasoning.

In Net Positive, Paul Polman and Andrew Winston report how the company's revenues have risen by 33% after seven years of work on this strategy, reaching over \$60 billion.

On several occasions, Unilever's "Sustainable Living Plan" led the company to divest from activities that did not support the achievement of its goals and to enter new ones (Polman and Winston, 2022).

However, in one of the most significant demonstrations of its commitment to the cause identified, Unilever rejected rival Kraft Heinz's offer to buy the company for \$143 billion (18% of its market price). Unilever declined, knowing that their Purpose would be abandoned in the acquisition in favour of more short-term goals and, consequently, their intent to link sustainable and equitable operations to business performance and growth. The goal of the Sustainable Living Plan is financial gain through sustainability, not "in spite of" sustainability (Polman and Winston, 2022).

Purpose is taking on this key orienting role at company level as it translates in a measurable way, positively or negatively, depending on the success of initiatives. In practical terms, there are usually steps for the Purpose to be made concrete as we see below:

The first one is related to compliance: before starting new sites, it is imperative to ensure that the company's activities are carried out in compliance with applicable laws, and to speed up compliance;

the second step is to harvest so-called lowhanging fruit, i.e. a series of small but significant continuous improvement actions, which for various reasons are easy to implement: initiatives aiming at operational efficiency, reducing emissions and establishing valuable relationships with the community;

Only at this point can we start talking about innovation, understood as the drive to improve or introduce new products, services, processes, organisational models and business models.

How does innovation change?

Since, as we have seen, the Purpose is a starting element for the construction of the strategic plan and indicates the direction towards which business objectives should be aligned, its impact on the transformational efforts of organisations is evident.

Purpose drives innovation from a strategic point of view and inspires and fosters it on several levels: in the first instance, the definition of a Purpose has the intrinsic capacity to generate a sense of belonging and motivation making people more responsive to contextual changes, aligning their efforts towards a clearer and more valuable direction, facilitating problem solving and promoting a culture of creativity and adaptability.

Furthermore, Purpose-driven companies are more likely to attract talented people who are passionate about their industry and usually naturally express a greater propensity for innovation.

But the existence of a Purpose, above all, changes the very processes and ways in which the company approaches innovation.

Classically, the innovation process originates in the so-called conception phase, which takes the form of intercepting new trends, new technologies and new user needs through listening and monitoring activities and the consequent mapping of opportunities.

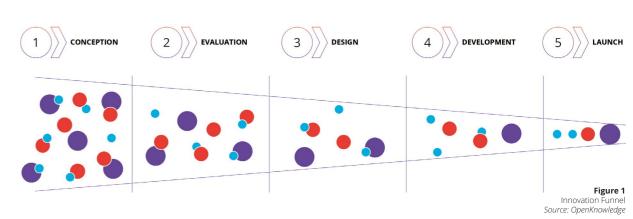
Simplifying the funnel as much as possible, the collected ideas go through an evaluation phase, in which they are deepened and prioritised, typically on the basis of a feasibility analysis and a cost-benefit assessment.

Only afterwards, the design and definition of the detailed features and requirements, the development and market launch of the idea take place.

In this dynamic, where does - or should - reasoning about Purpose fit in? The presence of a Purpose acts significantly from a very early stage.

If we look at the conception phase, we can already see advantages: in Purpose-driven companies, there is an increase in people willing to participate in the process,

Innovation Funnel



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even proactively, with spontaneous applications and proposals. It is therefore increasingly useful for organisations to be ready to take advantage of these proposals and the commitment generated. In addition, the fact of having people more willing to get involved, including those in operational areas, such as blue collar and frontline workers, guarantees the possibility of identifying ideas that are more concrete, more feasible, and closer to real needs.

But it would be reductive to say that the impact is "only" about the readiness of the organisation for change and the motivation of people; a Purpose clearly indicates where to look and what to look for: acting as a compass, it guides all exploration and subsequent evaluation activities, which usually follow a cost-benefit logic and focus on:



business and market aspects such as competitor and comparable analysis;



regulatory issues;



major technology trends;



in the most virtuous cases, the needs and expectations of users, with a view to human-centred design.

With the introduction of the concept of Purpose, it is necessary to move away from classical schemes that require reasoning in terms of cost-benefit, considered in the short term, and to look at the impact of generated ideas from a broader, long-term perspective.

The integrity and impact component plays a key role in the search for the so-called sweet spot of innovation.

The main difference lies in the fact that **Purpose-driven** innovation not only seeks the consensus of a target group of consumers but speaks to the entire ecosystem of stakeholders and rather than aiming to solve a specific user need, it targets a systemic problem. It truly is taking a position, a refusal to remain neutral in the face of such a shared need.

Similarly, even in the later stages, the main design decisions must be guided by the Purpose. The definition and development of the idea must be permeated with questions of meaning. For each idea generated and for each requirement, it is important to ask what the impact is: not only "What problems will it solve?" but also – and above all – "How will it contribute to achieving the Purpose?".

Desiderability (Human)

INNOVATION SWEET SPOT

Integrity (Impact)

Feasibility (Technology)

Peasibility (Technology)

Figure 2
Innovation Sweet Spot
Source: Medium

A very sensitive aspect concerns the launch phase and communication: it is important to be able to capture the attention of stakeholders by emphasising how the new solution supports the Shared Purpose. A brilliant example is the video recently published by Apple that manages to combine messages related to sustainability and the company's commitment to the planet with product communication (Apple, 2023).

The surprising thing is that, in the virtuous cases, the solutions that emerge through this process, although they turn out to be very good profit drivers, are significantly different from those that would have occurred if the starting point had been mere profit. Worthy of note, for example, is Ferrero's commitment to caring for people, through the 'Joy of Moving', a project dedicated to customers and employees to promote a healthy lifestyle in adults and children (Kinder, 2023). Or the case of Patagonia, which, even before its decision to 'donate its shares to Mother Nature', had for some time been focusing on the sustainability of its garments and an almost counter-intuitive service model promising

its customers free repairs for life on damaged garments

(Patagonia, 2023).

The value of Purpose-driven innovation

We have seen how a Purpose embedded in the organisational culture of a company can act as a catalyst for innovation, both in quantitative and qualitative terms, allowing a competitive advantage over the market. Shared values make it possible to define clear and

Shared values make it possible to define clear and common objectives in production processes. This, acting on the motivational drive of the entire organisation, including operational personnel, stimulates creativity at all levels and thus facilitates the search for innovative, concrete and high-quality techniques and tools.

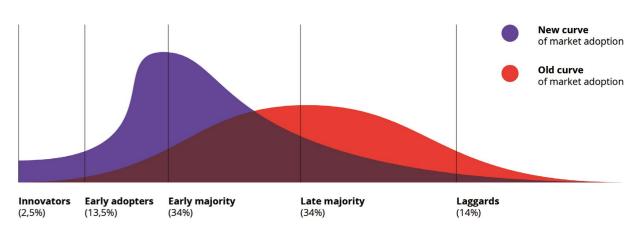
However, in our experience, there is a further advantage in aligning innovation and Purpose, and it lies in facilitating the adoption of new solutions.

Having a solid Purpose, in fact, means having long-term objectives, with a holistic view of the benefits deriving from the strategic and operational choices of the company; this favours the search for innovative solutions, all of which drive the end user to buy a certain product or service, or an employee to use a new digital technology because they recognise the value for the community.

The percentage of people who take into account not only factors such as price and personal benefits, but also the broader value generated by their purchases is increasingly high and spread across all income and age groups.

If innnovations (technological but not limited to those) are usually adopted in a short time by only 16% of the target population, we can expect this percentage to increase in the case of products that generate value and well-being for the community (FutureLearn, 2023).

Figure 3
Accelerated adoption of innovative Purpose-driven solutions
Source: OpenKnowledge



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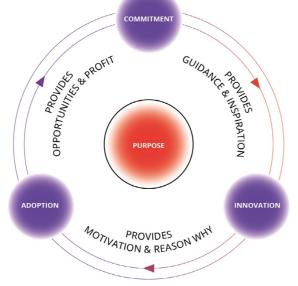
Purpose as the North Star of organisations Re-thinking innovation

Widespread adoption of innovative products by endusers helps strengthen companies' commitments, stimulating further investment and accelerating the innovation cycle. In this virtuous cycle, the company increases its value in a sustainable way for all.

About BIP xTech

BIP xTech is the BIP Group's international Centre of Excellence that, with over 600 talents specialised in the fields of Cloud, Data & Al, Generative Al and Hyper-Automation, creates end-to-end solutions to support companies in their digital transformation.

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e virtuous circle of Purpose-driven innovation

Carrefour Italy: Realising the Purpose through Corporate Governance

Interview with Paola Accornero, General Secretary and HR Director of Carrefour Italy

How can a company ensure that it is realising its Purpose by expressing it in organisational action? For Paola Accornero, General Secretary and HR Director of Carrefour Italy, the key to achieving this is the construction of a corporate governance system.

Carrefour's raison d'être, identified since Alexandre enriched and, above all, extended into concrete and measurable objectives growing together with society.

The objective of 'becoming a leader in Food Transition, in order to achieve access to healthy, safe, sustainable associations, employees and entrepreneurs.

For Carrefour, however, the definition of the Purpose is not sufficient to guarantee the company's ability to have an impact on the context it operates in: to achieve this, it is essential to link the Purpose to extra-financial objectives and conceive it as a dynamic element, leaving the necessary space for these objectives to integrate with the company's strategy.

From the perspective of continuous evolution, the perception, awareness and knowledge of the established goals can have a real impact on the environment and culture of the company, going beyond pre-established goals and giving rise to new needs and new objectives.

To successfully achieve this cultural and strategic transformation, it is essential to provide a structure, defining a governance team, charged with guiding this process. The choice of becoming a Benefit Corporation and thus fulfilling the demands that this form of enterprise requires, has acted as a blueprint for Carrefour Italia in this sense: 'Defining ambitious but attainable objectives, building a roadmap, identifying the corporate actors to be brought on board, and communicating widely what the company is doing' are the principles that guide the action of the Governance Team at Carrefour Italia.

The real transformation occurs, therefore, when Purpose becomes an integral part of the company's strategy to the point of engendering competent and responsible

bodies in charge of preserving that raison d'être that informs the company's actions.

However, the dissemination of the Purpose and strategic objectives succeeds not only through a top-down approach, but also by means of initiatives that originate from small groups of employees and become a source of inspiration for larger, scalable projects.

Having defined a clear Purpose and circulated it within Carrefour has enabled its recognition as a signpost, providing people with an initial direction that can be progressively enriched over time. The communication and educational initiatives promoted by Carrefour to spread its Purpose have encouraged the involvement of all actors, leading to an exchange of information and awareness that enriches and directs people.

The definition of a formal structure to support Purpose allows it to transform itself from an outline for formulating initiatives to a real tool for strategic guidance, able to provide clear direction and guide the entire company towards its goals.

the expression of Purpose

Interview with Enrica Monticelli, Enrica Monticelli, Group Technology Innovation Director at De'Longhi

For De'Longhi, reflection on Purpose takes place along two tracks, one abstract and one more material, which together contribute to the definition and expression of corporate meaning.

According to Enrica Monticelli, Group Technology Innovation Director at De'Longhi, on the one hand there is a reflection of a cultural nature, centred on De'Longhi's values, Vision and Mission, which have been the subject of a review carried out by the leadership to harmonise cultural and strategic messages with the rapid growth and transformation of the company that has taken place over the last 15 years.

The definition of the company's DNA and its understanding of doing business led to the production of a communication campaign, "Everyday Makers", that concretely expresses the principles which guide De'Longhi's work.

The second element that contributes to the definition and expression of the Organisational Purpose is the product, in which the first, higher, abstract reflection is realised. In fact, it is the product itself that becomes a vehicle for expressing the cultural dimension of De'Longhi, through the production and marketing of products for everyday use, which aim to improve the management of processes in the home through functions that combine concrete help and are a pleasure to use.

The product, therefore, is a strong indicator, the main vehicle for expressing care for the consumer that stems from tradition, the history of a family business spanning generations of users.

And it is precisely the generational aspect that defines a further pivotal aspect of the company's Purpose, namely the issue of sustainability. The goals of economic growth and product innovation cannot be achieved at the expense of the planet and the well-being of future generations. For this reason, product development must be ongoing, with the aim of simplifying people's daily lives, and driven by the desire to develop solutions that have the least possible impact on the environment.

Tying the Purpose to the product means, therefore, transforming an abstract concept into a practice, into a tangible and concrete result. According to Enrica Monticelli, when one defines Purpose one establishes a different perspective of innovation, one that leaves room to define new opportunities by exploiting the power of meaning that only Purpose can give, "as if there were an extra engine".

If the company's DNA carries the history of the family, of an entrepreneurial tradition that has remained unchanged over time and which defines the pillars of Purpose, it is the drive for innovation that renders this definition dynamic, responding to the needs of the situation and the evolution of customer requirements, as well as the tools provided by technology and market dynamics.

Bompard became Chairman in 2018, has not changed over time at the level of a statement but has evolved,

and traceable food for all' is the beacon that guides the company's choices today and has had a very strong impact on all the players involved in the Carrefour ecosystem: producers, customers, institutions, local

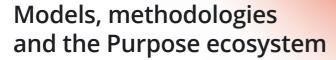
De'Longhi: the product as the driving force behind

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earching for Purpose





Giulia Amico Di Meane

Purpose and the pursuit of Purpose have become constant and extremely important elements, not only for individuals, but also for organisations. Where does this "new" need come from?

The unstable elements of the context, including the geopolitical scenario and the climate crisis, lead both people and organisations to feel the urgent need to define the factors capable of signifying their choices and actions, in other words to

How can this be achieved? In this article we will discuss some of the main methodologies organisations use to define and discover their Purpose.



When speaking of Purpose and methodologies for defining Purpose, the Golden Circle (figure 1), the model theorised by Simon Sinek in his book Start with Why (Sinek, 2009) is indispensable.

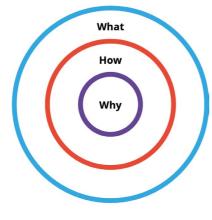
Although the model was developed nearly 15 years ago, Sinek's Golden Circle remains extremely relevant today, both for its simplicity and, above all, for its strong aspirational impulse.

Companies are in fact often focused on the What: every company knows exactly what it does, what its products and services are, and can describe them in precise detail without having to think too much about it.

Every organization on the planet knows WHAT they do. These are products they sell or the services

Some organizations knows How they do. These are the things that make them special or set them apart from their competition.

Very few organizations know WHY they so what they do. WHY is not about making money. That's a result. It's the very reason your organization exist.



The Golden Circle, Simon Sinek Source: The Smart Insight

Some companies, on the other hand, are able to define themselves not only by What they do, but also by How they do it. These are companies that see not only their product or service, but also the way in which they make or deliver it, as their distinctive element.

However, very few companies know Why they offer their products and services and why they choose one particular design or delivery method, as well as being aware of the deeper motivations driving these two factors.

For Sinek, it is the Why, the purpose that animates and powers companies that makes them what they are; Why permeates them and determines their success. For this reason, organisations should question themselves directly about their Purpose, their Why, which must therefore be the primary driver of what a company does and how it does it (Sinek, 2009).

Underlying this model is the belief that 'people do not buy what you do; people buy why you do it' (Sinek, 2009). It is precisely for this reason that the reflection companies make on their Purpose should not simply be influenced by external pressure, starting with the What and moving towards the Why; in other words, deducing their Why from what they do and how they do it.

Truly inspired and successful companies put their Why first. They identify it, define it and then make it permeate the whole company, including the How and the What. An example that is particularly pertinent for Sinek is that of Apple, which has always had as the soul and driving force of its business the desire to create products that combine excellence with a unique design that is aesthetically beautiful, easy to use and able to place the entire user experience at the centre of its activities (Sinek, 2009).

Sinek's model and his thinking have resonated strongly in business circles, sparking discussions and reflections that see Purpose as the beating heart of companies.

The analyses and methodology developed by Joly with respect to Purpose are based on the assumption that the individual, company and society should be considered as a single system. Starting from the unified model, it is interesting to observe how Joly reworks the concept of ikigai, adapting it to the individual company's context.

Ikigai is a Japanese approach which aims to help the individual find his or her own purpose from everyday situations. One of the most famous versions of this concept - as theorised by Andrés Zuzunanga - sees

Purpose as the point of intersection between what you love, what you can do, what you can get paid for and what the world needs (Joly, 2021).

In Joly's model (Figure 2), this pattern is applied to companies. To find their Purpose, businesses should reflect on the point of intersection between:

What the world needs: What are the specific and important unmet needs in the world? How important is it to respond to these needs? What difference will it make?

What drives the people in the company? What difference do they want to make in the world? (These considerations apply to managers as well as to the entire employee population).

What the company can do uniquely: what are the strengths that enable the company to respond to certain needs differently from others? How should the company's products and services evolve to meet the needs of its stakeholders?

The way the company creates economic value: what business opportunities arise from this? How attractive are the associated potential profits? Is the company able to capture a sufficient amount of this value? (Joly, 2021).

WHAT THE WHAT PEOPLE AT THE COMPANY ARE PASSIONATE WHAT THE COMPANY IS UNIQUELY GOOD AT PURPOSE HOW THE COMPANY

Looking for Your Company's Purpose, Hubert Joly Source: Harvard Business Review

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Purpose as the North Star of organisations

Searching for Purpose

Another extremely useful framework for focusing on corporate purpose is that of IDEO, a leader in design and innovation to support companies: The Purpose Wheel'. Referring to Maslow's pyramid of needs, IDEO proposes a model with a central question: "Why do we exist beyond profit?" (figure 3).

In answering this question, companies are called upon to reflect on the deepest reason for their existence and their actions. The answer to the question "Why do we exist?" locates companies within the model in five different areas. Consequently, there are companies which exist to:

activate potential: creating impact by inspiring greater possibilities;

reduce friction: making a difference by simplifying and removing barriers;

promote prosperity: supporting the success of others:

encourage exploration: supporting discovery;

ignite happiness: changing the world by inspiring joy in others.

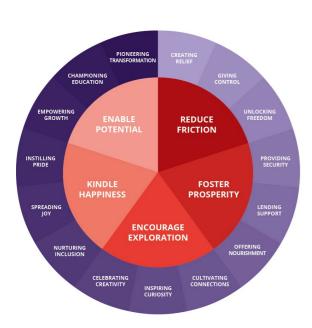


Figure 3Design an organization's Purpose statement with this tool *Source: IDEO*

However, there can be more than one reason for a company's existence: the important thing is that for each area corresponding to 'why we exist', it is possible to identify its impact in this respect (Carter, Kelly, Vogel, 2019).

What makes this model so interesting is precisely this focus on impact: far from being reduced to an empty marketing statement or ornament, Purpose must be actively rooted in the company's choices and actions. To reinforce this idea, 'The Purpose Wheel' visualises the outer circle as a further ripple of impact. Having found an answer to the question "Why do we exist?" and "What is our impact?", companies are urged to question how they bring about that impact. In other words, the last step that can tie the Purpose to the company's actions is to question what we have otherwise called Mission, or the HOW.

According to this model, only by following this path to its end is it possible to truly answer the question 'Why do we exist?' (Carter, Kelly, Vogel, 2019).

Models such as those of Sinek, Joly or IDEO allow companies to undertake a journey of deep self-reflection. However, there are further ways to find one's Purpose. In this context, a consideration of archetypes can be instructive.

Originating in psychology with Carl Gustave Jung, archetypes are now also widely used in the world of marketing - thanks to the work of Mark and Pearson - as a tool to capture and frame the "personality" of a brand. Archetypes - from the Greek arché (origin, principle) and epos (model, brand, exemplar) - support us in 'understanding the intrinsic meaning of product categories and, consequently, help marketers to create lasting brand identities that establish a dominant position in the market, evoke and convey meaning to customers and build customer loyalty, all, potentially, in socially responsible ways' (Mark, Pearson, 2001).

If Purpose, as well as archetypes, allow companies to create a solid, directly recognisable identity capable of giving voice to consumers' emotions and values, the idea of creating a triangulation between these two elements cannot but be effective.

Archetypes can therefore support companies in defining Purpose, as they are able to restore its symbolic and aspirational potential, thus stimulating reflection on one's identity and "why we exist".

From model to ecosystem: the OK point of view

Arriving at the definition of a single framework for the identification of Purpose, understanding it as the result of the interaction of different elements or reasoning exclusively in terms of continuity with corporate identity and image, however, runs the risk of flattening the scope of reflection and reducing its value, if these are not supported by a holistic and systemic vision.

For each reality, the Purpose may be due to the intersection and interaction of different elements, especially giving them different weight and symbolic meaning.

As an example, a non-profit organisation would struggle to position itself on a framework like Joly's, being naturally inclined to answer the questions "What does the world need? How can we make the world a better place?".

Similarly, reasoning about archetypes may also present some difficulties. One only has to think of complex organisations formed by different souls and identities, such as large groups.

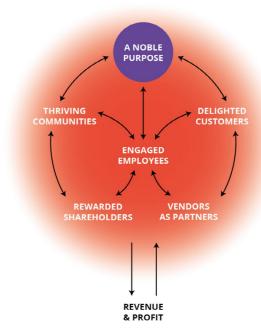


Figure 4
Creating a Meaningful Corporate Purpose, Hubert Joly
Source: Harvard Business Review

It is therefore clear that there can be no single secret recipe, valid for all firms.

For a company embarking upon this type of thinking for the first time, it can therefore be useful to reflect collectively on the "ecosystem" within which it moves and generates value.

Joly himself speaks of 'Purpose Human Organization' as a 'declaration of interdependence' (Joly, 2021).

What does it mean? Purpose represents the heart of the company: the element on which depends both what it does at the business level and its relationships and experience with all the different stakeholders in its ecosystem: people, customers, suppliers, partners and communities (figure 4).

It is clear that the levels of investigation and points of attention are multiplied.

Researching and identifying one's Purpose is therefore a more complex operation than ever, especially given the growing need for companies to respond: to become creators and aggregators of meaning, to give people a profound and "value-based" reason why they should buy their products and services.

In fact, consumers, employees, and society more generally demand an effort and a role from the company that would have been totally unimaginable in the past. If until a few years ago, the search for a Purpose could still be totally introspective, sometimes even stylistic or as an act of "marketeering", today companies can no longer question themselves without taking into account the context in which they are embedded. Asking "why we exist" requires companies to relate to "the other", where the "other" is often not even in the here and now, but increasingly projected into the future.

It is clear that the stakes are extremely high;

companies can no longer answer the question "Why do I exist today?"; Instead, their Purpose must embrace a perspective that looks increasingly towards the future, towards its ability to become tangible and manifested through action today as well as tomorrow.

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What, then, can companies do if they wish to find their Purpose? The first thing is to open up their perspective as much as possible, to integrate different tools and methodologies, but above all to enter into dialogue not only with themselves, but with the entire ecosystem of relationships in which they find themselves embedded, defining their own capacity for impact.

In this path of dialogue and the search for their own Purpose, companies must be guided through a thought process that brings together several aspects:



their own values;



their own identity;



their core business and the objectives they wish to achieve;



their way of bringing value not only to stakeholders in the narrow sense, but to society at large.

As far as values are concerned, it can be observed that these are increasingly important for companies as they form the basis of their corporate culture, guiding the behaviour and decisions of people within the organisation, and thus represent a strategic element capable of positioning the firm and making it distinctive in the market.

Companies are committed to communicating and disseminating their values, both internally, by empowering their people to adopt consistent behaviour, and externally, by enhancing the role those values play as a differentiator with respect to competitors. By guiding people's actions and behaviour, corporate values are directly connected to the theme of Purpose: indeed, it can be said that they should in some way be a continuation of it, making it tangible and "actionable". Linked to the theme of values is that of corporate identity, of which values form a part: the image that the company has of itself, of what characterises it and makes it unique and different from others. Corporate identity is what the company wants to relate and communicate both externally and internally.

Purpose then, cannot be divorced from what the company does. The Purpose must be able to say why the company does what it does. Consequently, its Purpose must refer, needless to say, to the core business of the company, transfiguring its objectives into something that embodies higher, collective motivations and sentiments. A Purpose that takes these elements into account is

therefore able to account for what the company is, how it wants to act and present itself and what it is about. But why should the company's activities be important to "the world", to "others"? This is where the theme of dialogue crops up again, internally with its own people, and externally regarding all those with whom the company must enter into dialogue and on whom it impacts.

Seeking one's Purpose is therefore an extremely sensitive process, in which the ability to balance and measure each element is crucial if one wants to communicate a promise that can create trust and inspire one's stakeholders, as well as attract and retain people, be they customers or employees.

UNICEF Italy - Creating Partnerships to Enable Corporate Purpose

Interview with Chiara Aluffi Pentini, Chiara Aluffi Pentini, Marketing and Fundraising Director of UNICEF Italia

For Chiara Aluffi Pentini, Marketing and Fundraising Director of UNICEF Italy, non-profits increasingly play a key role in creating strategic partnerships that act as enablers and catalysts of companies' Purpose.

Over time, the way in which for-profit and non-profit entities create relationships and build value pathways has changed.

Whereas in the past these relationships were mainly focused on financial donations or on supporting specific projects initiated by the non-profit organisation, UNICEF's collaborations with companies have now turned into true value partnerships.

Thus, a relationship is created that is no longer determined solely by financial support, but in which a collaborative path is defined together with the company, capable of reinforcing the company's purpose and also supporting its values and business strategy.

For UNICEF, this new collaborative model is based on four key elements. The first is financial support, which is increasingly accompanied by a second element: the sharing of core assets. In this case, companies invest in the sharing of competencies, skills and intellectual resources, but also of products that organisations make available to support UNICEF projects and activities.

Then there is the issue of advocacy. In fact, companies are increasingly seen as credible and trustworthy and therefore play a key role in giving voice to and amplifying the reach and follow-up of UNICEF's actions and projects. The last element is the sharing of business principles. Companies that support UNICEF must therefore be aligned with the values of defending children's rights and in turn commit themselves to protecting and safeguarding them in everything they do, with concrete implications and commitment accompanying the various organisational choices.

When more components are present, then the UNICEF partnership becomes in effect a Shared Value Partnership. This sharing of values is very important for companies because it helps to strengthen their purpose by not only creating greater impact for UNICEF projects, but also by creating meaning and giving greater significance and value to the company's Purpose.

Finally, Chiara Aluffi Pentini emphasises that the Purpose, to be relevant and impactful, must be intimately linked to the partner company's business. For example, a collaboration in the large distribution involved the company Brico, an Italian chain of DIY stores, in the construction of environmentally sustainable schools using bricks recycled from plastic. This project not only helped the people of Côte d'Ivoire, but also allowed the company to realise the organisation's purpose by enhancing its skills, competencies and business activities. The value of initiatives like this is also evident for the people in companies, who see new meaning and motivation in their work.

In cases like this, the partnership with UNICEF becomes an enabler in the strengthening of corporate purpose, contributing to the construction of meaning especially when there is continuity between the organisation's business and the projects that are supported. For example, in collaboration with the foundation The Human Safety Net, linked to the private sector, UNICEF created a shared value partnership around parental financial education, to enable vulnerable parents to address the issue of managing expenses in a knowledgeable and informed way.

This is another way of guaranteeing children's rights, which was born out of the meeting of complementary skills. Moncler, the company that was founded with the mission to fight the cold, has decided to work with UNICEF on the Moncler for UNICEF partnership, which has been

providing protection from the cold to children in Nepal, Mongolia and Syria since 2017 with basic necessities, newborn kits, blankets and clothing items.

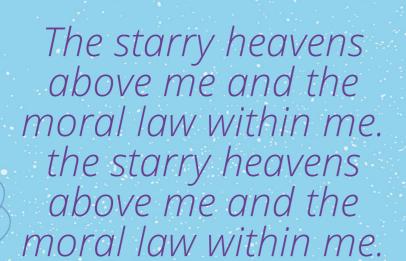
UNICEF therefore, through its projects, has become a catalyst that enables a company's Purpose to be implemented and made tangible.

Moreover, even if companies do not always approach UNICEF with the awareness that they want to develop their Purpose but simply want to generate a concrete impact, they end up realising that this is precisely the expression of their Purpose.

In this kind of change, in which UNICEF is more and more becoming an activator of purpose, an important role is also played by the generational change in leadership and the increasing number of younger employees. It transpires how companies, with the generational change, are increasingly interested in doing something concrete and committing to projects in which the purpose of the company and its values become manifest and are brought to life through support for UNICEF activities.

But how is Purpose felt within UNICEF? Chiara Aluffi Pentini tells us that staff are very much aware of it and it is very present, a unifying element among employees especially in times of emergencies when people's involvement in what they do is very active. It is precisely in these circumstances that people's motivation and desire 'to be there for every child' emerges. It is this internal sensitivity towards the concept of Purpose that enables UNICEF to support companies in clarifying and their Purpose and putting it into practice, making the partnership a strategic element capable of bringing long-term value to organisations.

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KANT, Critique of Practical Reason







How to design and build Purpose, and to convey and communicate it inside and outside the company

Michele Antonelli, Marta Cioffi, Giuseppe Giordano, Maria Chiara Stefanelli

When dealing with the topic of Purpose in the strategic guidance of communication, design and marketing projects, as professionals we have to consider the related factors that this weaves together and cultivates with other associated concepts, e.g. Vision and Mission, which we are used to talking about when working with companies on purely identity-

Factors are designed (or already exist in the most established and solid organisations) through a two-way dialogue with the companies themselves, with interventions that start from collaborative and generative activities, and are crafted to define the peculiar statements of that business.

From the origin of Purpose to its transmission

The realisation that Purpose is a widely recognised and appreciated concept in companies, with awareness of its importance already widespread, helps us to conceive rich possibilties ready for companies to experiment with.

Today, most front-line companies believe that Purpose is not just about maximising profits but has a nobler aim that contributes to the overall success of organisations: making a positive difference in the world.

80% of executives think that a Shared Purpose fosters employee satisfaction, facilitates business transformation

and externally contributes to increased customer loyalty (Joly, 2021), as well as guiding the essence and raison d'être of every business in making decisions and achieving

Although its role is clearly of great importance, identifying and defining Purpose remains the greatest challenge.

It is not just a matter of elaborating and constructing it in a shared manner, but also of shaping the next steps, i.e. the implementation that allows organisations to see their Purpose translated and interpreted in all their corporate assets, from people to channels, from offices to strategy, transmitting its impact to consumers and society.

Purpose as the North Star of organisations

Definition of Purpose: from theory to practice

We asked ourselves, then, a number of questions: how can we design the corporate Purpose? What activities can be activated to support its process of definition? What tools can help design it and which communication professionals deploy it? How do they differ from other facilitation methods used to curate complementary statements, such as those of the company's Mission and Vision, while maintaining a unified voice? In what channels and touch points does the Purpose "come alive"? How is it expressed inside and outside the company? Does it evolve? What difficulties does it encounter (if any)?

To learn more about the process, from research to execution, we interviewed Haier Europe's Head of Corporate Communication, Karim Bruneo, and Simonelli Group's HR and Marketing & Communication Directors, Luca Mari and Maurizio Giuli, respectively.

With them, we tried to understand how we question ourselves when corporate organisations are very heterogeneous in terms of culture, language, territories, values and legislation, and at what crucial moments the Purpose development process is initiated, from a cultural and identity perspective: who we are as a company and why we exist. The key moments are far from random. We find that in the case of Haier Europe, as Karim Bruneo explains, "it was necessary to start elaborating a shared approach for the formulation of the Purpose at the moment when Haier Europe was formalised as a reality, after the acquisition by the Chinese giant of the Candy and Hoover brands.

For Simonelli Group, the design of the Purpose became inevitable when, in order for the uniqueness of the brand and its identity to be passed on, "the company, no longer run by the founders but by a more decentralised structure, felt the need to perpetuate the company's historical legacy and past modus operandi that it was known for", as Maurizio Giuli tells us.

From design-driven to Purpose-driven

The comparison made leads us to believe that a designdriven approach, based on traditional user research and analysis, can contribute to defining a concrete and meaningful Purpose.

The initial moments were mainly about listening, such as workshops, surveys and interviews, which allowed brands to keep the focus on people, their experience, opinions and expectations, so as to ensure a seamless outcome with the brand's history and legacy.

Observing the result of the activities carried out in formulating the Purpose statement (see interview box), we note that the classic design-driven approach allowed for broader feedback with respect to the objectives sought in the listening process. In other words, both Haier Europe and Simonelli Group, by questioning the organisation's internal and external stakeholders, emphasised the real importance of the Purpose, i.e. the identification of the impact that the company aspires to have on society, the environment and the planet, not only on the users experiencing the company's actual situation.

In this way, both companies did not focus solely on the needs of individuals, but utilised people as a collective spokesperson for what the company aims to achieve through its existence, with a double effect on the company population and also externally. We are therefore talking about a purpose-driven approach, which expands its impact, arouses greater motivation and involvement, an increase in employee performance and attracting new talent, but at the same time, aims to have a positive effect on society, what we call a social or environmental objective, which goes beyond the mere generation of profit, and which requires consistency, attention and constancy in relational and communication flows.

The impact of Purpose on society

In a context where governments are confronted with numerous social problems, and often appear divided or unable to act, companies can, therefore, become the main institution that can mobilise resources to take initiatives and contribute to improving the lives of people and the territory (Edelman, 2022).

Consumers increasingly look to corporate executives as guides not only economically, but also socially: companies that are sensitive to certain issues and promote related causes through concrete actions are rewarded, while those with controversial and problematic values eventually falter and collapse.

This can be seen in the much-discussed case of Abercrombie & Fitch, which went from being a white-hot brand, with such a prominent position in the collective imagination that it became a real cultural entity, causing increasingly irreparable damage to its image, associated with exclusion, racism and most recently the sexual harassment of which the former CEO is accused.

It was only with the new CEO Fran Horowitz, who took over in 2017, that Abercrombie & Fitch began to focus on inclusivity and acceptance, and slowly began to climb out of the hole it was in, valuing beauty in all its forms and without discrimination (Deveau, 2022).

Today, its Purpose is as follows: "We believe every day should feel as exceptional as the start of a long weekend. Comfortable, confident, stress-free, together " (Galano, 2022).

The difficulties of having a shared Purpose

Today, most brands compete with each other through messages, initiatives and communication actions that are based on showing the public how one of their products is better than competing products on the market. Basically, the focus is on giving the consumer a reason to buy one product instead of another.

But some companies are now beginning to recognise that consumers would like to know more about the brand before they buy and eventually adopt it as their favourite. And that is why brands are beginning to talk about what really matters to the public, regarding particular aspects of their business that make their Purpose and Vision for the future clear to the outside world, with an awareness of the increasingly rapid developments in society and the economy, and with the intention of driving positive change and cultivating meaningful relationships with stakeholders along the way.

An organisation's stakeholders also include its workers, who have further developed the desire to fulfil what is termed their Personal Purpose, especially following the changes in recent years that have highlighted the difficulty for companies to meet the needs of their people (Valigi and Xhaet, 2023).

If an employee is looking for his or her own purpose and ambitions but realises that these are not in line with the organisation they work for, the company can always adopt a reframing approach, i.e. try to look at the Purpose from different perspectives and, at the same time, take steps to attempt to change some of its elements.

One of the challenges related to Purpose is balancing progressivism with respect for each individual's cultural sensitivities, especially in multicultural societies.

An in-depth understanding of culture-related factors is crucial for effective communication, and this kind of sensitivity is the key to handling cultural differences in corporate communications. This means manifesting

recognition and respect, creating tailor-made content, promoting inclusiveness and improving the public image of companies.

It has indeed been evident that since the pandemic there has been a social change with an impact on the organisation of work and the relationship between companies and employees, and therefore all the more reason for this type of reflection to give space to new ideas and stimuli, from which ideas to create new company structures or re-evaluate models of the past have emerged (Intermite, 2019).

Purpose transmission channels

For Purpose communication to be coherent, persuasive and strategic, it is indispensable to exploit a plurality of communication channels. At the core of online identity is undoubtedly the corporate website, which in many cases hosts a section specifically designed for the detailed exposition of the company's Purpose: a carefully curated section that provides an illuminating overview of the company's objectives and why it exists.

At the same time, social media has assumed a prominent role in the dissemination of Purpose, as it enables the company to reach a wide audience, sharing relevant stories and content, and creating engagement through dynamic and authentic narratives of corporate interaction. Content marketing is a powerful tool to further amplify the reach of this communication.

The creation of content such as articles, videos, podcasts and blog posts allows for a deeper understanding of Purpose and to address an even wider audience both inside and outside the company.

Eni (the Italian state-backed energy company) provides us with an example of this. Among its communication initiatives the company has launched a series of podcasts: the project is designed especially for younger audiences, who are more familiar with this type of media.

The podcasts take the form of stories told by Eni managers about strategic projects, helping to make the company's work and objectives better known by means of a relatively new communication method, and to involve people through empathy and proximity on the part of Eni's leaders, who are thereby brought ever closer to the public (Eni, 2023).

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Modelling Purpose on a Global Scale

The creation and dissemination of a corporate purpose must involve the most senior professionals, key figures who actively participate in the entire process, such as human resources managers, company executives specialising in talent management, and marketing contacts with expertise in the target consumer market. This is how the foundations for effective dissemination are laid.

A successful example of integrating corporate Purpose into communication is that of Unilever, a multinational company with over 400 brands and present in 90 countries, which has adopted a comprehensive approach, linking Purpose to the core values of its brands across all communication channels.

Its Purpose, "Making sustainability a habit", is intended to be the motivation that drives its people, as well as the aim of its business, and is promoted globally by employer brand manager operating in over 50 markets, customising local strategies and initiatives.

Unilever, with its wide range of brands, tackles the complexity of a Shared Purpose by maintaining a multi-stakeholder approach that balances profit with people's well-being, environmental sustainability and climate issues. This philosophy guides their actions and attracts talent who share this vision.

The brands within the company, while having different personalities, often address similar issues that resonate with their target communities. For example, Unilever's hair products business promotes female empowerment and the perception of beauty, an example of how to act for social good on a global scale.

One example is Dove, which has worked over the last 15 years to democratise beauty and debunk stereotypes, thus promoting self-esteem. A number of initiatives come to mind: "My Hair, My Say", tackling prejudices about women's hairstyles; or "The Cost of Beauty", with which Dove entered into the argument against the "toxic" messages of social media, which all too often show unrealistically perfect paradigms of beauty; or collaborations with organisations such as the National Urban League, Color of Change and the Western Center on Law and Poverty, to promote the CROWN Act, legislation against racial discrimination based on a person's hair (BrandNews, 2023).

This commitment to promoting real change on issues relevant to the community demonstrates Unilever's effectiveness in gaining consumer trust and promoting informed purchasing.

Purpose: not just for big brands

Major brands like Unilever have significantly increased their investment in purpose marketing strategies, and we expect this trend to continue to grow not only among industry giants, but also among smart brands, regardless of size or sector.

This is because Purpose marketing not only positively influences consumer purchasing but is also a powerful tool for creating genuine relationships with the right audience.

Furthermore, younger generations, such as Gen Z and Millennials, attach great importance to authentic and Purpose-oriented marketing strategies and represent a noticeably growing market.

As already mentioned, Brand Purpose Marketing influences not only consumers but also employees, helping to build stronger teams inspired by a sense of sharing a common aim.

The Purpose culture, therefore, represents an approach that not only invigorates the company but is also essential to meet the challenges in international consumer and talent markets. Designing it with awareness, foresight and consistency helps to make a difference.

Haier Europe: Designing the Purpose

Interview with Karim Bruneo, Corporate Communication Responsible at Haier Europe

Haier Europe, the Chinese multinational white goods company, can be considered a case study for its organisational, cultural and business models since it actually inverts the hierarchical pyramid of a traditional multinational.

The "RenDanHeYi" philosophy enables Haier Europe to cope with the unpredictability of the market and encourage the entrepreneurship of its employees. This model is based on the passion, potential and resourcefulness of people, and focuses on the importance of offering customised solutions to consumers, minimising the distance between company and customer ('zero distance to consumer').

This transformation also includes the recent acquisition of the Candy and Hoover brands by the Chinese group, with which Haier Europe, under a single umbrella, has embarked on a long process of research and listening to achieve a shared purpose: 'Designing the new era of living' (Haier Europe, 2023).

Haier Europe decided in fact to conduct a qualitative listening activity, interviewing the people who hold the identity knowledge (the corporate heritage) of the brand in the company, privileging this point of view over external stakeholders at a time of profound transformation of corporate brand awareness.

Parallel to this qualitative activity, it was decided to benchmark both the industry and other parallel sectors, with the aim of understanding at an aspirational level what was the perception of Haier Europe or related companies.

Finally, the people who took part in the first stages of the research were involved in a collaborative brainstorming workshop on the meaning of the terms identified during the listening activities.

The guiding question of this brainstorming was: "How can we transfer the value of these words (hence the WHY) from relevance to the company to relevance to people (internal and external stakeholders)?"

Thus, work was done both on the WHAT and HOW but also consistently on the WHY.

As a final step in the design of the Purpose, in accordance with traditional design methodologies, an internal

test was carried out with around a hundred branding and communication people in the different European countries in which Haier Europe operates.

The interviews were crucial in providing an opinion on how far the new Purpose could take root outside, especially in transmitting the values of the three brands (Haier, Candy and Hoover) united under one new umbrella.

All test participants came together, bringing important qualitative feedback to the various tables. Some working groups also activated focus groups with variations and interpretations of the statement, to reach the final one of 'Designing the new era of living' which, as Karim Bruneo, Head of Corporate Communication at Haier Europe, explains, "emerged from a design of the Corporate Purpose that depends on the legacy of the Chinese brand Haier Europe, a leader in digitisation, Al, IoT, ecosystems, and is reflected in the Mission and Vision. Clearly with a more aspirational purpose, i.e. respecting the company's Vision and Mission, but rising to something higher, seemingly less concrete".

A calling card that, albeit in a few words, rests on highlevel questions such as: "Who are we? Why do we exist? What trace do we want to leave in the world? What contribution do we want to leave in society?"

This is different from the Mission ("To be No. 1 during the next few years") and the Vision ("To be the first choice of consumers in the smart home") which end up answering more pragmatic questions, such as: "What do we do? How do we do it? Who do we do it for? Where do we want to go? What value are we bringing? Why did we start this business?".

Simonelli Group: Designing the Purpose

Interview with Luca Mari, People & Culture Director of Simonelli Group and Maurizio Giuli, Marketing & Communication Director of Simonelli Group

What guided the Simonelli Group in defining its Purpose were its values.

We responsibly support the coffee community to offer an extraordinary in-cup experience, anytime, anywhere'. This Purpose stems from the need to link identity to brand values, since the company is recognised (and will always want to convey this raison d'être) by institutions, suppliers, universities and customers as the wise

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innovator in its sector, with a strong relational value, devoted to networking and its connections with the coffee community.

Simonelli Group is a company with over 85 years of history and the definition of a Purpose that gives direction to continuous evolution and innovation.

The design process, which lasted about six months, and which went hand in hand with the definition of the company's values and Vision, arose from preliminary internal discussions involving people with a deep knowledge of the company in brainstorming sessions. An important role in this first phase was played by the President, the former CEO, who led the company and accompanied it from the beginning through the process of transformation, innovation and growth.

The objective was to understand their corporate identity by trying to define what Simonelli Group is and what it is not.

Subsequently, interviews were conducted with both internal and external stakeholders to understand the essence and perception of the company, also externally. The sample of interlocutors included both subjects who had a deep knowledge of the company and more external participants who knew the company but had no deep relationship with it.

The interviews included not only the management level but also colleagues involved in production; externally, various stakeholders too part: from suppliers and particular customers to financial institutions in order to obtain a complete picture of the company's experience and perception.

Having identified the key words, articulated the values and perceived the identity of the Simonelli Group, a synthesis was made to define the guidelines for the future development of its Purpose, an effective reworking of all the information into a concise document with values, Vision and identity.

For a brand, taking a stand on an important cause or social situation, and communicating it properly, means challenging the competition in a new way.

This is what we can observe at Simonelli Group, a leading coffee machine company. We have already said that its answer to the WHY of its existence is "We responsibly support coffee communities to offer an extraordinary in-cup experience. Always and everywhere." This is a Purpose that appears undoubtedly linked to the

company's vocation, but which also involves the protection of the physical world, the enhancement of the community, and which is rooted in relationships. We asked Maurizio Giuli, the Group's Marketing & Communication Director, about the impact of their work on the community.

"The company's commitment is predominantly to the market. Underlying the value that is created, however, there is the theme of relationship, which is central to the identity of the company." Giuli relates how, during the Group's evolution, it was essential to structure a solid and differentiated network of relationships: from universities and research centres to associations, from institutions to suppliers, and from customers to employees.

"Our role as a company has not been passive, but rather we have also striven to make a contribution to the evolution of the context and the industry. The relational theme implicit in our Purpose is part of Simonelli's DNA. We believe strongly in the importance of relationships with various stakeholders."

And this commitment is demonstrated through various activities designed and promoted by Simonelli, including the Coffee Knowledge Hub, a training platform where the coffee community can learn, connect and discover the latest innovations and trends in the sector; as well as the Research and Innovation Coffee Hub, a centre for studies and research in the coffee sector.

In addition, Luca Mari, People & Culture Director at Simonelli, tells us that the Group is starting a project involving a number of hotel management and hospitality institutes in the Marche region to carry out coffee-related training during school hours.

"We do this to add value within the supply chain and to the young people who are studying, not because this has a direct impact on us, as Simonelli Group manufactures coffee machines and is therefore not directly related to this sector, but with a view to creating value for the sector and developing know-how and skills."

L'Oréal:Purpose as a dynamic response to a changing context

Interview with Miriam Squeo, Marketing Director Brasil of L'Oréal Paris.

What is the relationship between the organisational Purpose and the external context? Miriam Squeo, Marketing Director and VP Brazil at L'Oréal, recounts the evolution that the company has undergone in recent years: the emergence in the world of consumption by the new generations - first Millennials and then GenZ - has required L'Oréal to reflect on what goals a brand should support and pursue in order to connect with its target audience. "It was almost obligatory for a brand as relevant as L'Oréal," Miriam Squeo tells us, "to understand how we can respond to the needs of these new generations." The reflection is not only about product sales strategy, but about understanding how the organisation can dialogue with its consumers and employees in a profound way, "trying to rediscover its role in society".

Precisely because strategic reflection embraces a broader dimension, linked to the company's impact on the wider context, the Purpose for L'Oréal is identified with what makes the organisation's Mission concrete: 'to create the beauty that moves the world'. In this formulation, the verb 'move' recalls the impact that the company can have on the context, facing and finding coherent answers to the challenges that emerge.

As a consequence of this reasoning, there are thus various issues that L'Oréal addresses in the communities in which it operates: from the defence of women in the workplace and in urban contexts to mental health support for the younger and, as the experience of the pandemic has shown, more emotionally fragile generations.

Examples of this materialisation of Purpose in concrete engagement in society are the partnerships with the Stand Up programme and with Brave Together, which have the objective of transforming and making concrete the ideals by which L'Oréal defines itself: to be a feminist brand, then "you have to go beyond selling mascara and shampoo to understand what real impact it can have in the female world".

The concretisation of its Purpose for L'Oréal translates

into a two-dimensional path: on the one hand, senior management defines the Vision and the direction of action; on the other, it is the people of the company who translate this into reality by activating the cycle of change and expressing themselves regarding the course taken by the company. Employees are therefore, according to L'Oréal, both those who promote the purpose and those who guarantee it, "certifying that it is authentic".

If, therefore, the Mission is the frame of meaning within which the corporate strategy moves, the Purpose is translated into actions, into a dynamic practice that is not necessarily conveyed in a sentence or fully spelled out and put down on paper. The Purpose is an ideal to be pursued, around which the organisation unites and which is capable of evolving in relation to time and society: "L'Oréal is a company that is constantly transforming itself, therefore, it is impossible to think that there is anything that will remain static.

Actively listening to the consumer, the new generations and the trends that animate the context forces brands to reflect and act accordingly. "The great challenge for companies is therefore to be able to keep this Purpose fluid, capable of integrating societal changes while remaining as latent as it is explicit", always capable of being translated into coherent initiatives and actions.

Zambon: The Central Role of Purpose in the Pharmaceutical Enterprise

Interview with Christina Anagnostopoulou, Chief Human Resources & Communications Pharma of Zambon

The pharmaceutical company Zambon, with its 117-year history, has strongly embraced the philosophy of what is termed Purpose, establishing a solid connection between the need for clarity of statement, simplicity of objectives and its strategic plan. Christina Anagnostopoulou, Zambon's Chief Human Resources & Communications, expounds the thinking that supports the pillars on which the entire group's Purpose is based.

According to Christina Anagnostopoulou, 'Purpose' represents the very reason for the company's existence. It is "why we are here, why we work and invest all this

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energy". In the case of Zambon, the basic Purpose, 'Innovating cures and care to make patients' lives better', has grown and evolved with the company, becoming a guiding light for all its activities.

This Purpose has resonated through the generations and is deeply rooted in the company's founding values: Integrity, Honesty, People Care and Humility. Zambon's Purpose goes beyond words, becoming a strategic guide to support every corporate decision and action. Like a compass pointing the Group in the right direction, it ensures that every project and initiative is aligned with the company's 'why'. This integration between Purpose and the strategic plan is considered essential to Zambon's long-term success.

A crucial element of Zambon's Purpose is innovation, but in a different sense. Here, innovation is not just a synonym for continuous growth, but is seen as the courage to explore the unknown, to open doors and cross thresholds that no one else has ever wanted to. It is not simply a race to become bigger or more technologically advanced, but rather a commitment to discover something new that adds value to Zambon's objectives.

This entrepreneurial courage is reflected in concrete forms of behaviour such as the constant drive towards industrial innovation, its agile and data-driven approach to working, and the challenge the company has undertaken in the field of treating rare diseases.

Zambon's Purpose extends far beyond the company boundaries. Care is transmitted and expressed both internally and externally through a variety of actions. Internally, it is the company leadership that has the task of embodying and realising the Purpose in terms of innovation and care.

At Zambon, growth is not the only measure of success: the "How" is as important as the "What" and, in the end, what matters most is the ability to innovate and care, in line with the company's Purpose.

In its dialogue with the outside world and in terms of social responsibility, Zambon has created OpenZone, an entirely private scientific campus hosting various companies with the aim of promoting innovation, research and collaboration in the field of health care.

Even more remarkable is Zambon's social commitment, highlighted by the initiatives to welcome Ukrainian refugees who have found sanctuary and care since the beginning of the war, and also by all the activities of the Zoé Foundation - Zambon Open Education, which every day is committed to developing and disseminating knowledge and improving communication in the field of health. These actions are not motivated by an interest in gaining visibility or attracting talent, but by a genuine desire to concretise a deep sense of responsibility towards the community, society and the realisation of its own aims, including social ones, with an emphasis on practical action rather than publicity.

In conclusion, Zambon is an extraordinary example of how a well-defined and shared Purpose can become a driving force that permeates every aspect of doing business, from corporate strategy to action towards the community.

Dedication to innovation and care also understood as social responsibility demonstrates how a Purpose can inspire concrete actions and have a lasting impact. Zambon reminds us that Purpose is not just a declaration of intent, but a mission lived every day and a responsibility for the future.







The challenge of leading a changing environment

Veronica Ranza

The following pages focus on the role that leaders will be called upon to play as promoters and protagonists of corporate purpose. Starting from its dual nature, top-down and bottom-up, we will see how this is reflected in a now overt duality of leadership itself that is becoming formal/informal, structured/spontaneous, top-down and bottom-up, operational and strategic, but increasingly Purpose-driven. We will therefore attempt to answer questions such as: what considerations guide leaders in defining Purpose? How does leadership construction evolve to accommodate these insights? Who are Purpose-driven leaders and what are their characteristics and limitations?

Origins of Purpose: why can we no longer do without it?

The origin of this pressing need to define Purpose within organisational contexts lies at the intersection of certain global, social and individual considerations. As leaders, it is important to keep these in mind.

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The world is going through an unprecedented period of crisis. Some say we live in a V.U.C.A. (Volatility, Uncertainty, Complexity & Ambiguity) environment, some even in a B.A.N.I. (Brittle, Anxious, Non-linear, Incomprehensible) era.

The adaptive tools we possess have revealed their limits. Human nature is still extremely primordial and bound to the instinct of self-preservation. All the more so since, to borrow the thought of the Danish philosopher Kierkegaard, the awareness of the infinity of possible choices that life presents us with leads us to experience the 'vertigo of freedom' and a sense of anguish.

People's trust (regardless of their age, social class, etc.) is wavering. Above all, it is no longer placed in public entities, in those actors who have proven to be incapable of driving change quite the contrary, in fact. The State and institutions (political parties, trade unions, the

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Church, but also the family, marriage) are no longer perceived as the cornerstones on which to base our identity, a sure guide for our actions. Far from disappearing, we have transferred expectations concerning the definition of our values and the direction of our identity (and hence our actions) within the typically private organisational contexts that accompany our daily lives, primarily the workplace.

The individual thus finds themselves spasmodically searching for a higher meaning, a guide to lean on. And they seek this where they spend most of his time, in the office, at work, in professional interactions with colleagues, and especially with the boss.

This is not least because organisational contexts have now become "glass boxes" in which every process, every product – everything, in short, is made visible and amplified. This radical transparency is reassuring. There is no longer any room for pretence or unfulfilled expectations. Customers and employees wield great power over the business, verifying the consistency of actions with words (Cone, 2023). They are aware of this and the penalty for any infringement is severe. Brands are and will be forced to adapt.

The changed context requires an evolution of the leader's role

We therefore approach the concept of Purpose defined as a compass that guides individual and collective behaviour and enables the leader to reconcile the individual and collective view by giving meaning to each individual's contribution.

The leader today lives and thrives within their team and network. A "bottom-up" leadership is emerging powerfully, one that expresses itself on a day-to-day basis, made up of a myriad of contributors who, with the passionate dedication of a craftsman and battling conviction, contribute to the definition of the Purpose and guide its realisation.

The role of leadership understood in a more formal sense and personified in the figures of the CEO, the president, the leadership team and the board, persists only as an expression of the community, at the service of others; they are orchestral conductors, who listen to the various voices within the organisation and draw from them

an original and harmonic symphony, "masters of lexis, discourse and speech" (Solari, 2019).

Formal and informal leaders, "Purpose-driven leaders" to coin a phrase, feed off each other's knowledge in a virtuous chain of contributions that create Purpose and evolve it for the benefit of the whole system.

Building Leadership in the Age of Purpose

Evolutions of the organisational context and environment shape new forms of leadership.

Rebel leadership presents us with a portrait of the leader as one who necessarily advocates and inspires rebellion in the workplace: a leader who is aware that in order to innovate, to bring forward truly disruptive ideas, products and services, he or she must break through the barriers of the status quo. Examples include the likes of Elon Musk, Steve Jobs and Mark Zuckerberg (Robertson, 2021).

Regenerative leadership, a notion put forward by authors Giles Hutchins and Laura Storm, presents the thesis that senior figures within companies must embrace a systemic view of the context in which they operate, in order to restore, preserve and support people, society and the environment. This is leadership that aims to create a true, solid and lasting partnership between people and nature, understood as the environment and the life forms that inhabit it (Hutchins & Storm, 2019).

The emergence of a Purpose-driven leader brings a breath of fresh air to this scenario: for the first time, leadership is completely decontextualised.

The main characteristic of these figures is that they remain steadfast when everything around them is changing, evolving and transforming. The assumptions on which they base their role are wide-ranging; they are decoupled from business considerations, embracing instead sensemaking within organisations.

One more piece in the puzzle is hybrid leadership, presented by Paolo lacci and Luca Solari, according to whom "hybridization" is a continuous tension of questioning one's own set of beliefs' (lacci and Solari, 2022).

But this should also be viewed with respect to the concept of diffuse leadership, insofar as hierarchical structures that enable a reassuring clarity in processes and facilitate the exercise of decision-making and the maintenance of an orderly and formally structured flow of activities remain. In the final analysis, the Purpose-driven leader is a role model engaged in a daily conversation of discovering the meaning of our coexistence and the contribution each individual can make.

His or her role is to structure the organisation so that throughout the value chain and at every level of the enterprise, real possibilities persist for the individual to pursue the Purpose he or she has helped to outline.

Their authority stems from an ever-increasing awareness of the widening expectations placed on their role, of the malleability of the boundary between professional and personal, of the need to make a contribution on a number of aspects related to people's growth, well-being and work-life balance, and finally of the need to embrace one's own and others' humanity, vulnerability and fragility, thus transforming them into strengths.

Communicating Purpose-driven leadership

Assuming, then, that each of us in our own work context can be called upon to "be a leader", there remain certain figures formally deputed to this role. Whether they are called CEOs or by any other name, these individuals are storytellers of the corporate purpose and must communicate, promote, demonstrate and talk about the company and themselves.

They are brand activists on the one hand, aware that 'what is needed now is a new narrative, a new form of corporate commitment and integrity. It is a commitment to a fair and equitable future for all' (Kotler and Sarkar, 2020), genuinely close to people, accessible, authentic and involved, aware of the need to convey this authenticity both inside and outside the company.

They use a communication strategy for their business that moves away from formal and institutional tones, from the language of numbers, to embrace ambiguity, the pursuit of innovation and opportunity, and a future that they have not yet been able to achieve, with the possibility that in doing so they will make mistakes and need to course-correct.

Stepping outside the boundaries of business, they address further issues that people care about, topics of social and environmental impact, from politics to DE&I,

from mental health to news and more. A famous example is the Time to Vote project whereby a number of US-based companies and their CEOs teamed up to encourage their employees to participate in the November 2020 presidential elections (Kotler and Sarkar, 2020).

On the other hand, we live today in a context where "Reputation is the currency on which everything else depends" (Kotler and Sarkar, 2020). The World Economic Forum coined the term 'Reputation Economy' to denote the economic impact of the communications, storytelling and content that develop around a brand. And leadership reputation is among the main determinants in brand reputation management.

Today's leaders must have the courage and foresight to make themselves visible, knowing that this exposure will have a positive impact in the eyes of their stakeholders and a return in economic terms for the company.

The limits of Purpose-driven leadership

The exercise of leadership in relation to corporate Purpose finds the expression of its potential in the management of risks and moments of crisis.

The leader who has co-created a shared Purpose brand, who is perceived as the face of the organisation, who has the trust of his or her collaborators and is a role model for them, who has built a reputation over time and who drives change, has all the tools to accept uncertainty, embrace it and transform every challenge into an opportunity for growth and improvement.

All moments of crisis should be understood as useful opportunities to achieve the Purpose that is the pole star and guide of the organisation (Cone, 2023).

A Purpose-motivated leadership figure "does not easily abandon ship when it goes through a storm" because his purpose is not limited to financial return, but goes beyond as suggested by Lucanus Polagnoli, Founder and Partner Investments of Calm/Storm Ventures.

In realising their goals, however, the Purpose-driven leader must be careful to clearly define the boundary within which they want to position themselves.

On the one hand, it risks impersonating the company too much, excessively lowering the barriers of separation

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between itself and the brand. And while this is desirable and natural for entrepreneurs, it is perhaps less attractive for managers and CEOs. Taking another industry as an example, Daniel Radcliffe will forever and for everyone be Harry Potter but the public would be unlikely to give him the same acclaim and appreciation in another role.

Does the same apply to the CEO of a large company? Could Satya Nadella have the same success as CEO of Netflix? Is building a strong reputation and leadership inextricably linked to branding?

The answer is yes and no: No, to the extent that a Purposedriven leader is more interested in people and Purpose than in the business data that he/she conceives as the result (and not the prerequisite) of a healthy corporate culture. Yes, to the extent that the leader ties his or her reputation very strongly to the business, portraying themselves primarily as an expert.

On the other hand, a culture that seeks to embrace - and actually does embrace - the voice of diversity and plurality must define rules and boundaries. We no longer work only for money or status; we seek in the workplace well-being and the possibility to express ourselves freely.

But freedoms must be channeled so that they do not remain an end in themselves. This is what the permanence of formal roles and structures is for, in support of which the leader provides his or her impartiality and commitment to creating a working environment that stimulates and guides individual initiative and lateral thinking.

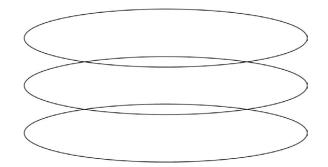
Finally, it is well known that there are currently five generations in companies with very different aspirations, habits and expectations related to their professional roles. The aims of the corporate purpose may not be perceived with the same urgency by all. The leader must remain open to constructive dissent from part of the organisation, modulating his or her style and approach according to the interlocutors.



There is no longer just one leader, the CEO or the President alone. At every level of organisations, figures are emerging with the desire to be leaders, accepting the challenge of navigating complexity and going beyond it. Purpose-driven leaders who are hungry, who want to make an impact and create excellence, and are not

afraid to open themselves up in all contexts and with all stakeholders. It is a stimulating challenge: to give it all you've got and make a difference (lacci and Solari, 2022).

These leaders know how to connect with people, how to listen and respond loud and clear with the sense and purpose of our being together. Keepers of Purpose, they will be our guide and the guarantors of a future of growth and prosperity that, starting from companies, will produce its beneficial effects on the whole of society and the environment in which we live. Are you ready?



CalmStorm Ventures - The business value of Purpose-driven leadership

Interview with Lucanus Polagnoli, Founder & Managing Partner Calm/Storm Ventures

What is the value of purpose-driven leadership? Lucanus Polagnoli is founder and managing partner of Calm/Storm Ventures, an Austrian Venture Capital firm that invests exclusively in 'purpose-driven founders to change our lives, health and well-being for the better'.

For Calm/Storm, there are two reasons why this strategic choice is beneficial from a business point of view: on the one hand, a startup whose strategy is purpose-driven will attract and hire people in line with the company's values, who will therefore develop greater motivation towards the work they do; on the other hand, a purpose-motivated leader 'does not easily abandon ship when it goes through a storm' because its Purpose is not limited to financial return, but goes beyond that.

Understanding the effectiveness of the proposed purpose is a complex process, driven by qualitative and quantitative assessments. The identification of a founder, and consequently a company, oriented by its Purpose requires a careful analysis that mainly considers two aspects. Firstly, it is necessary to assess how the company responds to the challenges of the market in which it operates. Secondly, it is important to examine how the company develops and manages its business.

For example, in the specific context of the health-tech sector, in which Calm/Storm operates, there are many players developing digital solutions in response to the challenges of this sector. Determining whether a company is driven by its Purpose involves examining how the proposed digital solution answers two questions: "Who does this service/product primarily benefit in terms of our health or wellbeing? Is it intended for only a small part of the population or is it accessible to the majority of people?"

On the other hand, the way an entrepreneur develops and manages his or her business, and thus the presence or absence of an authentic Purpose, does not follow a set of rigid or predefined rules. As Polagnoli states, "there is no manual to refer to." Certainly, the detection of

resilience, an approach to work and ethics in conducting business operations are plus factors to be considered. However, much of this assessment depends largely on personal perception - the investor's "gut feeling". Insight in this regard is crucial: "In the past, we have excluded businesses that later became very successful, simply because we did not perceive that they were working with an authentic Purpose."

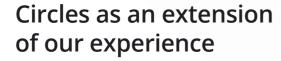
It is therefore evident how Purpose is intrinsically linked to the concept of leadership. Polagnoli emphasises how being a leader primarily driven by economic goals is easier than being a leader oriented by one's P urpose. In the former case, the assessment of capability is fundamentally driven by economic KPIs, while in the latter case the expression of leadership is measured in the ability to be a model to be emulated, making choices that are inevitably influenced by multiple variables, which cannot always be controlled.

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ow employed contribute ow employees to sense-making





Giorgia Monti, Sara Cristani

As communicators and engagement experts, in recent years we have periodically asked ourselves how employees can contribute - with their own experiences, passions and experiences - to the organisation's Purpose.

We have also raised the issue within OpenKnowledge, where the exchange and search for commonality led to the emergence, within a short time and as a spontaneous bottom-up wish, of two groups of people who began to meet and reflect on the topics of Diversity, Equity & Inclusion first and then Sustainability.

Our experience: circles and Purpose as concrete doing, as a will to make sense, to create belonging and reciprocity, and to do things together

These two teams, of which we, the authors, are part, are called circles, a term chosen with the intention of immediately conveying the essence of exchange and listening that characterise them. Each circle meets weekly, outside working hours, trying to translate their thoughts into ideas and moments of sharing, while also welcoming their colleagues.

In reflecting on the Purpose that engages us as an organisation, we asked ourselves, on the basis of our experience: why do employees decide to commit their time to issues that are not strictly business-related, but still within the organisation, and without being asked to do so by the leadership? Why do we do it?

The answer is: because what guides our most significant actions is not so much what we do, as why we do it.

This is a decisive response that challenges the history of work, opening up a new phase that sees in the work we do every day a resource, a conduit to pursue our desires, as well as to realise them. Dante closes the Divine Comedy with the admonition that perhaps serves as a guide for us today more than ever: The love that moves the sun and the other stars' ('L'amor che move il sole e l'altre

stelle') (Alighieri, 1995). Love in its myriad facets, including passion and curiosity for what we do and for the impact - or even just reflection on - what we can generate in the people around us.

With this in mind, the Sustainability Circle aims to go beyond mere awareness, addressing the urgency of the effect of corporate actions on the environment and community. For us, it is a commitment to the promotion of social responsibility and sustainability orientation within OpenKnowledge. Likewise, the DE&I Circle works to create an open and inclusive professional environment, reflecting the diversity of the world around us.



DE&I event at AB InBev headquarters, in cooperation with the EDGE Association.

Both circles meet in learning and discussion sessions, meetings that are the beating heart of the activities and within which our essence is cultivated: the desire to experiment, the freedom to act and the enthusiasm to include and share. And we do this by alternating concrete actions involving the company population, internal workshops and moments of reflection with guests from associations, institutions and other companies. This allows us to cultivate divergent thinking and networking.

> For us, the circles represent a shared commitment motivated by a deep sense of responsibility and belonging, a powerful call to realise a common vision and promote a positive impact both inside and outside our organisation.

Historical background: the concept of tribes and communities, and the emergence of circles (or **Employee Resource Groups)**

When we decided to recount our experience, we wondered about the literature that explored what we are experiencing empirically. We partly saw our situation in terms of the concepts of tribe and community as recounted by David Logan, John King and Halee Fischer-Wright in the 1980s in the book Tribal Leadership (Logan, King and Fischer-Wright, 2011), where these authors speak of a possible parallel between modern companies and tribes, identifying shared values, identity and purpose as aggregating forces: corporate communities have as their glue the sense of belonging among employees, an element of strength that promotes internal cohesion and collaboration.

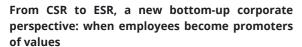
To these principles we add the reflection that Alex "Sandy" Pentland, professor at MIT, shared in his book Social Physics (Pentland, 2015), according to which "every organisation should be considered as a group of individuals struggling to navigate a torrent of ideas". The ingredients aggregated here, according to Pentland, are involvement and learning with others, capable of generating true collective intelligence through the sharing and testing of ideas.

The literature also speaks of 'Employee Resource Groups' (Nayani, 2022), abbreviated to ERGs, which are spontaneous groups of employees who unite around common interests to support social causes and corporate values. (The first ERGs originated in the United States in the early 1960s in a climate of racial tension).

ERGs represent a direct connection between employees, Mission and, above all, the Vision of the company, bringing together personal contributions within the organisation and creating a rich environment of sharing, learning and support. Finally, let us not forget Wenger's paradigm of communities of practice (Wenger, McDermott and Snyder, 2002), where individuals with common interests come together to learn and share knowledge, forming natural communities based on social interaction and shared experience. In a business context, ERGs can be considered communities of practice, where members with shared identities or interests actively engage: this direction promotes mutual learning and collaboration, facilitating interaction and enrichment.

Today, we can link all these concepts - being a tribe with a shared collective intelligence and perhaps even values, and feeling like a community of practice as experimenters – to our experience, attempting to give a new interpretation to the concept of Corporate Social Responsibility (CSR) and thus enhancing our role as collaborators in sharing and implementing the company's sustainability strategies.

52 spen(nowledge אוף. Group (Supplement) Harvard Business Review Italia 53 With this in mind, we have renamed our approach Employee Social Responsibility (ESR), so that the employee is more and more valued as an embracer and owner of corporate objectives with an impact on the community and environment: this requires a commitment beyond the assigned tasks and a desire to get involved.



"Setting the company's purpose as the basis of stakeholder relations is crucial for long-term success. Employees must understand and connect to your purpose and, when they understand it, they can be your strongest advocates.' (Fink, 2022).

What Larry Fink, CEO of the BlackRock investment fund, suggests is to shift the focus from product to value and, even more so, to create the link between employees and Purpose, so that they can embody it and translate it into their daily lives.

Is it on the basis of this principle that we can perhaps say that talking about CSR today is reductive? And that the role of the employee as a carrier of ideas and collective intelligence pushes us more and more towards a social responsibility shared between leadership and employees? We at OpenKnowledge are a small example of how people increasingly want to be co-authors of strategies and actions with an impact on the world around us.

We feel we are active stakeholders, a driving force with the power to generate social and economic value. And, not surprisingly, it is mainly we Millennials and Gen Z in the organisation who are pushing these issues and who, perhaps, feel most involved, aware of how Purpose is a promise we are helping to fulfil, as well as "the most powerful tool available to organisations to meet the intrinsic needs of new talent" (World Economic Forum, 2020).

'Employee Activism' (Briscoe and Gupta, 2021) requires a multi-voice dialogue between the different ecosystems, so that concrete ideas are generated which can improve the world around us, even if only by a small degree.

This long premise, combined with study and experience, has led us to outline a new model of action with regard to the planning and development of a sustainability strategy, which blurs the boundary between the internal and external dimensions of the company and, indeed, traces a continuity and interdependence between the two, whose keystone is the direct involvement of employees: hence the evolution from CSR to a more participatory model such as Employee Social Responsibility, ESR.

Employee engagement Social bonding as a powerful motivator.

The transformation of the workplace contributes to a shared sense of Mission and Purpose.

Professional growth The opportunity to develop one's skills.

Cross-collaboration fosters personal and professional growth.

Figure 2
The main benefits
of Employee Resource Groups.
Source: OpenKnowledge



Creativity and innovation Diversity as a collector of multiple perspectives.

Diversity can lead to challenges, but it brings with it creativity that results in efficient solutions.

Diversity, Equity, Inclusion and a sense of belonging Circles as a safe space.

Sharing experiences activates the inclusion of individuals who might otherwise feel excluded.

Recruitment and retention Added value for attraction and retention.

Internal involvement makes the organisation more attractive to the outside world, as well as making it easier to retain top talent and reduce the drop-out rate.

This model also takes into account, in a certain sense, the concept of diffuse leadership. In our approach, this is no longer concentrated exclusively in the hands of the management but is spread among the employees themselves, translating into active involvement: the employees become true disseminators, capable of applying the 'Purpose' of the company to their own daily lives.

At OpenKnowledge, we are experimenting with this approach with the aim of realising the inherent potential of employees, hopefully resulting in a greater pervasiveness of the sustainability strategy and, not least, a higher level of employee involvement, including in decision-making processes. In this model, employees become direct contributors to the sustainability strategy, those who together with the leadership are designing a strategy tailored to the corporate culture and common values, making it a set of practical actions and behaviours.



Figure 3
ESR model
Source: OpenKnowledge

The Aboca World and the Double Purpose Mindset

Interview with Antonio Guarrera, Head of Human Resources Aboca

One company that is very careful to realise its Purpose is Aboca, an Italian healthcare company offering 100% natural products.

Antonio Guarrera, Head of Human Resources at Aboca Group since 2008, describes the company's experience as follows: "We start from the assumption that Purpose is real and concrete only if it is internalised by the company, and is communicated with and in all the actions that are undertaken. If the Purpose is only communicated and made explicit through a newsletter, the notice board, or the app, then this is not Purpose". These words are striking because they link Purpose to doing, assuming that everyone, regardless of their role, contributes to making it happen.

Guarrera goes on to outline the consistent elements of Aboca's Purpose: 'Where does Purpose come from? From everything. From research and selection, sharing three basic values: consistency, humility and hard work: founding and unchangeable values which must permeate everything about the company, without the need for too much explanation".

Aboca's systemic vision is that of a real 'living company' (Mercati, 2020), within which a deep sense of community has been created among employees, with the direct involvement of the latter: for example, through their willingness to suggest initiatives and projects that are positive and functional for the common good, not only for the company, especially since Aboca is now also a BCorp. All this takes place in a context of profound coherence between actions and principles, redefining the idea of 'Vision' and 'Mission' - 'the télos and skopos of the Stoics, which invites reflection on the very purpose of our action'. 'And it is precisely from here,' Antonio Guarrera emphasises, 'that what we call our Double Purpose Mindset arises: in every choice we make, we ask ourselves not only what objective we are pursuing at that precise moment, but above all whether that objective is consistent with the inherent purpose of the company'.

AB InBev: 'We are focused on what matters': when purpose becomes "bold" (thanks to people)

Interview with Antonietta Landi, Head of People Italy & Expansion at AB InBev

AB InBev, the world's leading brewer and beer marketing company, has placed a strong emphasis on purpose in its latest 10-year business plan, transforming itself 'from a company focused on acquisitions to one dedicated to solid and sustainable internal growth'. This transformation

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has entailed a review of corporate values and priorities. "The purpose of AB InBev," Antonietta Landi, Head of People Italy & Expansion Markets shared with us, "is summarised in the statement 'We dream big to create a future with more cheers'.

The statement is an excellent representation of our ESG ambitions and corporate priorities. It speaks of our work to promote sustainability worldwide, drive category leadership and innovation to meet customer and consumer needs, and use data and technology to connect with our customers and consumers. It also speaks of our goal to make a meaningful and lasting impact in the communities in which we operate.

At the same time, the statement emphasises that opportunities to meet and talk are moments of well-being and growth, and that our product is an integral part of the social occasions when we come together to share moments of joy and connection.

At the basis of the corporate culture are ten principles that act as a bridge between purpose and strategy: "We believe," Antonietta continues, "that purpose is not a static concept, but rather we are convinced that it should guide the long-term corporate strategy. In this journey, we celebrate and share corporate values among employees, who play a central role in creating a future with more cheers".

Purpose 'guides the company's choices, which aim at the growth of value, solidity and compactness, and is also the foundation of the corporate culture, which our people recognise, espouse and put into practice every day in the choices they make during their work'.

Crédit Agricole Assurances Group Italy: The Relationship as a means of expressing Purpose

Interview with Alessandro Castelli, Group Chief HR Officer, Communication, Sustainability, Organization & Governance, Property and Mobility Manager of Crédit Agricole Assurances Group Italy

Purpose for Crédit Agricole Assurances Group Italy is a path, that moves between innovation and interaction, passing through three strategic pillars of the company: the customers, the people of Credit Agricole and the company. This is what Alessandro Castelli, Group Chief HR Officer, Communication, Sustainability, Organization & Governance, Property and Mobility Manager, tells us

when he talks about the strategic project ONE2025, born precisely to realise the Purpose.

It is the three pillars already mentioned that guide the organisation's actions in a concrete and responsible manner, reflecting the company's DNA, which is also well expressed in the claim printed on the walls of the offices: 'Acting every day in the interests of our customers and society'. Including customers, people and society in one's Purpose means giving oneself a broad horizon, open to what surrounds the organisation, recognising an active role in the context in which the organisation is inserted. But what does it mean to really live the Purpose within the company, translating it into practical objectives? Relationships are a cornerstone of Crédit Agricole Assurances Group Italy's strategy, so acting a Purpose means expressing it constantly, in all occasions of interaction, in proximity to people and to what surrounds the company.

From the design of the onboarding path, which guides new recruits to the discovery of Purpose, to the redevelopment of the company's building districts and the transformation of ONE2025's objectives into areas of individual performance evaluation, Purpose finds ways of expression consistent with the stakeholders and the context in which it is to be activated. Even in the area of digitisation and technology, the choice is not to give up the relational, human aspect: "We always say 100% digital, 100% human. We will never leave out the human part". This strategy, seemingly idealized, has a profoundly concrete implication, linked to business objectives. For Crédit Agricole Assurances Group Italy, in fact, there is a clear awareness that these objectives can only be best achieved if all the pillars of the strategy - customers, people, society - are engaged in a positive relationship with the organisation, which is at the heart of the ONE2025 project.

It is precisely because the relationship is a key element of the company's vision that, in the case of Crédit Agricole Assurances Group Italy, the Purpose cannot be imposed from above, but must be co-created and co-constructed together with the people who participate and interact with the organisation, internally and externally, in a collaborative and in-depth listening process. Without this element, that Castelli calls a 'relational effort', Purpose cannot fulfil its goal of creating meaning and directing the organisation's strategy.







How to introduce Purpose into Total Experience designs

Beatrice Fregosi, Fiammetta Marasco, Paolo Villa

In the era of experience-centred business, the design of Total Experience (TX) has become crucial to the success of companies. We have already illustrated how Purpose is a founding element of the various layers of TX, sharing the aspect of systemicity that requires it to adopt a perspective capable of generating value for multiple stakeholders, precisely from an ecosystem perspective.

The gradual rise of Gen Z is intensifying the importance of Purpose integration in TX, given the strongly Purpose-oriented behaviour. This translates into an attitude of consuming brands that are consistent, whose actions therefore match their professed ideals and permeate the entire ecosystem of stakeholders.

With this in mind, the incredibly positive results of companies that have optimally applied it to their strategy are therefore not surprising, concerning not only increased consumer trust but also the protection they can offer in the event of errors or criticism.

An extraordinary example of this are the Disney parks: not just amusement parks, but places where 'magic comes to life'. Here, entertainment is not limited to rides or characters: everything is part of a unique experience, orchestrated to create happiness and lasting memories.

All this allows Disney to boast a 70% return rate of new customers (Ciotti, 2022).

It is Disney's Purpose that permeates every decision, interaction and detail, summarised in the phrase we create happiness by providing the best in family entertainment' (Disney Institute, 2021). This Purpose is made explicit to CastMembers on the first day of training, regardless of their role or level in the organisation.

Feeling part of a broader mission gives more meaning to their daily work and creates a sense of belonging, working towards a common goal. This is the heart of empowerment through Purpose: when employees feel empowered and understand how their role fits within the overall experience they are more motivated to do their best and ensure that every guest has an unforgettable experience.

If it is true that everything is considered, down to the smallest detail, it is also no coincidence that the park's employees are CastMembers, emphasising the collaborative nature of their work in putting on a magical show, as in a theatre company. The regular training provided to members is part of this process of creating TX, constantly bringing employees closer to the Purpose and giving them all the resources they need to best serve guests.

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Purpose as the North Star of organisations

Expanding the Total Experience

The bi-weekly newspaper Ears&Eyes, created by and for the cast, also serves the same purpose: it allows all employees to stay up-to-date with the park's news, preparing them for any questions or needs of visitors and eliminating the frustration generated by not being able to satisfy the customer (Ciotti, 2022). Ears&Eyes serves as a bridge between the big picture and the day-to-day details, helping to maintain a high level of service and focus on Purpose.

Another system that allows each cast member to contribute to the experience in a cohesive manner is the extensive network of underground tunnels that allow staff members to move quickly from one section of the park to another without being seen (Büchl, 2019). The tunnels came about as a result of the discovery by Disney researchers that park guests want greater access to the characters (Ciotti, 2022).

However, for visitors to remain enveloped in the magic, it is necessary for members to be 100 per cent in character for the entire time they are facing the public, and this can be very tiring. In order to reduce the stress this performance can cause, underground tunnels have been created that allow members to relax and step out of their roles as they move from one side of the park to the other or simply take a coffee break: because 'creating happiness' is not a goal directed solely at customers.

"Think of the process as a railway locomotive. If the engine doesn't run properly, it doesn't matter how friendly the driver is or how attractive the passenger carriages are, the train still won't move and the passengers won't pay the fare. Process is the engine of Quality Service" (Disney Institute and Kinni, 2011).



As is evident from the Disney case, **TX goes beyond** simple customer engagement and considers everything that a customer, or individual, experiences when coming into contact with a company: this relates to not just the product or service itself, but all other touch points and interactions, focusing on the area of intersection between Employee Experience (EX) and Customer Experience (CX).

However, the most important example offered by Disney Parks is how much Purpose, used as a founding element of TX, can make a difference in terms of retention (of both customers and employees), business growth and adding corporate lustre.

Aware of this relevance, the Bip RED method embraces the vision of TX theorised by Gartner and reworks its approach in a "zoom in/zoom out" mode , broadening the vision beyond the rabbit hole, the junction point of the experience where CX and EX intersect most deeply through various touch points, to instead look at the bigger picture containing both areas of experience in their entirety (Sica, 2023). This method, following a series of well-defined steps, allows for the creation of a cohesive overall experience that embraces not only customers but also employees, leading to the creation of a strongly Purpose-oriented corporate culture.

The goal is to help companies innovate and succeed in the marketplace by designing superior experiences with an end-to-end approach. The process aims at discovering and conquering new market spaces, defining a total relationship model between the company, end customers and employees along the entire value chain and training the talent needed to complete the desired projects.

This requires a multidisciplinary team working together with top management to identify and validate the new line of business to be pursued. Through various steps, the firm is accompanied from the first exploratory phase to the engineering and launch of the product on the market, followed by an initial monitoring phase.

The iterative approach consists of four main steps that can be summarised as follows:



Scoping: we identify rabbit holes.

Starting from business needs, the key moments of intersection between Employee Experience and Customer Experience are identified and analysed.



Total Experience mapping: we take a snapshot of the big picture.

All the tools that, in an overall influence loop, can have an impact on CX and EX are determined.



Opportunity, envisioning and planning: we match opportunities and solutions.

Quick wins and long-term initiatives to generate virtuous TX cycles are identified and implemented.

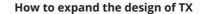


Design, implementation and measuring: we launch initiatives.

We support the launch and adoption of new experiences through creation, storytelling and training.

But why is it so easy to introduce the lens of Purpose into this process? The answer lies in the very nature of corporate Purpose. As we have seen in the Disney case, the Purpose represents the fundamental reason for a company's existence, the differentiating element.

That is why it can become a guiding light in design, inspiring and simplifying decisions towards the realisation of a coherent experience. Its integration into the design of TX goes beyond design decisions, creating a corporate culture in which every team member feels involved and empowered. This sense of belonging towards a shared goal motivates employees by ensuring high performance levels and decreasing the likelihood that they will choose a career elsewhere. For this reason, strong emphasis is placed on the theme of Purpose in the Bip RED process, adding to its value it as an enabler of corporate success.



Going deeper into detail, the theme of Purpose is included concretely within the phases of this process from the very first moment. The scoping phase is in fact dedicated precisely to understanding and sharing within the working group the Purpose of the company in question, through the active involvement of the stakeholders within the team. This phase requires an indepth analysis of why the company exists, as well as an understanding of its core values and Mission.

This brings with it a number of useful insights to create a shared vision among the stakeholders themselves, as there is not always an explicitly shared or universally recognised corporate purpose.

Part of our task is to create a common vision on which we can work, one which will lay the groundwork for the exploration of various opportunities and market spaces in which to carry out scouting activities.

This is in fact the work that Disney constantly does with its CastMembers - as we have already seen - during the first day of staff training, making the company's Purpose explicit and explaining in a practical way how this applies to their daily work, with an exercise programme developed to train everyone's ability to respond creatively to guests' needs by going into detail about the tone of voice to be used.

To this end, it is necessary not only to investigate the awareness of Purpose, both on the part of customers and employees, but also to delve deeper into the meaning that each individual attaches to it, in order to understand whether the corporate Purpose is being correctly communicated and grasped both inside and outside the company and, if necessary, to clarify and consolidate a single, unified vision.

This shared understanding is essential to ensure that Purpose can be conveyed consistently.

In the case of Disney, for example, the Purpose is expressed clearly and strongly, both to customers and employees, representing a guiding light for all decisions made within the company.

Depending on the company and the context in which it operates, it will be essential for us to identify the most suitable research methods to drill down into these aspects and thus assess the alignment of the company's values with what is being done and perceived externally (by customers) and internally (by employees). The Bip RED team can conduct interviews, surveys and focus groups to assess how much the Purpose is understood and shared inside and outside the organisation.

In order to extrapolate the possible points of contact between the needs of customers and employees - which also go beyond the consumption of goods and services - and the corporate Purpose, the use of design tools suitably reworked to accommodate and highlight the role of Purpose is also useful. For example, Personas can be used that highlight the connection between user values and corporate Purpose, or journey maps that highlight how Purpose is positioned in the customer and employee experience.

The objective is to identify where and when the corporate purpose can be meaningfully incorporated at each touch point. These can be divided into several categories:



physical points of contact - e.g. in the case of Disney these could be souvenir shops, food outlets, meetings with characters;



digital touch points - such as the Disney website, mobile apps, social media;



internal processes - e.g. employee training, human resources management;



external processes - online ticket booking, customer service.

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Once this in-depth investigation is completed, it will then be possible to identify the opportunity spaces for Purpose communication within that experience, generating a series of solution proposals.

In order to assess what the guick win is and, therefore, the best solution to test in order to obtain speedy results with the least amount of time and money, it will be necessary to prioritise the proposed solutions, taking into account feasibility, relevance to the user and effectiveness in transmitting the Purpose.

Once the most suitable solution has been identified, engineered and launched, our team's monitoring will focus on assessing the effectiveness of the Purpose communication using that solution, including how it fits within the existing experience. In doing so, it will be necessary to use key metrics to assess how effectively Purpose has been communicated and how it has affected the overall experience. These metrics could include customer satisfaction surveys, employee engagement measurements and business performance indicators.

Conclusion

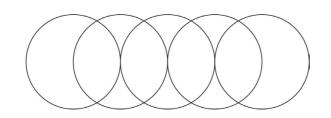
In an era where experience is at the heart of business success, the integration of Purpose into Total Experience (TX) design emerges as a crucial element in driving organisations towards achieving extraordinary results. Throughout this article, we have examined in detail the textbook case of Disney Parks, where Purpose permeates every aspect of the customer and employee experience.

However, the integration of Purpose into TX is not a process limited to entertainment giants. We have explored how the Bip RED method, through a series of well-defined steps, helps companies create an overall, cohesive experience that engages not only customers but also employees, leading to the creation of a strongly Purpose-driven corporate culture. This approach is not limited to an appealing design, but rather it extends throughout the organisation by guiding each team member towards a shared goal.

In conclusion, Purpose is more than just a statement of intent; it is the engine that drives the entire corporate experience vehicle. Incorporating Purpose into the

design of the Total Experience not only improves consumer trust and protects against criticism, it also creates a resilient and motivated corporate culture.

It is a journey that involves every aspect of the organisation and, if undertaken with commitment and awareness, can lead to extraordinary results in the age of experience-centric business. The key is to embrace it not as an optional extra, but as the driving force that fuels the magic of TX.





Monica Cucchi, Camilla Galbussera

Can a corporate Academy be a Purpose storytelling tool?

We believe so and in this article we will explore the link between Purpose and Learning Strategy and how they can be related through a specific project: the Academy.

Let us therefore start by defining what we mean by Purpose and Learning Strategy, so that we are immediately clear about the semantic setting to which we refer. Purpose concerns why an organisation exists: its importance lies in the long-term effect it has on employee engagement, customer loyalty and social impact (Sica, 2023). When we refer to Learning Strategy, we do so by understanding it as the set of activities aimed at training and developing people, in line with the organisation's endogenous and exogenous needs.

But how can Purpose and Learning Strategy talk to each other? A powerful instrument that enables the articulation of both a learning strategy and a clear Purpose concurrently is the Academy (Figure 1).

Applying one's Learning Strategy through an Academy is a winning choice as it is a concrete tool that facilitates the Purpose and makes it tangible through numerous activities.



The relationship between Purpose, Learning Strategy and Academy Source: OpenKnowledge

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Purpose as the North Star of organisations

Corporate academies supporting Purpose

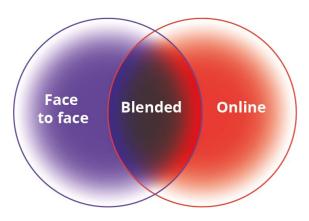


Figure 2Summary of the blended learning approach
Source: OpenKnowledge

The Academy is a learning ecosystem with multiple touchpoints, both digital and physical, that allow for an immersive, all-round user experience.

It is the user themselves who is the central focus of this ecosystem, which involves him or her personally and is developed so that it can be effective and enriching over the long run. While in the past, the approach to corporate training was mainly based on face-to-face synchronous classroom sessions, in recent years it has evolved in favour of a blended approach: physical and digital (figure 2).

Certainly for the digital part, it is desirable to have an LMS (Learning Management System) platform capable of offering engaging and interactive training content, easy navigation experience and the possibility of recording users' completed activities in a timely manner. As far as the face-to-face part is concerned, this is characterised by physical sessions, both theoretical and practical, which allow the user to get involved in the first person through a direct interaction with colleagues and teachers. In short, the use of different touchpoints, both physical and digital, allows the creation of blended training paths, or learning paths, in which the face-to-face experience is enriched with on-demand digital experience by means of specially created interactive learning units.

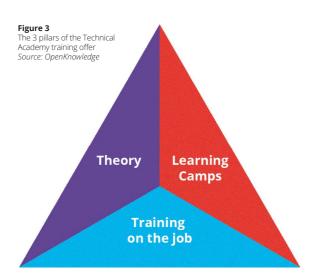
At OpenKnowledge, we work on very diverse training projects ranging from Training Needs Analysis to the creation of digital learning paths, from the organisation of synchronous training to the design of complex Learning Strategies. Over time, our collaboration with the different Business Areas (BAs) of the BIP Group has allowed us to implement Learning Strategy initiatives in multiple sectors and businesses. In particular, in the project we are about to describe, we worked

closely with the Bip Energy & Industrial BA, a business area specialised in supporting the transformation of companies in this sector.

This project reflects very well the application of a Learning Strategy based on a blended learning approach and the long-term employee engagement component that characterises Purpose. It is call the Technical Academy.

In order to tell you about the Technical Academy, we are sharing the dialogue we had with Ferdinando Paolitti, Senior Expert Project Manager at energy company A2A and head of the project, with whom we organised an ad hoc moment of reflection at the end of our collaboration. The Technical Academy is a project of Unareti, a company that manages the distribution of electricity and gas in the territories of Brescia, Milan and Bergamo and is part of the A2A group.

The idea of setting up a Technical Academy came during the pandemic, which, as Paolitti points out, "led us to reflect on aspects to which, out of habit, we were not paying much attention". At that time, in fact, "new recruits found themselves unable to follow the normal induction process" and work as usual, as the activities they were allowed to do mainly related to the emergency response teams on the plants, work managed by their more experienced colleagues. Since it was not possible to train on the job, it became clear that "training had to be devised in a way that differed from the classic handson coaching ". Consequently, the Technical Academy was set up primarily to meet the need for a diversified training offer dedicated to operational personnel, "a calibrated mix of theoretical education, on-the-job training and practical training in learning camps" (figure 3).



The Technical Academy has multiple objectives. Among the main ones can be found:



creating a customised training offer to meet the needs of workers:



encourage the transfer of skills between colleagues, "avoiding the loss of knowledge, which is an asset of a company";



monitoring learning and know-how transfer activities;



creating a dedicated environment (learning camps) where you can experiment and learn in complete safety.

The aims of the project were ambitious and challenging, but the added value of such an Academy certainly outweighs the effort invested to realise it.

Throughout the project, we had the pleasure of working with an increasingly close-knit and engaged team of Unareti professionals. A group of people who were "passionate about this particular and innovative project and carried it forward".

When collaborating on such a large and complex project, it is essential that the project team works in synergy.

Initially started as a pilot project for Unareti (electricity and gas distribution), it will be extended to all the companies in the networks of the Smart & Infrastructure Business Unit (S&I BU) and/or of the A2A group, aimed at more than 4,000 employees including technicians and operators.

The perspective that guided the entire project was the awareness of creating an Academy by and for colleagues: a customised training offer based on the daily work challenges they face and in which they themselves become active players as trainers or learners.

This approach realises one of the principles of the company's Purpose: the long-term effect it has on employee engagement (Sica, 2023).

But where to start?



The definition of AS-IS

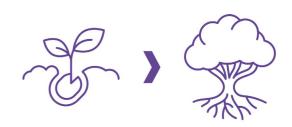
The first step we undertook was to define the AS-IS by listening to the needs of those concerned.

Adopting a bottom-up approach, we involved the heads of the Operating Units in the Unareti Brescia Area through semi-structured interviews, in which we investigated both how the training of employees was being managed at the time and discussed the new perceived training needs.

Analysing the results of these interviews allowed us to make some insights that guided the design of the new TO-BE processes underpinning the Technical Academy. Again through dedicated meetings, in this first phase of analysis, we delved into the use of the corporate LMS platform as a digital training touch point, since from the outset we had focused on a blended training mode that would integrate periods of in-person training with digital units and online material.

From the study of this information, enriched by studying material shared by the project team, we outlined the AS-IS learning journey of Unareti operational employees.

At this point we were ready for the next step: the definition of the TO-BE (Figure 4).



From AS-IS to TO BE

Figure 4

The evolution from AS-IS analysis to TO-BE design Source: OpenKnowledge

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The TO-BE definition

In order to define the Technical Academy's TO-BE learning journey, we adopted a co-design approach. Through multiple brainstorming meetings and workshops involving the whole team, we outlined the initial processes that were refined in subsequent sharing and feedback sessions.

Given the complexity of the project, we took a flexible approach, aware that there would be changes as we went along and adopting a circular working mindset where the feedback point becomes the key to proceeding to the next step.

The main project streams identified are characterised by the synchronous or asynchronous training mode (Figure 5), in particular:



synchronous training - training sessions with a focus on theory and those with a practical approach conducted in specially-prepared company spaces;



asynchronous training - digital training units (learning objects) created ad-hoc and other materials that can be consulted on the LMS platform (e.g. synchronous classroom recordings, supporting material used in the classroom and other background documents).

All of this is uses a Brand Identity designed and tailored for the Technical Academy to make it easily recognisable to users and give it an identity of its own.

Each project stream was developed using specific activities guided by one of the most important pillars of this project: collaboration.

For the synchronous sessions, for example, we involved some of Unareti professionals as Subject Matter Experts (SME) so that they could act as trainers and help us in the creation of the digital units. To achieve this, several initiatives were launched to support the colleagues involved, who were "sometimes enthusiastic about getting involved and at other times frightened by the complexity of the role you are proposing them to play", such as:



organising Train the Trainer activities;



the structuring of a workflow with all the necessary steps for setting up a training session, from the first meeting to defining the topic and the pre-session dry run;



the creation of dedicated preparation material for the training sessions with Key Tips & Tricks for trainers.

For the asynchronous training sessions, we created Learning Objects (LOs) using dedicated digital tools to achieve a fresh and engaging result.

In this way, the SMEs immediately realised their value and potential, as they used the LOs as a preview for sharing feedback on the content and also became champions of the project for their colleagues. Sharing feedback was a really important component of the project; in fact, throughout its duration, the relationships with the project committee, HR and training team were invaluable. Thanks to regular alignment on the progress of the activities, we received valuable and timely feedback that allowed us to keep our compass pointed towards the goal and coordinate the various streams. One of the strengths of the project was "the support and determination of a motivated commitment, which also devoted financial resources to it".

And it was from listening to the various feedback received that, within a few months of starting the project, we became aware of another need: the creation of an onboarding path.

We have therefore worked to enrich the Technical Academy ecosystem (Figure 6) with a dedicated onboarding course for new colleagues which helps to foster the following:



inclusive entry into the company;



the acquisition of skills and a shared language;



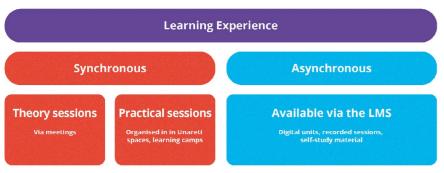
collaboration between more senior staff and newcomers.

The course is rich in stimuli for new colleagues who will be able to access ad hoc training content, rely on dayto-day mentoring from more experienced colleagues and participate in feedback sessions dedicated to their experience in the company. Finally, another important challenge for the Technical Academy is the construction of the Learning Camps, "building them to be truly effective" and allowing practical training activities to be carried out in total safety.

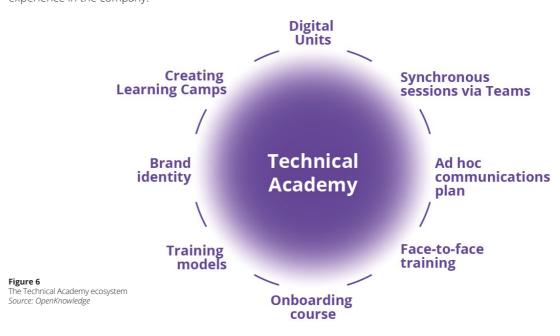
The Learning Camps will not only be for the benefit of A2A colleagues but will also be available to other certified organisations undertaking similar activities, thereby becoming an asset of shared value. By sharing this value and the potential of the Learning Camps with the outside world, they can thus become an instrument to express the Group's Purpose since they create a positive social impact aimed at the development of skills in accordance with the principles of safety and innovation.

Conclusion

The Academy is a structure that enables the implementation of Learning Strategy objectives and expresses the corporate Purpose. It does so by becoming the focal point where training and development projects converge, involving the entire company population, which, in different ways, also becomes the hero of the project. But that's not all: sometimes an Academy can also go beyond the confines of the company in which it is established, bringing added value to the entire community. In fact, when we asked Ferdinando Paolitti to describe the Technical Academy project with one word, the word he chose was "LIFE".



Summary of identified project streams broken down by synchronous or asynchronous use and delivery. Source: OpenKnowledge



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Accademia Costume & Moda: A Dynamic Purpose at the Service of Education

Interview with Furio Francini, CEO of Accademia Costume & Moda

For the world of education, Purpose is a fundamental issue since it is the area responsible for shaping people towards their future. This is explained by Furio Francini, CEO of Accademia Costume & Moda (Costume & Fashion Academy), for whom being Purpose-driven means making strategic choices guided by one's longterm goals, identity and mission.

In this sense, the organisation's governance plays a fundamental role in the definition of the Purpose: an organisation devoted to financialisation is not free to explore its own values, undertaking a thorough search for meaning beyond the objectives of profit.

For Accademia Costume & Moda, corporate tradition and the sector to which it belongs are also determining factors, giving it the ability to communicate and share its values with all its internal stakeholders, whether employees or students. This process allows them to internalise these values and experience them.

In the Academy environment, there is still a strong atmosphere of proximity and authenticity, which are fundamental elements for conveying values and Purpose internally.

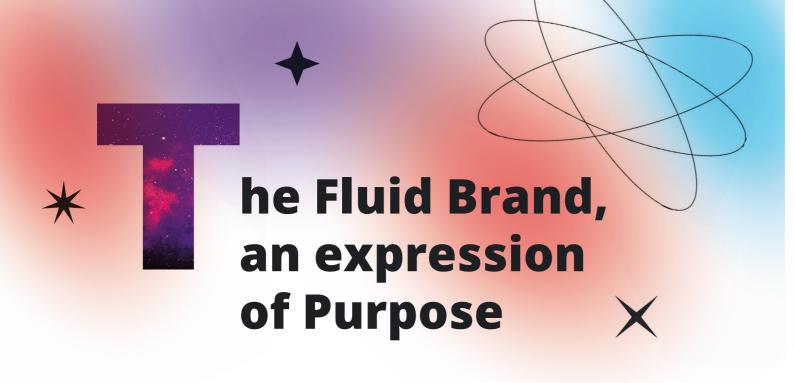
However, the scope of Purpose, Francini explains, is not only internal, but rather it expands into a broader reflection. The responsibility of training the professionals of the future implies the need to consider the type of professionals one is helping to shape and the responsibilities they will have to assume in the real world. This inevitably means questioning the impact that students will have on the world of work, with a focus on the future of the planet, sustainability and the tools that will be used.

The task of trainers, according to Francini, is to provide their students with the method to interpret and understand the tools and technologies of tomorrow. Finally, the definition of Purpose must be dynamic.

The expansion of the organisation, financial growth and changes in the external context have an impact on the value system of an institution that is, as we have said, strongly centred on elements linked to tradition and proximity.

It is therefore necessary to be willing to question one's own concept of Purpose in order to keep it alive and upto-date with constant changes. In this way, it is possible to maintain a strong link with one's history and past, while communicating a contemporary message.





How to communicate Purpose through the creation of a more "fluid" and "human" brand

Mattia Rizzo, Massimo Tanganelli

How many times in life have we asked ourselves "What is my purpose?"

Like people, organisations are also called upon during their growth path to ask themselves questions. Only in this way can they evolve over time, change their ideas, desires, aspirations, goals and sometimes even personality.

This is because, once the Purpose has been established, it is very important to understand which path to take in order to achieve it, not only in terms of internal company actions, but also in terms of involving the public, thus reformulating the way one expresses oneself and communicates generally.

To do this, we believe the time has come to say goodbye to fixed and static communication models in favour of a more "fluid" approach, able to change and adapt according to situations, conversations and what is happening in the world, without losing recognisability along the way.

In this article we will not therefore focus on the importance of Purpose or how to develop it, but rather how to convey it to one's audience effectively, through the design of the most distinctive element of any organisation: the brand.

The Power of a Fluid Brand

Purpose is positioned as a central plank of the brand, a solid base that brings stability and concreteness to the design of its identity.

Facing this paradigm, it is then up to the brand to adapt to the Purpose, allowing it to permeate in a convincing

and engaging manner through its way of communicating, and thus reach out to others.

It was from this reflection that the search for a new method began: the Fluid Brand.

This is a different brand construction, no longer a slave to immutable identity rules, but freer to change its form. When defining a company's brand, it is important to reckon with several "external factors", such as the target, the market, the territory and politicies, etc. These factors should not only be considered in their present form (as they show themselves to us at a precise instant in time), but also in their future form, grasping where changes are taking place so as to understand how to evolve the brand together with them.

In this scenario, the Fluid Brand is able to express the best of itself, realising guidelines without immovable contours and shaping the brand no longer to respond to a cluster of already established circumstances, but adapting it to each individual moment: a freedom of movement that brings the brand ever closer to the concept of the person, humanising its personality, naturalising its changes over time and increasing its capacity to grow according to the situation.

Let us be clear: generating a fluid brand does not mean diluting the brand identity, leaving it anonymous and allowing it to disperse on the open seas of the mass

On the contrary, the Fluid Brand represents the balance that the brand must assume in every situation and application. Like water, the brand must have the ability to flow through different communication channels dynamically, adapting its message without losing its recognisability.

How to Build a Successful Fluid Brand

The Brand Model and Archetypes

Starting from its epicentre (the Purpose, of course), the first step is to put all the components of the brand together in one grouping, called the Brand Model (figure 1).

As shown in the diagram, through this Brand Model we realise the identity traits of a brand. We start from the most firm elements close to the Purpose (the positioning, the corporate values and the brand proposition), to then gradually arrive at the more fluid components (the target, the benefits and the personality), i.e. those

Figura 1 Fonte: OpenKnowledge

> aspects that in order to maintain their validity in the brand identity embedding require constant re-evaluation, that is, taking into account the changes over time of those external factors already mentioned in the previous paragraph. Only at the end of this process will we be able to give shape to the final building blocks of each Fluid Brand: the Tone of Voice, the Visual Identity and, to follow, the communication strategy.

> It is important to emphasise that we always take the concept of the archetype into account throughout the entire drafting phase of the model.

Why are archetypes useful?

Today, the brand is a container, not only of functional characteristics, but of meaning and value. But if we are to effectively identify and exploit the essential, or immutable, elements of our brands, we must master the visual and verbal language of archetypes' (Mark and Pearson,

As already explained by Rosario Sica in the introductory article of this insert, archetypes (or Brand Archetypes) are the synthesis of the behaviours and possible representations of reality present in everyone's unconscious. They are the ideal tool to act on one's perception of the brand, thus creating a relationship of loyalty that makes the bond with the public meaningful and long-lasting.

Purpose as the North Star of organisations The Fluid Brand, an expression of Purpose

Without rehashing the theory devised by Margaret Mark and Carol Pearson, however, it is important to bear in mind how archetypes can help us identify a clear direction of Purpose, providing the first real "identikit" of our Brand Model.

Caregiver, Everyman, Hero or Explorer: exploiting the reference archetype can be, depending on the case, extremely useful in guiding the creation of our brand identity in a clear and fluid manner.



The fluid personality of the brand

The personality of a brand, like that of a person, is distinguished from the crowd by the way it interacts with others and the world around it, depending on the context.

Have you ever paid attention to how many I's we play on a daily basis? Ordering a coffee at your usual café, at work with colleagues, with family, with friends: on all these occasions the personality adapts to the context. This doesn't suggest any inconsistency or lack of authenticity in one's personality. On the contrary, it reflects the ability for adaptation and learning that is inherent in all of us. We are used to changing our behaviour while remaining ourselves.

The same thing happens with brands: it is very easy for the company not to use the same advertising and informal language with suppliers or in legal matters. Although it seems obvious that it is the same brand speaking, we can perceive how different its language is in each case.

How to define a fluid Brand Personality?

The answer is: be inspired by your audience. When communication is aimed at customers, the brand should express itself accordingly. That is why understanding your target market helps you select the most effective aspects of brand personality.

To do so, simply describe the brand as if it were a person (what they like, what they don't like and even what they look like), based on the guiding components of the Brand Model and its starting archetypes.



The fluidity of Tone of Voice

The voice of a brand, as well as that of a person, is an important part of its identity, as it participates in establishing the brand and creating a sense of coherence for your audience. To establish it, you need to indicate how the brand personality speaks: its timbre and tone.

What do we mean by timbre?

Distinguished by its cornerstones - Purpose, Brand Model and Personality - the timbre of a brand, like that of a person, is that particular quality of sound that makes the voice unique and recognisable from among many others.

How do we arrive at the tone?

While maintaining a single vocal timbre, it is often necessary to modulate our tone (and thus our language) according to the environment and target audience.

This balancing act between consistency of tone and flexibility of tone will help make the brand true to its Purpose but, at the same time, free to express itself in different ways and volumes.

To better understand this passage, here is a summary of the tones we have developed ad hoc for our clients. (Figure 2)

In this representation, we note that the definition of the brand tones are the result of a collection of keywords that best represent the tone. The result is three vocal lines, where each extreme is balanced by a diametrically opposite peculiarity, followed by specific writing rules for the perfect tone.

This comprises a series of oscillations with the task of guiding you and your collaborators to understand how to make words flow according to different messages, without the risk of losing your personality.



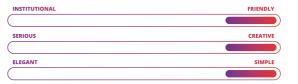
4. Visual Identity: a fluid point of view

Visual Identity, made up of colours, photographs, logos, drawings and animations, is that fundamental elements which allows anyone to recognise a brand immediately, thanks to its graphic representation: a genuine landmark that allows the brand to be distinguished with the naked eye.

INSTITUTIONAL **FRIENDLY SERIOUS CREATIVE**

Target #1

ELEGANT

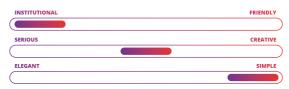


Target #2



SIMPLE

Target #3



Target #4



Figure 2

"In a media context composed of an everwidening audience, brands have an obligation to communicate their Purpose through a language that reflects each individual: their characteristics, needs and aspirations. This is the scenario in which today's Visual Identity must intervene" (OpenKnowledge).

The position occupied by Visual Identity is therefore crucial for brands and agencies, which are called upon to make a necessary change of approach: i.e., to abandon rigid formats in favour of an experience designed for the individual user. Obviously, in order not to jeopardise brand recognition, the break with the pattern must not be too radical, but rather balanced and adaptive. In this respect, the fluid method allows us to achieve this type of result, through the creation of a set of stable elements that can, however, be used and customised with greater freedom. Here are some examples:

- the logo, as a recognisable element "regardless" of everything, it does not necessarily have to follow rigid applications, such as "always and only
 - positioned on the bottom left", but be freer to position itself and enhance itself according to the spaces and communication channels employed;

Having defined a basic colour palette, there is nothing to prevent one from introducing other colours in one's communication when talking about inclusiveness, corporate welfare, the business plan or any other topic.

In these and a thousand other cases, the key is to make the Visual Identity system work by maintaining a solid balance between its dynamism and brand recognition.



Storytelling: how to convey the Purpose in a fluid way

Now that we have integrated the Purpose (the pillar of our brand) with the fluid (and therefore flexible and high-performing) definition of the brand, all that remains is to communicate it to our audience, thereby developing our storytelling.

As it is presented, storytelling can open up new scenarios, introduce new characters, resolve arguments, retrace its steps or jump completely ahead in time. And it is this fluidity of storytelling that makes it the perfect medium within which to evolve the brand, as it allows the creation of a coherent and expendable narrative over time of the given Purpose.

Remember to tell a story, not your story. Favouring a self-referential narrative of your company clashes with the spirit of closeness and authenticity that your brand should convey. That is why choosing a different story, one that is about other voices and other places but still remaining true to your original purpose, leads to better engagement with people.

In other words, rather than running a commercial highlighting the absence of palm oil in its products, a cosmetics brand will achieve greater media impact by telling the story of an indigenous community suffering from the effects of environmental damage caused by palm oil plantations.



Having reached this point, all that remains is to reveal the Purpose to your audience using the fluidity of the brand, its relationship with people, its vision of the future, its ambitions and its changes of ideas.

And once you have introduced it, don't stop.

Why is this? Communicating your Purpose at different times will allow you to keep the user's attention on the subject, maintaining the perception of need and allowing you to tell your story at the right time.

In this way, you will be able to justify its change in an effective, authentic and convincing way; showing customers that you are really working to improve their lives and their world, and establishing an emotional connection that will generate awareness and drive them to act.

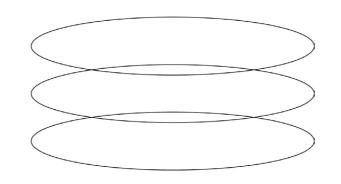


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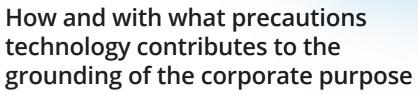
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urpose & Tech: instructions for use



Ginevra Fidora, Giuseppe Milani

Technology has always been considered by companies as a crucial discontinuity factor, especially in times of economic stagnation, capable of disrupting even established market balances. Technological innovation, if able to generate mature product/service opportunities at the right time (when customers are ready to perceive its value), can transform a follower company into a market leader in a relatively short time or create new markets for a pioneer company. We ask ourselves, could technology be no longer the only card to play characterised by this transformative power for a company? Is there a distinguishing factor that, if considered as a compass for strategic evolution, could bring as many benefits or have a "booster effect" on the benefits associated with technology implementations?

The corporate Purpose is the way in which the company can empathise with the ecosystem in which it operates (employees, stakeholders, end customers, other companies and the country system): if the company chooses and lives according to the "right" Purpose, it is able to maximise the qualitative and quantitative benefits of this choice, which translate - directly and indirectly - into profit.

The Purpose properly chosen and grounded can be the key success factor of a company, a really disruptive factor, potentially more than the technology itself; but it itself depends on the company's ability to exploit the potential of the technology to identify it, apply it and ensure it is perceived in the right way. In this article we want to explore precisely this close, two-way relationship between Purpose and technology, trying to understand how technology is key to the success of a Purpose-driven company and what precautions to take in order to maximise the benefits derivable from its use.

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Purpose as the North Star of organisations Purpose & Tech: instructions for use

Types of Purpose

"Alla gente piace fare affari con persone che si prendono cura di loro" (Reiman, 2012), al tempo stesso le aziende che impiegano individui che abbracciano uno scopo creano più coinvolgimento, più profitto e più idee. È in corso un cambio di mentalità epocale, un'esigenza globale ineludibile di trasformazione culturale, prima ancora che digitale o tecnologica: l'esigenza di trasformazione culturale è il presupposto per il successo della trasformazione digitale e in tale contesto la scelta e la definizione del giusto Purpose è il primo passo di questo processo. Spesso, quando pensiamo al concetto di Purpose, l'associazione più immediata è quella legata alla sostenibilità ambientale. Ma esistono numerose tipologie di Purpose e le scelte delle organizzazioni possono differenziarsi sia in base all'obiettivo di alto livello (es: ambiente, persona, società, ecc.), sia nella scelta e definizione di micro-obiettivi più specifici. A titolo non esaustivo, riportiamo nello schema sottostante (Figura 1) le tipologie più comuni di Purpose:

Employees

Sustainability

Innovation

Health and well-being

Promoting people's healt

and encouraging and

Customer products or services tha

meet their needs and

Education and empowerment

Community

company operates, throug

Social equity

Scopes and types of Purpose Source: Bip xTech

The role of technology in the pursuit of corporate **Purpose**

Purpose can be the key success factor for a company: if the ecosystem in which it operates recognises its way of experiencing and communicating it as true and credible, the company will be able to transform this relationship of trust into concrete and measurable benefits (more and more loyal customers, growth in ARPU and decreased churn rate, to name but a few).

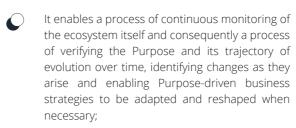
The quality of this connection with the ecosystem is the key factor for the success of a Purpose: the company must be able to define an empathic relationship with the ecosystem in which it operates, and it is therefore fundamental that they are both intimately interconnected, with the company capable of grasping its changes as they happen or even in advance. In other words, the company must be able to achieve a high level of knowledge of the ecosystem through the most continuous and objective analysis possible of the environment in which it operates.

The need for continuous analysis is necessitated by the fact that the ecosystem is complex and changing: fashions, habits, opinions - and consequently people - change, and all of this can significantly alter the wavelength at which the corporate Purpose must resonate. For this reason, just as every company system is indeed a living organism, inevitably in continuous transformation and growth, so is its Purpose.

The elements that contribute to the realisation of the Purpose are many: among them there is certainly the corporate culture, the organisation and the operational processes, but technology also plays a fundamental role. Technology offers many opportunities in all phases of the Purpose life cycle in the company, from the moment of its evaluation to its communication and continuous improvement: the very success of a Purpose-driven company depends on the ability to exploit the potential of technology as a factor of effectiveness and efficiency for itself and as a differentiating factor towards the outside world. Technology, in fact:

can be the key idea for the development of the Purpose-driven proposition, enabling the implementation and grounding of a specific micro-objective defined in the broader context of Purpose. We propose a specific analysis of this in "Purpose & Tech: some practical examples";

allows the quality of two-way communication with the ecosystem to be defined, facilitating the creation of a listening channel and increasing the understanding of needs, moods and opinions within the ecosystem, in order to modulate a Purpose-driven business strategy;

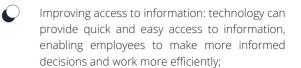


enables the identification of opportunities to ground Purpose, allowing for more accurate market analysis and business cases.

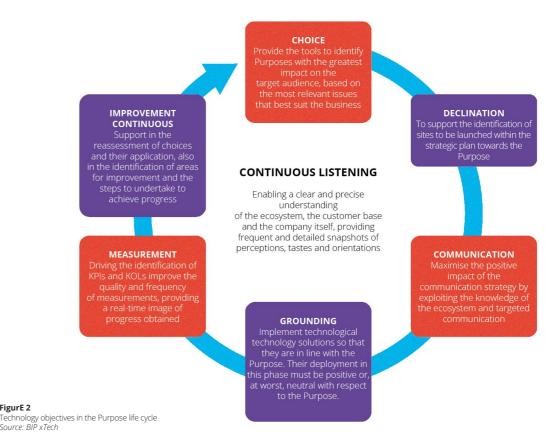
Below is a diagram representing the main phases of the Purpose life cycle, highlighting how technologies have a well-defined Purpose in each of them and are therefore, a factor that can determine the success or failure of a Purpose-driven company.

The role of technology goes beyond aspects directly related to Purpose: technology, in fact, can act as an indirect enabler of Purpose in that it can be used to improve operational efficiency and optimise business processes, with the consequent recovery of resources for Purpose-driven activities.

There are several ways in which technology can contribute to the achievement of the corporate Purpose:



automate processes: automating business processes can reduce human errors, improve productivity and free up time for higher valueadded activities. This can help achieve business goals faster and more effectively;



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FigurE 2

Purpose as the North Star of organisations Purpose & Tech: instructions for use

foster collaboration: collaborative technologies, such as communication and document sharing platforms, can facilitate collaboration between employees. teams and even between different company locations. This can help achieve a corporate Purpose

focused on teamwork and innovation;

support innovation: technology can be a driver for business innovation. For example, the adoption of new technologies, such as artificial intelligence or machine learning, can enable the development of new products or services that meet customer needs in innovative ways;

improve the customer experience: for example through the use of a chatbot for customer service or the implementation of intuitive e-commerce solutions. This can help create a positive company image and achieve the corporate Purpose of providing quality customer service.

As shown, in a Purpose-driven company the way technology is thought out, chosen and implemented plays a key role: the success of the company itself depends on its ability to exploit the potential of

The link between technology and Purpose also works the other way around: even the choice of technology can often be impacted by Purpose: consider, for example, energy consumption and environmental sustainability. So how can Purpose-driven technology opportunities fit in with the company's evolution strategy? Are tactical silo-driven actions sufficient to fit into any technology roadmap or is an overall harmonious development required?

"Rome wasn't built in a day": technological solutions can take years to put in place. Situations that have not been assessed in advance can create damage that is difficult to reverse and undermine even the most credible Purpose strategy, just as the delay in addressing a certain technology can turn into an unfillable gap with respect to competitors. Wrong technological choices or misused technologies can heavily influence the return on the initiative, both in economic terms and in terms of brand reputation. The use of technology can be counterproductive to the achievement of the Purpose itself, for example, the use of invasive marketing techniques in a privacy-focused Purpose context, not green technologies in an environmentally sustainable Purpose context, or discriminatory algorithms in a D&Ioriented Purpose context.

To avoid making these mistakes, technology should not be used for its own sake, but rather for the purpose it fulfils: it should be verified and framed in a broader context, linked to the organisation's Purpose, Vision and Mission statements, so that it is accepted and experienced by all employees, as well as institutionalised throughout the organisation and perceived as useful by the ecosystem.

At the same time, companies must use technology ethically and responsibly, considering its impact on customers, employees, the environment and society in the pursuit of their corporate Purpose. Therefore, it should involve not merely tactical actions, but a coherent and organic development plan that is well monitored and frequently updated.

As described in more detail in "Technology and Purpose: Some Practical Implementations", a truly Purpose-driven company must consider the Purpose as the starting point for defining the multi-year strategic plan, as one of its key objectives, so that company resources are dedicated to the actions and developments useful for its successful implementation, with great attention to technological aspects.

A control room that verifies, implements and, if necessary, modifies the implementation and communication of the Purpose is essential, in order to keep alive the empathetic and credible relationship with an everchanging ecosystem.

What is a data-driven company and why is it more "ready" to achieve Purpose?

"The accumulation of data is no more a science than a pile of bricks is a house" (Poincarè, 1902). The digital transformation paths of today's companies are often characterised by a significant data-centric approach and innovation aimed at driving evolution, optimising processes, automating activities, improving the digital experience and driving digitisation of activities in terms of new skills. But what does it mean to be a data-driven company? Companies are typically not created from the start as data-driven, data-centric entities; for most companies it is an evolution of culture and strategy, a journey that can take years. To become data-driven, companies evolve through five stages: (Figure 3) The increase in the amount of data that can be used by Figure 3 Evolution of the data-driven company Source: Christopher S. Penn

Data - Curious

Organization in

data-curious

Data - Resistant

 Organization Data stage actively resist data

Data - Aware

Organization begins to use data in production Analysis stage

Data - Savvy

- Organization uses data in most production processes
- becomes data-first Strategic stage

Organization

Data - Driven

Insight stage

companies, classified as a true competitive advantage, actually becomes such when its value is maximised, e.g. for the identification of new business strategies.

A data-driven company is therefore an organisation in which every person who can use data to make better decisions has access to the data they need, when they need it.

Being data-driven is not about using a few pre-packaged reports at the beginning of each day or week: instead, it is about empowering business decision-makers to explore data independently: they must be able to ask questions and receive data-based answers before the decision is actually made.

In many situations today, the executive makes a decision "by instinct" and then looks for the data to support it. But if data is readily available and easy to analyse and present in visual form, it becomes an integral part of the decision-making process: this makes an organisation truly data-driven.

How is being data-driven an advantage for a company that wants to focus on Purpose as a strategic business lever? As mentioned at the outset, Purpose is the way in which the company can empathise with the ecosystem in which it operates.

Designing a Purpose-driven company means starting from its philosophy, its technological and organisational foundations, defining an appropriate strategic plan of evolution, so that it is quick to understand changes and is agile in changing and making decisions: the data-driven company is natively ready for this change of mentality. To sum up, becoming data-driven helps a company better ground its Purpose because it:

ensures the maintenance of a watchful eye, of an objective control over the state of the ecosystem in which it interacts, avoiding subjective and nonharmonised actions in a common plan that

- would risk being misguided as not being in line with the ecosystem and the company's Purpose;
- by being implemented would create ad hoc infrastructures and potentially higher costs than would be possible in an overall design;
- enables finer analyses related to the commercial value proposition and the relationship with service customers (potential market analysis, price definition, customer care policies, etc.);
- enables a data & Purpose-driven innovation
 - provides the basis for data-driven planning, implementation and evaluation, enabling the company to convincingly demonstrate the effectiveness of its Purpose-related actions and continuously adapt them to achieve the desired objectives.

Setting out on a path to become a data-driven company is therefore a strategic lever to gain a competitive advantage through drastic cultural change. Traditional technological tools such as business intelligence, which enable a datadriven company to make more informed and conscious decisions, may however have limitations when dealing with complex decisions. These limitations can be overcome by a more ambitious paradigm that goes beyond the more

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traditional ways of analysing data, using artificial intelligence models to make predictions and automate processes: the Al-driven concept.

Although the Al-driven approach shares similarities with the data-driven approach in the initial data collection and processing aspects, it differs in the technological innovation and automation introduced.

However, Al-driven should not be seen as an alternative, but rather as a later stage of a unique technological evolution from traditional data-driven to advanced Aldriven companies. This evolution transforms the way organisations operate, make decisions and adapt to changing market needs.

The evolution brought about by Al-driven is directly reflected in the relationship with Purpose: the automation of the relationship between the company and the ecosystem, of the adaptation to the ecosystem itself and ultimately of the decision-making processes, brings the Al-driven company to a new level of being Purpose-driven.

Purpose represents the first crucial step on this journey.

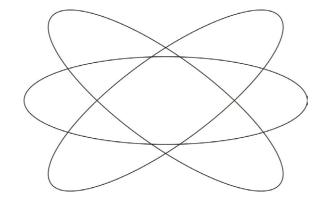
Very soon, the adoption of a data-driven approach will no longer be a distinctive element but will instead become an unavoidable necessity to survive in a market characterised by profound, constant, radical and rapid changes.



Throughout this article, an attempt has been made to show the strategic importance for a company of its Purpose and Technology, as key growth factors operating both individually and in their close bidirectional relationship.

The success of a Purpose-driven company depends on the level of knowledge of the ecosystem and its changes: it is therefore necessary to build an empathetic, long-lasting and adaptive relationship over time, and to do this one needs a data-driven, objective, analytical approach that seeks to minimise the risk of misunderstandings, disconnection and loss of credibility.

What will be the next step? Will we move from data-driven companies to Al-driven companies, where even decisions will be governed by algorithms? How will companies decide to move towards finding and grounding the best Purpose? Will algorithms be able to emulate the necessary empathy with the ecosystem? Or will we be faced with a new humanism? The need for cultural change is therefore crucial to ensure the success of digital transformation. In this context, the definition of









Concrete examples of how technology is key to the success of Purpose-driven companies

Giuseppe Milani, Mattia Pedrini

Corporate Purpose is the fundamental statement or mission that guides a company in pursuing a broader objective beyond mere financial gains.

Technology plays several fundamental roles in all phases of the Purpose lifecycle, e.g. in improving the quality of two-way company-ecosystem communication, facilitating listening to the latter and enabling better responsiveness, and in some cases proactivity, towards its changes, in enabling a verification process of the Purpose itself through continuous monitoring, and in identifying opportunities for grounding the Purpose through market analysis.

As described in "Technology and Purpose: Instructions for Use", the role of technology in the life cycle thus begins from the moment of assessing Purpose, continues with communication and accompanies continuous improvement, to the point that the very success of a Purpose-driven company may depend on the company's ability to exploit its potential. There is, however, a more direct way in which the relationship between technology and Purpose develops: technology is in fact in many cases a key element that enables or materialises the implementation of specific objectives defined within a broader Purpose.

In this case we are not speaking abstractly of roles and objectives, but of actual concrete cases, already implemented or being implemented in corporate contexts, in which one or more technologies are the key to achieving a concrete and measurable objective, framed (or capable of being framed) within a Purpose. In this article we aim to explore the latter through the analysis of real use cases. A specific focus is devoted to ICT technologies, with a mapping of the real applications we have identified of the main ICT technologies with respect to the concrete objectives that companies can give themselves to pursue their Purpose. A second focus is then devoted to the case of so-called technology enablers, i.e. companies that develop value-added solutions based on technology that can help third-party companies to ground certain objectives related to their Purpose.

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Purpose as the North Star of organisations Purpose & Tech: some practical examples



High-level Purposes can be broken down into microobjectives, each with a specific task and potentially also a target audience. Companies with the same Purpose may in fact have a markedly different approach depending on the micro-objectives they are pursuing, as it is precisely the individual initiatives, the way they are implemented and then conveyed that contributes to creating the concept of credibility that becomes fundamental for the establishment of a long-term, truly future-proof business. By way of example, here are some of the micro-objectives that could be pursued by companies.

POSSIBLE PURPOSES MICRO OBJECTIVES **Environmental** Sustainability Renewable Energies Environmental activism Waste Reduction/Circular Economy Social Sustainability Combating labour exploitation/slavery D&I support Fighting the cultural digital divide Fighting the infrastructural digital divide Social responsibility, community development Technological Innovation Technological Innovation **Employee welfare** Health and well-being Security & safety Empowerment & training Improving quality of work

Tabella 1 Esempi di micro-obiettivi di Purpose Fonte: OpenKnowledge

Well-being of citizens

Purpose-driven companies: use cases and focus on

In addition to well-known cases such as that of Patagonia, which has made environmental sustainability,

technological innovation. Below, to name just a few, we recount two interesting cases of companies that focus on the Purpose of environmental sustainability: in the case of Lego, the Purpose does not stop at reviewing only the packaging but even the product itself, while in the other case, Good Meat, it aims to revolutionise the meat production chain, drastically reducing its harmful impact on the planet.

Lego - Reducing oil-based plastics

Lego, one of the world's largest toy manufacturers, with its bricks that have become iconic throughout the world, has decided to fully live up to its Purpose 'Building a sustainable future' (Kirkbi, 2023) by implementing a revolution in the very choice of materials with which the bricks are created.

The company has set a goal for 2032 to reduce emissions by 37% compared to 2019 and to use only sustainable materials for each component of ABS plastic, integrating biodegradable and recycled materials. The problem Lego faces is complex, since in its case, unlike many other companies, the plastic is not in the packaging but the product itself. However, Lego currently emits about one million tons of CO2 every year, with roughly three quarters of this due to the raw material of the bricks. To eliminate this proportion, Lego is investing more than \$340 million and has integrated at least 100 engineers in its bioplastics research programme (Financial Times, 2023).

Good Meat - sustainability in meat production

With global demand for meat projected to increase by 50% between now and 2050, the need to make meat production more sustainable has in recent years become pressing, not least because of the well-known implications of livestock farming in terms of land consumption, water resources and greenhouse gas emissions.

An alternative already on the market is vegetablebased meat, which, however, does not generally satisfy consumer palates. Good Meat Inc., a US start-up, pursues its Purpose 'We will always eat meat. To share

the planet together, we have to do it differently' (Good Meat, 2023) with a different approach: the production of lab-grown meat using bioreactors and biotechnology.

Good Meat's product is to all intents and Purposes meat, biologically speaking, but according to preliminary estimates of its environmental impact, it consumes between 35 and 95 per cent less soil depending on whether chicken or beef is cultivated, emits between 70 and 80 per cent less greenhouse gases, and produces between 70 and 90 per cent less pollution overall.

Good Meat received FDA approval in June this year to market its first product in the US market: chicken meat, which has already been on sale in Singapore since 2020 (The Guardian, 2020).

Analysing the use cases on the market, a pretty clear distinction can be seen between ICT (Information & Communication Technology) and non-ICT technologies. In the latter case, as exemplified by the cases of Lego and Good Meat described above, a clear preponderance of the use of these technologies for environmental sustainability-related Purposes can be seen.

This preponderance is less evident however as regards ICT technologies, which are more transversal and find an application in all the Purposes mapped. Overall, among the use cases identified, the majority of these are related to ICT technologies, which have been among the most important technology accelerators in various sectors in recent years; ICT technologies often play a crucial role in implementing the key idea of a Purpose-driven company. The main technologies we refer to are the following:

Artificial Intelligence (AI): the goal of AI is to develop machines and software capable of autonomously performing and, in many cases, improving on human performance in certain tasks, by simulating some of the human cognitive abilities, such as logical thinking, reasoning, learning, sensory perception and language comprehension. Given the vastness of this area, we also highlight three well-defined subgroups with very specific applications:

> Cognitive Al: Cognitive Al in particular simulates the mental processes of human beings and is therefore able to perform types of tasks that require, for instance, the understanding of context data, written text, or spoken language. It can be used to synthesise and distil knowledge

from large unstructured document bases or to develop automated systems for interacting with humans;

- Generative AI: Generative AI includes all those artificial intelligence applications capable of replicating human behaviour in the creation of new content, including audio, computer code, images, text, simulations and video. It is currently the most rapidly evolving field of AI, so its applications may not yet be fully explored, but certainly include the automation of creative and industrial design processes, more "human-like" virtual assistants and automated computer code writing;
- Computer vision: computer vision allows computers and systems to derive meaningful information from digital images, videos and other visual inputs and take actions or formulate alerts based on this information. Its applications range from biometrics and intelligent surveillance to automated diagnostics.
- Internet of Things (IoT): IoT refers to the connection of physical devices to the digital world. Companies can use the IoT to collect real-time data from sensors and devices, enabling better monitoring and optimisation of business processes. For example, in the field of sustainability, IoT is used to monitor and reduce energy consumption;
- Blockchain: blockchain technology enables the secure and transparent recording of transactions, whatever their nature. It can be used to improve the security of financial transactions, supply chain management and monitoring, data protection and traceability. Blockchain can also foster transparency and accountability, supporting a corporate Purpose based on integrity and ethics;
- Augmented reality (AR)/virtual reality (VR): AR adds virtual elements (images, sounds or graphics) to the real world in order to enhance or enrich experience by adding extra information. VR, on the other hand, creates a completely virtual and immersive environment in which users can experience, explore and test using devices such as visors.



Wellbeing

Improving quality of life

innovative and recycled materials the hallmark of its brand in the textile sector, there are now many successful Purpose-driven companies that have based their value proposition on an idea closely related to

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Purpose & Tech: some practical examples

Other relevant technologies that should be mentioned include 3D Printing, which enables the creation of threedimensional objects by successive layers; networking, i.e. the creation and management of communication networks between computing devices; cloud computing, which enables the exploitation of scalable and flexible computing resources through the Internet; and data centre technologies, which allow data to be stored and archived in secure, scalable and resilient structures, with a focus on the environment. The table below maps the main use cases identified, broken down by enabling ICT technology and micro-objective. An important point to bear in mind when looking at the mapping is that not necessarily all the cases mapped fit within the context of a defined business Purpose, as is the case for the four main cases described in more detail below. Even in the absence of a defined Purpose, however, it is clear that each case of the technology-micro-objective relationship clearly fits within a Purpose oriented to the archetypes shown in the table.

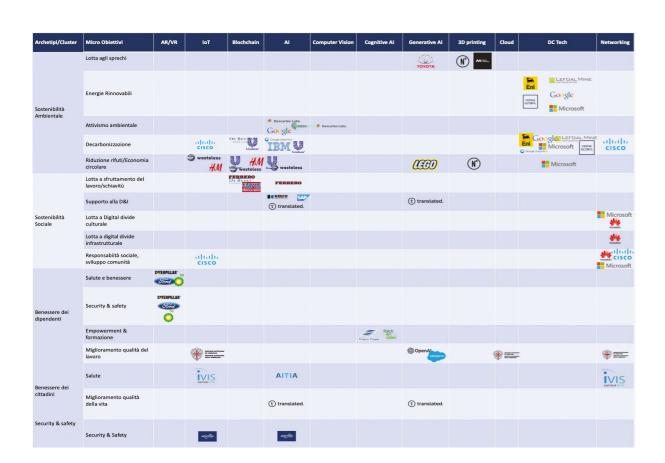
Analysing the diagram, there is a higher density of identified cases of artificial intelligence and blockchain applications for environmental and social sustainability.

In the area of environmental sustainability, the topic of green data centre technologies is also very marked. The area of networking, on the other hand, presides over social sustainability goals related to the fight against the digital divide. Among the cases depicted in the diagram above, we provide a more extensive description of some examples of particularly interesting implementations of Purpose-driven ICT technologies.

Ferrero - blockchain

The brand, known worldwide for Nutella and its high-quality confectionery products exported to more than 170 countries, has for years been at the forefront of the fight against labour exploitation and modern slavery. The responsible sourcing of ingredients is in fact one of the pillars of the company's corporate Purpose 'we care for the better' (Ferrero, 2023) and over the years the company has undertaken several initiatives to

Figura 1
Tecnologie ICT e micro obiettivi: casi d'uso



improve traceability in its supply chains, reaching 96% traceability on cocoa through a dedicated platform and 99.95% on palm oil in 2022. The sourcing of hazelnuts, a characteristic ingredient of many Ferrero preparations starting with Nutella, is considered particularly difficult to trace (in 2022 Ferrero was at 79%), due to a number of structural and systemic causes linked to the producing countries. This is why since 2021 Ferrero has been pursuing a technology partnership with the Sourcemap platform, which employs - among other things - blockchain, artificial intelligence and geolocation technologies in mapping, traceability and transparency of supply chains for multi-sector companies. Through this partnership, Ferrero also aims for 100 per cent traceability of the hazelnut supply chain (Sourcemap, 2023)

Caterpillar - AR/VR

Caterpillar, the world's leading manufacturer of heavy machinery and construction equipment, has implemented a platform based on virtual reality - named the CAT safety VR programme - for the training of personnel working at construction sites, in line with the theme of improving safety as per its stated corporate Purpose (Caterpillar, 2023).

Indeed, data show that 90 per cent of accidents at such sites are primarily due to unsafe behaviour rather than conditions, so effective and safe training is crucial. VR-based training takes place in a controlled and completely safe environment, so personnel can simulate stressful situations in a totally risk-free manner. A famous study in the field also shows that training through the fully immersive experience of virtual reality allows a retention of what has been learnt of up to 80 per cent after one year, while classical training through classroom lectures only reaches 10-20 per cent after two weeks (Earth Movers Magazine, 2022)

Koch Industries - artificial intelligence

Koch Industries, a multinational chemical company, launched a partnership with Catalyte in 2020 to use their platform based on advanced analytics and artificial intelligence to revolutionise the talent acquisition process. Catalyte's advanced models are in fact designed to look beyond the CV and formal training

and to first identify the right aptitude to become - in this specific case - a software developer and fit perfectly with Koch's Purpose, which, as a company, declares itself "focused on removing barriers so that everyone can realise their full potential" (Koch Newsroom, 2018). Following the principle that aptitude and talent - as opposed to opportunity - are equally distributed across the population, Al-based candidate screening allows for the removal of bias and increased diversity in the hiring pipeline, while at the same time providing Koch Industries with access to a completely new and untapped talent pool. The partnership started in 2021 with the first 12 candidates placed in an ad hoc training programme (Yahoo Finance, 2021).

Translated - Generative AI

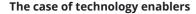
Translated, a leading international company in the provision of language services and the application of artificial intelligence to support professional translators, in partnership with Nemo Lab and the Campus biomedical university, has developed 'voice for Purpose', a web-based platform based on generative artificial intelligence capable of synthesising - by means of voice patterns - the features of a recorded voice and then generating spoken language from this voice with natural rhythm and tone.

The aim of the platform is to give an expressive voice to people with speech disabilities, with an interesting fit with the company's Purpose: Translated in fact reports that "we are on a mission to open up language to everyone" (Translated Enterprises, 2023) where different languages, such as Italian or English and language as communication are both valid interpretations of the word "language".

The web portal allows anyone to donate their voice: generative AI models are then able to synthesise the full expressiveness of the voice with less than an hour of recording time.

Users with disabilities can then request a voice model based on characteristics such as age, gender and language that can be used with advanced audio coding (AAC) devices, smartphones and computers. The first launch of the platform in February 2023 saw the participation of 12 users and over 250 donors (Wired, 2023).

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The development of purpose-ready solutions by technology companies (so-called technology enablers) is of some interest. These have in recent years multiplied their energies to provide solutions or service platforms, enabling companies to undertake actions in line with their business Purpose in an effective and efficient manner. By way of example, we should mention the main areas of application and some instances:



Environmental sustainability: companies producing technologies for renewable energy, smart waste management or emissions monitoring are enabling other organisations to reduce the environmental impact of their operations. In the ICT world in particular, technologies such as Artificial Intelligence, Computer vision and the Internet of Things have all been directly deployed by enablers such as IBM (IBM Newsroom, 2022), Deep Mind (Google Deepmind, 2018), Descartes Lab (Business Insider, 2019) and Cisco (Economy Up, 2023) in the creation of platforms and services that enable the pursuit of environmental sustainability goals through intelligent environmental monitoring, improving the energy efficiency of buildings in cities, building zero-emission data centres and promoting sustainable mobility.



Inclusiveness: Enabling companies are developing ICT solutions that improve accessibility and equality of opportunity. Accessible e-learning platforms, alternative communication software and assistive devices are just some of the initiatives that promote a more inclusive environment. In D&I for instance, the use of artificial intelligence can help companies identify and remove bias from the recruitment process to career advancement, as an ad-hoc platform marketed by SAP proposes to do (Forbes, 2021). The concept of inclusiveness also comprises, in a broad sense, the fight against the digital divide. This is where networking technologies take the lead, with examples such as Microsoft (Microsoft, 2023) or Huawei (Huawei, 2023) pursuing initiatives to bring connectivity and education to disadvantaged areas or regions of the world.

Conclusions

In the course of this article, we have attempted to show how technology can constitute the key idea for the development of the Purpose-driven proposition, through a taxonomic description of the relationship between specific technologies and Purpose-driven microobjectives and the analysis of specific implementation cases

It is evident from the analyses carried out how this relationship goes far beyond simple greenwashing: it is not mere communication or marketing tactics of companies seeking to position themselves with respect to issues of public interest, but rather Purpose-driven initiatives included in a company's strategic plans, with real implementation models, multi-year plans supported by significant investments that will guarantee an assured return on investment.

The trend of technological solutions potentially or actually used to support Purpose is clearly increasing and it is easy to deduce that technologies will be increasingly central to establishing specific microobjectives necessary for the pursuit of a company's Purpose. For companies that want to be Purpose-driven, the need to focus on the future evolution of technology, exploring new uses of, for example, cognitive artificial intelligence, will therefore become increasingly pressing. In short, market analysis shows how companies' sensitivity to both the themes of Purpose, technology and becoming data-driven is increasing: we are experiencing a unique moment of cultural, social and technological disruption; being able to govern these phenomena in a harmonious manner will be the key to their success or failure.

SACE: Technology as a tool to realise Purpose

Interview with Gianfranco Chimirri, Chief People Officer of SACE

What does technology have to do with Purpose? According to Gianfranco Chimirri, Chief People Officer of SACE (the Italian export credit agency), "Digitalisation and AI can amplify Purpose within the company, even if it seems counterintuitive".

To understand the reason for this statement it is useful to start from the definition of Purpose shared by SACE: "When we talk about Purpose, we are talking about why the organisation exists, why it does what it does, what the uniqueness of its contribution is and the value that the company wants to transfer to all the stakeholders of the ecosystem in which it operates. The Purpose has an inspirational value, is linked to emotion and must be able to engage all the people who work in the company.

A company's Purpose, therefore, comes before its Vision and Mission, it evolves and adapts to the context without ever changing its essence. If it were to change its essence, on the other hand, according to Chimirri, a new company would be created. Its consistency, however, does not always make it the same: the changing context makes it necessary to rediscover it, updating its interpretation and renewing its strength and position. In the case of SACE, the start of this path was determined by the innovation of its value proposition.

The organisation on this occasion set out to rediscover its Purpose with a process of co-discovery and co-creation involving the entire corporate structure, arriving at a new definition, that of: "Creating prosperity and well-being in all the communities in which it operates".

The Purpose needs to be embedded in the operational and concrete reality of the organisation's work: the emotional aspect of the Purpose, linked to imagination and inspiration, is often predominant compared to the Purpose in action, i.e. its expression and integration in the operational model. In Chimirri's opinion, this aspect, instead, is decisive because it allows the Purpose to become a real strategic guide by materialising why one chooses to operate in a certain way. What makes a Purpose unique for a company is this dynamic aspect,

the way in which an abstract statement is extended into Vision, Mission and then into shared processes and daily practices recognised by all, so that it is then possible to link KPIs and metrics to the Purpose that then tell the story of the company's work together with financial data. A company can only be truly Purpose-driven if Purpose is considered the main criterion for decision-making.

For SACE, Purpose is integrated within the business model and in the decision-making process, which allows choices to be made according to metrics that measure the impact of decisions taken on society and the environment. Internally, in people management processes, Purpose also resonates through recruitment: among the steps of the hiring process (it is found in the Purpose Interview, a moment of alignment between candidate and company that is often defining in the choice of the successful recruit) and in development plans that take into account not only the hard and soft skills to be invested in but also the individual Purpose as a compass for their career.

Going back to our original question, why is digitisation crucial for an optimum expression of Purpose in companies? Digitalisation in organisations has a fundamental task: that of supporting people in their daily tasks so that they can regain possession of that part of work linked to creativity, to the creation of value for stakeholders, to deep meaning, to shared Purpose. Investing in technological innovation, therefore, means investing in value, equipping people with tools that can support them in their work, bringing them back to investing their time in genuinely meaningful activities.

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Fastweb: Purpose and business as strategic levers to generate a positive ecosystem and business impacts

Interview with Luciana De Laurentiis, Head of Corporate Culture & Inclusion at Fastweb

Fastweb has a very clear Purpose: "To help everyone build their future, with confidence" as vividly expressed by the brand payoff "You are (the) Future".

Luciana De Laurentiis, Head of Corporate Culture & Inclusion, tells us about the process of building the company's Purpose and the transformation of the company into a Benefit Corporation in early 2022.

At Fastweb, the reflection on Purpose - and its implementation - naturally resulted in the decision to acquire the status of a B Corp, in order to combine the pursuit of business objectives with achieving a positive impact in society. For Fastweb, this means creating trust in people, imagining a more connected, environmentally sustainable and inclusive future. To progress in these three directions, the company is adopting numerous diverse strategies and actions.

Through the Fastweb Digital Academy, the school for the professions of the future founded in 2016, Fastweb promotes the goal of training people in digital skills, opening up new professional opportunities, while with STEP, the "phygital" (physical-digital) space dedicated to the future in Piazza Adriano Olivetti in Milan, it wants to involve families, schools and communities through workshops and guided tours to discover the digital revolution that is already underway.

If we look at the internal aspects of the organisation, Fastweb is committed in practical ways to a corporate volunteering project that seeks to increase the involvement of employees: during "The Week of the Future", they devote five working days to socially motivated volunteer projects. This initiative aims to make the concept of inclusion tangible and has a wider and more powerful influence on employees than training or awareness-raising courses, since, as Luciana says, "the most effective awareness-raising, the most effective training on social commitment and inclusion issues, occurs when people experience it directly, when doing also means becoming aware".

This concrete, action-oriented approach ensures that Purpose does not remain simply a concept written on the walls of the company, but that it is assimilated and acted upon in physical spaces, created almost as if to "train" people in the Purpose.

In this context, Purpose becomes a driving force in Fastweb's strategic decisions, due also to the company's transformation into a Benefit Corporation. This has led Fastweb to set ambitious goals in environmental terms, such as becoming carbon neutral by 2025. Environmental awareness is translated into daily actions through concrete choices: all projects, regardless of their size, must be conceived using a sustainable approach and aim for carbon neutrality. Although the Purpose pervades all organisational functions at Fastweb, the Corporate Culture, D&I functions and HR play an important role in constantly implementing it.

Being Purpose-oriented in business decisions does not, however, imply abandoning or separating the concept of Purpose from that of Profitability, which is directed towards building a better future.

Finally, Fastweb's Purpose has a dynamic nature. The Vision of a company changes and evolves along with the development of the people who are part of it and the system in which it operates. This is why the Purpose cannot remain static. Those elements which endure include the continuous reflection on the Purpose and the questioning of its facets, as well as its progression, dissemination and communication to both external and internal stakeholders.

The people who work at Fastweb play a strategic role in spreading the Purpose and their ability to modify and enrich it: if they are inspired by the Purpose they can then become champions, spreading its messages, value and practical consequences. This is what happened, for example, during the pandemic, when instead of diminishing people's sense of belonging to the company, this feeling was strengthened, uniting everyone around the idea of being part of something shared, important and significant.

Vodafone: Connect for a better future

Interview with Silvia Cassano, HR & Organization Director at Vodafone Italia

In the case of Vodafone, a telecommunications giant with a global presence, their Purpose – "Connect for a better future" - is deeply rooted in an awareness of the impact the company has in connecting customers, employees, businesses and communities. Silvia Cassano, Director of Human Resources and Organisation at Vodafone, shares how the Purpose translates into a clear and engaging strategy, structured around three key elements.

The first pillar of Vodafone's Purpose is to contribute to the creation of an advanced digital society. The company is committed to strategic network and infrastructure innovation for the country, as demonstrated during the COVID-19 pandemic, in which Vodafone played a crucial role in ensuring business and school continuity. This commitment is not isolated but is part of a "social contract" that Vodafone has established with communities and institutions to contribute materially to the improvement of the digital society.

The second crucial element is social inclusion through technology. Vodafone has launched numerous initiatives, both internal and external, to break down digital barriers. Programmes such as LV8 (Level8), promoted by the Vodafone Foundation, aim to counter the NEET (Not in Education, Employment, or Training) phenomenon through the acquisition of basic digital skills as an opportunity to enter the labour market.

Environmental sustainability is the third pillar of Vodafone's Purpose. The company demonstrates its commitment with practical actions, again thanks to technological innovation, ranging from the adoption of new and more sustainable antenna design techniques, algorithms to consume less energy, to the adoption of the Green Allowance, which transforms the benefit of the company car into using sustainable means of transport, or closing company buildings at 7 o'clock in the evening to maximise energy savings. Furthermore, since 2020, Vodafone has powered its network and offices with energy from 100% renewable sources in Italy and Europe, thus contributing to the fight against climate change.

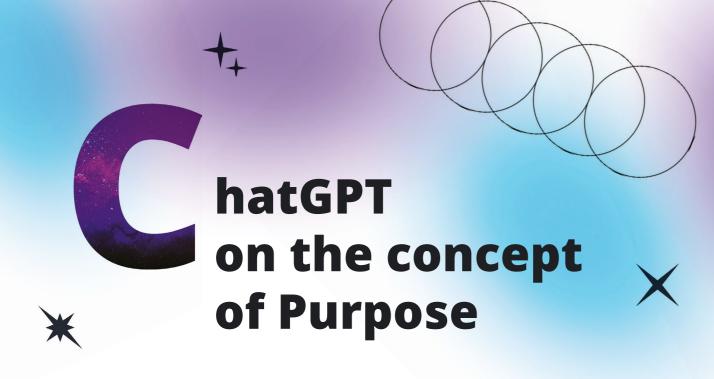
Translating an abstract Purpose into credible and authentic action is the significant challenge Vodafone faces every day, creating a deep connection between the two main stakeholders: customers and employees. By connecting the positive impact on customers to employees' sense of pride, the company wants to create an environment where both thrive. Furthermore, it is crucial that there is consistency and continuity between the personal Purpose of managers and the corporate Purpose, as this alignment is essential to developing a concrete and effective formulation.

Employee involvement is crucial to the success of any programme based on Purpose, especially for the younger generation. Vodafone has adopted a number of initiatives to this end, including: increasing the level of female employment in managerial positions to its currently high level; maternity support with 100% salary coverage of the 4 months of optional leave in addition to the 5 months required by law; subsidised shifts for mothers in call centres; the conversion of company crèches into bonuses that can be used for childcare services; and highly topical policies such as inclusive parental leave and its policy against domestic violence.

Finally, employee motivation is where the link between Purpose and corporate profit is best summed up. Improving both the internal and external ecosystem, making it consistent and credible and in line with strategic goals, enhances the way the company does business.

In summary, Vodafone's journey in rethinking its Purpose and making it tangible in the daily lives of employees is an example of how a company can create a deep connection between its fundamental Purpose and the people who make up the organisation. An authentic and shared Purpose becomes the engine of the corporate culture and guides daily actions, leading to a positive impact for both the company and society.

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What the most famous of conversational Als has to say on the subject

Joseph Sassoon

In today's fast-paced, interconnected world, businesses increasingly seek a deeper sense of meaning and purpose. Purpose serves as the fundamental underlying element of an organisation's existence, giving it direction, focus and identity. It represents its raison d'être, going beyond the pursuit of profit to address wider societal needs and create a positive impact.

Expressed in a general sense, these notions have been circulating on the net for some time. In an attempt to shed light on the widespread knowledge on the subject of Purpose, I questioned ChatGPT - which, as is well known, bases its analytical skills on the thousands of sources of knowledge available on the web. In this article, in particular, we will see how ChatGPT has an undeniably remarkable ability to analyse the role of Purpose in delineating the essence and identity of a company. For this reason, in several passages I will let it have the floor. In the following text, in fact, all sentences in italics are by ChatGPT.

The essence of an organisation

What does ChatGPT first say to define the notion of Purpose in general terms? Here is one of its answers on the subject (as we know ChatGPT answers can be regenerated multiple times): The Purpose of an organization refers to its fundamental reason for existence and the overall goal or mission it aims to

achieve. It defines the primary objective or function that guides the organization's activities, strategies, and decision-making processes. A well-defined Purpose serves as a guiding principle that aligns all stakeholders, employees, and resources toward a common vision.

It typically goes beyond the pursuit of profit, embracing a higher calling. While revenue generation and financial sustainability are essential aspects of any organization, Purpose extends to meeting broader social needs, creating value for stakeholders, and making a positive impact on the world.

In many cases, an organization's Purpose is reflected in its Mission or Vision statements, which encompass shortterm objectives and long-term aspirations. It should be clear, inspiring, and capable of motivating employees, customers, and other stakeholders. Additionally, the Purpose must be authentic and aligned with the organization's values and principles, demonstrating genuine commitment to the set goals (ChatGPT, 2023).

Not bad for a discussion. But there is much more. In the context of understanding organisational purpose, ChatGPT emerges as a valuable analytical tool.

Through its extensive knowledge base and language processing capabilities, ChatGPT can distil complex information into clear and concise insights - even when a precise definition of Purpose does not exist on paper.

By analysing an organisation's Mission and Vision statements, the software is able to discover the driving forces that define its Purpose. The model can identify the keywords, language patterns and underlying values that reflect the organisation's core identity.

Furthermore, ChatGPT can assess the alignment between a company's Purpose and its actions. By comparing the stated Purpose with actual practices, the model provides valuable feedback on authenticity and consistency.

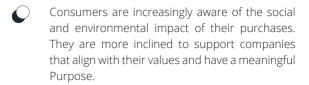
Contextualisation

The Purpose of an organisation has become a muchdiscussed topic in recent years due to numerous factors. Reconstructing the context that has led to this trend is not straightforward and requires considerable expertise in socio-economic analysis and beyond.

Does it make sense, then, to ask ChatGPT about it? What can software know? All that remains is to try. When confronted with the question - What factors have contributed to making Purpose a topic of debate in recent years? - ChatGPT surprises us with an articulate and far from trivial analysis, noting that:

> Society's expectations of companies have evolved, with an increasing emphasis on corporate social responsibility, sustainability and ethical practices. Stakeholders, including

customers, employees, investors and the public, now demand that organisations have a clear and positive purpose beyond mere profit.



Employees, especially the younger generation, seek Purpose-driven work and want to be part of organisations that contribute positively to society. Companies with a clear Purpose are in a better position to attract and retain top talent.

Investors recognise that Purpose-driven organisations can be more resilient and have long-term value. Consequently, they take into account the Purpose of the company and ESG (Environmental, Social and Governance) factors when making investment decisions.

Organisations with a strong sense of Purpose often have a better understanding of their longterm goals and are more adaptable to market changes. This can lead to greater sustainability and business success.

In the age of social media and instant communication, organisations are subject to greater scrutiny and their actions are more transparent. Having a clear and meaningful Purpose can positively influence their public image and reputation. (ChatGPT, 2023)

By working a few hours to study this issue in depth, a trained analyst can perhaps arrive at an even more weighty analysis. But I challenge anyone to draft such a precise and rich text in the ten seconds ChatGPT took.

Strengths

So, what are ChatGPT's main strengths in analysing the concept of Purpose? As a language model based on the GPT-4 architecture, the software has several features that help it in analysing this concept for organisations:

Vast knowledge base: ChatGPT has been trained on a diverse dataset containing an immense amount of information from the Internet,

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Purpose as the North Star of organisations ChatGPT on the concept of Purpose

including documents, articles and websites of various kinds. This extensive knowledge base allows the software to draw insights from a wide range of sectors and organisational Purposes, enabling it to provide comprehensive and wellinformed analyses.

Language analysis: ChatGPT possesses a strong ability to understand natural language and analyse complex sentences. This allows it to identify the nuances and complexities within an organisation's Mission, Vision and Purpose statements, and to extract the core meaning and intentions behind them.

Awareness of context: As much as some doubt this, ChatGPT is able to consider the broader context of an organisation's Purpose, including historical background, industry trends and impact on society. As noted earlier, this helps it to provide meaningful and relevant insights.

Concise and clear explanations: ChatGPT can transform complex concepts into concise explanations, being effective in summarising an organisation's Purpose and alignment with its actions.

Ability to identify key themes: ChatGPT is able to identify key themes and patterns within an organisation's Purpose, such as its main goals, values, target audience and impact on society.

Fast processing: ChatGPT's ability to analyse and respond quickly makes it an efficient tool for assessing different aspects related to organisational Purpose. This speed allows for more agile decision-making and exploration of different situations.

Objective analysis: Being an artificial intelligence model, ChatGPT is not influenced by personal biases or preconceptions. It can provide a balanced analysis of an organisation's Purpose, free of subjective judgements.

Adaptability: ChatGPT can analyse the Purpose of different types of organisations, including for-profit companies, non-profit organisations, government agencies and more. Its adaptability makes it suitable for a wide range of applications and sectors.

24/7 availability: ChatGPT is available at any time, giving businesses the flexibility to access its analytical capabilities when they need them, without time constraints.

Wider perspective

It is always useful to refer to the best in class, provided you can find them. Here again ChatGPT proves to be an invaluable tool

Thanks to its unique prerogatives, it only takes a moment for the software to collect a dozen examples on the web of organisations that have made their Purpose the pole star to guide all their activities. I reproduce them here in their original English formulation, which is often more incisive:

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

Red Cross: "To prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors".

TED: "To spread ideas that inspire and empower individuals to change the world".

Patagonia: "To build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental

UNICEF: "To protect the rights of every child, everywhere, by providing lifesaving support and advocating for lasting change".

SpaceX: "To make life multiplanetary and enable human colonization of Mars".

WWF: "To conserve nature and reduce the most pressing threats to the diversity of life on Earth".

Microsoft: "To empower every person and every organization on the planet to achieve more".

Feeding America: "To feed America's hungry through a nationwide network of member food

banks and engage the country in the fight to end hunger".



Amazon: "To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online". Médecins Sans Frontières: "To provide medical humanitarian aid where it's needed most, irrespective of race, religion, or political affiliation."

I will not go into the merits of the various phrases and their evocative power here. I merely note how easy it is to obtain clarifying examples of the concepts examined from ChatGPT.



The question of profit

Several authors tend to point out that the creation of economic value and profit is something irrelevant and even extraneous to the concept of Purpose.

As illustrated in the introduction to this insert, OpenKnowledge's point of view is somewhat different. But what is ChatGPT's? Should the Purpose of an organisation include profit or not? The answer to this question is another passage where it deserves to be left to the software:

The Purpose of an organisation may vary depending on its nature, context and stakeholders. Traditionally, organisations have focused primarily on generating profits for their shareholders or owners. However, it has been increasingly recognised that the Purpose of an organisation should go beyond mere profit.

Many modern perspectives suggest that organisations should have a broader Purpose that includes the creation of value for multiple stakeholders, such as employees, customers, communities and the environment. This approach is often referred to as 'shared value' or 'stakeholder capitalism'.

It recognises that long-term sustainable profitability is closely linked to meeting the needs and expectations of various stakeholders.

By considering a broader Purpose beyond profit, organisations can promote innovation, attract and retain talented employees, build stronger customer relationships, enhance their reputation and contribute positively to society.

This approach is in line with the idea that companies should be responsible corporate citizens and have a positive impact on the communities in which they operate. However, it is important to note that the pursuit of profit remains a fundamental aspect of many organisations, as it provides the resources needed to sustain the organisation's Purpose and operations.

Profitability enables investment in research and development, employee compensation, expansion and philanthropic activities.

In other words, ChatGPT is open to considering that profit can be included in the notion of Purpose, although this notion undoubtedly goes beyond the pursuit of profit as such: a balanced position, very much in line with what has been stated in the pages of this insert.



Many organisations have a strong internal awareness of the Purpose that, understood as a set of values and intentions, guides their actions, but they struggle to summarise it in a single sentence that makes it clear to all stakeholders.

Summarising an organisation's Purpose in a single sentence can indeed be a challenging exercise. However, it is crucial in distilling its fundamental reason for existence. A well-constructed sentence can be a powerful statement that captures the essence of the organisation's Purpose.

How to create such a sentence? ChatGPT also helps in this regard. Here are its concrete suggestions:



Clarity: Use clear language that leaves no ambiguity about the organisation's main Purpose. Avoid jargon or complex terms that may confuse the reader.



Impact: Emphasise the positive impact the organisation intends to have on its stakeholders, customers and society as a whole.

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Why: Answer the question "Why does the organisation exist?" in order to convey the deeper meaning and motivation behind its activities.



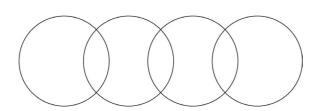
Ability to inspire: Create a sentence that inspires and resonates with employees, customers and other stakeholders, encouraging them to connect with the organisation's ultimate Purpose.



Conciseness: For the sentence to be impactful and memorable try to keep it short and concise, possibly limited to one line.

A cautionary note: although ChatGPT's capabilities and strengths are impressive, it is important to note that it is still an artificial intelligence model and may have various limitations. It may not have access to real-time data and currently its answers are based on information available until September 2021.

Furthermore, the analysis is dependent on the quality and accuracy of the data on the network, over which the software has no control. Therefore, human experience and judgement remain crucial in interpreting and validating the results obtained from ChatGPT's analysis - also with regard to Purpose.





Merve Kurt. Paolo Alessandro Villa

It was 9 January 2007 when, wearing his iconic black turtleneck jumper, Steve Jobs unveiled the iPhone at the MacWorld Expo in San Francisco. The iPhone, which we take for granted today, was a product we had never seen before. It was the first mobile phone to feature a touchscreen and promised access to everyday tools with unprecedented ease and freedom; its huge commercial success, from day one, was just the first step in a revolution in the market that changed the way people communicated and swept away the giants that could not adapt.

Apple has never made a secret of having identified and measured various KPIs (Doerr, 2018; Christensen and McDonald, 2012), to make strategic decisions at the design stage and to evaluate the success of the iPhone once launched. Measuring sales, customer satisfaction, product utilisation, and the impact of in-store purchase on the experience is something one would expect from such a detail-oriented technology giant, yet anyone who has had an iPhone in their hands can sense that, underneath it all, there is something more.

The whole world that revolves around the iPhone, the choices on how to use it, the services attached to it and how it is sold speaks to us of a way of seeing the world and a clear value system that resonated with people who, without hesitation, sanctioned its success at the expense of those who, like Blackberry, decided to distort its core values in order to chase its competitors (McNish and Silcoff, 2016).

So how does one measure something so intangible? How can one be sure that one's core values, one's Purpose, really impacts the products and services offered by the company?

In the following paragraphs, we will try to answer these questions by investigating one of the aspects that make up this issue: how a company's Purpose speaks to the communities of people and actors that are part of its ecosystem in a more or less explicit manner, and how this dialogue with communities influences the company's strategies and what the possible benefits are.

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Purpose as the North Star of organisations

The Impact of Purpose

No company is an island

Yes, because companies do not only dialogue with the customer community, although it is certainly the main one among all those that interacts with. In 2018 Gulati and Porter (Gulati and Porter, 2018) established the presence of at least three communities of people and actors with which the company relates through its Purpose and which, in turn, influence its application in products and services. Let us examine these:



Community of customers: they buy the products and services of a company.



Community of suppliers: they provide goods and services to the company.



Generic communities: people and organisations that are not directly involved with the company but may be affected by it; local communities in the case of services on the ground or regulatory and technological communities.

Companies interact with all these communities when they enter the market: they weave dialogues and receive knowledge and best practices in return. Just think of the technology communities that support and improve the products of tech companies, create new apps, and propose improved features and patches.

To understand the extent to which these communities can contribute to the success or force the change of corporate strategies, let us take two iconic brands as examples: Victoria's Secret and Patagonia



Victoria's Secret: a story of transformation

For years, Victoria's Secret has been synonymous with lingerie and glamour. While its aim is to inspire and delight its customers at every stage of their lives, the strategy it has used for years seemed clear and straightforward: to sell a certain model of beauty to women. However, changes in society and evolving consumer preferences have forced the brand to rethink its Mission.

The rise of body positivity movements, changes in beauty standards and the demand for inclusivity have

created a seismic shift in the lingerie market (Chiat, 2021).

In this context, it is interesting to recall Victoria's Secret's 2014 launch of an advertising campaign with the slogan 'Perfect Body'. Although the explicit message was centred on the characteristics of its products, one only has to look at any image from that campaign to realise how much the idea that there is only one true type of "perfect body" to strive for shines through.

It goes without saying that the online response was immediate, vigorous and relentless in comments and interactions with the brand. The emergence of the hashtag #iamperfect on Twitter was only the most visible tip of the iceberg.

What were the consequences?

When we examine the financial data of Victoria's Secret from those years, we observe a decline in both revenues and profits, with growth rates decreasing from 2014 onwards, marking a deviation from the brand's performance in the previous decade (Ponomarenko, 2016).

These variations were commonly interpreted as a direct response from consumers that prompted Victoria Secret to critically reassess its Purpose and positioning.

Victoria's Secret's financial performance in the years 2010-2015

In the period that followed, Victoria's Secret embarked on a journey to redefine its Purpose and strategy.

Through discussions with the communities that had sprung up around these new values, the company

Year**	Revenue (\$million)	(% change)	Operating Income (\$million)	(% change)
2010-11	4,018.0	14.9	647.1	69.7
2011-12	4,564.0	13.6	806.0	24.6
2012-13	4,981.0	9.1	900.1	11.7
2013-14	5,165.0	3.7	875.1	-2.8
2014-15	5,494.8	6.4	1,005.2	14.9
2015-16	5,757.7	4.8	1,045.0	4.0
*Estimated; **Year-end January			Source: Annual Report and Ibisworld	

Figure 1
The financial performance of Victoria's Secret in the years 2010-2015
Source: Ponomarenko

recognised that its previous approach no longer resonated with a significant portion of its customer base. It therefore began to prioritise inclusivity and diversity, made visible by a rebalancing towards a more authentic representation of women in its marketing campaigns.

Victoria's Secret placed its Purpose back at the centre, moving from selling a narrow ideal of beauty to encouraging all its customers to feel comfortable in their own skin.

This transformation is an example of how the failure to understand that one's Purpose actually relates to the changing values of society (and the communities that arise around them, customers or otherwise), can lead a company to have to profoundly re-evaluate its strategies and raison d'être in order to remain competitive in the market.

The turnaround of Victoria's Secret serves as a reminder that the Purpose of a company can evolve to better align with the values and needs of its stakeholders, even when these are collected indirectly.



When talking about Patagonia, it is easy to relate how it has always been perceived as one of the companies most consistent with its Purpose and capable of strong choices that have paid off both in terms of business and employee satisfaction. Let us therefore try to retrace the steps in its case by focusing on the communities with which it has interacted.

Founded by Yvon Chouinard, the company has always stated: "We're in business to save our home planet". (Sonsev, 2019).

Patagonia's unwavering commitment to environmental sustainability has guided its choices for many years.

It has used its influence to support pro-environmental policies by working with communities that set standards, donated generous sums to environmental organisations and launched initiatives such as the 'Worn Wear' programme to promote the reuse and repair of clothes, involving and expanding its network of suppliers.

Its Purpose has remained stable over time but the strategies it has followed have adapted to changes.

It has, for example, used innovation and technology to create sustainable materials and reduce environmental impact, liaising with technical communities and industry experts. This flexibility, while remaining true to its fundamental Purpose, has allowed Patagonia to thrive and become a byword for a responsible company (Sonsev, 2019).

The Purpose as a means to engage with communities

In recent years, several frameworks have been proposed to measure the impact of a company's Purpose on customers and society, and much has already been done, internationally, to try to fit them into a common framework (AA. VV., 2021).

Set in this particular context, we here identify three common steps that, embedded in an ongoing process of assessment, can provide information for the company to really succeed in infusing its Purpose into its products and services.



Define your Purpose.

It seems a trivial step but in fact it is far from trivial. Defining the true Purpose that is driving your company is difficult and is not a linear path, as we have already discussed in another article in this insert to which we refer for details of the techniques with which you can define the Purpose of your company.



Identifying communities to relate to.

Again, this is a seemingly simple step, but one that in the hyper-connected society in which we live we risk underestimating. The importance of communities can be far from the corporate mindset. Three dimensions have been identified to bear in mind so as to carry out more comprehensive and in-depth research, as we see below.

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Purpose as the North Star of organisations

The Impact of Purpose

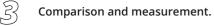
Geographical dimension: the physical proximity of the communities with which the company relates. They may be local, regional, national or global.

Functional dimension: this dimension focuses on the activities of the company that involve communities.

Temporal dimension: this concerns the time frame over which the company interacts with communities. Communities may be current, future or potential.

The weighting of each dimension will depend on the nature of the business: a builder engaged in the creation of a smart district may give more weight to the geographic dimension ("Who is near the smart district? What region am I building in?") and to the temporal dimension ("Who will live in the area in the future?"). Tech companies engaged in sustainability may focus more on the functional dimension ("Who talks about sustainability? Where do I find communities of experts?").

Relationship mapping and social listening tools help to identify current stakeholders, which communities have sprung up around a topic and how it is dealt with.



Having defined one's Purpose and identified the communities, in order to be able to create value from this relationship, one last step is missing: to get in touch with them, to establish a relationship that allows for constructive dialogue and, through interaction, to measure what the impact of strategies, products and solutions might be in the short, medium and long term.

As is often the case, it is in the sum of qualitative and quantitative activities that a company really succeeds in creating a picture of the context in which it operates, the needs of its customers and the ability of the products and services on offer to really satisfy them. Which techniques to

choose, however, depends on one's definition of impact and the business in question, but there are some options.

As far as qualitative tools are concerned, several sources suggest mixing the more classic measurement tools with the possibilities provided by social listening activities (Depedri, 2020): we are therefore talking about cross-referencing interviews with opinion makers, surveys and focus groups with text and visual content analysis activities produced by communities, especially those automatic tools that exploit AI to extract meaning.

Speaking of quantitative instruments, however, two important categories can be identified (Depedri, 2020):

Measurement indices, which are useful in collecting quantitative data that can be compared over time and among which classic social media listening tools such as the Sentiment Rate, Engagement Rate and Conversion Rate calculated on digital interactions with these communities seem to be the most versatile instruments, to which context-dependent ad hoc indices can be added;

Impact monetisation techniques, which are necessary for obvious reasons for the sustainability of initiatives and profitability of companies, consist in the process of converting into equivalent economic value all the impacts generated by an action resulting from the Purpose, calculated as the ratio between the investment made and the social impact generated in the reference communities and, obviously, towards customers.

Also in this case there are multiple techniques for cost-benefit analysis and each company or entity uses those most pertinent for the market in which it operates and its own culture. However, wishing to identify a more flexible and interesting technique for this context we suggest that of the calculation of the SROI (Social Return of Investment) and the Social

Return on Investment Network (SROI Network) which enables internalising the calculation of the efficiency of the action in terms of its qualitative dimensions and social effects.

Conclusions

In a competitive world that looks at short-term results, companies are under pressure to generate profits and achieve results at any cost; the mistake one can make is to act without keeping sight of the company's true objective: its Purpose.

The communities of people and actors that are part of a company's ecosystem can help keep the focus on Purpose and, by engaging with these communities through their Purpose, companies can gather data and feedback useful for the design of successful products and services.

Being consistent with one's Purpose is a value that customers and stakeholders perceive, a value that justifies the effort of genuinely putting oneself out there.



Interview with Frank Meyer, CEO E.ON Italy

In today's business landscape, corporate responsibility extends far beyond the pursuit of profit. This responsibility embraces the obligation to generate a positive impact on society and improve people's lives. The key concept guiding this Mission is Purpose, which has the function of indicating the strategic path of a company, both internally and externally.

According to Frank Meyer, CEO of E.ON Italia, three fundamental dimensions coexist in the Purpose.

The first is Economic Purpose, which is the foundation of every company. It is the engine that enables the generation of growth and impact on society. Being a constant growth-oriented company is crucial because it provides the resources needed to translate the Purpose into meaningful action. This Purpose drives both economic growth and social responsibility.

The second dimension is that of the Purpose of Meaning, which goes beyond the economic sphere and is closely linked to a company's raison d'être. For example, "Make Italy Green" represents a concrete and specific Purpose that embodies E.ON's Mission to create a more sustainable country, supported by the company's specific expertise in photovoltaics and renewable energy. This level of Purpose offers clear guidance on how the company intends to influence its surroundings: to contribute to the fight against climate change and the reduction of humanity's carbon footprint on the planet.

The third dimension of Purpose is psychological in nature and stems from each individual's innate desire to contribute and make a positive impact. This Psychological Purpose can catalyse creativity, improve performance and increase business efficiency. It is crucial for a company to clarify how each employee can contribute to the Purpose through specific metrics and performance indicators. Seen in this light, a crucial element is the sense of community and belonging. People have an innate need to be part of a community where they feel comfortable sharing ideas and goals.

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Therefore, it is important to build a culture of psychological safety in which each individual can contribute his or her expertise.

A tangible example of Purpose in action is E.ON's Green Community and the movement the company has launched

This Purpose aims to make energy transition possible and real by involving and stimulating people in all the initiatives in which the company is engaged. It is realised through the organisation's business, combining sustainable energy and efficiency solutions (photovoltaics, heat pumps, electric mobility, heating and cooling services) for homes, businesses and even cities.

For E.ON, Purpose also indicates the company's future direction. This direction is represented by energy communities, which offer business opportunities but at the same time provide a deep source of meaning and the possibility of involving all Italians in a new energy sharing and management activity.

The measurement of Purpose is essential to assess its progress. Several key performance indicators (KPIs), both internal and external, can be used, and for E.ON the measurement of impact takes place on three levels: the growth of the company's business through, for example, the number of customers reached and involvement in energy communities; sustainability through e.g. the annual reduction in CO2 emissions; and people. Human capital is fundamental to the success of any company. Attracting and retaining talent requires a continuous commitment.

Targeted growth programmes, training and social and environmental responsibility initiatives help to create an environment in which each individual can reach his or her full potential.

Looking to the future, one concept that has been put into practice is Tiny Interactions', which foster a constant dialogue that is open to continuous feedback. Moving in the same direction, E.ON has developed a Strategy Activation path and a digital platform that enables fast and effective interaction with its teams, aimed at further strengthening employee engagement by ensuring that strategic objectives, and thus also its Purpose, are continuously conveyed and implemented.

In conclusion, the company's Purpose represents for E.ON the strategic guide to make a positive impact on society through business. A clear understanding of one's Purpose makes it possible, with the involvement of all people in the company, to transform an abstract statement into concrete and measurable results that also contribute to the well-being of society.

Yamamay: Purpose as a tool of organisational effectiveness

Interview with Barbara Cimmino, Head of CSR & Innovation at Yamamay

Thinking about Purpose for Yamamay is a path of continuous transformation and evolution. Barbara Cimmino, Head of CSR & Innovation, tells us about this journey that started with a reflection by the staff and then resumed in 2020, with the pandemic, with the redefinition of the Industrial Plan and the drafting of the first sustainability report.

An initial action taken by the organisation to define the Purpose was to consider further the Mission and values initiated by the sustainability team to transform it into an element of recognisability and competitiveness on the market.

This is a bottom-up Purpose that sprang from a working group, and which is spreading throughout the company to realise its full potential. At present, what Yamamay is experiencing is a diffusion of Purpose that is "somewhat patchy, with several highly motivated and proactive groups and some that still need time to discover and assimilate the concept fully".

According to Barbara Cimmino, the definition of the company Purpose is a continuous dynamic process: at Yamamay it continues to be the subject of discussion, review and development through periodic meetings with the working groups involved, since changes in the context and in the organisation require continuous adaptation.

In addition to dynamism, Barbara Cimmino highlights a second key element of Yamamay's Purpose, namely the crucial importance of the Purpose itself as a tool to increase the organisation's effectiveness. In this sense, the leadership plays a fundamental role, which must represent the Purpose through concrete actions to ensure effective adoption in the company.

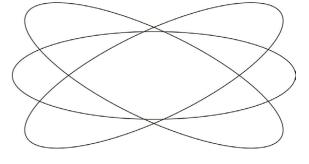
Sponsorship and the practical example provided by managerial figures are determining factors that can make the difference between an effective Purpose and one that remains only a concept that is talked about without being implemented.

Effectiveness manifests itself in the ability to positively influence brand positioning and the way of working. The Purpose, therefore, has a decisive impact for Yamamay in maintaining satisfactory employee performance, loyalty and motivation.

This evidence emerges mainly at Head Office level, where the dynamic is clearly expressed. In the stores, on the other hand, a different challenge emerges, namely the need to implement a revolution of meaning to harmonise retail activities and related KPIs with long-term indicators that can reflect the Purpose of the business.

For Yamamay, Purpose is therefore a valuable ally in achieving results and brand positioning. To be effective, it must remain dynamic and in constant dialogue with internal and external forces, thus guaranteeing harmony.

At the same time, in order to generate real impact, it must be spread from the top and throughout the whole organisation, so that its expression is able to influence the way employees operate and, ultimately, the professional happiness of people working inside and outside the company.



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About open(nowledge

OpenKnowledge is a consulting company founded in 2008 from the combination of multidisciplinary expertise and the intuition that a reflection on the development of organisations was necessary, in light of the thenemerging social collaboration paradigm.

Since its foundation, OpenKnowledge has distinguished itself as an authoritative interlocutor on the topics of Collaboration and Digital Transformation, contributing significantly to the dissemination of innovative approaches and a new organisational culture.

With this in mind, it has conceived and launched over the years various events of international scope that have hosted thousands of participants and countless speakers from all over the world, who have discussed a wide range of frontier topics, from the Social Business Manifesto to the Platfirm Age, from Organisational Wellness to Experience Obsession.

The thought leadership of OpenKnowledge has expressed itself over the years through the contributions of its people, with a copious editorial output: there are numerous books, articles and blog posts by enthusiastic OKnowers of all generations, experts in various disciplines.

In 2015, OpenKnowledge became part of the Bip Group, embarking on a path of integration and growth, which led it to become a centre of excellence comprising more than 100 professionals.

Today, OpenKnowledge is organised into two areas of expertise - OK Consulting and OK Lab - which work synergistically to support organisations in delivering a distinctive and effective Total Experience.

The combined contribution of these two areas enables organisations to become antifragile, curious and empathic, triggering actions in three macro areas of intervention: Evolve & Change, Unlearn & Learn and Communicate & Engage.

OK Consulting is composed of 7 teams specialised in vertical competences to govern the multiple facets and complexities of change: Collaboration & Adoption, Culture Design, Digital Platforms, Leadership Communication, Learning & Development, People Analytics and People Engagement.

OK Lab encompasses the functional competences for the definition and implementation of engagement and experience strategies regarding the company's multiple stakeholders, thanks to consolidated skills in creativity, communication, digital product/service design and accounting that reside in its 4 teams: Experience, Creativity, Digital Communication and Accounting.

The combination of these multi-disciplinary competencies allows transformation projects to be undertaken with a systemic vision and to follow their end-to-end development, from the strategic design phases to execution and roll-out, accompanying clients as true partners of change.

OK ACTIVATION ARFAS

Towards a digital & human transformation

CULTURE & BEHAVIOR

#culture design #change management #language transformation

NEW WAYS OF WORKING

#digital platforms & adoption #collaboration & communities #hybrid working

PEOPLE & ECOSYSTEMS

#systems evolution #people analytics

DIGITAL MATURITY

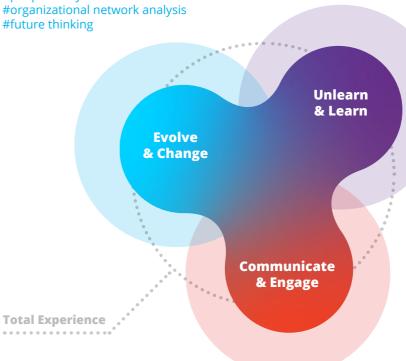
#digital readiness assessment #training needs analysis #learning strategy

DIGITAL ACADEMY

#Skimple - OK white label academy #digital learning

CONTINUOUS IMPROVEMENT

#MVP design #data driven culture #continuous listening



ENGAGEMENT & CARING

#internal communication #employer branding #advocacy #gamification

DIGITAL COMMUNICATION

#digital marketing #social strategy #touchpoints & experience

CREATIVITY & STORYTELLING

#creative strategy #branding & campaigns #content design

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When properly defined, the Purpose becomes a North Star that guides and influences the organisation's strategy, culture and actions, unifying all stakeholders around a common cause.

The concept of "why we exist" can thus turn into a decisive motivating force, with the potential to make an extraordinary contribution to business success.

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