

# HOW BRANDS GROW THROUGH PURPOSE

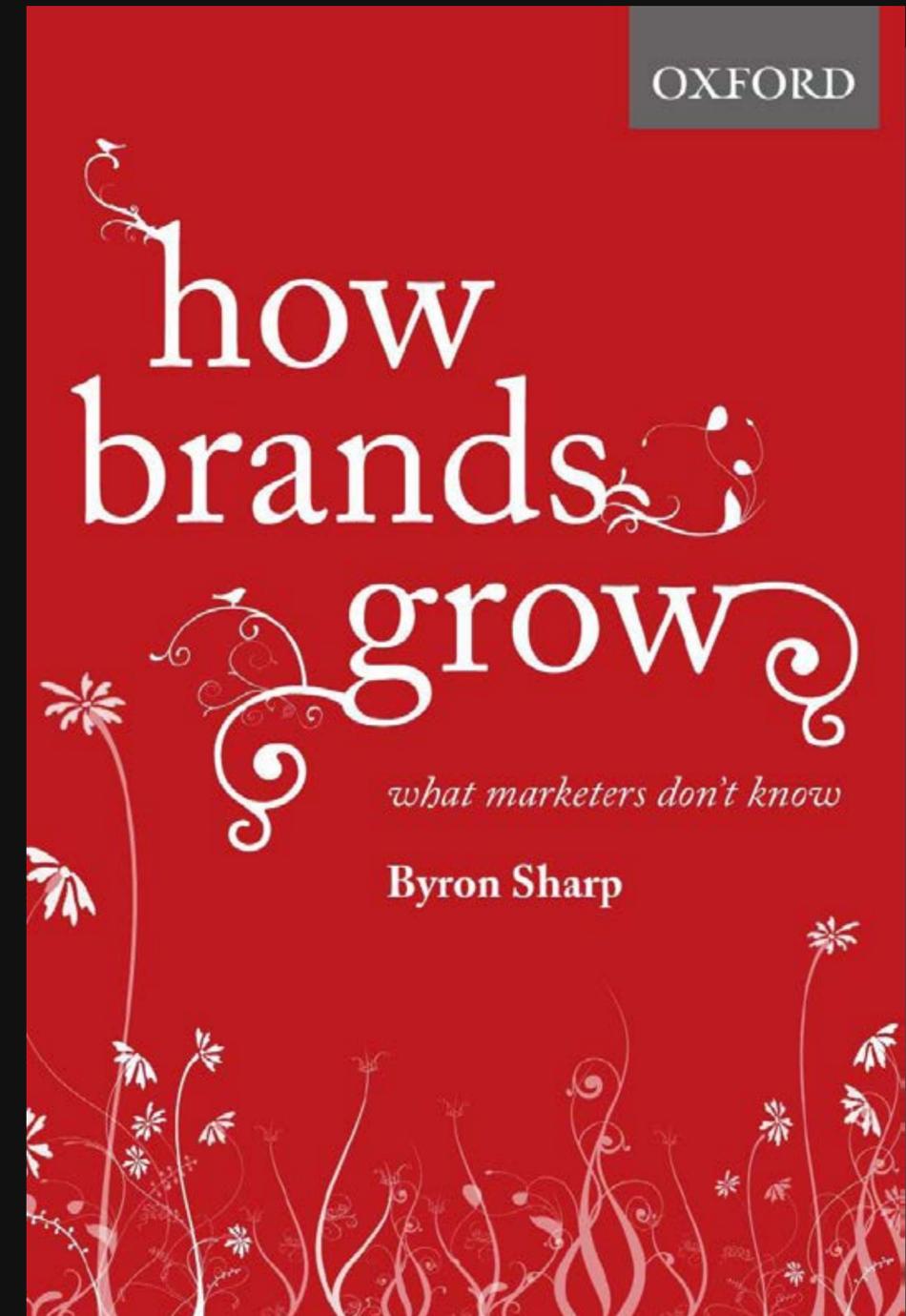
HOW BRYON SHARP'S  
PRINCIPLES OF GROWTH ARE  
ACCELERATED BY PURPOSE.

**REVOLT.**

Since the publication of Byron Sharp's seminal book 'How Brands Grow', we've seen two trends emerge simultaneously in marketing: brand managers all over the world have applied his principles as best practice, whilst devoting more spend year-on-year to Purpose.

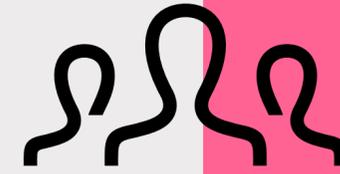
But can there be a link between the two? Whilst Sharp himself is rightly cynical about the cherry picking of Purpose success stories, what can we learn from those brands who have driven growth by following his principles and created impactful, purposeful work?

In this report, we'll explore how Purpose can accelerate the three principles underpinning how brands grow: reach a mass audience, rouse emotion through your marketing and remain front of mind through your branding.



# The Three Principles

While Sharp's book contains a wealth of insights into how brands grow, the most influential can be boiled down to three principles. At the time of publication (2010), these dispelled myths that marketers had taken to the heart of their craft.



## AUDIENCE

### **REACH THE MASSES**

Brands grow by continuously reaching all buyers of the category. Not by targeting an imagined segment of brand loyalists.



## ADVERTISING

### **ROUSE THEIR EMOTIONS**

Brands grow by rousing emotion in people through their advertising. Not by leading with a rational, product-centric message.



## ASSETS

### **REMAIN FRONT OF MIND**

Brands grow by building mental availability through a suite of distinctive brand assets. Not by inventing a unique point of difference.

## 01 AUDIENCE

# REACH THE MASSES

If we look at the values of the next generation, it's undeniable that purpose's mass appeal only looks set to grow in the coming years. 92% of Gen-Z and 90% of Millennials say they would act in support of a purposeful brand; compared to 81% of Gen-X consumers and 77% of Baby Boomers

# For The Many, Not The Few.

## DIFFERENCE IS OVERRATED

Marketing works not by getting people to think of the brand as different, but simply to get them to think of it at all. We know 89% of brands users don't think their brand is different. So there's no point narrowing your reach by micro targeting a niche message. It pays to be for the many, not the few.

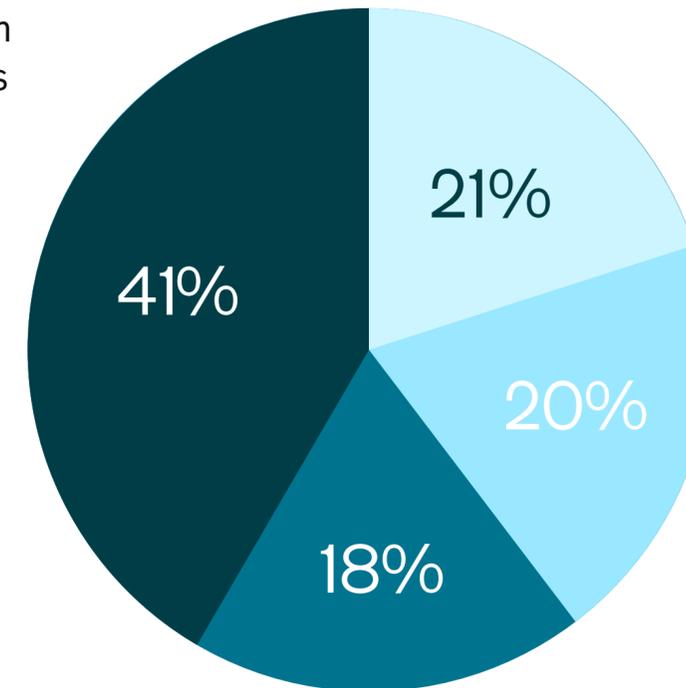
## AN OPEN RELATIONSHIP

A brand's relationship with its consumers is closer to an open marriage than a monogamous one. The truth is you have to share your consumers with your competitors, rather than having a group of loyalists for life. A great real world example of this is the fact that 72% of Pepsi buyers also buy Coca-Cola.

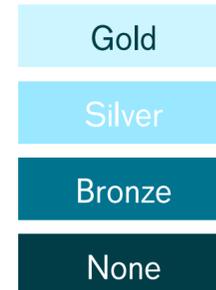
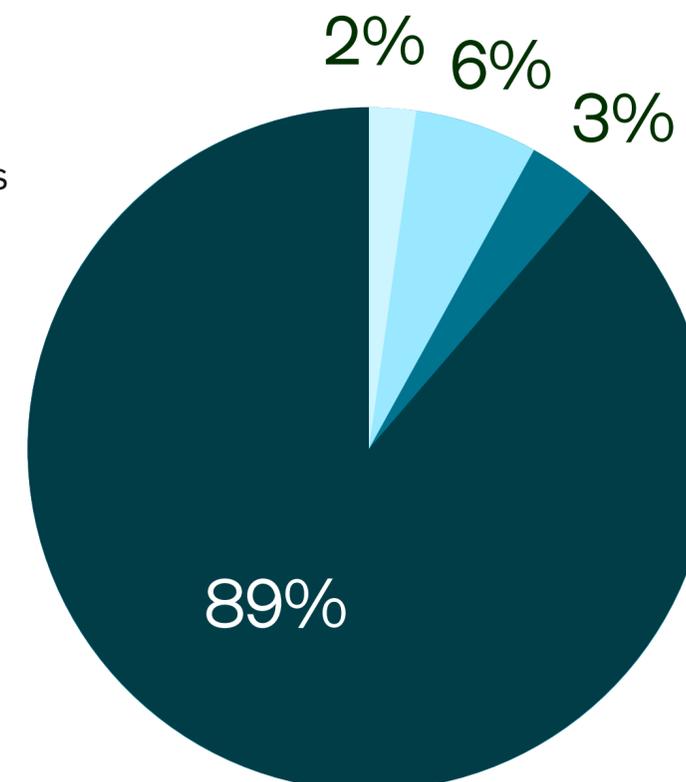
## THE PENETRATION PAY-OFF

According to analysis of 880 IPA entries from 'The Long and Short Of It', penetration campaigns (aimed at the masses) were significantly more effective than loyalty campaigns (aimed at a targeted group).

Penetration Campaigns



Loyalty Campaigns



Source: IPA

# The Caring Consensus



In the wake of 2008, the consumer consensus became to care, and brands quickly jumped on this attitudinal shift; realising the power of purpose to cut through the marketing noise and reach the masses in a meaningful way.

## FOR EVERYONE

Contrary to popular belief, purpose doesn't just appeal to the young. In fact, 68% of all consumers rate ethics as important when shopping, with 53% prepared to pay more for ethically sourced products.

## FOR EVERYWHERE

Transcending the Western bubble, Purpose is a truly universal way of reaching people. China, Brazil and India's consumers top the league in claimed action being for ethical brands and 'against' unethical brands.

## FOR THE FUTURE

If we look at the values of the next generation of consumers, it's undeniable that purpose's mass appeal only looks set to grow in the coming years. 92% of Gen-Z and 90% of Millennials say they would act in support of a purposeful brand; compared to 81% of Gen-X consumers and 77% of Baby Boomers.



# Brands Who Mass-Matter

Plenty of brands use purpose to matter to the masses. When the chosen fight has universal appeal and is activated confidently, marketing can mutate from something consumers actively avoid to a cultural movement they demand a role in.

## SHARE THE LOAD

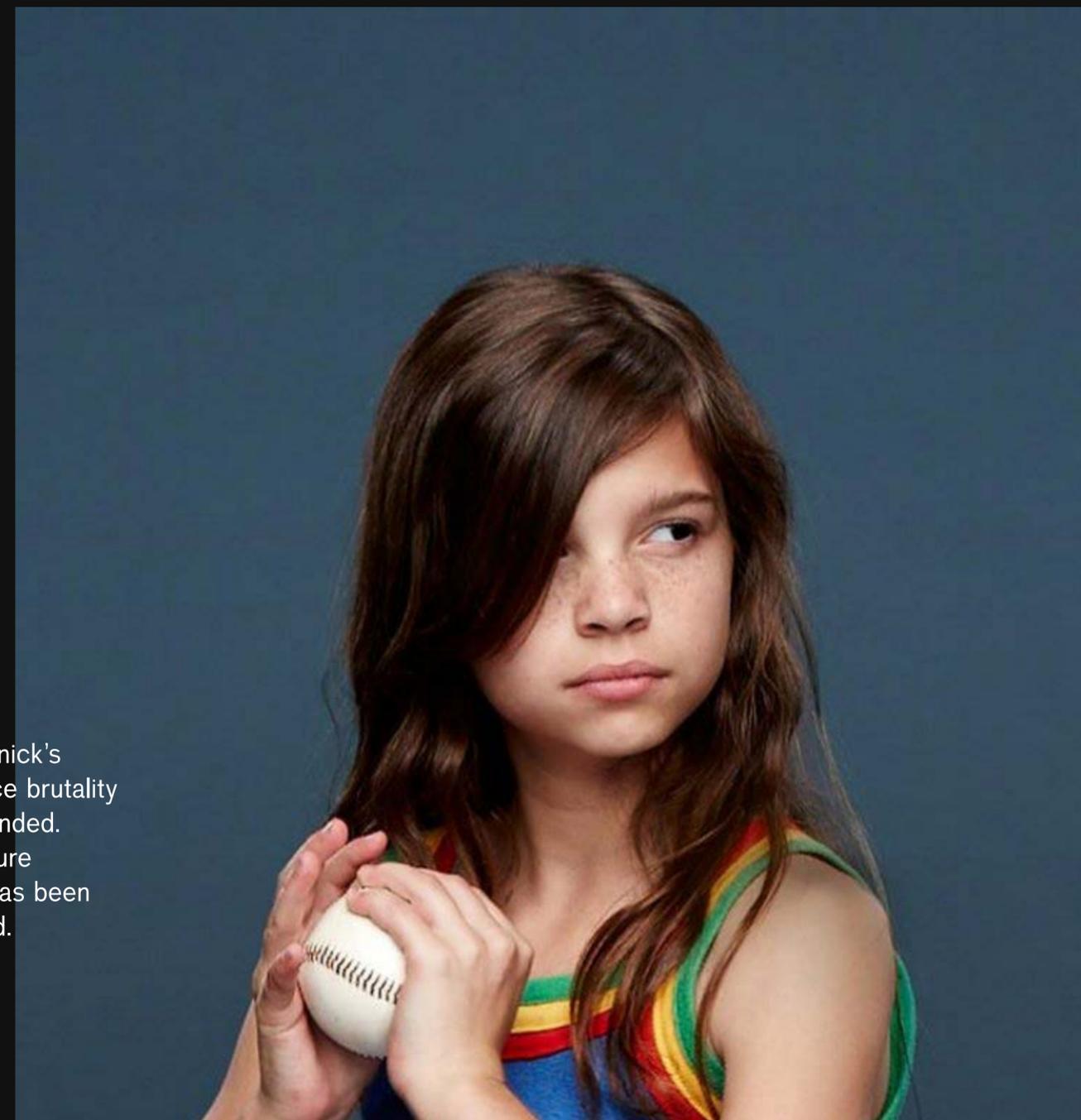
In India where gender inequality is rife, Ariel's Share The Load campaign posed a question nearly every household could relate to "Is laundry only a woman's job?" The bravery to take on such an entrenched fight resulted in the film reaching 65 million people and achieving 2.6 billion earned impressions.

## LIKE A GIRL

Based on the insight that girls lose their confidence during puberty, Always' #LikeAGirl drew attention to society's role in propagating this, and flipped the playground insult to mean all the amazing things girls can accomplish. With 3.6 billion earned impressions and 76 million views, it became the most watched video in P&G history.

## DREAM CRAZY

Nike's endorsement of Colin Kaepernick's national anthem protest against police brutality was truly a viral sensation when it landed. In just 24 hours, it had media exposure worth \$43 million and in 5 days it has been watched 65 million around the world.



# Keep Them Engaged

Reaching the masses is not a one-and-done activity. It requires constant re-recruitment and a long-term commitment.

And unlike traditional campaigns, the best purpose platforms tend to have a singular mission, but the flexibility to be activated in new and refreshing ways over the years. Keeping the masses engaged and consistently re-recruiting consumers.

Pedigree's Dog Adoption Drive is a great example of this; with their mission is to make the world a better place for dogs through driving adoption. Yet that plea always takes a different form. And the success is plain to see, with their CMO saying that "Pedigree's fortune, growth and connection with the consumer has been turned around through Purpose alone".

2009



Pedigree used its Super Bowl ad time to stump for dog shelters and adoption.

2012



Pedigree develop Doggelganger; human to canine pairing software, designed to connect homeless dogs to their human doubles.

2015



Pedigree adopt a lighter tone by saying "Get a Real Friend, Because Yours Suck"

2016



"Feed the Good," focuses on the overall good that dogs provide human beings, and society.

2019



Pedigree turn to a game of fetch to reinforce the positive effect that dogs can have on humans.

02 ADVERTISING

**ROUSE  
THEIR  
EMOTIONS**

# Turn Up The Emotion

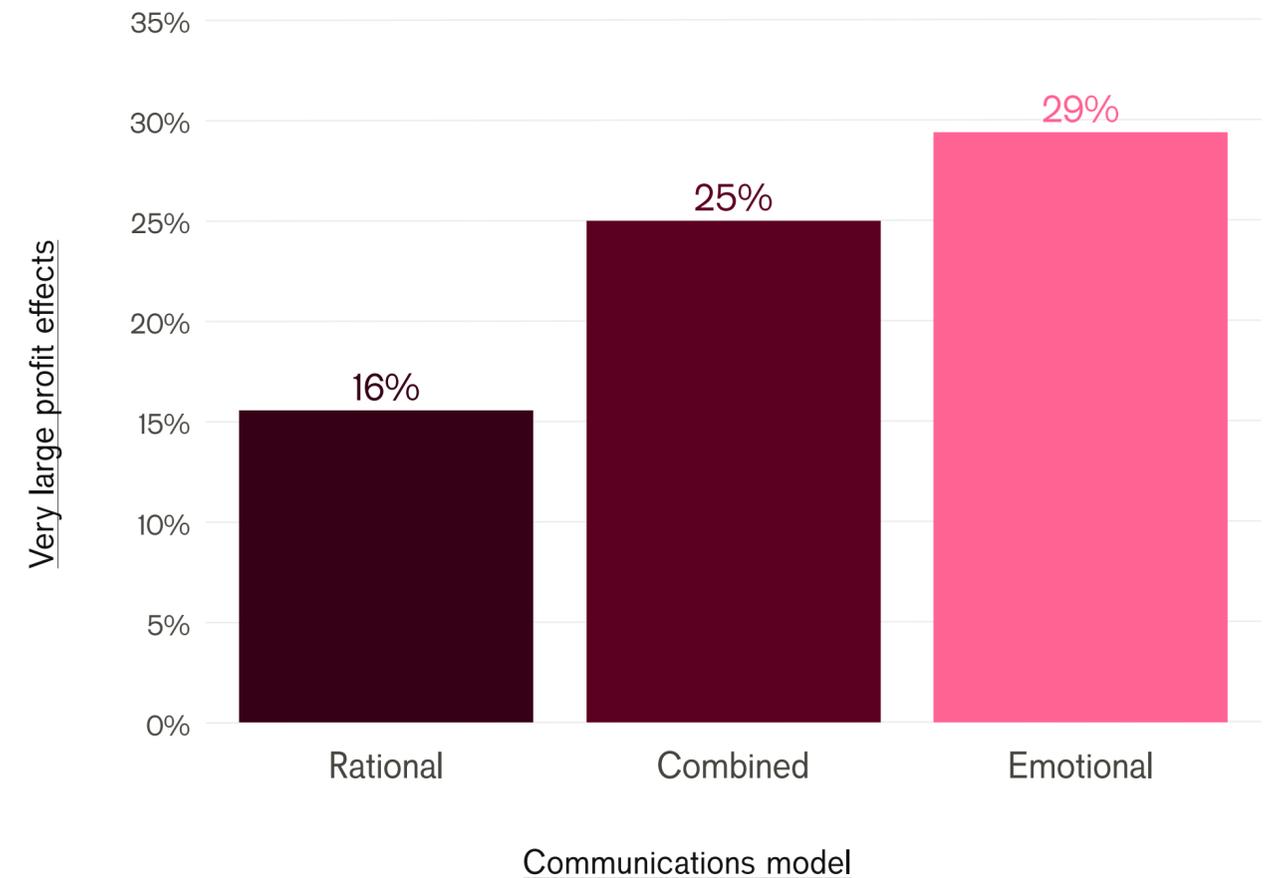
## WE'RE HOMER, NOT SPOCK.

The 'emotional part' of the brain is pivotal to all decision making. Previously we thought the answer lay in reasoning with people. When the reality is we are feeling creatures who think, not thinking creatures who feel.



## EMOTION WORKS

By almost every key business and brand metric, emotive campaigns outperform rational product-centric campaigns.



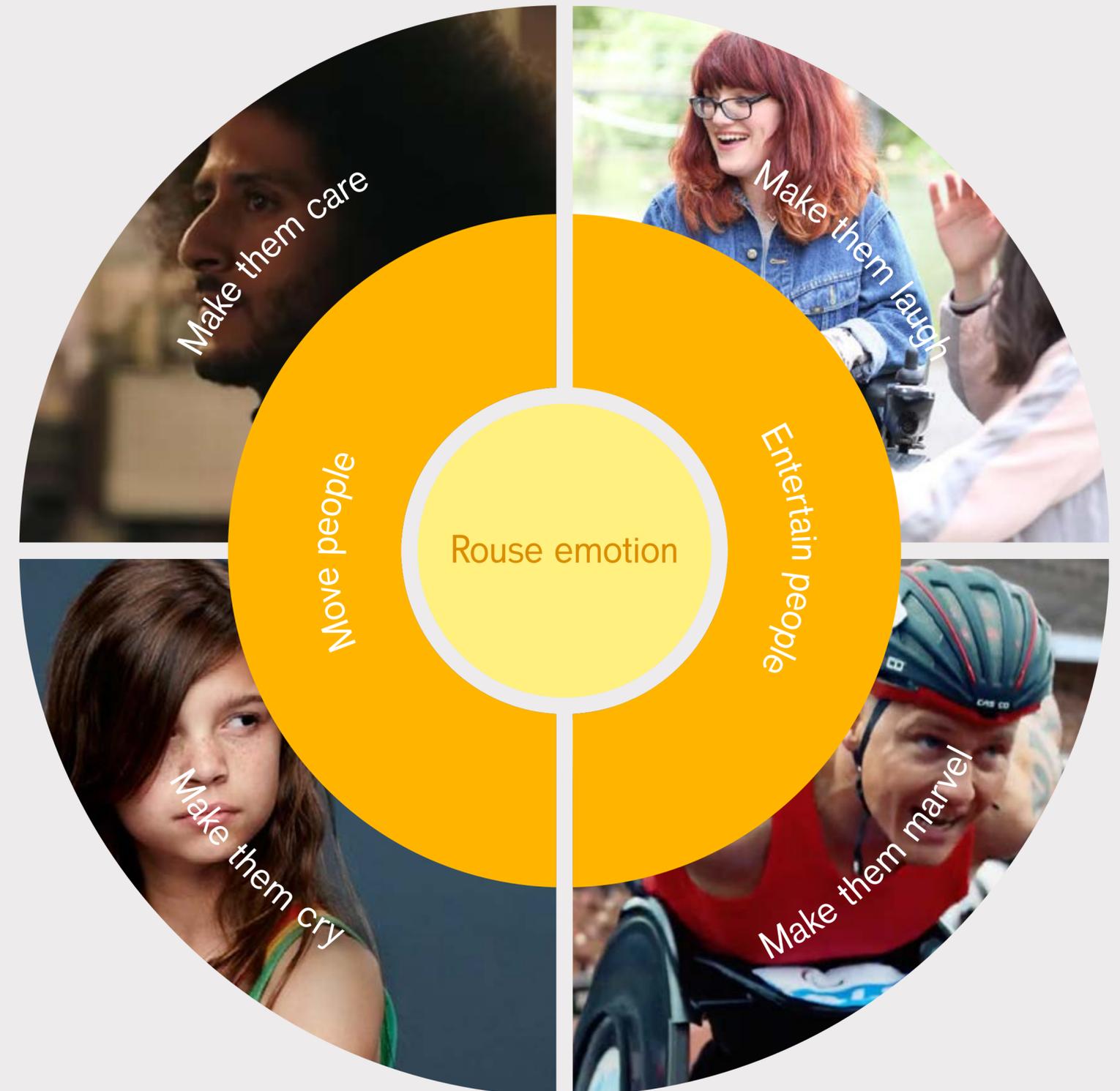
Source: The Long and Short Of It, IPA 2013

# But Which Lever To Pull?

Brands have historically roused emotion using four levers.

Often seen as something that has to be serious in tone, there are many examples of purpose-driven brands entertaining as a trojan horse to create change. For instance, Maltesers sought to normalise people with disabilities through universally hilarious stories.

Whichever tactic is best suited to your brand's personality, emotive advertising is always bolstered by an accompanying action - often in partnership with an NGO - which seeks to create tangible impact.

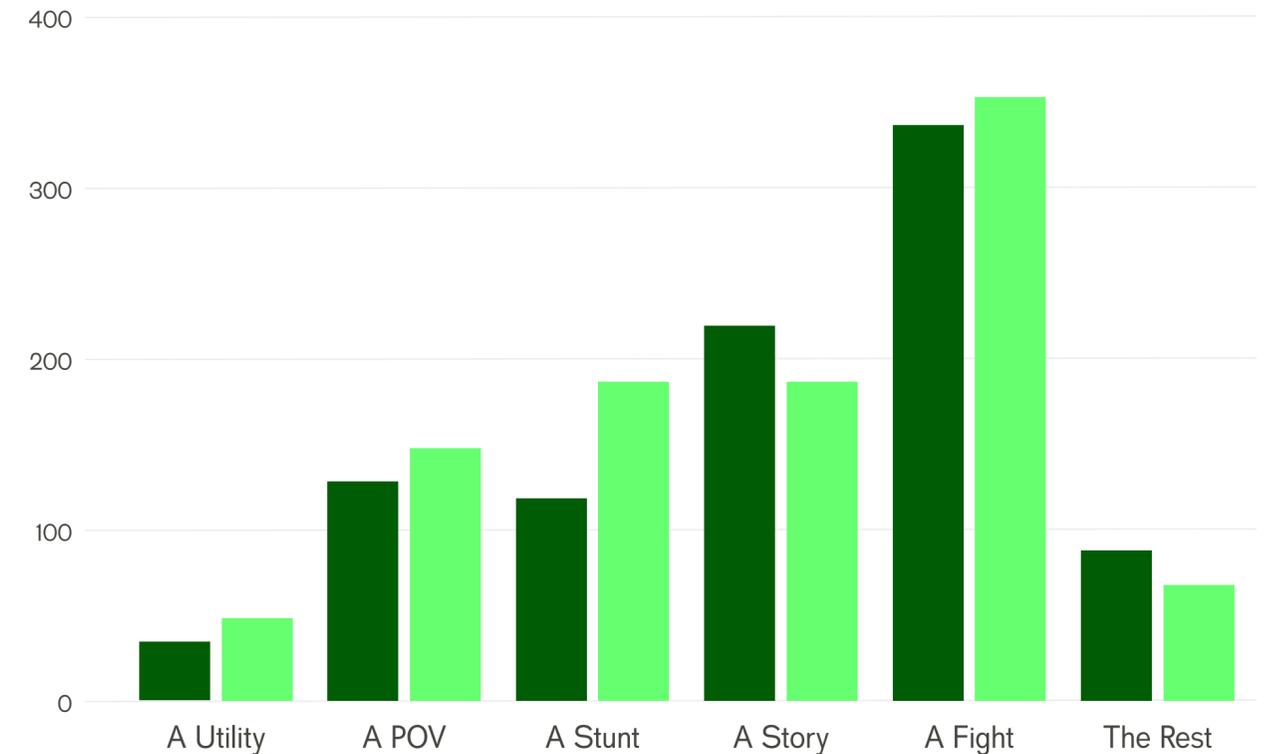


# Fighting For Attention

Nothing rouses more emotion in the consumer and generates more fame for the brand than commercial content that takes on a fight.

Interestingly, it's overtaken traditional storytelling as the most effective means of tugging on the heartstrings of the masses. And we can see that on display at Cannes where in 2017, 50% of their Lion awards went to purpose-driven adverts.

Most Viewed Commercial Content



**Fame** Unruly and YouTube, 2016-2018

**Emotion** Brainjuicer, 2016-2018

03 ASSETS

REMAIN  
FRONT  
OF MIND

# Build Meaningful Memories

As marketers, our contribution lies in the transformation of often generic and meaningless products into brands that are compelling and memorable.

The magic trick is building and refreshing memory structures through a suite of distinctive assets which increase the brand's chance of being noticed in buying situations. Also known as mental availability.

Purpose is an opportunity to add to your suite of assets and build new memories. Whether that's by owning a date like AMEX's Small Business Saturday, or by promoting a new aesthetic like Dove.

Purpose also enables you to refresh existing memories by hardwiring your famous assets (e.g. your logo) into emotive work that feels refreshingly different to your usual brand marketing.

## PURPOSEFUL BRAND ASSETS

A Colour



An Aesthetic



A Date



A Symbol



A Tagline



# Front Of Shelves

According to Sharp, being noticed on shelf - also known as physical availability - is half the battle. Recently many brands have turned to purpose to make their most important asset stand out at that crucial moment of purchase.

## PACKED WITH PURPOSE

Ben & Jerry's regularly release new SKUs centred on important social causes. In 2019, their "Justice ReMix'd" edition used an eye-catching design to draw people's attention to structural racism in the U.S. criminal legal system. Not only was it incredibly eye-catching, a portion of sales went to the Advancement Project National Office to support its fight for reform.

## GOING RAINBOWLESS

To recognise Pride month, Skittles changed its signature rainbow design to monochrome because "only one rainbow matters during Pride." For every pack sold, \$1 was donated to LGBTQ+ media advocacy group, GLAAD. A brilliant example of how purpose gives brands a substantive reason to play with their most famous assets - their pack and colours - to stand out on shelf.



# Cement Your Legacy

Great purpose work has the power to build positive memories that stand the test of time and cement your legacy amongst a generation of consumers.

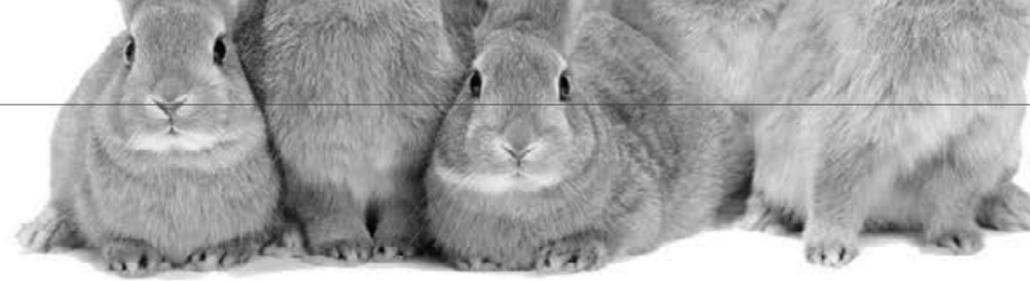
## #SHOPSMALL

A brilliant B2B example is AMEX's Small Business Saturday, which carved out a date in the calendar to support and celebrate small businesses. Over the past decade it has redirected \$50 billion worth of consumer spending their way.

And with many using AMEX as their credit card supplier, their amazing act has generated long-term goodwill amongst merchants, increasing brand favourability by 92%

## FOREVER AGAINST ANIMAL TESTING

The Body Shop's "Forever Against Animal Testing" crusade began in 1989 and nine years later resulted in the UK banning animal testing for cosmetic products, with the EU following suit in 2009. Not content with that, their 2018 petition called on the UN to end the practice globally - achieving 8 million signatures. For a generation of consumers, their sizeable impact will last long in the memory.



I AM  
FOREVER  
AGAINST  
ANIMAL  
TESTING

# TAKEOUTS

## 1. MASS MATTER

To mass-matter to people, pick a universal fight, with a long-term mission and evolve and refresh the way it comes to life over time. And in a few years, when Gen Z are the dominant consumer group, watch your marketing touch the hearts and minds of more people than ever before.

## 2. FIGHT FOR EMOTION

We know humans are emotional creatures first and nothing in the marketing armoury rouses emotion in them quite like commercial content that takes on a fight. And it doesn't matter what your brand's personality is, there's a fight out there for you. But make sure it comes armed with an action that results in tangible impact.

## 3. BUILD MEANINGFUL MEMORIES

Purpose provides an opportunity to add new assets to your existing suite and refresh already famous assets (e.g. your logo) by hardwiring them into emotionally resonate purpose work. By building and refreshing meaningful memories, you'll remain front of mind at the crucial moment of purchase.

# REVOLT.™

Revolt is an independent purpose consultancy that harnesses the power of branding to create real change in the world. We believe the most successful brands of tomorrow will be the ones that brand the change they want to see in the world today. Whether that brand is one of the world's biggest corporates, or one we're starting ourselves from scratch. Revolt has offices in London and New York.

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