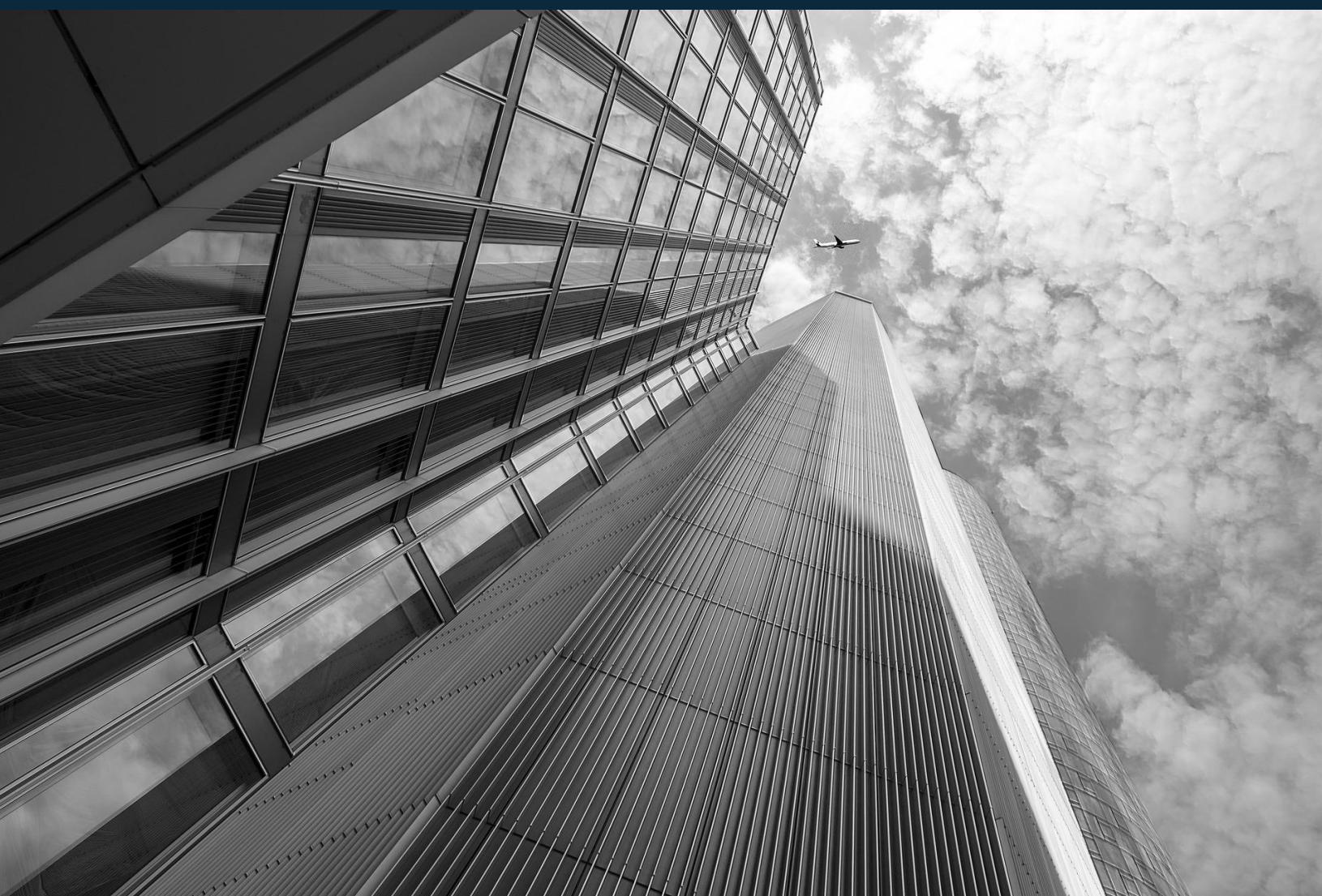


PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in March 2022



March 2022

Florez-Jimenez, M.P. & Lleó, A.

School of Economics and Business. University of Navarra



**Universidad
de Navarra**

Purpose Trends Report ISSN 2952-1157

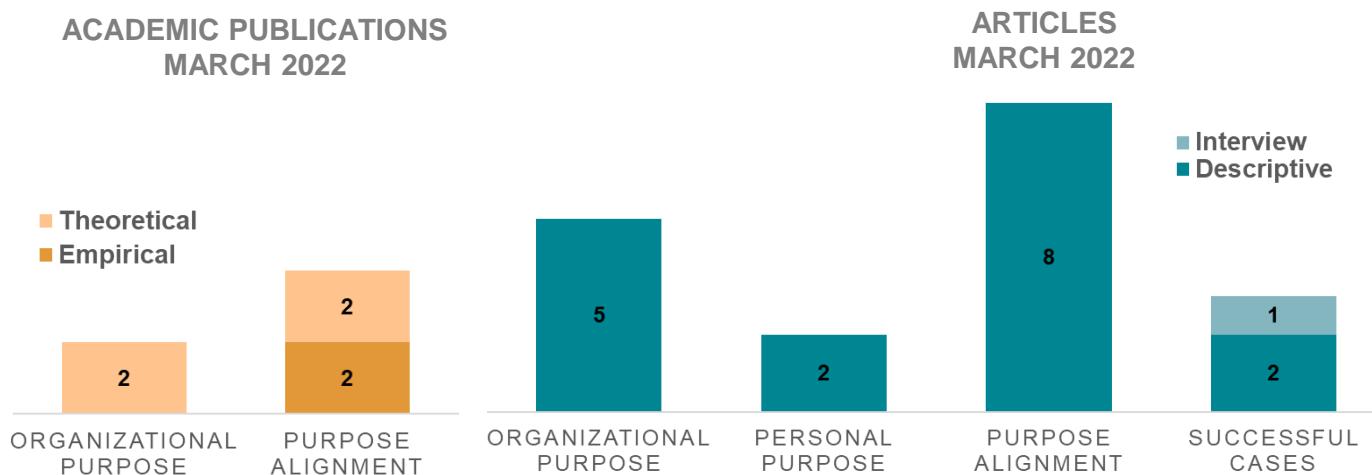
<https://doi.org/10.15581/025.2022.003>

Table of Contents

<u>Introduction</u>	3
<u>Organizational purpose</u>	4
<u>Purpose alignment</u>	6
<u>Personal purpose</u>	10
<u>Successful cases</u>	11

INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in March 2022. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles. We selected relevant publications about organizational purpose, purpose alignment, and personal purpose. Also, we include some successful cases that show how corporate purpose has been implemented. Below, we present statistics about the selected literature.



Some academic and articles publications define what is corporate purpose. They sustain that purpose-driven organizations are deeply committed to positive social and commercial outcomes. Also, both academic publications and articles describe corporate purpose's benefits or inputs, highlighting the collaborations it creates and thus innovations and productivity.

Additionally, both academic publications and articles mention the importance of aligning personal with the corporate purpose. Articles mention that personal purpose is the source of meaning that surround humans each day, and employees should know themselves and their role in the organization.

Some academic publications make validation. One empirical paper validated the relationship of workplace spirituality with well-being at work, and the other the relationship between corporate purpose and employees' behaviors.

This report presents three successful cases of organizations that have implemented corporate purposes: Iberia, Samsung, and Whirlpool.

ORGANIZATIONAL PURPOSE

Academic publications (2)

Stakeholder Management & The value of human-centered corporate objectives

Journal of Management Studies, JCR Q1, [see online](#)

Abstract: We appreciate the opportunity to revisit the conversation about corporate objectives by responding to Goranova and Ryan's (2021) paper, which focuses on the trends that impact shareholders and their relationship with firms. We structure our response to the authors in the following way: First, we argue that the governance challenges raised by Goranova and Ryan, in so far as they impact firms, make a case for stakeholder management. Second, we point out two shareholder-centric trends the authors fail to describe, which also support stakeholder management. In the third section, we respond directly to the authors' claim that competitive advantage is a more useful focus for the corporate objective by 1) noting that the authors utilize a strawman conceptualization of stakeholder theory in their argument, 2) detailing the existing strategy literature that connects competitive advantage and stakeholder relationships, and 3) arguing that competitive advantage is not sufficient, it needs to be augmented with a stakeholder focused cooperative advantage. Together, our response to the authors and the larger stakeholder perspective on corporate objectives offer a much-needed human-centric lens on how people coordinate their actions to create and trade value.

BOOK CHAPTER

Corporate Purpose: An Emerging Approach to Corporate Sustainability.

Corporate Approaches to Sustainable Development, [see online](#)

Abstract: This chapter presents a literature review of an emerging research agenda, the 'Corporate Purpose', as a tool to solve today's corporations and for-profit challenges to define the future of the corporation. The Corporate Purpose of a company is simply its reason for being. It defines why it exists and the impactful contribution it intends to make to society (Mayer, Principles for purposeful business: how to deliver the framework for the future of the corporation: an agenda for business in the 2020s and beyond. British Academy Future of the Corporation Programme, London, 2019a). It is an avenue to assist institutional transformation to transcend the flaws of capitalism and crisis to create more sustainable and regenerative businesses and economies. This review reveals four major antecedents of the Corporate Purpose phenomenon: inequality and distrust, technological challenges, intangible nature of companies and environmental degradation. It also distinguishes three types of drivers behind a corporation's shift to adopt a Corporate Purpose: regulatory, business and leadership.

Articles (5)

How Marketing Teams Can Tackle The Challenge That Is ESG

Leeya Hendricks, Forbes, [see online](#).

It sustains that develop environmental, social, and corporate governance-based purpose and values is one of the most significant transformational challenges marketing has ever faced. It proposes factors that should be put together to embed values and purpose in an integrated sustainability strategy to meet the vast challenges faced by organizations.

Profit, Performance and Impact: The Success Criteria of a Whole Brand

Hannah Zimmerman, Sustainable Brands , [see online](#).

It sustains that the brand's purpose should guide and inspire every decision organizations to make and every action they create, both internally and externally. It places brands into two different categories: fragmented (Led by profit over purpose) and whole (it measures success not just by profit and performance but by its impact on people, communities, and the planet).

The Messy but Essential Pursuit of Purpose

Ranjay Gulati , Harvard Business Review, [see online](#).

It describes the features of a deep-purpose company. It sightlines that this kind of company settles on arrangements that may require a short-term or partial sacrifice by some but generate a balance of long-term value for everyone. It proposes ideas about how companies and leaders successfully manage these trade-offs.

We Are All ‘stakeholderists’ Now: Looks Like The Debate Over The Purpose Of Corporations Might Be Settled

Anat Alon-Beck, Forbes, [see online](#).

It sightlines the importance of managers taking all stakeholders into account for the corporate purpose. It mentions that groups of investors warning that employees as stakeholders who contribute firm-specific investments should be fully protected by their employment contracts.

What Is the Purpose of Your Purpose?

Jonathan Knowles, B. Tom Hunsaker, Hannah Grove, and Alison James , Harvard Business Review, [see online](#).

It provides three key rules regarding the role of purpose; observations about what companies typically get wrong about it; and a five-step process for ensuring that the corporate purpose fulfills its role as a key element of the strategy.

PURPOSE ALIGNMENT

Academic publications (4)

A Meaningful Boost: Effects of Teachers' Sense of Meaning at Work on Their Engagement, Burnout, and Stress

AERA Open, JCR Q1, [see online](#)

Abstract: The two studies presented here examine the effects of teachers' enhanced sense of meaning at work (SOM) on their burnout and engagement. In the first study, 41 teachers in two Arab schools were randomly assigned to a meaning-induction group—in which they were prompted daily to acknowledge meaningful incidents at work for 2 weeks or to a control group. Qualitative analyses focused on teachers' daily experiences of meaningful incidents, reflecting their contribution to others. In addition, one-way repeated measures analyses of variance indicated that teachers that acknowledged these incidents reported decreased burnout and increased engagement. In Study 2, the sample comprised 60 Arab and Jewish teachers who completed daily surveys for 12 workdays. Hierarchical linear modeling analyses showed that teachers' daily SOM was associated with increased engagement on the following day and somewhat increased stress. Thus, the studies highlight teachers' SOM as a resource that contributes to engagement and can be enhanced intentionally. © The Author(s) 2022.

Corporate Purpose and Employee Sustainability Behaviors

Journal of Business Ethics JCR Q1, [see online](#)

Abstract: This paper examines the effects of employees' sense that they work for a purpose-driven company on their workplace sustainability behaviors. Conceptualizing corporate purpose as an overarching, relevant, shared ethical vision of why a company exists and where it needs to go, we argue that it is particularly suited for driving employee sustainability behaviors, which are more ethically complex than the types of employee ethical behaviors typically examined by prior research. Through four studies, two involving the actual employees of construction companies, we demonstrate that purpose drives the sustainability behaviors of employees by causing them to take psychological ownership of sustainability. In addition, we show that the sustainability-enhancing effect of purpose is stronger when employees perceive that they have higher autonomy in enacting their sustainability actions and for those employees for whom being moral is more central to their sense of self.

Workplace spirituality as panacea for waning well-being during the pandemic crisis: A SDT perspective

Journal of Hospitality and Tourism Management JCR Q1, [see online](#)

Abstract: The present study explores the association between workplace spirituality and wellbeing of employees working in the hospitality sector during the COVID 19 pandemic crisis. Workforce agility and organisational identification were taken as parallel mediators for the relationship between workplace spirituality and employee wellbeing. The hypothesized research model was examined in the light of SDT perspective of psychological needs. Data was collected through questionnaire survey using standardized instruments. The study surveyed 322 hotel employees of the northern region of India and utilized Structural Equation Modeling to test the hypothesized relationships. Findings confirmed a positive association between workplace spirituality and wellbeing, and established the role of workforce agility and organizational identification as parallel mediators in this relationship. COVID 19 significantly affected employees in the hospitality sector due to unprecedented uncertainties and economic hardships, which has taken a toll on mental health and wellbeing of the employees. Supportive organizational practices and systems are essential to ensure flexibility, adaptability and promptness in reacting to disrupting situations. Hotels should provide mental and emotional support to their staff during the crisis situation. This study is the first of its kind to explore the linkage between workplace spirituality and wellbeing of hotel employees, with the positive effect of workforce agility and organizational identification. The paper makes a significant contribution in the emerging debate on the crisis within the hospitality sector by examining critical factors that influence long-term health and safety of employees.

Firms, morality, and the Search for a Better World.

A Political Economy of Justice, [see online](#)

“ When employees are empowered to be their authentic selves at work, they are also more likely to find work satisfying and interesting in itself, rather than approaching work as an instrument toward some other goal. This in turn leads to positive emotions like happiness and self-confidence, which in turn make it easier to build new skills, to bounce back after difficult times, and to be more resistant to challenges or threats. ”

“ Shared purpose creates a sense that one's work has meaning, and in authentically purpose-driven firms, the combination of a strong mission and the decision to treat employees with dignity and respect often creates ideal conditions for this kind of intrinsic motivation to flourish. It also creates a strong sense of identity, persuading people to go the extra mile in the service of the firm. ”

“ A commitment to a common purpose greatly increases strategic alignment within the firm, making it much more likely that employees will work hard and that their efforts will be mutually aligned. ”

Rebecca Henderson



Articles (8)

Closing The Purpose Gap

Eduardo Plastino, Forbes [see online](#)

It reveals steps businesses can take to close the existing gap between the purposes that motivate younger generations of workers and the extent to which employers are delivering purposeful experiences: (1) Get your internal communications right, (2) Empower young workers to fulfill their personal purposes, (3) Modernize your current leadership.

Creating High-Impact Coalitions

Rosabeth Moss Kanter and Tuna Cem Hayirli , Harvard Business Review, [see online](#)

It sustains that leading and participating in coalitions supercharge a company's sense of purpose and produce a treasure trove of ideas and partnerships. It describes high-impact coalition's characteristics and proposes five key organizational principles to high-impact coalitions' success.

Exercising Freedom In Your World To Uphold Freedom In The World

Rajshree Agarwal, Forbes [see online](#)

It shows the role that purpose plays in the war between Russia and Ukraine. It explains that purpose motivates employees and creates meaningful connections with customers, such motivation and meaning have driven many Ukrainian expatriates to rise in arms.

It's Time to Take a Fresh Look at Your Company's Values

John Coleman, Harvard Business Review, [see online](#)

It sustains that every single person in an organization has a part to play. It proposes a few tips for engaging employees, in which purpose plays an essential role.

“

Purpose matters more than ever to companies and individuals. Now is an essential time to reconsider the core mission, vision, and values of your company.

”

More Companies Are Stating a Social Purpose; But Are They Implementing It?

Sustainable Brands Staff, Sustainable Brands [see online](#)

It sustains that businesses that adopt a social purpose as the reason they exist need to go the second step to implement their purpose. It argues that embedding purpose in the corporate strategy and executive performance incentives are the two top indicators of authentic purpose execution.

Purposeful Business the Agile Way

Darrell Rigby, Sarah Elk, and Steve Berez, Harvard Business Review [see online](#)

It proposes recommendations to transform a profit-maximizing system into a purpose-driven system without jeopardizing the future of the business. It sightlines that communities of agile teams capitalize on diversity into teams with greater strengths and fewer flaws than those in siloed organizations.

Use purpose to transform your workplace

Leena Nair, Nick Dalton, Patrick Hull, and William Kerr, Harvard Business Review [see online](#)

It sustains that the purpose can help reduce tension in the workplace, create optimum growth conditions, and allow organizations to adapt faster and more profitably. It proposes ideas for connecting purpose and work based on Unilever's experience.

When Taking A Stand On Divisive Issues, It's Important To Reinforce The Corporation's Purpose

Tima Bansal, Forbes [see online](#)

It proposes three simple ways in which corporate executives can maintain their company's integrity and stability amid social and political turmoil.



PERSONAL PURPOSE

Articles (2)

Redefining Your Purpose in the Wake of the Pandemic

John Coleman, Harvard Business Review, [see online](#)

It argues that purpose is the myriad sources of meaning surrounding people each day. It sustains that throughout life, purposes shift, they are rarely stable. For many people, the pandemic changed their purpose.

The Great Resignation or the Great Rethink?

Ranjay Gulati, Harvard Business Review, [see online](#)

It proposes strategies individuals can use to find more meaning in their careers and lives. It suggests that if one's company does not help one cue into one's personal purpose, one might want to keep an eye out or leave for firms that will do.

“
What is your ultimate reason for being? Recognizing that your time on this planet is limited, what do you really hope to achieve.
”



SUCCESSFUL CASES

Articles (3)

Iberia plasma su compromiso social y propósito de marca en la campaña “Basado en vuelos reales”

ReasonWhy, [see online](#)

“El propósito de Iberia es generar prosperidad conectando personas con el mundo.”

It informs that Iberia has a civic purpose and social commitment reflected in its new brand campaign. The campaign's objective is to show the brand's purpose through real concrete cases narrated by employees. Iberia maintains that the trust of its customers can only be built by being honest and consistent with its purpose.

Innovación con propósito: Samsung reutiliza las redes de pesca desechadas para crear material ecológico

Samsung Newsroom Colombia [see online](#) & [see online](#)

“Samsung follows a simple business philosophy: to devote its talent and technology to creating superior products and services that contribute to a better global society.”

For the past decade, Samsung Electronics has worked to reinvent the design and development of products using waste materials. The most recent advance was the creation of a Galaxy technology that reuses fishing nets, one of the primary sources of plastic waste in the world. In this way, by the end of 2022, the use of this recycled material would prevent more than 50 tons of discarded fishing nets from entering the oceans. Samsung is committed to evolving and expanding the use of ocean-derived plastics in all its products.

Whirlpool: tecnología con el propósito de cuidar el planeta

Saiury Calcaño and Santo Domingo, Listin Diario, [see online](#)

“Nuestra misión ha sido siempre mejorar la vida del hogar, desarrollando tecnología con propósito que proteja la Tierra, y, por ende, a las personas.”

It reports that Whirlpool has launched the Water Mission campaign for the second time to help consumers use water responsibly and save at home. The idea of the campaign is to raise awareness and show that Whirlpool appliances are allies for water saving and efficiency. Additionally, Whirlpool recycles 99% of its waste, and its products also save energy.



