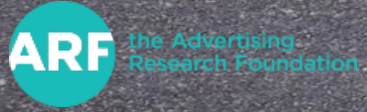


KANTAR



The ARF Purpose Report

April 2020



Introduction

In late 2019, the ARF and KANTAR completed a benchmark study of Purpose campaigns. Based on this study, we have developed a best in class framework for purpose advertising campaigns.

This body of research benefits from several earlier efforts to understand how to use Purpose campaigns with success.

In this introduction we will provide a review of existing theory and expectations regarding that which makes a best in class Purpose campaign. Much of this theory comes from analysis of creative awards such as the Ogilvy & WARC Awards and the Cannes Lions.

The ARF and KANTAR research, titled Cracking Purpose is somewhat unique in that the framework developed is not just based upon award nominated campaigns. Campaigns were also selected through a process of social listening. Therefore, Cracking Purpose also contains case studies where a campaign was less successful or had negative outcomes for its advertiser.

Purpose and the creative process

According to ADWEEK'S Creative 100,

It starts with the strategy

“Creativity will not drive effectiveness without the right strategy. Creatively awarded campaigns drive effectiveness by generating fame in the short term and price inelasticity in the long term.”

In order to use creativity to drive effectiveness, brands should:

- Get the strategy right – incorrect strategy is the key reason for creatively awarded ads to fail in market
- Ensure a tight link to the brand by making it the creative idea
- Work with and not against the brain, using familiar and distinctive brand assets
- Use emotion

What do we already know about purpose

According to a Boston Consulting Group Report, purpose is developed at the intersection of aspiration, external need and action. However, that same report suggests that the use of “purpose”, in a study of corporate reports, had peaked earlier in the decade. Perhaps that is because, as Darren Coleman suggests, it is often difficult to distinguish between brand purpose, brand value, brand essence, mission and corporate social responsibility.

This report assumes the broad definition of Purpose, which can touch on all these brand dimensions. Judges from the award programs have already told us much about successful, or at least award-winning purpose campaigns. WARC’s Effective Use of Purpose Award concludes that purpose requires participation and also must be commercially successful. The judges at the Cannes Lion Awards suggest creative built on catalysts such as cultural moments, diversity or climate change are especially effective.

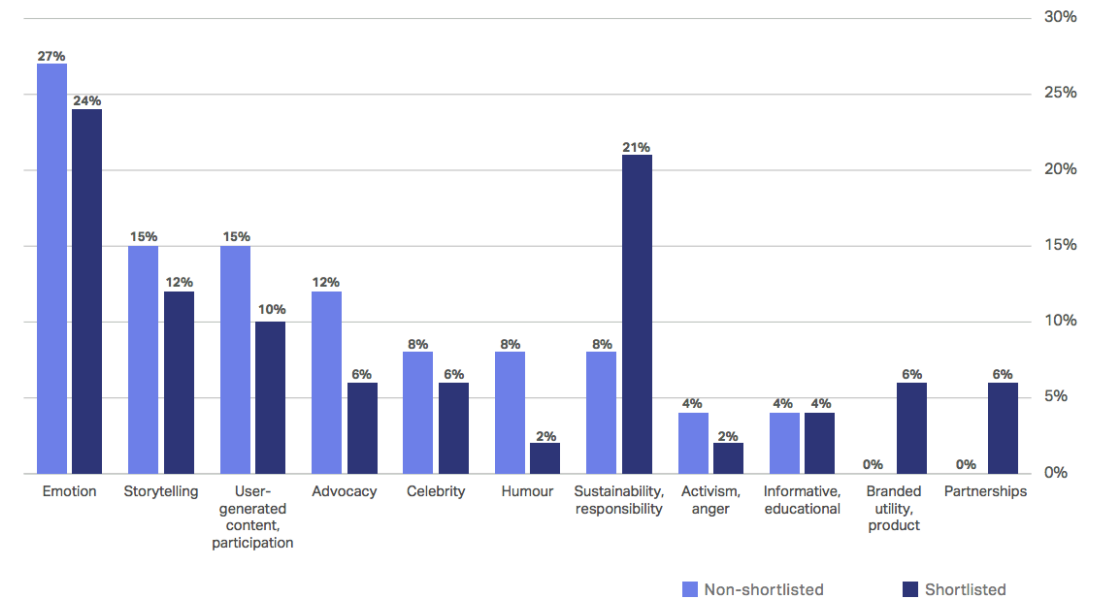
Over a quarter of The ARF’s 2019 Ogilvy Award submissions had mentioned brand purpose or had purpose driven creative. One such campaign, HPs All American Family Portrait, illustrated cultural moments, participation and commercial success. This four-minute digital video showed the diversity of the American family. It received 11 mm digital video impressions, 238k views and tremendous media coverage. Even though its photo printer was on screen for 4 seconds, it reignited sales of the printer.

Trends in purpose

WARC's Effective Use of Brand Purpose Report shows that Purpose campaigns often operate with lower budgets. Despite that, television is the medium of choice for Purpose. Some of this inconsistency may be a function of the fact that many Purpose campaigns may air as PSAs.

These data show that emotion and sustainability are the creative strategy of choice for Purpose. Other analyses have shown that building on cultural moments is especially effective at raising emotion.

Creative strategy

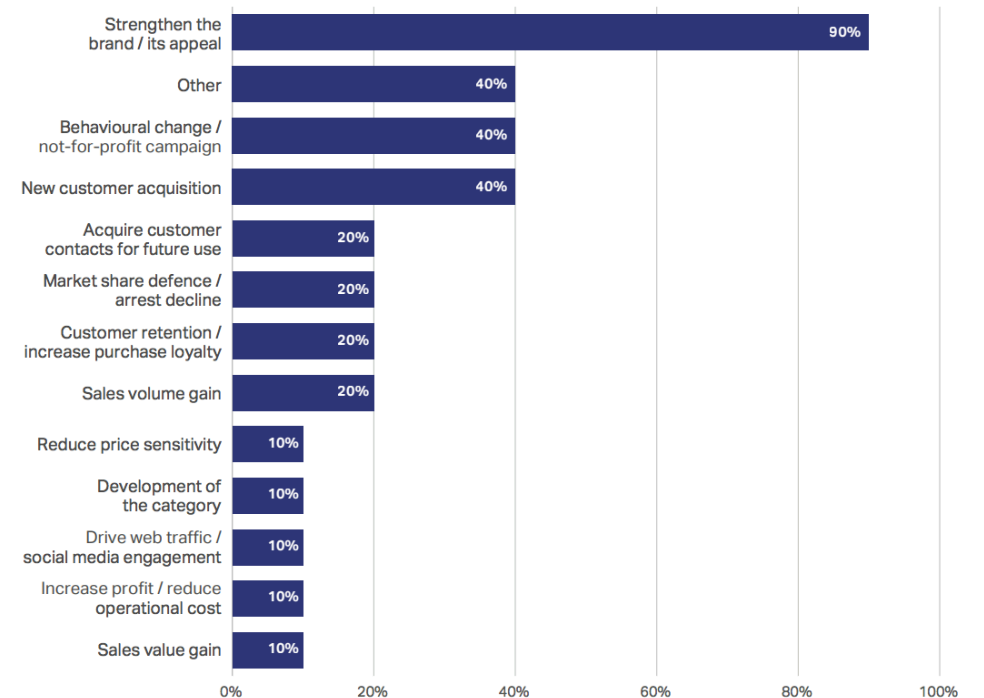


Trends in purpose

Brand strength and appeal are most frequently given as the objectives of the campaign. Non-profits more frequently sought behavioral change.

In our own Ogilvy database, branding and behavioral change were most frequently listed as campaign objectives. Behavioral change was most frequently listed among the Ogilvy applicants citing Purpose.

Objectives of the campaign/activity



The Kantar Report

The purpose of this study was to develop a formal framework to be used before, during and after a brand's Purpose campaign.





Cracking Brand Purpose

A framework for best-in-class
purpose executions

April 2020

Table of contents

Our Approach	10 - 19
The Takeaways	20 - 22
Learnings	23 - 63
Start With You	23 - 36
Make it About Them	37 - 47
Impact the World	48 - 63
Summary	64 - 66



Our Approach

A photograph of a modern building facade at night. The building features a grid of balconies, each with a glass railing and illuminated from within, creating a warm, glowing effect. The balconies are arranged in a staggered pattern, giving the building a dynamic, three-dimensional appearance. The sky is dark, and the overall lighting is a mix of the warm interior lights and the cool blue tones of the building's exterior.

Our central question

What strategies can be employed to achieve best-in-class purpose marketing while avoiding the pitfalls?



Our approach

We gathered a cross-section of campaigns that fit two baseline criteria



1

Generated high consumer engagement or interest within their industry

2

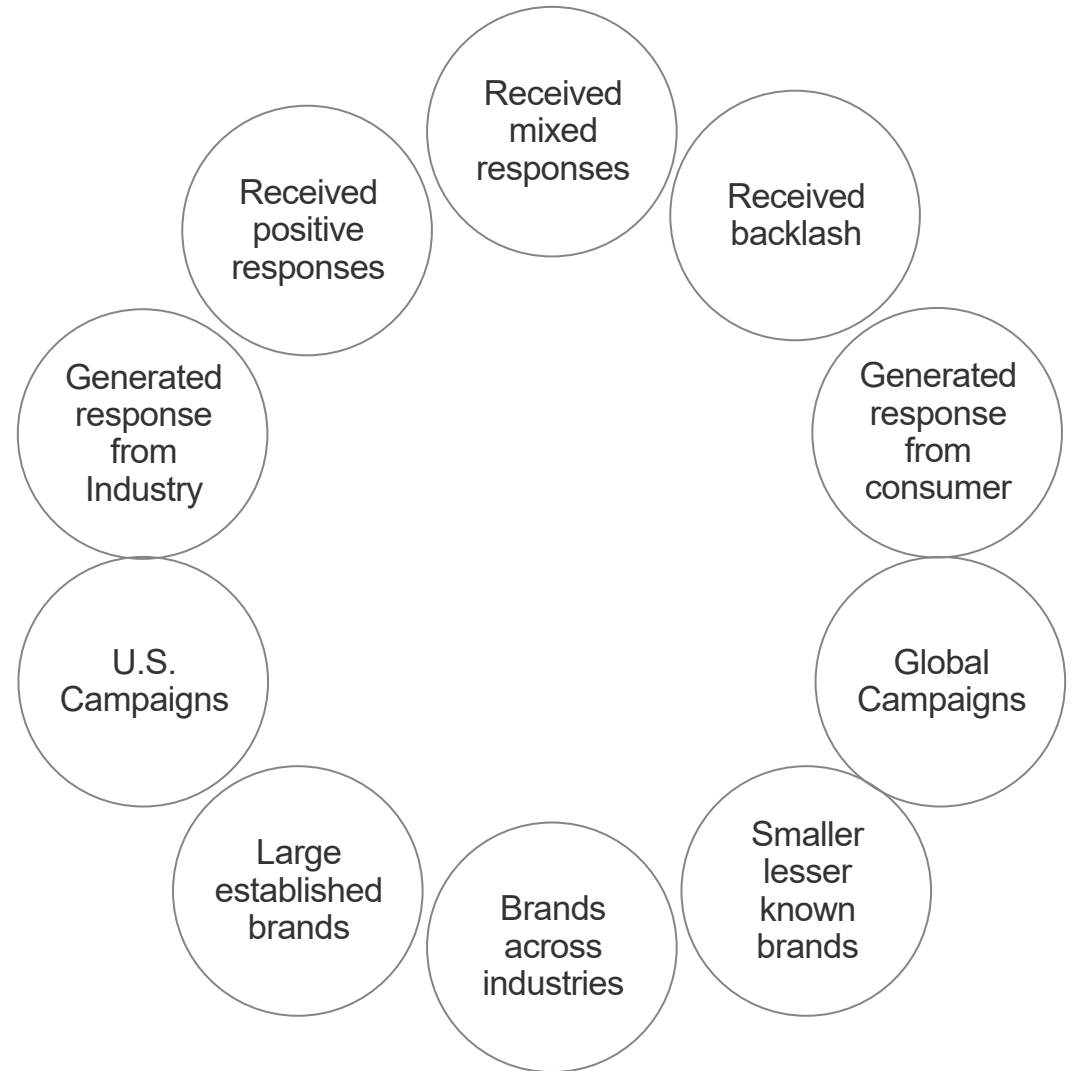
Were categorized as a “purpose” campaign by consumers or their industry



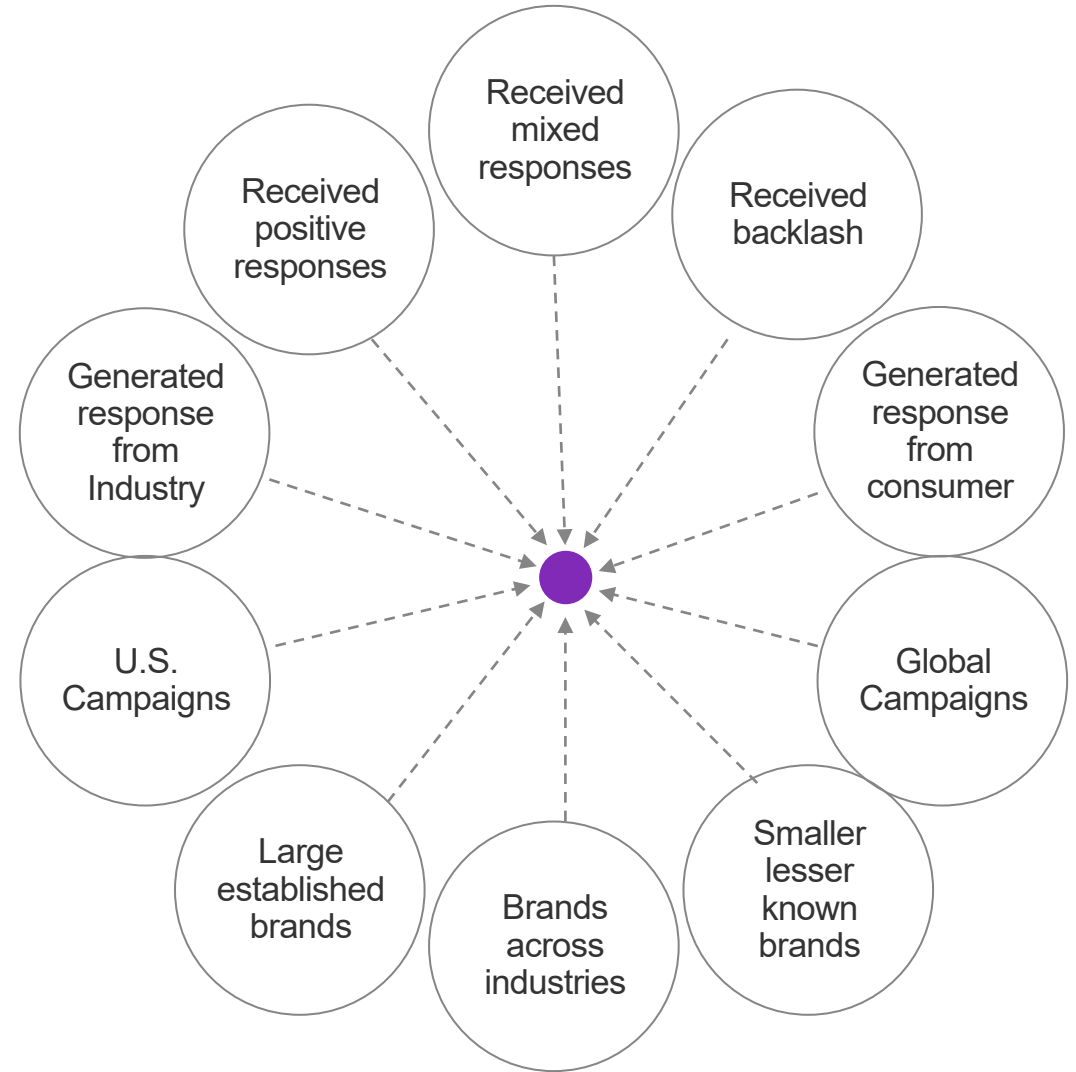
We identified campaigns by reviewing purpose awards, and leveraging the Netbase social listening tool

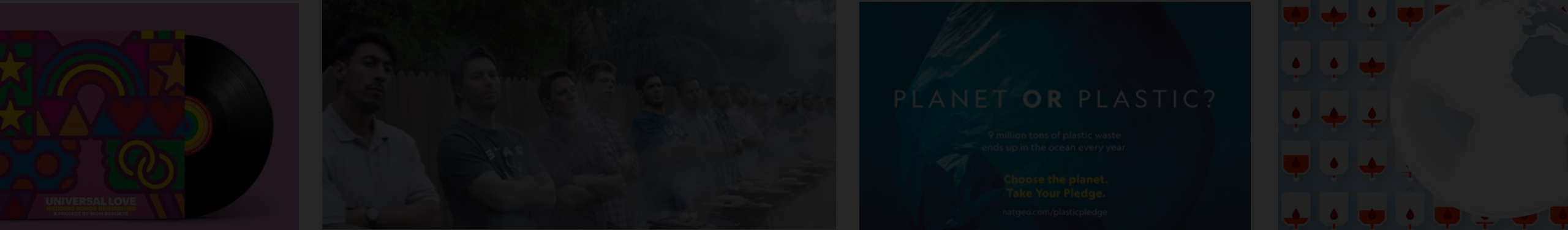


Within the campaigns,
**we selected for
diversity across
multiple categories**



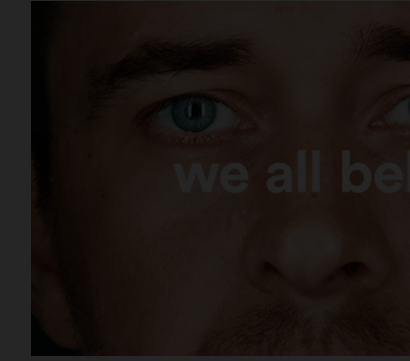
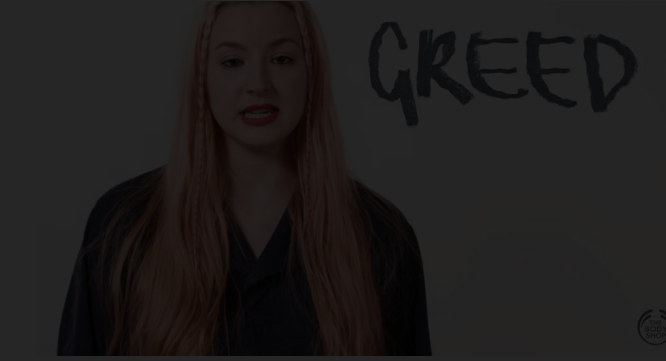
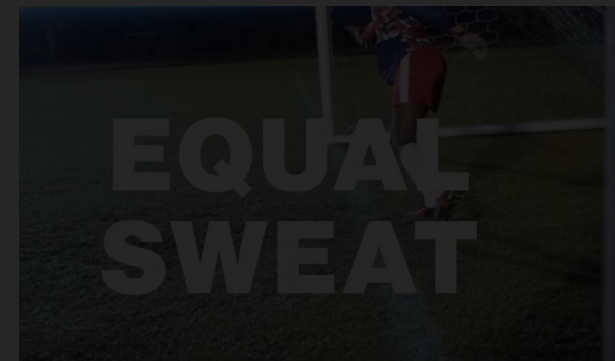
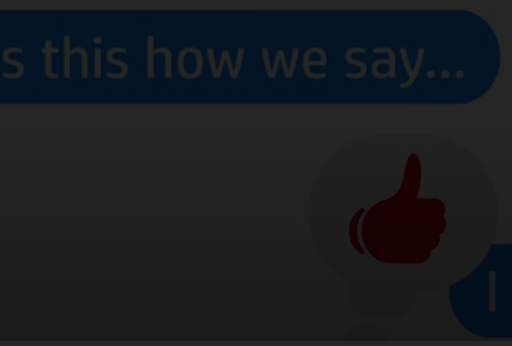
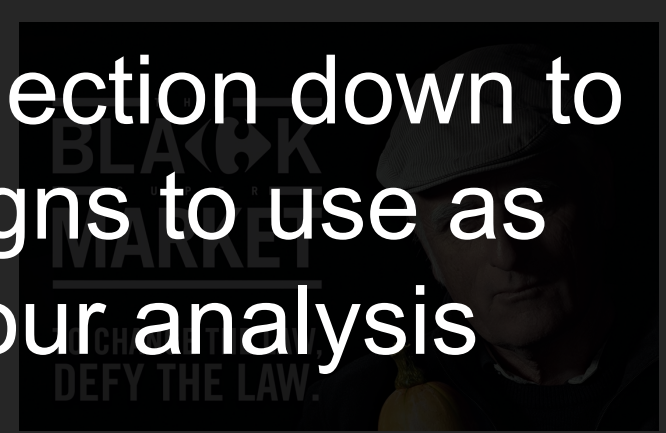
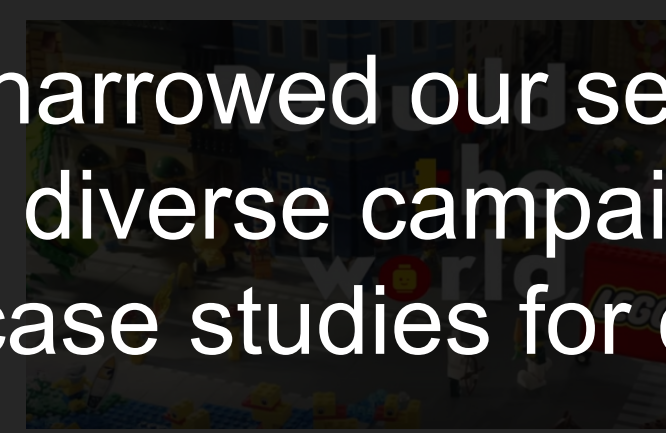
We cast a wide net to discover the **biggest lessons** learned from various executions of purpose campaigns





N ISLAND. WE ARE A COLOMBIAN
NG, AMERICAN MOVIE WAS
PACK ASSEMBLING, KOREAN TABLET
IAN STRIKER SUPPORTING, DUTCH
G, TIKKA MASALA EATING, WONDERFUL
LAND IN THE MIDDLE OF THE SEA
OF SOMETHING FAR, FAR BIGGER.

We narrowed our selection down to 45 diverse campaigns to use as case studies for our analysis



And then analyzed
each of the 45
campaigns across
4 lenses:

BRAND

Do the campaigns
connect with core
elements of the
brands' DNA?

CULTURE

How do the
campaigns tap into
this cultural
moment?

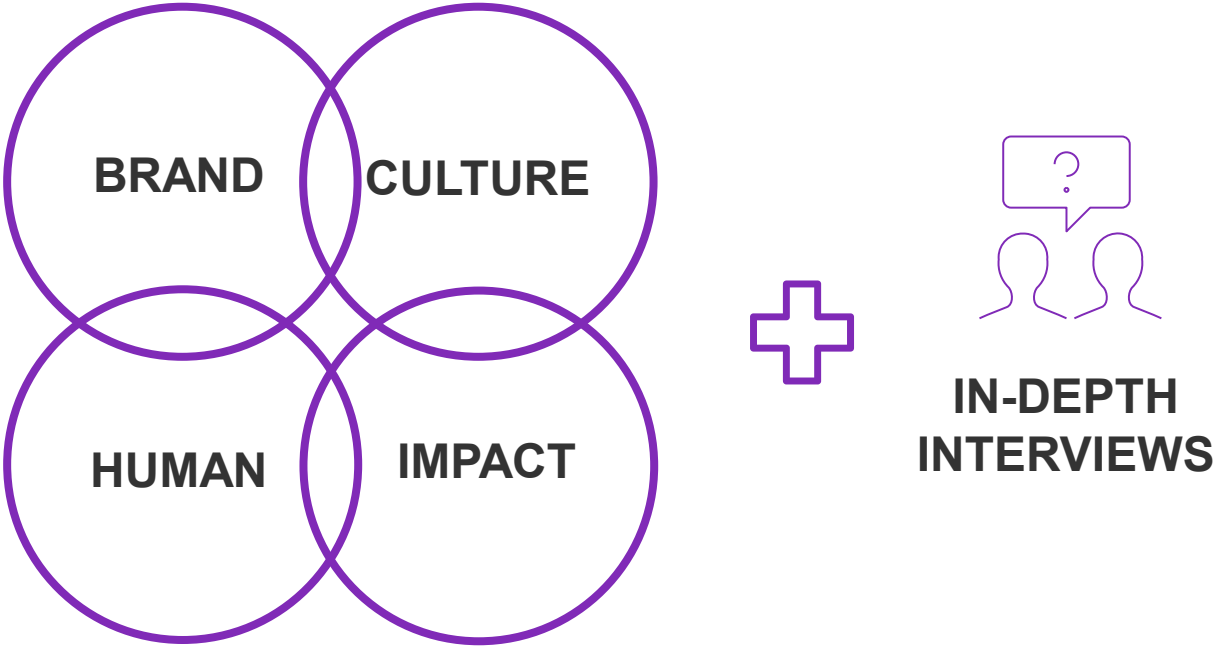
HUMAN

How do campaigns
respond to dominant
consumer attitudes/
expectations?

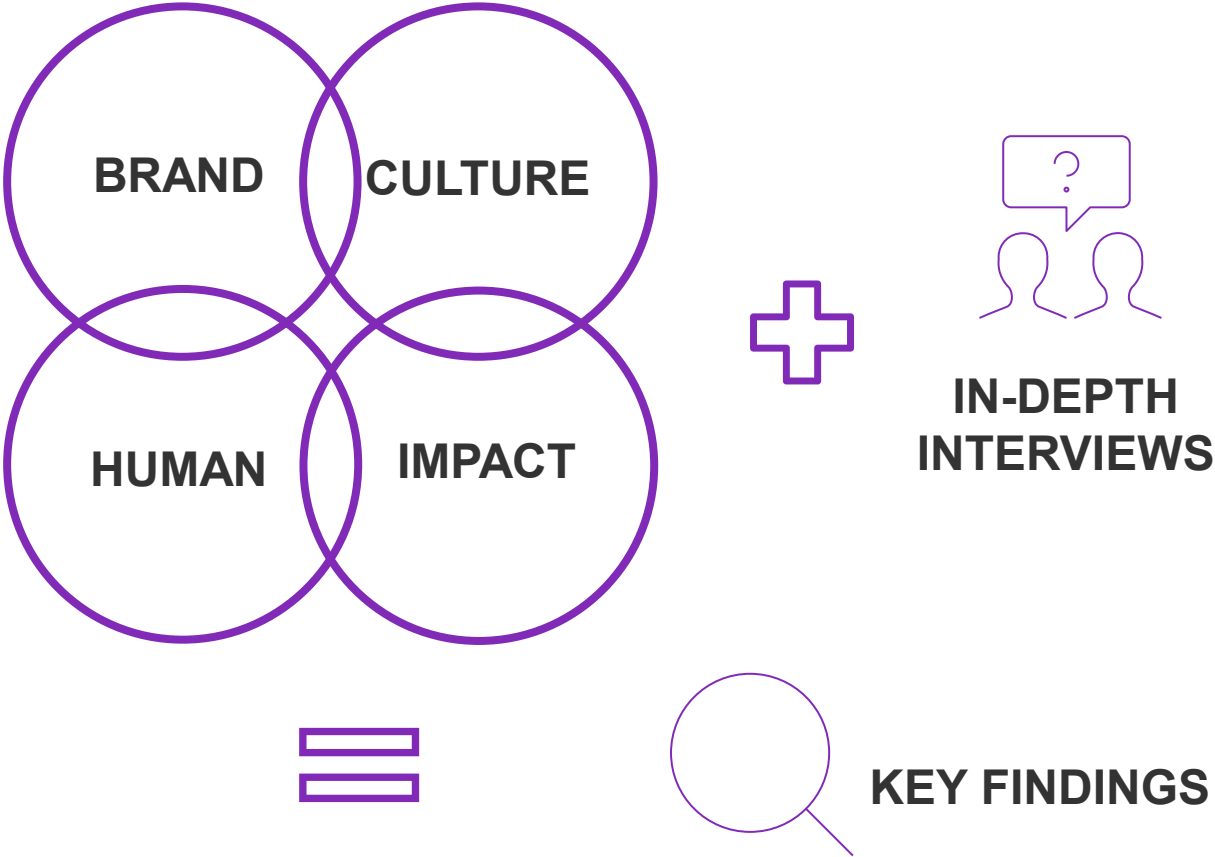
IMPACT

Evaluation of
campaign's impact on
equity measures
(e.g., Brand Power)

Next, we conducted in-depth interviews with 9 campaign owners, for behind-the-scenes insights.

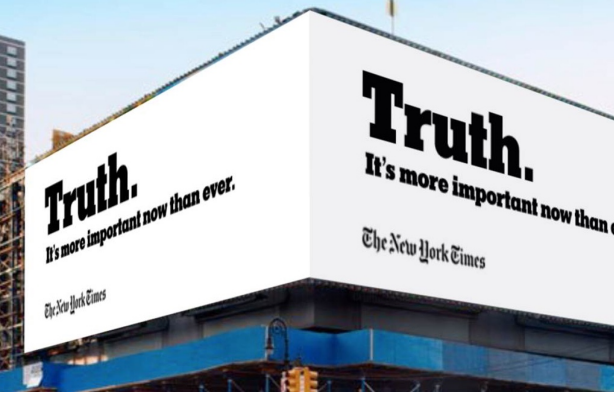


Finally we triangulated these insights, together with our analyses across lenses and campaigns, to form the key findings presented in this report.





The Takeaways

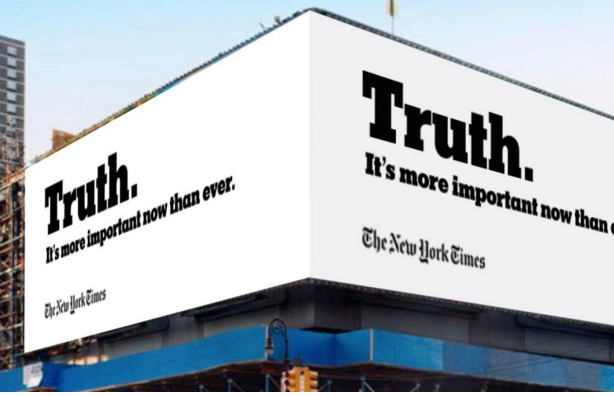


What is a purpose campaign?

Within the industry, there is much debate about what constitutes a purpose campaign. This meant that our case studies encompassed **a spectrum of “Purpose”**: from campaigns that focused on an isolated **cause** to those that amplified a brand’s **existing purpose**.



No matter where they stood on the spectrum, all these campaigns related to something bigger than the brand: **a contribution to the good of the world.**

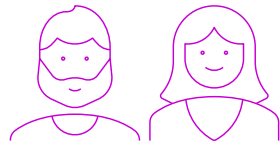


Building a best-in-class purpose campaign is about:



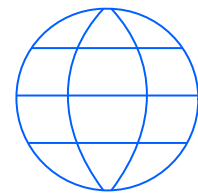
YOU

Be yourself: Create an authentic foundation for your campaign rooted in who you are as a brand



THEM

Center people, not your brand: involve them in your process, solve a problem that affects them and let them tell their story



THE WORLD

Make the world a better place: drive social change by solving problems, tapping into culture and committing to long-term impact



Authenticity is your foundation.
Being yourself will lead to powerful
campaigns that ring true.





Your campaign should...

1. Have precedent
2. Connect to your core
3. Feel like an obvious move

“If you think doing purpose is risky, it’s probably because you’re being inauthentic.”

–Sophia Lindholm & Karl Risenfors Art Directors, Forsman & Bodenfors, Volvo Cars Account



01.

Your campaign should HAVE PRECEDENT.

Brands with a history of working for a cause have a right-to-play when activating a Purpose driven campaign that connects to it.

“When she saw the campaign, the great-great-granddaughter of Cadbury’s founder wrote to us. She was so pleased that we had decided to return to the ethos with which the brand was founded.”

–Ben Wicks, Global Brand Director of Cadbury, Mondelez

Precedent can be inspirational – spark a novel idea – and lend credibility.

Cadbury; There's a Glass and a Half in Everyone (2018)



Embracing its founding family's history as Quaker philanthropists, Cadbury Chocolate focused its new positioning and communications on small acts of kindness. The brand asked "What would the Cadburys' ethos of generosity look like today?" A deep dive into the company's history led to a forward facing vision that resulted in the 2018 campaign.

Chipotle; For Real (2018)



The commitment to "food with integrity," has been central to Chipotle's brand DNA for many years. "For Real" marks a doubling down on a brand theme with which consumers were familiar: Chipotle had previously led several efforts around transparency and used the language of "real" food already in their 2017 "As Real As it Gets" campaign.

OMO; The Kids that No One Noticed (2018)



OMO first drew attention to its purpose of encouraging healthy outdoor activity through the "Dirt Is Good" campaign. "The Kids that No One Noticed" is an evolution of this marketing strategy as it raises awareness about how little outdoor time children are getting in Southeast Asia.

Internal precedent, e.g., CSR or D&I commitments, can catalyze campaigns that are externally facing.

Carrefour; The Black Supermarket (2018)



One of Carrefour's internal equities has been its CSR mission around sustainable development and agriculture. The company's resulting experience with sustainability allowed it to identify a specific cause around which to center its campaign: making EU laws friendlier to local farmers.

MGM Resorts; Universal love (2018)



"Universal Love" addressed the lack of representation in popular culture of LGBTQ+ relationships. Because MGM has an internal culture of LGBTQ+ allyship with a strong internal D&I commitment, the campaign was able to emerge organically as an extension of the company's lived values.

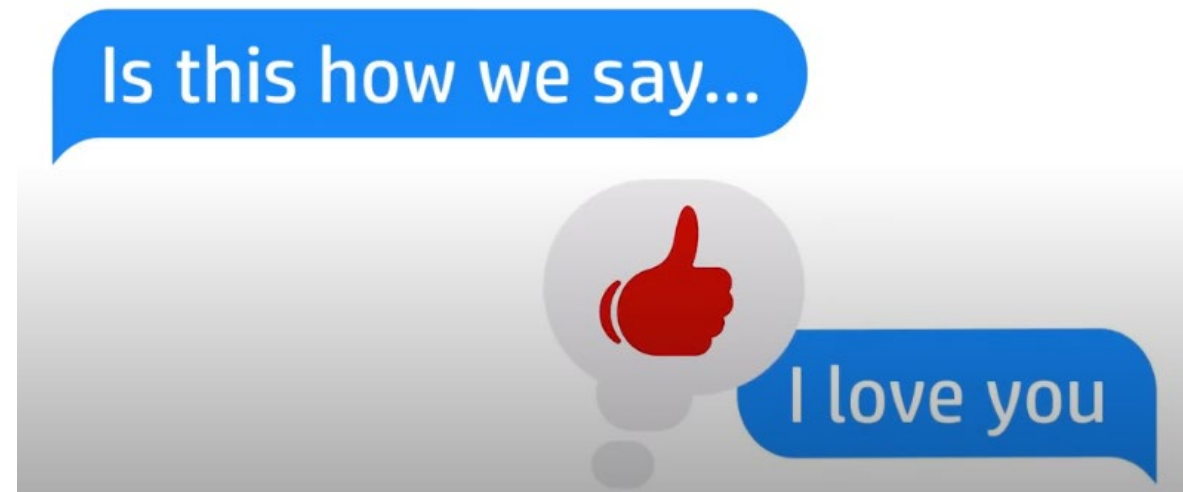
When tackling something new, closer-in or incremental campaigns can help build precedent.

Gillette; The Best a Man Can Be (2019)



Before addressing #MeToo and toxic masculinity on the national stage in 2019, Gillette built precedent by pushing forward the conversation around masculinity in smaller ways. The brand used its Father's Day campaign to tell stories that highlighted the evolving nature of manhood, and partnered with organizations dedicated to the education and wellbeing of the next generation of men. The brand made sure not to activate the 2019 campaign until it could authentically stand behind it.

HP; Get Real (2019)



HP began its campaign with a single 60-second spot meant to provoke conversation around the role of technology in people's lives. Gauging the reaction to this spot, HP was able to develop more in depth components to the campaign, including longer spots and holiday activations. Leveraging the equity it built with its consumer brand, HP continues to evolve the "Get Real" campaign iteratively across different business units, bringing the same underlying purpose of "getting real" to its Small & Medium Business BU and to the company's sustainability endeavours.

02.

Your campaign should
CONNECT TO YOUR CORE.

Linking to your central brand proposition makes for an ownable and differentiated campaign.

“Purpose campaigns have to be related to your core business.”

–Jon Sullivan, Director of Corporate Communications, Aflac

Brands should draw on their core propositions as differentiating and credible roots for a campaign.

Bumble; The Ball Is In Her Court (2019)



Since its inception, Bumble has centered its proposition on letting women make the first move. “The Ball is in Her Court” encouraged women to seize opportunities even before they present themselves — a message core to Bumble’s purpose, and recognizable as such to anybody familiar with the company’s offer.

Retail | REI; #Opt Outside (since 2014)



For the past five Black Fridays, REI has closed its stores and given its employees a paid day off, encouraging consumers to #OptOutside by enjoying nature and supporting the environment by not engaging in rampant consumerism. This activates the brand’s core purpose of inspiring and equipping people for “a lifetime of outdoor adventure and stewardship.”

AirBnB; #WeAccept (2017)



AirBnB’s #WeAccept campaign sought to inspire real action in response to rising global xenophobia. The campaign is rooted in the brand’s stated purpose to create communities around the globe that enable everyone to belong anywhere. This purpose itself is directly rooted in AirBnB’s business proposition of providing accessible accommodations that make every customer feel at home.

A campaign that doesn't link to a brand's unique proposition is less ownable, and can be overlooked by consumers, even if it does a lot of good in the world.

Herbalife; #missingtype (2018)



In 2018 Herbalife linked up with the American Red Cross to bring awareness to blood shortages and encourage donations.

This means of addressing the issue, although effective, did not visibly leverage any of Herbalife's unique assets in the health space, nor did it directly demonstrate the link between its cause and Herbalife's core business.

The campaign's proposition and execution could have been honed to create a more meaningful connection to the brand, which may have made the campaign more memorable to consumers.

03.

Your campaign should

FEEL LIKE AN OBVIOUS MOVE.

(in retrospect)

The ultimate authenticity test is what we call “**the duh factor:**”

Does it immediately make obvious sense to people for your brand to launch this campaign?



The consumer shouldn't have to pause to think about why your brand is launching the campaign—it just makes sense.

New York Times; The Truth Is Hard (2017)

to these personnel as the 702 team. The 702 team is supported by [REDACTED] and the [REDACTED]. The 702 Team also works closely with the FBI Office of General Counsel (OGC), including attorneys in this report as the Operations Attorney and the Policy Attorney.

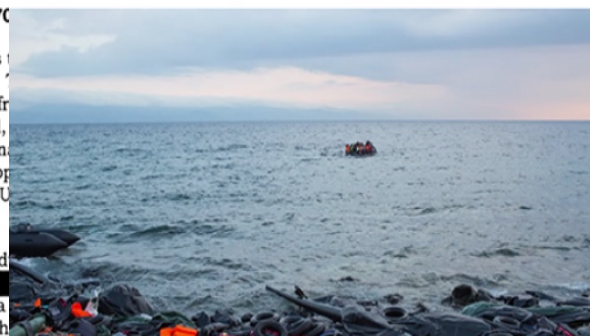


III. (U) The FBI's Targeting Activities Under Section 702

(S//NF) The FBI's primary role in the 702 Program is to identify and collect intelligence from [REDACTED] begins with the NSA's determination, based on intelligence from [REDACTED] and its own analysis of signals intelligence already collected, [REDACTED] a selector (typically an e-mail address) from intelligence information. The NSA applies its FISA Court-approved procedures to determine that the account is used by a non-U.S. person reasonably believed to be located outside the United States.

(TS//SI//NF) The NSA may apply its targeting procedures to [REDACTED] selector [REDACTED].

When the NSA targets a [REDACTED] the FBI, through [REDACTED] provides technical assistance to [REDACTED].



As one of the world's most trusted and well-known news sources, The New York Times had an obvious right-to-play when launching a campaign around the role of truth and integrity in journalism.

National Geographic; Planet or Plastic? (2018)



National Geographic is an organization devoted to understanding and deepening people's relationship to Planet Earth. Therefore, launching a campaign to save the planet from human-made plastics is a natural extension of what the organization has always done.

When a cause is a stretch for a brand, campaigns can receive confused or cynical reactions.

Lush; #SPYCOPS (2018)



Lush exists to make “fun and luxurious beauty products while taking care of our world and community.” Although #SPYCOPS was related to community, its specific subject—human rights abuse by undercover police—is a far stretch given the brand’s personality. As a result, some consumers reacted negatively.

Schweppes; The Dress for Respect (2018)



“The Dress for Respect” aimed to raise awareness about sexual harassment. However, since Schweppes had no core equities around issues of gender equality, the company was not equipped with organizational knowledge on how to execute a campaign around this subject. The result was a well-meaning effort that some criticized as insensitive.

MasterCard; World Cup Meals Campaign (2018)



During the 2018 world cup, MasterCard offered to donate 10K meals to children in need for each goal scored by Messi or Neymar Jr, causing consumers to ask why MasterCard wouldn’t just donate the meals regardless of the players’ performance. By choosing a cause—world hunger—that was not in the brand’s wheelhouse, MasterCard opened itself up to vulnerabilities in the campaign’s execution.



Volvo; Equal Vehicles for All (EVA) (2019)



Most cars' safety measures are designed for the average adult male body. Driven by the belief that cars should protect everyone, Volvo publicly released 40 years of its safety research that has taken into account all body types.

1. HAVE PRECEDENT

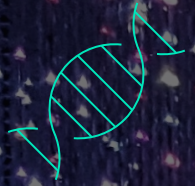
Volvo's EVA campaign has a strong brand precedent from 60 years prior. In 1959, Volvo invented the modern 3-point seat belt. Instead of patenting the design, the company released it publicly for all car manufacturers to use. The 2019 campaign celebrated this decision by releasing Volvo's inclusive safety research for all car manufacturers to use, continuing the brand's legacy of generosity in the name of safety.

2. LINK TO THE BRAND'S CORE

Volvo's conscientiousness and attention to safety are key differentiating factors in the brand's value proposition. This campaign is rooted in both of these celebrated equities.

3. AN OBVIOUS MOVE FOR THE BRAND

This campaign is a no-brainer for Volvo. In the words of the brand's art director at Forsman & Bodenfors: "Everyone knows Volvo is a leader in safety, and that's why Volvo is the one manufacturer that can do this campaign."



YOU

4 Questions to ask yourself:

1.

What has my brand already done for this cause?

2.

Is my brand ready for this campaign or should it work on setting a precedent first?

3.

Is this campaign based in what we do as a brand?

4.

Is this campaign an obvious move for my brand from a consumer's perspective?



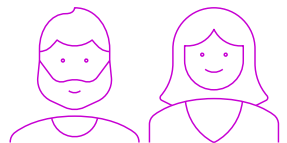


MAKE IT ABOUT

THEM

It's not all about you. Partner with your fans, engage them in an experience, and empower them to take ownership of your cause.





THEM

In executing your campaign you should...

1. Partner with the people who care
2. Let them tell their story
3. Give people something to do

“We partnered with people who were passionate about the cause and let them run with it.”

—Tessa Cosenza, MGM Account Director, McCann



01.

Partner with THE PEOPLE WHO CARE about and are affected by the cause you want to forward.

They can help you find the most interesting campaigns and steer you towards a relevant execution that will actually make meaningful impact.

“Ideas and issues don’t just come from what people at Patagonia think would make for good campaigns. We often rely on the nonprofits that we support, and we draw from their expertise to create content. Grassroots activism is central to Patagonia’s advocacy campaigns.”

- Corley Kenna, Sr Director of Global Communications, Patagonia

Involving real people who care about your cause can lead to invaluable insights.

Patagonia; The Fight for Public Lands (2017)



Patagonia's commitment to local activists helped the company identify the cause for its national campaign. Patagonia had been supporting grassroots environmental non-profits as part of its purpose work since 1985. As a result, the company had been in close contact with communities invested in protecting Bears Ears, Utah. When those communities showed the environmental and cultural value of the land, the company felt an obligation to join the fight in protecting it.

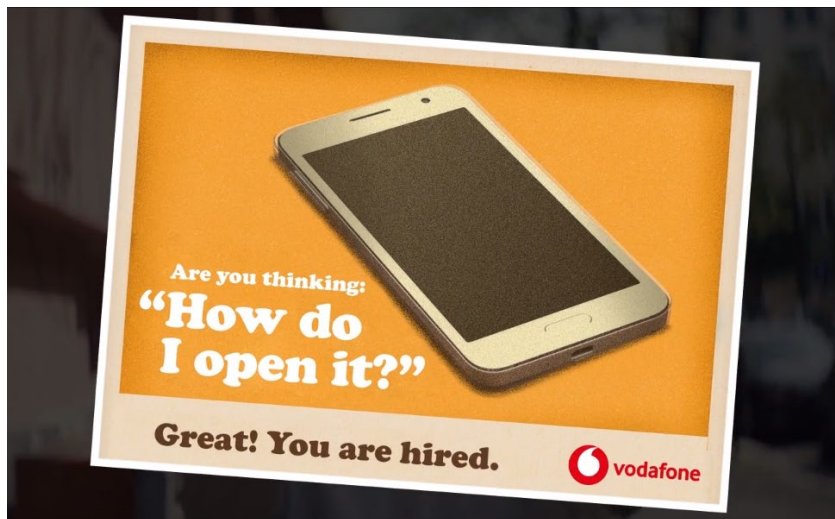
National Geographic; Planet or Plastic? (2018)



National Geographic has built a large network of explorers across the world. Over the past 15 years, these explorers kept remarking about the prevalence of plastic litter in every environment they visited. This observation galvanized the rest of the organization and led to a multi-pronged campaign to rescue the earth from plastic waste.

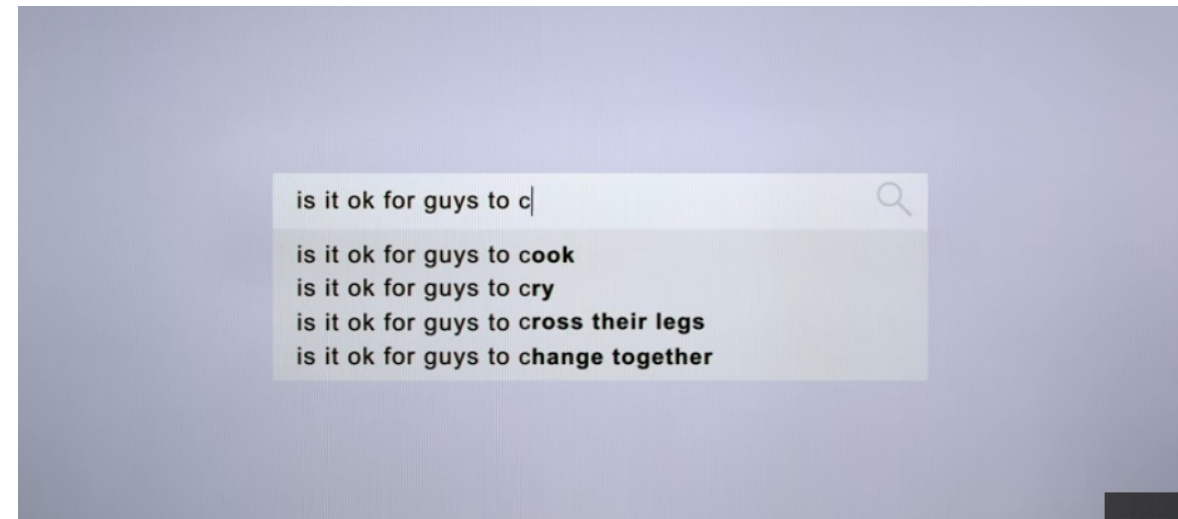
People are most invested in their own stories. People care about campaigns that center them.

Vodafone; Seniors For Seniors (2018)



Vodafone's campaign addressed the many seniors who felt left behind by technology. The brand hired and trained seniors to act as customer representatives to other seniors who felt intimidated when shopping for technology. By placing their target consumers in an active role, Vodafone made them the heroes of its campaign. This engaged and empowered both the seniors who participated in the campaign, and the rest of the campaign's audience who could relate to them.

AXE/Lynx; Is it OK for Guys... (2017)



AXE's campaign was based around actual internet searches of boys and young men struggling with rigid societal norms around masculinity. By centering real boys and young men in the campaign's story, AXE was able to speak to real issues using their target's own language.

02.

LET THEM TELL THEIR OWN STORY too.

And encourage them to use their own authentic voice.



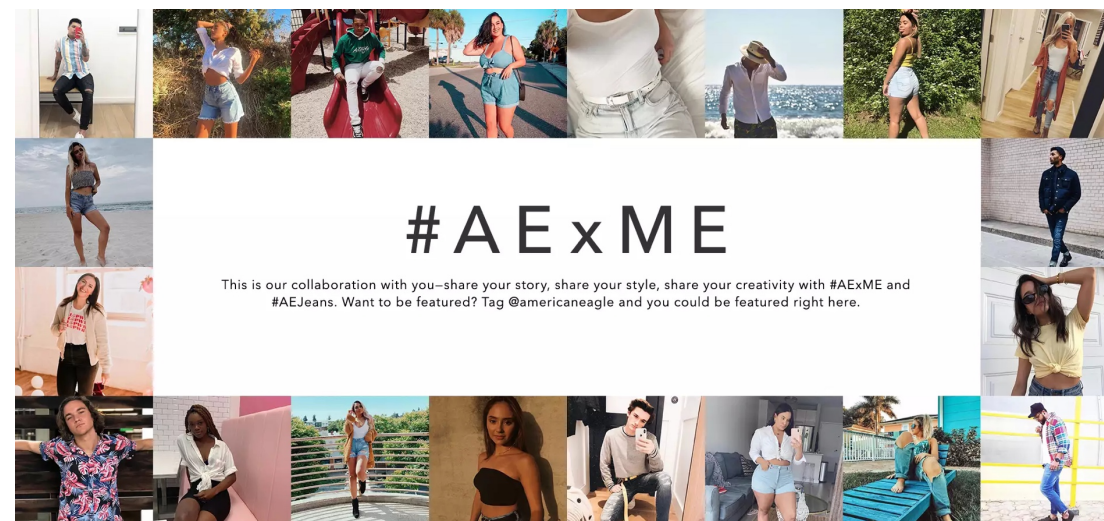
When consumers author aspects of the campaign, they feel ownership over it.

Yoplait; Mom On (2017)



Yoplait's campaign provided moms with multiple platforms to express their own take on parenthood. This included a "mom tips" hotline which received around 10,000 calls; Throughout the campaign, moms eagerly shared their own stories, taking to social with +12K mentions of "mom tips," and over 154M impressions generated by interactive influencer content ([Source](#)).

American Eagle; AE x Me (2018)



The clothing brand highlighted its purpose around self-expression and youth empowerment by giving GenZ consumers control of the campaign's creative direction, allowing them to photograph, style, and direct the creative. This delivered on the brand's promise and allowed the brand to speak to its consumers from their own perspective.

03.

Don't just talk.
GIVE THEM SOMETHING
TO DO.

When a campaign becomes an experience, people can participate, own the story and even be the hero.

“We created real, printable content, including games, recipes and more, to help people step out from behind their screens and spend quality time with their families during the holidays”

-Deepak Masand, Global Head of Marketing (CMO), Imaging, Printing & Solutions, HP Inc.

Create opportunities for consumers to live their own stories around your campaign. This can be done in a number of ways:

Give them a platform

The Body Shop; In Our Hands (2016)



The cosmetics retailer refreshed its brand with the aim of turning stores into hubs for local activists. By enabling consumers to work towards the causes that they care about, The Body Shop became a stage on which consumers could stand up for what is important to them.

Something to buy

Microsoft; We All Win (2019)



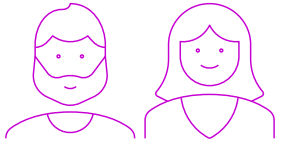
Launched under the tagline “when everyone plays, we all win,” Microsoft’s new videogame controller adapts to the specific accessibility needs of its players. This not only empowered disabled people to be heroes within a gaming experience, it also turned their gaming experience into an experience of Microsoft’s purpose campaign.

Something to fight for

REI; #Opt Outside (since 2014)



REI inspires consumers to participate in the brand’s boycott of Black Friday, by annually closing its stores and spreading the message to #OptOutside by enjoying nature and fighting for the environment. The campaign is an invitation to join hands with REI in its fight against an environmentally harmful consumer culture, making activism as easy as spending a day outdoors.



THEM

MGM Resorts; Universal love (2018)



Recognizing that mainstream entertainment often excludes LGBTQ+ people, MGM switched up the genders of artists who performed classic love songs, making the songs applicable to same sex relationships.

1. PARTNERING WITH PEOPLE WHO CARE

In producing the music, MGM partnered with artists in the LGBTQ+ community and allies of the community. The campaign process included a mass outreach to people who care about the issue of inclusivity in entertainment.

2. LETTING THEM TELL THEIR STORY

MGM and its agencies encouraged free creative and personal expression from the artists on the album: “We let the artists have input on what song they wanted to sing. Ke\$ha brought her song to us – it was never on our list of songs.” – Tessa Cosenza, MGM Account Director, McCann

3. GIVING THEM SOMETHING TO DO

The campaign was centered around the release of an album that people could purchase and listen to. Additional experiential activations included karaoke sessions where people could choose the pronouns they wanted to be used in the songs they sang.



THEM

4 Questions to ask yourself:

1.

How can we involve the people who care about this idea most?

2.

How do we make real people the heroes of our campaign?

3.

How do we empower them to tell the story?

4.

Can we give them something to do?

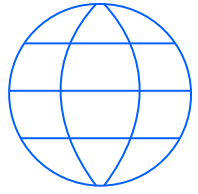




IMPACT THE

WORLD

A purpose campaign is no good if it doesn't actually *do* good. Create lasting social impact by helping solve culturally resonant problems in a long-term sustainable way.



THE WORLD

Your campaign should...

1. Help solve a problem
2. Tap into culture
3. Be in it for the long haul



“At Patagonia, we appreciate that all life on earth is under threat of extinction. We’re using the resources we have—our business, our investments, our voice and our imaginations—to do something about it.”

—Patagonia.com

01.

You can make an impact by HELPING TO SOLVE A PROBLEM.

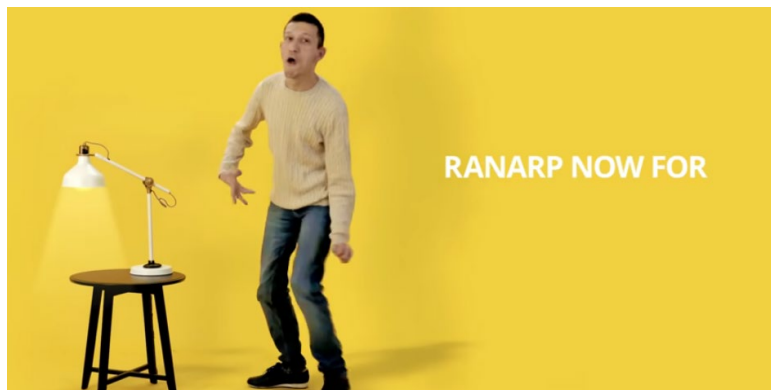
There are many ways to do good for the world, but one of the most impactful and successful approaches among Purpose campaigns is to provide tangible solutions to existing problems.



Campaigns that solve a problem boost credibility by instantly delivering on the campaign's promise of doing good.

Product Innovation

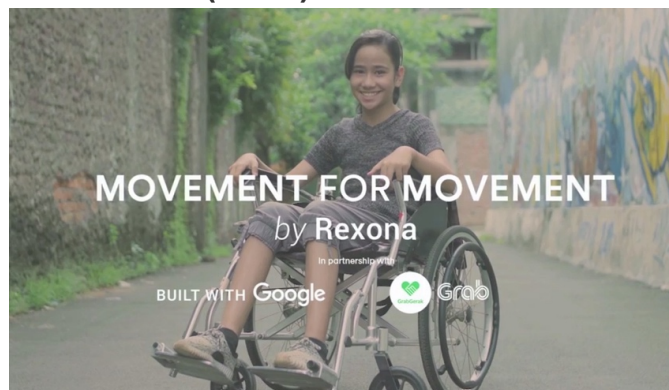
IKEA; ThisAbles (2019)



IKEA's accessible furniture is a physical example of the company's vision to "create a better everyday life for as many people as possible." Product-solutions like this garner reliably positive responses, perhaps due to the fact that they leverage unique brand assets to solve problems, demonstrating the authenticity of the campaign in the process.

Non-product innovation

Rexona (Unilever); Movement for Movement (2017)



In an effort to make movement more accessible to people with disabilities, the deodorant brand partnered with a car service and created a mobile accessibility app, directly delivering on Rexona's promise of helping people move.

Activation

Carrefour; The Black Supermarket (2018)



Carrefour mounted an illegal supermarket in their own stores, leveraging consumer demand to change EU agricultural laws that posed a hindrance to small farmers. The effort was effective, and consumers were able to see the positive impact of their participation in the campaign.

Many campaigns solve a problem for a specific group who is traditionally underserved. The reach, however, goes beyond the specific target, through empathy and cultural conversations surrounding that group.

Aflac; My Special Duck (2018)



Aflac recognized that child cancer patients often lack access to emotional comfort during their hospital stays. In response to this problem, the company created smart stuffed animals to serve as these children's companions. This solution taps into the real human experience of cancer, while likewise tapping into the empathic responses from consumers who haven't had that direct experience.

MGM Resorts; Universal love (2018)



MGM recognized that mainstream culture rarely caters to the LGBTQ+ community itself. To help correct for this, the campaign switched up the genders of artists who performed classic wedding songs, making the songs applicable to same-sex couples. This not only provided validation for people in same-sex relationships, it also raised mainstream awareness around the unfair heteronormativity of entertainment, garnering the sympathy of LGBTQ+ allies.

02.

TAP INTO CULTURE to build a resonant campaign for today.

To have broad social impact, purpose campaigns must address problems that are meaningful in today's moment.

“It’s hard to get through this decade without having a conversation about how masculinity is changing. The cultural tension around the subject is what made it strong.”

**–Jeff Stamp, Chief Content Officer,
Grey Group (Gillette Campaign)**

By connecting to timely cultural tensions, campaigns can enter the national discourse and have a large-scale effect.

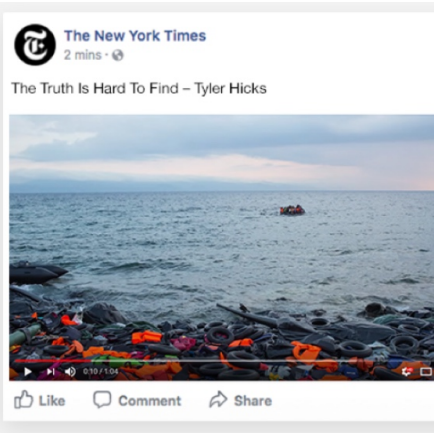
New York Times; The Truth Is Hard (2017)

to these personnel as the 702 team. The 702 team is supported by [redacted] and the [redacted]. The 702 Team also works closely with the FBI Office of General Counsel (OGC), including attorneys in this report as the Operations Attorney and the Policy Attorney.

III. (U) The FBI's Targeting Activities Under Section 702

~~(S//NF)~~ The FBI's primary role in the 702 Program is to [redacted]. This begins with the NSA's determination, based on intelligence from [redacted] and its own analysis of signals intelligence already collected, that [redacted] a selector (typically an e-mail address) may [redacted] intelligence information. The NSA applies its FISA Court-approved procedures to determine that the account is used by a non-U.S. person reasonably believed to be located outside the United States.

~~(TS//SI//NF)~~ The NSA may apply its targeting procedures to [redacted] selector [redacted]. When the NSA targets a selector, [redacted] the FBI, through [redacted] provides technical [redacted].



In an era of disinformation and fake news, the NYT's campaign tapped into a key tension: what can we trust?

By leaning into their role in resolving that tension — a paper that goes after the truth — NYT positioned itself as a salve to the pain of the moment. This culturally resonant message resulted in 5.12 billion impressions and \$16.8 million in media value. ([Source](#))

AXE/Lynx; Is it OK for Guys... (2017)



As the debate around toxic masculinity gained cultural importance, AXE recognized a tension for many young men: they were also victims of toxic masculinity, but alienated by conversations around the subject. To solve for this tension, AXE told the story of toxic masculinity in a way that was relatable to men and boys, encouraging them to break free from the gender norms that had made many of them insecure. After the campaign launch, AXE's brand power score increased from 91 to 132 and its purpose index increased from 94 to 106. (BrandZ)

Divisive topics are often culturally potent, so when brands engage, consumers note. Brands that take the risk can expect big, but polarized, reactions.

Nike; Believe in Something (2018)



Nike took a proud and unequivocal stand in the national conversation about race, police brutality and the #BlackLivesMatter movement. This had polarizing effects, provoking strong emotional reactions on both sides and generating a national conversation around the brand. After the campaign launch, Nike's brand purpose index increased by 20. (BrandZ)

Gillette; The Best a Man Can Be (2019)



Gillette's campaign directly addressed the cultural conversation around toxic masculinity, explicitly naming the #MeToo movement. The company took a stand that men can do better and should raise their boys outside of harmful masculine norms. The campaign was predictably polarizing, generating buzz and heated debate.

But taking a stand can still be done in subtler, playful ways that don't create as much polarization.

Lego, Rebuild the World (2019)



Rebuild
the
world 

Lego's global campaign focused on inspiring kids and adults alike to be more creative with their thinking, encouraging them to "Rebuild the World." The campaign's creative featured Lego-constructed visions of what a better world could be, with images that cleverly promoted cultural and political ideals like environmentalism and gender inclusiveness.

Although the campaign was subtle in execution from an adult's point of view, seeing Lego support visions for an inclusive future can have a real impact on children growing up with the brand.

Choosing a culturally relevant cause is not enough.

Cultural relevance also plays a big part in a campaign's execution



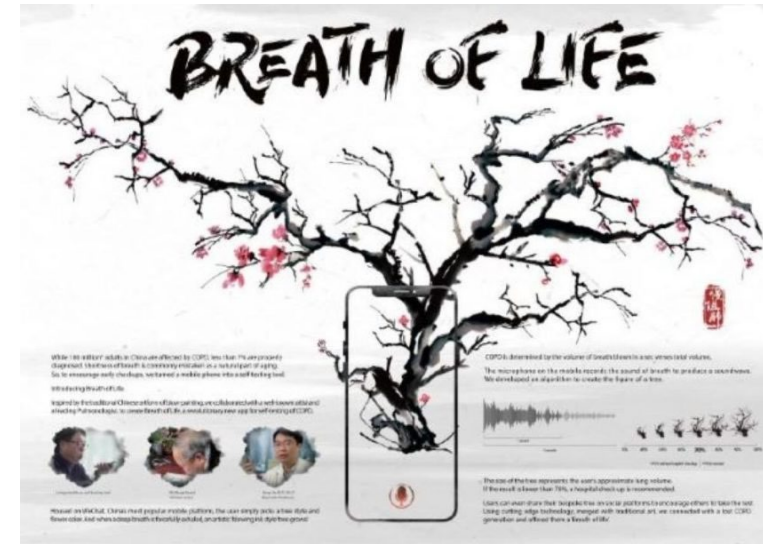
Understanding a cause’s cultural context gives campaigns a shortcut to people’s brains through relevant cues and touchstones that can be used in execution.

Secret; Equal Pay (2019)



Secret understood that the current cultural tone around female empowerment is all about bold, direct transparency (MONITOR Energies, 2019). The “Equal Pay” campaign channeled this tone with its large, bold-letter declarations around fairness. It also used the timely outrage around pay inequality in the women’s World Cup as a touchstone, donating a large sum to help make the team’s pay equal to that of their male counterparts.

GSK; Breath of Life (2019)



GSK’s “Breath of Life” app allows people to test whether they have chronic obstructive pulmonary disease by blowing onto their phone. Using visual cues from traditional Chinese blow painting, the app provides instant feedback of today’s wellness model with a nod towards ancient Chinese practices and wellness. In this way, the app taps into the intersection of two emerging cultural phenomena—on demand wellness and holistic health.

But it's important to be mindful. Campaigns with culturally relevant subjects risk mixed responses if they misstep in execution due to cultural blind spots.

Burger King; #feelyourway (2019)



#Feelyourway attempted to speak to the rise in social consciousness around mental health, but was criticized for overlooking the lived experiences of people with mental health disorders by treating the subject casually and unintentionally suggesting that conditions like depression are equivalent to being in a bad mood.

P&G; The Talk (2017)



P&G's ad depicts a series of mother-child conversations about the reality of the Black American struggle. While this visibility was validating for many, others criticized the ad for lacking representations of black fathers, and therefore playing into the harmful "absent black father" stereotype.

03.

This shouldn't be a one-off thing. If you're getting behind a cause, your brand has to **BE IN IT FOR THE LONG HAUL.**

The most important problems aren't created overnight, nor are they solved overnight. Do something that will make a lasting impact. Then do more.

“It's not just a finished campaign, it's the start of an ongoing project to change the world. That's how we build long-term equity.”

**–Sophia Lindholm & Karl Risenfors Art Directors,
Forsman & Bodenfors, Volvo Cars Account**

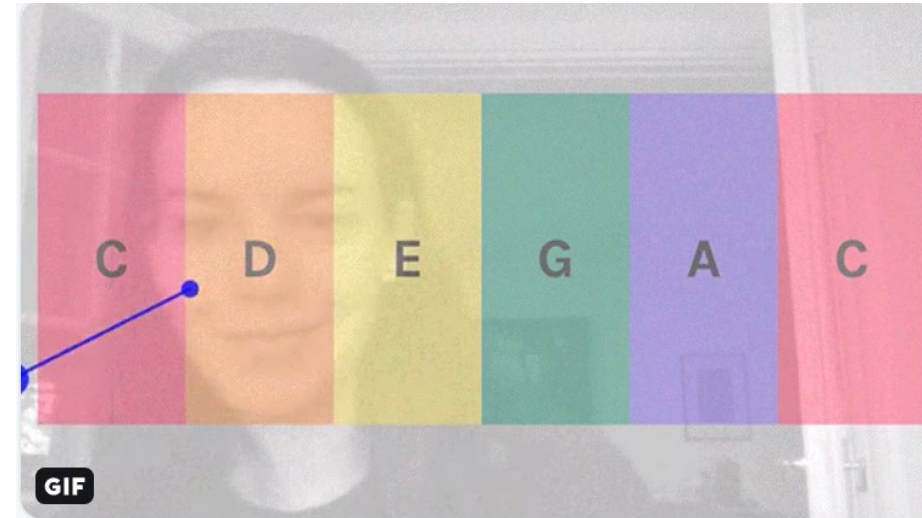
To avoid becoming a one-off stunt, truly impactful campaigns do good in a way that lasts.

Levi's; Vote (2018)

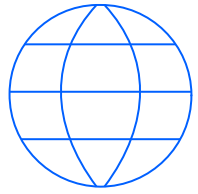


Levi's began its campaign for voter registration during the 2016 election, and is re-launching the campaign in 2020. The goal is to continue carrying the founder Levi Strauss' democratic values into the future by making sure every American's voice is heard. The brand recognizes that this goal cannot be achieved in one election cycle, but is an ongoing, long-term process of engaging American citizens.

Google; Creatability (2018)



Google's "Creatability" uses the internet and artificial intelligence to make composing music, painting and other artistic activities more accessible to people with various disabilities. In order to promote the longevity of the project, Google released the open-source code and tutorials for others to make their own tools for disabled artists, enabling external developers to take the lead and extend the impact of "Creatability" indefinitely.



THE WORLD

Patagonia; The Fight for Public Lands (2017)



As part of its long-term environmental preservation efforts, Patagonia urged Americans to protect Bears Ears National Monument against the government’s moves towards privatizing the public land. Patagonia has even brought a lawsuit against the Trump administration for its actions.

1. HELP SOLVE A PROBLEM

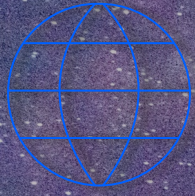
The amount of protected public land in the United States is dwindling. This poses a threat to indigenous communities who live and rely on the land, as well as to other Americans who benefit from the land’s beauty and its role as a natural sanctuary. This campaign is a commitment to fighting this problem and keeping land in the hands of the people.

2. TAP INTO CULTURE

The company’s bold declaration, “The President Stole Your Land,” tapped into Americans’ rising resentment of their government, especially around environmental issues, which occupy an increasing part of the public consciousness.

3. COMMIT FOR THE LONG HAUL

The campaign was part of an existing commitment to Bears Ears and the communities around the land: Patagonia was part of the lobbying group that pressured President Obama to declare Bears Ears a national monument. The company plans to continue protecting the land and to more broadly promote the role of public lands in America.



THE WORLD

5 Questions to ask yourself:

1.

How can we create lasting social impact?

2.

Is there a problem we can help solve?

3.

How can we get in this for the long haul?

4.

How can we tap into the cultural conversation around our cause?

5.

Are we sure we know all the sides to the cultural issues this campaign addresses?

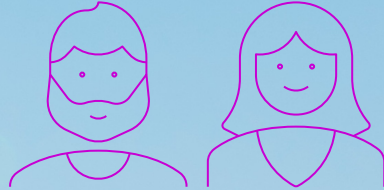
A wide-angle landscape photograph. The foreground shows a sandy dune on the left. A large body of water with a distinct pinkish-red hue occupies the middle ground. The horizon is flat, with some distant structures and utility poles visible. The sky is a clear, bright blue with a few small, wispy clouds.

Summary: The big three

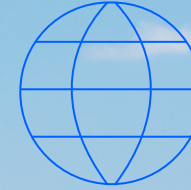
The 3 things you need to do in your next purpose campaign



Be **YOU**. Do something that feels like a no-brainer given who you are.



Center everything you do around **THEM**. And better yet, create a platform for them to tell it and do it themselves.



Understand the cultural context we're all swimming in, and actively engage in shifting **THE WORLD** today and tomorrow.

Thank you

