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BRANDS & MOVEMENTS:
WHY BRANDS NEED TO SHIFT
FROM CREATING
MARKETING MOMENTS
TO SUPPORTING MOVEMENTS

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CONTENTS

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A NEW REALITY

No one can say we are living in boring times. The issues we face seem to increase in number, and intensity each day. Whether it's addressing climate change, systemic racism, economic inequality, the COVID-19 pandemic, or supply chain disruption, there is a lot on the world's plate right now.

But how much change and uncertainty can the world handle? There is a collective sense that someone needs to step in and fix what's broken. In the past, we would have turned to government to provide solutions. Today, we look to a wider set of actors to solve our challenges that includes civil society, individual action, big business and their brands.

It's the role of business and brands that we focus on in this research report, and the issues they face when engaging with the challenges of today.

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What we expect from business and brands has changed considerably in the past few years. Gone are the days when brands only had to focus on delivering a great product or service. Today consumers (especially Gen-Z and Millennials) expect the brands they support to share their values, to stand up and speak out on the issues that matter to them.

In the past, brands tried to create "Marketing Moments" to build deeper relationships with their customers. Moments when they could celebrate the product or service, use humour or shared experience to demonstrate relevance, or novelty to cut through and build mind share with audiences they saw as busy and easily distracted.

Today, we expect businesses and brands to stand for more, to do more than just market themselves, and simply entertain us for a short moment. We expect them to help move the world forward – and for them to work with organisations and individuals (and even with competitors) to solve the challenges we face today, and the future.

Today we expect brands to support and help build Movements.

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Whether it's climate change, diversity and inclusion, or economic equality, the pressure on business and brands to be more than simply profit has never been greater. As our data in this report highlights, many companies are aware of these changed expectations and are already acting in new and exciting ways to bring change and deliver on their commitments.

However, we also find that others worry about getting "this movement thing" wrong, or the potential for reputational backlash if they stand up and speak out on the "wrong" issue. Is supporting a movement "worth it" a brand may ask?

Our research finds that business leaders, while voicing some concerns see the direction of travel as going in one direction: to stay relevant to the people that matter to their businesses, they are very aware they need to champion them, their issues, and show that they are aligned with their values.

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WHAT WE DID
METHODOLOGY

At Alfred we see our role as helping brands navigate change to become stronger, more resilient, and more closely aligned with the needs and expectations of their stakeholders. To do that, we start with listening. We listen to business leaders to understand what is on their radar.

- What do they see as the big challenges facing their brand?
- What do they think should be done about these challenges?
- How do profit and purpose co-exist – and even complement each other?
- What are businesses doing, planning to do, and reluctant to do when it comes to supporting movements?
- What are the drivers of positive change?

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To answer these questions, we commissioned YouGov to conduct research with business leaders in the UK and the US. We spoke to C-level and director-level executives from companies with 1,000+ employees from a variety of industries. These business leaders represented brands of various sizes, with half having a turnover of more than 1billion (£/$). In total, we interviewed 302 business leaders in the UK (152) and in the US (150).

Throughout the report, we highlight interesting and relevant differences between views of business leaders in the US an UK.

We also compared and contrasted our research with similar research conducted with 2,878 younger consumers (Gen-Z and Millennial) in the UK, US, Germany, and Nigeria that was conducted 8 – 21 January 2021 to understand where there was alignment and disconnect between business/brands and the people that buy their products and support them.*

*See appendix for more information on how these studies were conducted.

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FIVE KEY TAKEAWAYS

AND OUR BOTTOM LINE

1. Most business leaders think consumers' and society's expectations of business and brands have changed over the past few years, expecting business and brands to have higher standards for environmental and social impact (21%) and to focus on "purpose and profit" (16%).
2. In response to these changed expectations, business leaders are most likely to say that their organisations are becoming more environmentally and/or socially responsible (14%), and listening and responding to the changed expectations (12%).
3. Two thirds of business leaders agree that purpose and profit go hand in hand, that "Investing in purpose will ultimately make a business more successful" (67%) and that "By supporting the issues that matter to our customers/stakeholders, we will ultimately be more successful as a business (67%).
4. However, four in ten say that concern over getting action right or backlash if they get it wrong (42%) is a challenge for their organisation, suggesting that fear of backlash or getting cancelled may hold many brands back from engaging with purpose movements.
5. In fact, we find that business leaders who say they are concerned about backlash for getting it wrong, are much less likely than those who are not concerned, to say their organisation is taking concrete action on social and environmental issues (48% concerned vs. 71% not concerned).

The bottom line:
For those companies and brands that are ready to embrace this new reality but may have concerns about exactly how to get it right, this report offers a blueprint for building and supporting movements successfully.

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THE WORLD TODAY

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THE WORLD
TODAY

Brands can no longer only exist to make a great product or service, to secure a healthy profit. The spotlight is on brands, their contribution, their actions, as consumers demand that they positively impact the world beyond their offering. Those that focus purely on product and profit, will lose out over the next decade.

For brands, the world today is very different from what it was a few years ago. One major change is that, now, business leaders believe that consumers and society expect more from them than ever before. In fact, nearly four in five business leaders (78%) say that consumers' and society's expectations of business and brands have changed a great deal (31%) or a fair amount (47%) over the past few years.
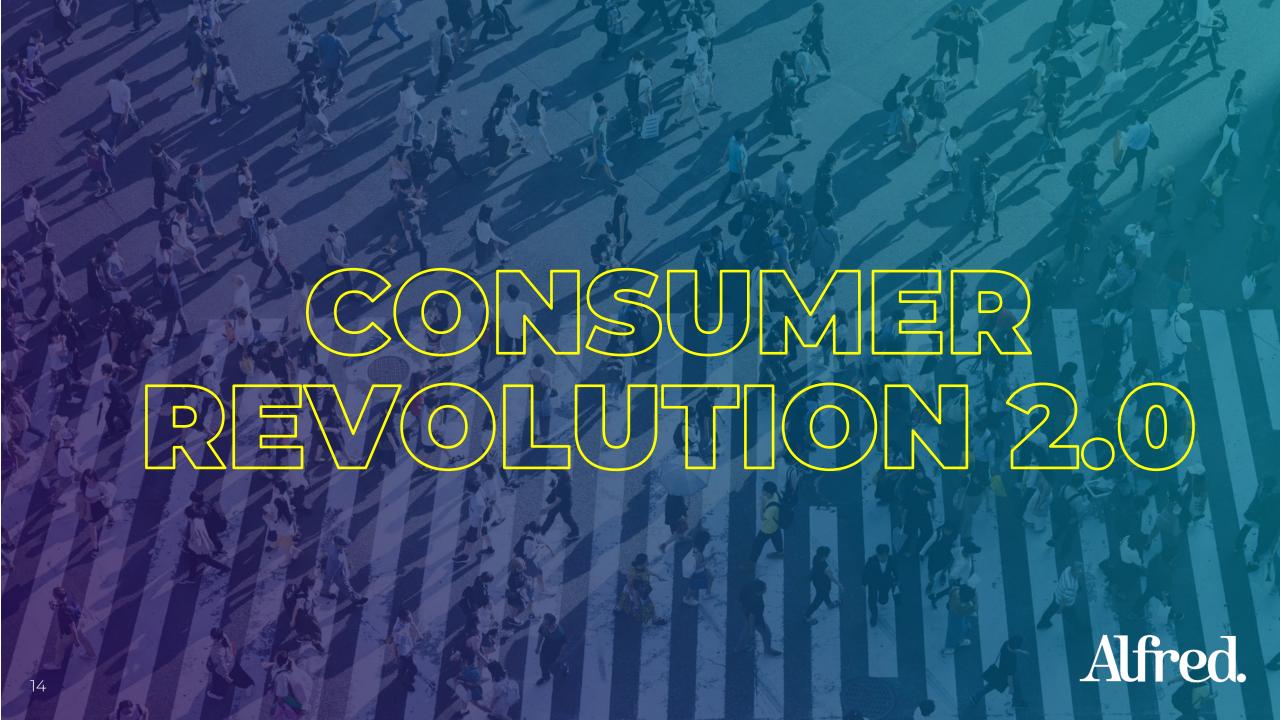
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THE WORLD
TODAY

And managing the expectations of customers and stakeholders (60%) is at the top of the list of the challenges UK and US business leaders and their organisations face today, ahead of the pressure to innovate, deal with Covid-19, manage supply chain issues, and even capital.

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CONSUMER REVOLUTION 2.0

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CONSUMER
REVOLUTION 2.0
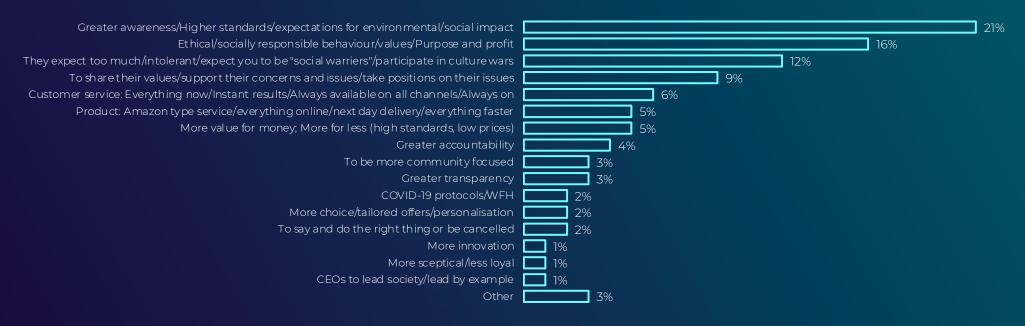
Given consumers and society are trying to navigate issues like climate change, Black Lives Matter, and economic insecurity, what are these new expectations facing business leaders?

When asked to volunteer ways in which they think expectations have changed over the past few years, business leaders who see a great deal or fair amount of change (78% of the total) say that, today, consumers and society expect business and brands to have higher standards for environmental and social impact (21%) and to focus on "purpose and profit" (16%).

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BUSINESS LEADERS

In what ways do you think consumers' and society's expectations have changed over the past few years?

(*only asked of those who think expectations have changed a great deal or a fair amount)

Category	Percentage
Greater awareness/Higher standards/expectations for environmental/social impact	21%
Ethical/socially responsible behaviour/values/Purpose and profit	16%
They expect too much/intolerant/expect you to be "social warriers"/participate in culture wars	12%
To share their values/support their concerns and issues/take positions on their issues	9%
Customer service: Everything now/Instant results/Always available on all channels/Always on	6%
Product: Amazon type service/everything online/next day delivery/everything faster	5%
More value for money; More for less (high standards, low prices)	5%
Greater accountability	4%
To be more community focused	3%
Greater transparency	3%
COVID-19 protocols/WFH	2%
More choice/tailored offers/personalisation	2%
To say and do the right thing or be cancelled	2%
More innovation	1%
More sceptical/less loyal	1%
CEOs to lead society/lead by example	1%
Other	3%

Business leaders in the UK (38%) are more likely than those in the US (10%) to volunteer that consumers and society expect business/brands to have higher standards for environmental and social impact.

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FURTHER
PROOF

Other studies confirm this view and show that today's younger consumers (Millennials and Gen Z aged 16-39) expect their brands to do more than provide great products and services.

In this new reality, Millennials and Gen Z consumers say that to get their trust and support, companies must have a clear social purpose (67%), listen to them and factor their views into their behaviour (67%), and take positions on the social issues that matter to them (64%).

Source the Purpose Pulse 2021, N=2878

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FURTHER PROOF

Q: How important do you think each of the following are for a company to do to build trust and support amongst people like yourself?

□ Not important   □ Neither   □ Important

	Not important	Neither	Important
Taking care of their employees	6%	19%	75%
Delivering on their commitments	7%	19%	74%
Being transparent	7%	20%	72%
Supporting equal pay for equal work	7%	21%	72%
Clear vision and values	7%	23%	70%
Meeting your expectations	7%	24%	69%
Promoting diversity and inclusion	10%	23%	68%
Supporting action on economic inequality	8%	25%	67%
Have a clear social purpose	9%	24%	67%
Listening to you and factoring your views into what they do	8%	26%	67%
Supporting action on climate change	11%	23%	66%
Taking action on racial inequality	11%	23%	66%
Working closely with other companies to achieve social change	10%	25%	65%
Taking positions on social issues that matter to you	10%	26%	64%

Source the Purpose Pulse 2021, N=2878

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THE CALL TO ACTION IS CLEAR:

CONSUMERS EXPECT BRANDS TO LISTEN, STAND UP AND SPEAK OUT ON THE ISSUES THAT MATTER TO THEM.

Source the Purpose Pulse 2021, N=2878

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THE
CHOICE

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GET REWARDED
OR PUNISHED

Brands have a bigger opportunity to shape society, than any other organisation including governments. Brands that make a difference will be the leaders of tomorrow. It's what many people want. Brands are fast, innovative, and can deliver change at lighting speed, when focused on an issue.

Millennial and Gen-Z consumers are ready to reward those brands that act on the issues that matter to them – and many already have. Six in ten consumers (61%) say they would be likely to choose a brand's product or service over a competitor of equal quality and price if the brand supported a social or environmental issue that they cared about. Nearly as many (53%) say they would pay more for a product or service over a competitor of equal quality if the brand supported a social or environmental issue that they cared about. Demonstrating their willingness to act, half (51%) say they actively chose a new product or brand in the past year because the brand was active on social or environmental issues.

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FURTHER PROOF

61%

Would be likely to choose a brand's product or service over a competitors of equal quality and price if the brand supported a social or environment issue they cared about.

53%

Would pay more for the product in this scenario (vs those of equal quality).

51%

Say they actively chose a new product or brand in the past year because the brand was active on social or environmental issues.

Source the Purpose Pulse 2021, N=2878

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GET REWARDED
OR PUNISHED

Conversely, Millennials and Gen-Z are just as ready to punish brands that go against them or have different values. Half (48%) say they would be likely to boycott a company or brand that supported an issue they disagreed on. Nearly as many (42%) say they would be likely to join others in taking action against the brand on the issue. And four in ten (42%) say that they have boycotted a product or company in the past 12 months because they didn't agree with the values or behaviour of the company.

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FURTHER PROOF

48%

Say they would be likely to boycott a company or brand that supported an issue they disagreed on.

42%

Say they would be likely to join others in taking action against the brand on the issue.

42%

Say they boycotted a product or company in the past 12 months because they didn't agree with the values or behaviour of the company.

Source the Purpose Pulse 2021, N=2878

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THE QUESTION FOR BRANDS IS:

WHICH SIDE OF HISTORY WILL YOU BE ON? PART OF THOSE THAT ARE DRIVING SOLUTIONS, OR PART OF THOSE THAT ARE THE PROBLEM?

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HOW BRANDS ARE REACTING

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HOW BRANDS
ARE REACTING

The good news is that brands "get it" – sort of. But there are some core challenges leading to inaction.

Brands realise that they must do more than "business as usual" to gain the trust and support of the audiences that matter to their success. Many accept the importance of listening and having a social purpose. In fact, solid majorities of business leaders say that, to gain the trust and support of their key audiences, it is important to listen to them and factor their views into what they do (68%) and to have a clear social purpose beyond making a profit (59%). However, just half (52%) think it is important that their company or brand take positions on social issues that matter to their customers or stakeholders.

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GET IT, SORT OF...

% of business leaders who say each is important for building trust in and support for their business or brand amongst their key audiences

92%
Offering a great product or service
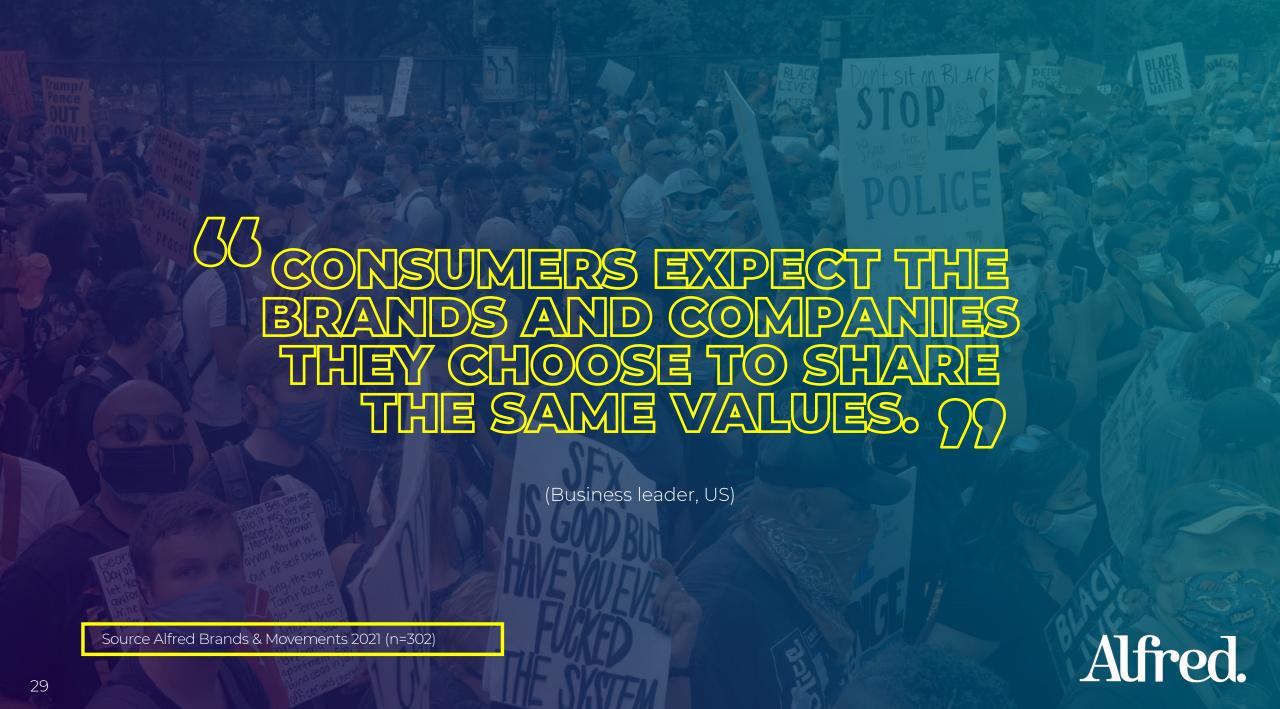
79%
Take care of your employees

68%
Listen to stakeholders and factor their views into what you do

59%
Have a clear social purpose beyond making profit

52%
Take positions on social issues that matter to your customers and stakeholders

Source Alfred Brands & Movements 2021 (n=302)

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"CONSUMERS EXPECT THE BRANDS AND COMPANIES THEY CHOOSE TO SHARE THE SAME VALUES."

(Business leader, US)

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ADAPTING
TO EXPECTATIONS

Similarly, when asked how their organisation is adapting to meet consumers' and society's expectations, business leaders who think that consumer expectations have changed a great deal or a fair amount volunteer that their own organisation is becoming more environmentally and/or socially responsible (14%) and listening and responding to the changed expectations (12%) amongst other things.

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ADAPTING

How is your organisation adapting to meet consumers' and society's changed expectations, if at all?

Category	Value
Becoming more environmentally and/or socially responsible	14%
Listening/engaging with consumers/stakeholders/responding/aligning	12%
Becoming more customer centric/better customer service/insights	8%
Making changes/assigning resources to address sustainability/social responsibility	6%
Not doing anything	6%
Communicating what we're doing/reporting on ESG	4%
Digitilization/online shopping	3%
COVID protocols in place/Flexible working	3%
Promoting D&I in hiring/promotion	3%
Innovating	3%
Not enough/too slow/More PR than action	2%
More open/honest/transparent about what we're doing	2%
Already done too much	2%
Thinking Purpose as well as Profit	1%
Have been doing it for years already	1%

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MOST BRANDS RECOGNISE THAT SOCIAL PURPOSE AND PROFIT ARE NOT MUTUALLY EXCLUSIVE, THAT THEY ACTUALLY REINFORCE EACH OTHER.

Source: the Alfred Brands & Movements 2021 (n=302)

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ADAPTING

Business leaders realise the importance to their own success of aligning with the concerns and expectations of their customers and stakeholders. Two thirds of business leaders agree that purpose and profit are not mutually exclusive, that "Investing in purpose will ultimately make a business more successful" (67%) and that "By supporting the issues that matter to our customers/stakeholders, we will ultimately be more successful as a business (67%). Conversely, more than half (54%) agree that "Brands that focus purely on product and profit, will lose out to those that also actively engage on social and environmental issues over the next decade."

67%
agree

By supporting the issues that matter to our customers/stakeholders, we will ultimately be more successful as a business
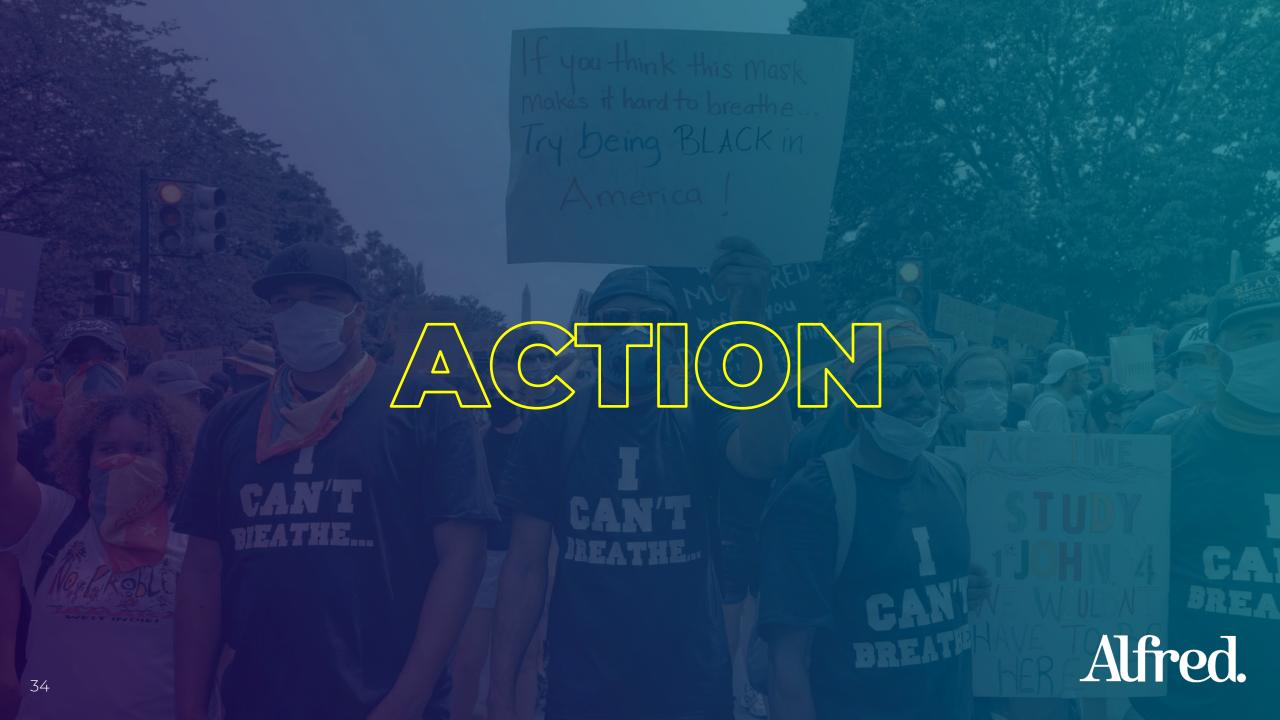
67%
agree

Purpose and profit are not mutually exclusive. Investing in purpose will ultimately make a business more successful

54%
agree

Brands that focus purely on product and profit, will lose out to those that also actively engage on social and environmental issues over the next decade
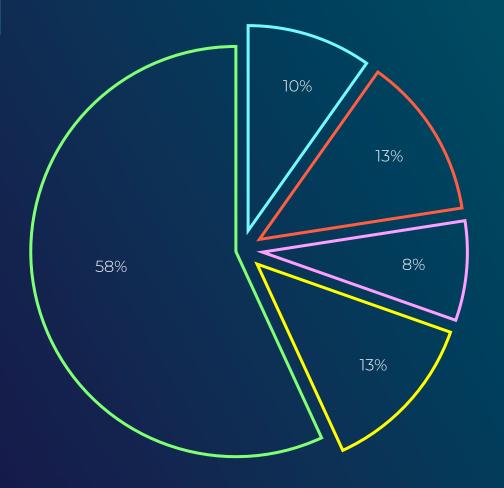
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ACTION

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ACTION

Majority of business leaders say they are acting already, but half agree that business in general should do more.

While nearly six in ten business leaders (58%) say that their own business is taking concrete action on social and environmental issues, they also think there is much room for improvement. Nearly as many (53%) believe that business in general isn't doing enough and should do more about the social and environmental issues facing the planet today.

But a question remains – is the action we see true and genuine? Is it part of a long-term strategy or is it simply the new flavour of marketing moments?

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ACTION

Which of the following best describes your own organization's level of spending time and money supporting social and environmental issues?

10%

13%

8%

58%

13%

☐ Investigating but no concrete action

☐ Not currently investigating but open to the idea

☐ Not open to the idea

☐ don't know

☐ Taking concrete action

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WHO IS GETTING IT RIGHT?

When asked which brands or companies they think are getting it right when it comes to social purpose or creating/supporting movements around social purpose, these business leaders identify several brands they think are getting it right, including (ranked by number of mentions, with Apple coming out on top).

patagonia

Microsoft

BEN&JERRY'S

CO OP

JOHN LEWIS
& PARTNERS

Coca-Cola

innocent

LUSH

M&S
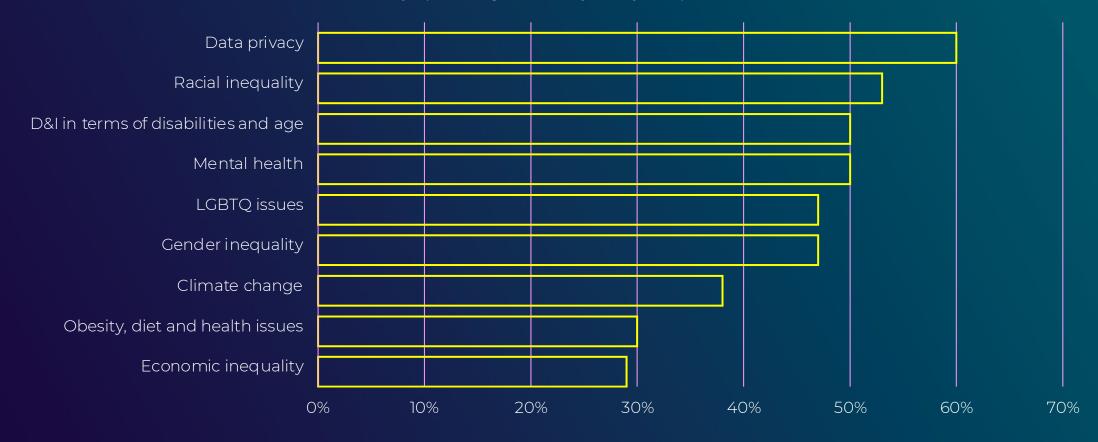
TARGET

TIMPSON

Unilever

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SPEAK OUT

Brands appear willing to speak out on some issues more than others.

When asked how likely it was that their organisation would be to voice a position on a range of social and environmental issues, half or more say they already are or would be likely to speak out on Data privacy (60%), Racial inequality (53%), D&I in terms of disabilities and age (50%), and Mental health (50%). Fewer are speaking out or as willing to speak out on other issues, including LGBTQ (47%), Gender inequality (47%), Climate change (38%), Obesity, diet and health issues (30%), or Economic inequality (29%).

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Comments from US business leaders highlight the tension brands feel between recognising the importance of purpose and standing up on issues, while at the same time worrying about getting it wrong and ending up on the wrong side of a debate.

" **Businesses are now political, and customers expect them to have and express political views. It is a slippery path that means one more area of life becomes very polarized** "

(Business leader, US)

" **Society expects business to be "socially responsible" which makes it difficult to avoid offending one group or other if a business acts.** "

(Business leader, US)

Brands realise that purpose is important but getting it right can be difficult and risky. The bottom line is brands need support to navigate this new reality.

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MOMENTS VS MOVEMENTS

BRANDS & MOVEMENTS 2021

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MOMENTS VS MOVEMENTS

Those brands that try to engage with purpose purely from a marketing perspective are likely to fail. You can't pretend to stand up for the issues that matter to your audiences. They can see through you faster than you can react on Twitter. Brands that mistake marketing for a movement get called out, suffer damage to their reputation, and lose consumer trust.

"

Some consumers want to work with companies that share their values. There is a wide spectrum of "values," that border on political beliefs. Quagmire and possibly slippery slope for businesses that virtue signal and pander without a well thought out plan and balancing act. Take for instance pride month. Multi-national companies did not change their logos on social media to the pride colours in Middle Eastern markets. So, do you support it or not or only when it benefits your brand?

"

(Business leader, US)

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Brands need to align with the macro issues where they have relevance and credibility, and issues that they can authentically influence with their business. This creates real alignment and trust with those that matter.

The reality is that brands rarely start movements. But they can support and participate in an existing one. They can dedicate their resources, product, brand and business to driving tangible change on the issues that matter to them and to their audiences or "tribes". Businesses that are truly supportive and standing up on issues that matter to their tribes, become part of movements, and, in turn, these movements define brands.

This is an approach that needs to run throughout the business, top down, down up. Supporting impact-led initiatives that address the issues. Brands need to think movements, over moments, and start delivering action.

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BRAND DNA

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WHAT IS REQUIRED?

What does it take for a brand to help build a movement?

A supportive leadership and culture - and live up to your commitments to start.

Regardless of whether their own organisation is currently building movements around issues, business leaders have clear ideas about what it takes to be successful at supporting social and environmental issues that matter to their audiences. Majorities of business leaders say it is important to:

○ Do what you say you will do, and living up to your commitments (84%)
○ Have a leadership and culture that supports doing it (75%)
○ Make clear, concrete, and measurable commitments for action that are communicated externally (67%)
○ Engage in sustained action over months and years to support an issue or issues (64%)
○ Work closely with customers and stakeholders to identify issues that can be addressed together (61%)
○ Share stories of successes as well as setbacks (60%)

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IMPORTANCE

Regardless of whether your own organization is doing this, how important would you say each of the following is for a brand or business to be successful at supporting social and environmental issues that matter to their audiences? % important

84%
Doing what you say you will do, and living up to our commitments

75%
Having a leadership and culture that supports doing it

67%
Making clear, concrete, and measurable commitments for action that are communicated externally

64%
Engaging in sustained action over months and years to support an issue or issues

61%
Working closely with customers and stakeholders to identify issues that can be addressed together

60%
Sharing stories of successes as well as setbacks

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MOVEMENTS

Highlighting the importance of supportive leadership and culture to building a successful movement, brands that are already taking action (82%) or considering it (86%) are more likely than those who are not considering it (63%) or not open to the idea (48%) to say having supportive leadership/culture is important for building a successful movement.

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IMPORTANCE

Brands that are taking or thinking of taking concrete action are most likely to say "having supportive leadership/culture is important for building a successful movement" and taking concrete action

Total — 75%

Taking concrete action — 82%

Investigating but no concrete action — 86%

Not currently investigating but open to the idea — 63%

Not open to the idea — 48%

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" There is more information available regarding brands and how they really operate and interact in the world. As a consequence, brands must be more open, transparent and play above board. Brands must also follow a green agenda, that is not necessarily fully aligned with their business model. Brands are also expected to follow social media trends and causes, or at least come off the fence on various issues, otherwise they will be negatively targeted via social media. **"**

(Business leader, UK)

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DAMNED IF YOU DO, DAMNED IF YOU DON'T

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BACKLASH FEAR

Fear of backlash or getting cancelled when engaging with movements holds many brands back.

Not all brands are ready to engage with movements. They will have seen examples of how other brands like Pepsi (the Kendall Jenner political protest ad), Netflix (Dave Chappelle's special "The Closer" and related transgender controversy), and Coach luxury goods (pro-sustainability but slashes high-priced bags that don't sell so no one can use them) have been attacked online and in the media for their missteps.

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CANCELLED

Regardless of what you are doing now, how much of a challenge do you think each of the following would be for your own organisation in supporting a social or environmental issue that matters to your customers and stakeholders? % a challenge.

43%
Not enough time for resources

42%
Concern over getting action right / backlash on getting it wrong

40%
Concern about potential negative impact on reputation

35%
Lack of alignment in the organization around issues that you should take a stand on

31%
The culture of the organization

29%
Investment capital

28%
Lack of support from leadership

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> **Brands are more sensitive to being caught up in "culture wars". Consumers appear to increasingly want brands to take sides. Beyond unacceptable extremes, we have no wish to and want to maximise our client base.**

(Business leader, UK)

> **There is an expectation that businesses should be 'ethical' but then a profound disagreement on what that means!**

(Business leader, UK)

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THE IMPACT OF CONCERN

The impact of these concerns on social or environmental action is clear. For example, concern about backlash for getting on the wrong side of an issue is closely related to whether a company is taking concrete action on social or environmental issues.

We find that those business leaders who say they are concerned about backlash for getting it wrong are much less likely than those who are not concerned to say their organisation is currently taking concrete action on social and environmental issues (48% concerned vs. 71% not concerned).

So how can these concerns be allayed, and brands emboldened to do what they know is needed and which will ultimately lead to greater success with their audiences?

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THE MOVEMENT BLUEPRINT

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ALFRED'S APPROACH

For those companies and brands that are ready to embrace this new reality but may have worries about exactly how to get it right, Alfred offers a blueprint for building and supporting movements successfully.

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THE 4 PILLARS

We have distilled the ingredients of what it takes into "the Movement Blueprint", a model that is based on the real-world experiences and feedback from brands at the front line. The Movement Blueprint includes four pillars which make up the heart of successful movement making by brands.

The pillars of the Movement Blueprint are:

1) Leadership + Culture

To be successful, it is vital that the leadership and culture across the organisation are aligned, and are truly behind any issue that the brand will align with.
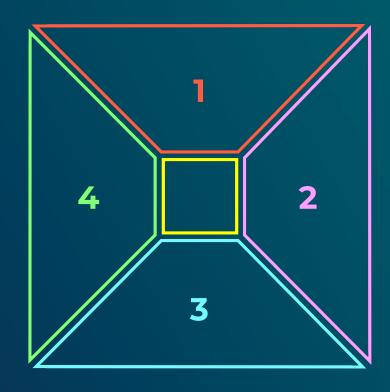
2) Commitments

Making and keeping concrete commitments is key to demonstrating shared values and building trust with your audiences. We also believe they should be SMART commitments (Specific, Measurable, Aspirational, Relevant, and Time based).

3) Sustained Action

Driving a successful movement takes time. Short-term, superficial support can undermine trust and reduce relevance, and ultimately stakeholders see this as maar lip service vs genuine engagement. Brands must back an issue or set of issues for the long haul.

4) Shared Values

Shared values are created with more than words. It takes time and action that demonstrate a commitment to the same values and goals. Shared values drive long-term brand relevance with your audiences.
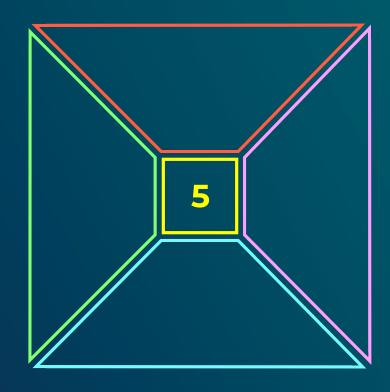

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AT THE HEART
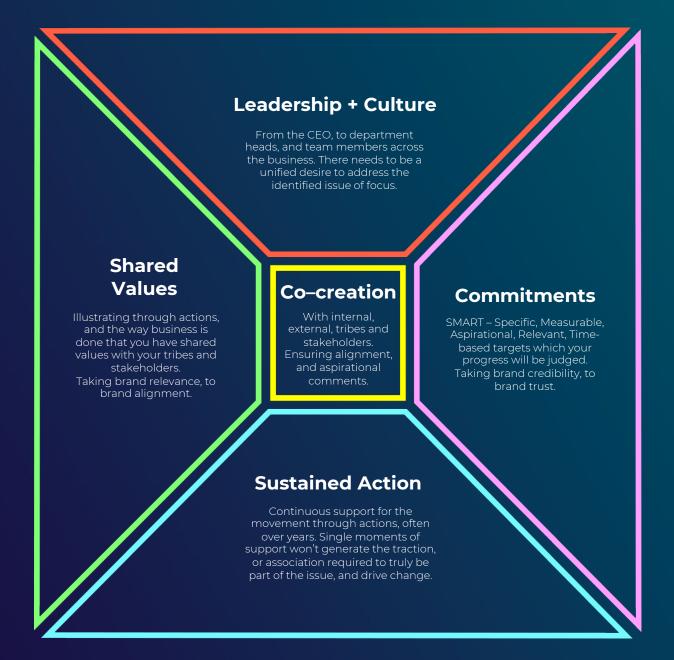
5) Co-Creation

At the heart of the model and key to its success is co-creation: listening to and engagement with the audiences that you need to align with – both internally and externally.

You can't understand how to be relevant, trustworthy and aligned with your key audiences in a vacuum. Brands must bring their customers and stakeholders into the process – from the beginning – to ensure aspirations align with needs and expectations.

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THE MODEL

Leadership + Culture

From the CEO, to department heads, and team members across the business. There needs to be a unified desire to address the identified issue of focus.

Shared Values

Illustrating through actions, and the way business is done that you have shared values with your tribes and stakeholders.
Taking brand relevance, to brand alignment.

Co–creation

With internal, external, tribes and stakeholders. Ensuring alignment, and aspirational comments.

Commitments

SMART – Specific, Measurable, Aspirational, Relevant, Time-based targets which your progress will be judged. Taking brand credibility, to brand trust.

Sustained Action

Continuous support for the movement through actions, often over years. Single moments of support won't generate the traction, or association required to truly be part of the issue, and drive change.

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RISKS AND THE JOURNEY

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RISKS & REALITIES
OF MOVEMENTS

We believe there are four main risks and realities linked to Movements:

Evolution	Actions	Control	Sustained
Movements morph over time, and they change as the context does. For example, the Black Lives Matter movement is fluid and decentralized. It changes as the context around it and the priorities of those driving it shift. This creates a risk if the businesses doesn't keep pace with the evolution of the movement which could results in misalignment or a lack of relevance.	Actions that are performed/delivered by the business, that do not align with the values of its tribes, will result is a loss of credibility and trust – without which, you cannot effectively influence the movement.	While a brand can be part of a movement, it doesn't own it. It is owned by the participants and the community. This lack of control, however, increases accountability and also authenticity.	Without sustained action, a set of actions cannot gain enough traction to snowball into a movement. The activity will remain as a moment: something that may well be relevant and credible, but lacks the momentum to deliver on a bigger ambition for change.

Understanding the risks and realities is core to embracing movements. But the question is not whether or not to embrace movements - businesses and brands have answered that in the affirmative. The question is how to do it in a way that maximizes opportunity and minimizes risks.

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WHAT IS THE
BRAND MOVEMENT PROCESS?

We understand these risks and realities and how to navigate them. We have created the Brand Movement process to ensure that brands get it right – aligning themselves internally and externally, and from start to finish over the lifecycle of the movement.

We have identified six steps in the process:

Origination	Preparation	Commitment	Action + Advocacy	Milestone Measurement	Evolution
Where to engage and how, developed in tandem with all of your key audiences.	Ensuring that words and actions are in sync, which sometimes involves making changes to how you operate or show up in the conversation.	Stepping up and speaking out to make concrete commitments about your role in driving change.	Everything you do to deliver on your commitments over time.	We believe that tracking progress is vital to maintaining momentum and building relationships of trust.	Renewal of your commitment to stay up to date with the wider context. Or handing off the baton to another actor because they are more relevant or you have achieved your mission.

Alfred.

PROCESS

Origination

Clear articulation of a vision and mission, with identification of the issues or values the brand will align with.

Developed in collaboration with those that matter, from internal to external stakeholders and tribes.

Social media insights, internal workshops, external focus groups, polling.

Preparation

The business needs to make changes to align with the movement, if there are any practices, policies or issues that will damage credibility.

Business audit, and measurement of current state of play with areas that will impact credibility. Action plan created to make changes where required.

Commitment

Creating a measurable and specific commitment on how the business is going to help deliver progress for the macro movement.

Tested with stakeholders and tribes before launching the commitment.

Action + Advocacy

Ongoing programme of activity that supports the movement, which should be evaluated for impact on an ongoing basis.

Tracking of key brand metrics, and changes that can be attributed to activity.

Milestone Measurement

Review of progress and reporting to the community on achievements.

Monthly tracking, yearly report, resetting or redefining of targets where required, update on any internal action plans and their progress.

Evolution

Every three– five years the context will have changed, so the progress against the movement needs to be fully reviewed, and ensure that it is still relevant and aligned with those that matter.

Review of movement, credibility and trust with the community, and if any larger changes need to be made regarding the direction of the business due to either completion of mission or change in context.

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COP OVER
AND OUT

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" My final thoughts from COP26, where the balance of commitments or cop-outs, and perhaps the course of this planet's future was determined. Many great steps forward have been made, but we didn't achieve the outcomes required to limit global warming even to 2 degrees let alone 1.5. With a number of pledges to resolve some of these issues within 12 months. I'm not hopeful our elected governments will serve us well enough alone. Since COP began, global emissions have risen 20%, with record growth expected this year.

The only way forward from here is for leaders in business and all consumers to drive this planet in the direction it needs. It'll take new thinking, it'll take consumers saying no to some of their habitual choices, and instead being more conscious about each decision. "

(Dave Rouse, CEO CarbonClick and Member of the NZ Delegation to COP26)

Alfred.

COP OVER AND OUT

Post COP 26 it has become more apparent than ever that governments are too slow, and too political, to address the major challenges and issues of today. Following on from this well-hyped conference, we have seen more action from people and brands, than those that have the power to legislate for change.

This brings into stark focus the reality that people, supported by the brands they follow, are the true changemakers of tomorrow. They will be the driving force of action across today's many global movements – from the complex issues of sustainability to the wide variety of macro issues we, as a society are looking to change, make fairer, and more reflective of our collective global citizens' values.

This reality reinforces our findings, highlighting the importance for brands to align their business with the values of their stakeholders, to not only ensure growth, but also survival.

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While cancel culture is a barrier that is stopping some from embracing this new reality, many are already on their way, succeeding, growing, and making money, while also making the world that little bit better.

We're in an age of conscious capitalism that leverages the positives of the framework, while adding a moral filter to ensure that profit is not the only driver.

The gratifying irony is, that the brands that do embrace the new reality will be the ones that succeed commercially, over those that simply focus on their product, service and profit, ignoring the broader context and issues.

I've often said that there is a lot of focus and negativity around money making and profit, creating a collective belief that profit is the root of all evil. But I think that the truth is... money isn't evil, how some people use it is. And, by illustrating that commercial success is going to be intrinsically linked to making a positive impact on the world, I think stakeholders and consumers have set a clear direction on the role of brands over the next decade, and beyond.

"

(Dan Neale, MD Alfred)

Alfred.

ARE YOU READY TO BE
REMEMBERED
FOR MAKING A POSITIVE
IMPACT ON THE WORLD?

Alfred.

MOMENTS WILL BE FORGOTTEN TOMORROW.
MOVEMENTS LIVE ON.

Alfred.