# Driving coherence across the business

The Purpose-centred model

Sandra Pickering, January 2020

### **Definitions**

# Vision



An aspirational description of what an organization wants to achieve over the medium to long-term.

A guide for choosing our actions and allocating resources. Internal focus.



Our vision is to be the prime driver in an allcommunicating world

# **Purpose**



A reason for being beyond profit and beyond what we make or sell. WHY do we exist?

The role we play in other people's lives: customers, consumers and the world at large.

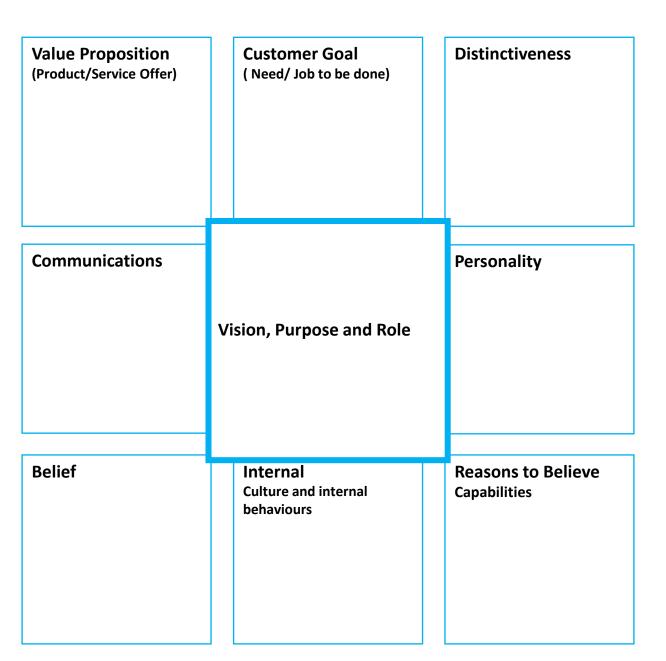
What we're doing for others, stakeholders outside the business. External focus.

#### **IAG** insurance:

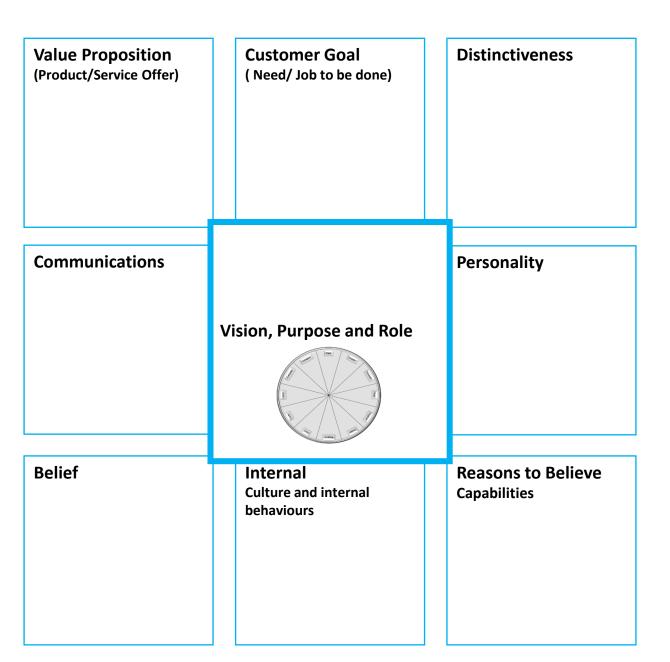
Our purpose is to help people manage risk and recover from the hardship of unexpected loss.



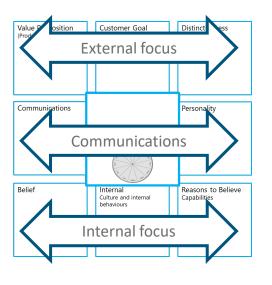
# **Driving coherence across the business**

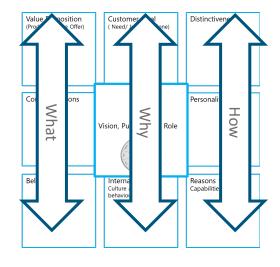


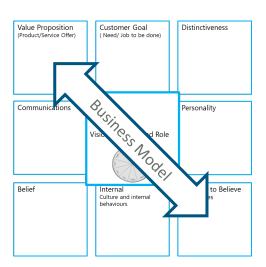
### Central idea is the archetypal role – who we are

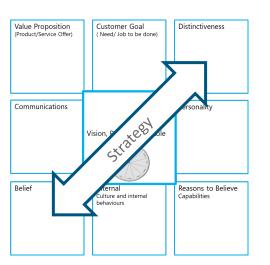


### **Coherence and congruence**









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#### **Example: The Body Shop**

#### **Value Proposition**

constantly changing
Down-to-earth
(no bullshit)
Globally-inspired
Gifts of Nature
Celebrating the pleasures of
the body of women

# Customer Goal ( Need/ Tension / Job to be done)

look good, feel good and do good - with selfempowerment / don't patronise me

safe adventure

#### Distinctiveness

women's wisdom superior to male science

#### Communications

loud, rebellious outspoken activist women Campaigns Anti-behaviours Ill-disciplined products Products and stores to explore

#### Vision, Purpose and Role Brand Archetype

companion on the challenging journey, connecting everyone to the big wide world bring you treasures from our explorations and challenge you to be active in the world

**Explorer/Outlaw** 



#### Personality

challenging, striving, curious

#### Vision / belief

Social change

belief – If I can't do something for the public good, what the hell am I doing?

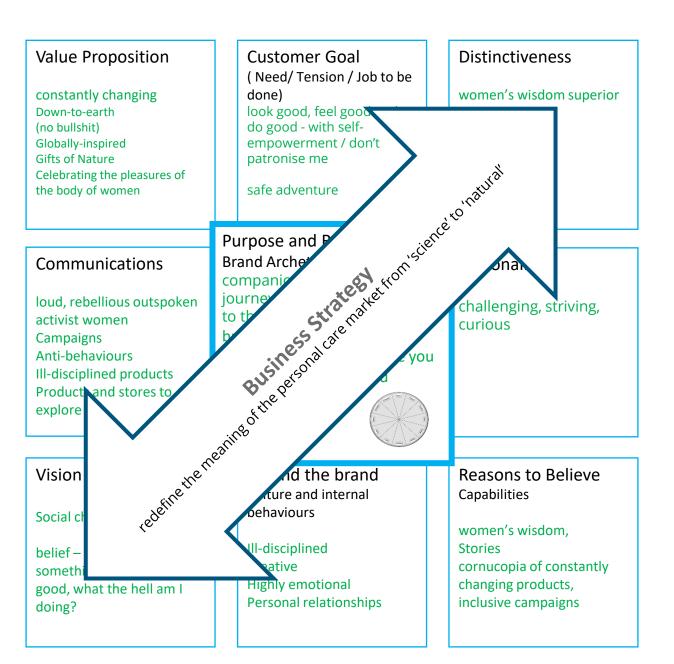
#### Behind the brand Culture and internal behaviours

Ill-disciplined Creative Highly emotional Personal relationships

# Reasons to Believe Capabilities

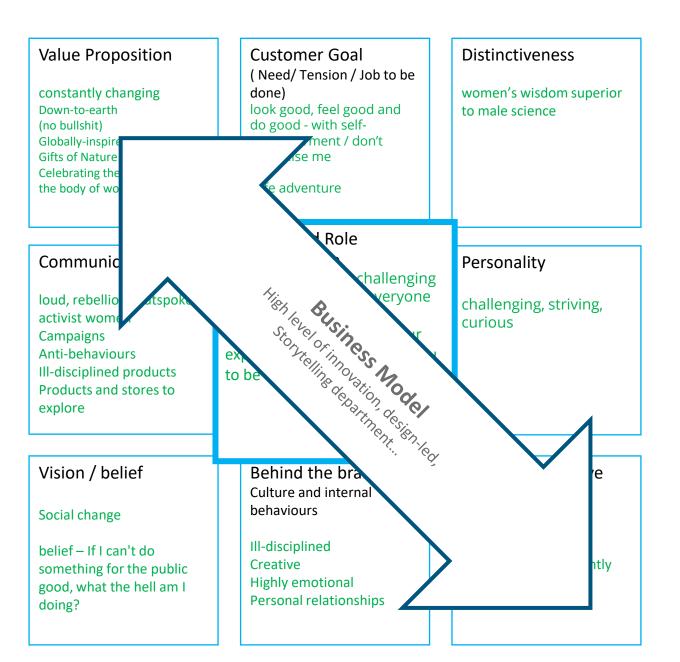
women's wisdom, Stories cornucopia of constantly changing products, inclusive campaigns

#### **Example: The Body Shop**



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# Purpose and Vision sit at the centre of any business

Vision, Purpose and Role

Our Purpose is...

Our Vision is to become...

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#### Vision, Purpose and Role

#### **Our Vision**

"to be the prime driver in an allcommunicating world"

#### Our Purpose is

to empower an intelligent, sustainable and connected world





#### **Data Driven Operations**



#### **Customer Goal**

Businesses want to connect people and transform their industries, while creating a more sustainable world.

#### **Distinctiveness**

Game-changing technology and services for connecting.

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# Fuel innovation at every level The Ericsson Operations Engine provides the strategic flexibility and dynamic capabilities to drive growth across new industries.

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#### **Reasons to Believe**

Capabilities

Future technologies Close customer service High level of innovation Open standards Ease of use



#### **Data Driven Operations**

Fuelled by AI and automation, data-driven operations enable the shift from reactive to proactive IT and Network management.

# for everyone

Communication

should be available

**Belief** 

#### These are the building blocks of Vision and Purpose



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#### **Belief**

Communication should be available for everyone

#### Vision & Purpose is then brought to life through what we offer and how we offer it



#### **Value Proposition**

Hardware, software, and services to enable the full value of connectivity.

Communication technologies that are easy to adopt, use and scale

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#### **Communications**

Future-oriented Service-oriented

"Innovate technology for good"

#### Vision, Purpose and Role

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#### **Our Purpose is**

to empower an intelligent, sustainable and connected world

#### **Personality**

Visionary Democratic Creative

#### **Belief**

Communication should be available for everyone

#### Behind the scenes

Culture and internal

Focus on taking action, making things happen.

Stated values: Respect, Professionalism, Perseverance.

#### **Reasons to Believe**

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#### **Data Driven Operations**

#### **Example: Ericsson**



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Respect, Professionalism,

# Democratic

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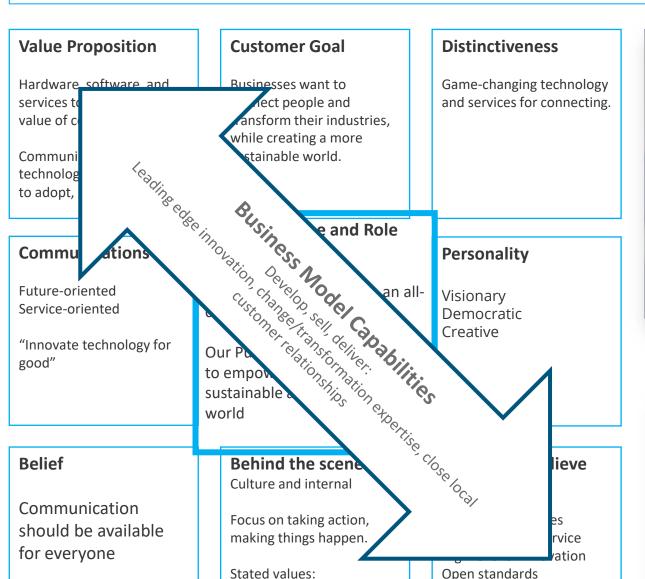
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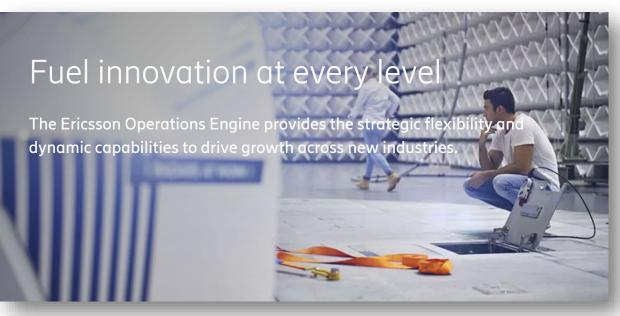




Respect, Professionalism,

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#### **Data Driven Operations**