Economics of Mutuality

Purpose Scanner

Measure AND mobilize your purpose

Purpose Matters

Companies that operate with a clear and driving sense of purpose, beyond the goal of just making money, **outperformed the S&P 500 by a factor of 11 over 15 years**.

"Firms of Endearment", Raj Sisodia

Companies perceived as having a strong positive impact on society have seen their **brand value increase by almost 180% over the last 12 years** (vs. 86% for average perception).

Kantar Research

Employees who say they live their purpose at work are **6 times more likely to want to stay** at the company and 4 times more likely to report better health
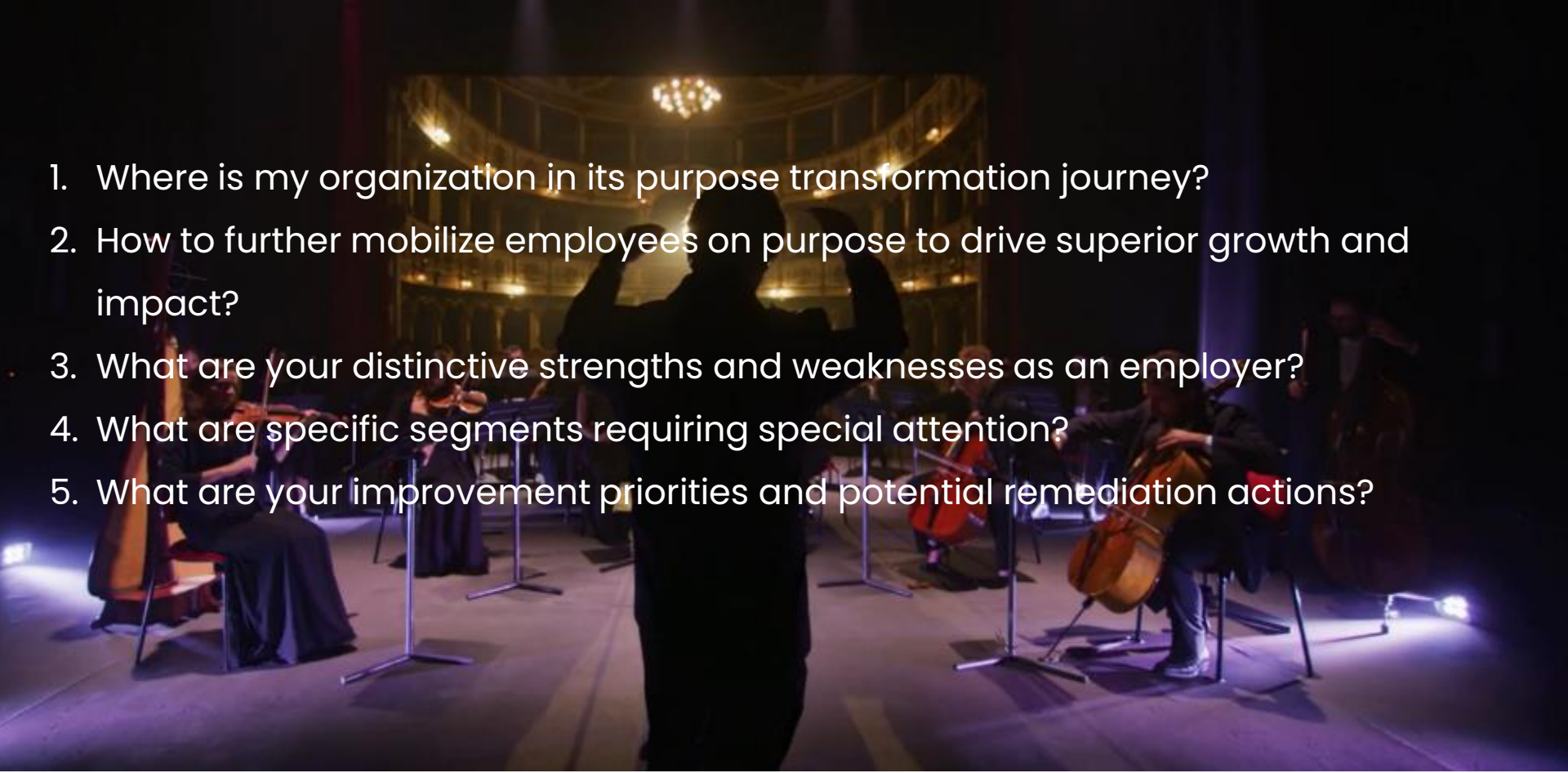
McKinsey study

Without linking it to individual drive,
a company purpose has no soul and no legs.

Clearly articulating and feeding the connection between personal and company purpose is therefore one of the most crucial roles of any leader.

Hubert Joly

Harvard Professor. Former Best Buy CEO.

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1. Where is my organization in its purpose transformation journey?
2. How to further mobilize employees on purpose to drive superior growth and impact?
3. What are your distinctive strengths and weaknesses as an employer?
4. What are specific segments requiring special attention?
5. What are your improvement priorities and potential remediation actions?

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Purpose Scanner

Accompanies organizations across their purpose transformation

1. Nurturing wellbeing

Overall job characteristics and work conditions are sufficient to enable building sustainable relationships.

2. Building Relationships

Constructive relationships are nurtured across colleagues, direct manager and senior leadership, enabling sustainable performance.

3. Mobilizing on Purpose

Org. purpose clearly communicated and resonating with most employees.

4. Acting on Purpose

Decisions and actions are consistent with the org. purpose. This benefits to the Society or the environment profitably for the org.

5. Orchestrating an ecosystem

Org. processes are continuously optimised to maximize impact on purpose. Purpose federates external people and drives superior business performances.
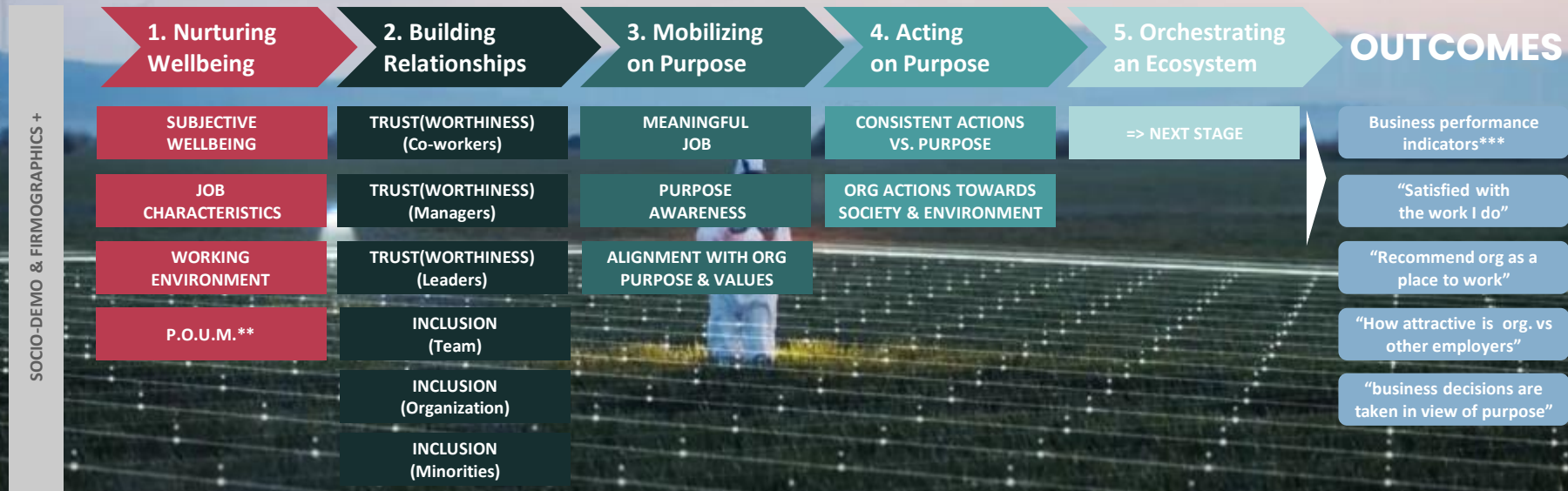
What?

So what?

Now what?

Outcomes

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WHAT?
25-minutes survey covering each step of the purpose journey*

SOCIO-DEMO & FIRMOGRAPHICS +

1. Nurturing Wellbeing	2. Building Relationships	3. Mobilizing on Purpose	4. Acting on Purpose	5. Orchestrating an Ecosystem	OUTCOMES
SUBJECTIVE WELLBEING	TRUST(WORTHINESS) (Co-workers)	MEANINGFUL JOB	CONSISTENT ACTIONS VS. PURPOSE	=> NEXT STAGE	Business performance indicators***
JOB CHARACTERISTICS	TRUST(WORTHINESS) (Managers)	PURPOSE AWARENESS	ORG ACTIONS TOWARDS SOCIETY & ENVIRONMENT		"Satisfied with the work I do"
WORKING ENVIRONMENT	TRUST(WORTHINESS) (Leaders)	ALIGNMENT WITH ORG PURPOSE & VALUES			"Recommend org as a place to work"
P.O.U.M.**	INCLUSION (Team)				"How attractive is org. vs other employers"
	INCLUSION (Organization)				"business decisions are taken in view of purpose"
	INCLUSION (Minorities)				

* As from the Deep Scan level
** Prospects of upward mobility
*** Information not collected, but fed by the organization at store or division level

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SO WHAT?

Identification of what matters for your organization now

1. Nurture Wellbeing	2. Building Relationships	3. Mobilizing on Purpose	4. Acting on Purpose	5. Orchestrating an ecosystem

Strengths, weaknesses and shorter term opportunities to increase:
- Employee wellbeing
- Employer branding and
- Trust and inclusion at work

Identification of outlying segments requiring special attention.

Strengths, weaknesses and shorter term opportunities to drive more employee mobilization and consistency with the purpose.

Specific segments requiring differentiated improvement actions.

Communication opportunities to increase purpose resonance: content, wording and targeting.

Mapping of stakeholders material to the purpose, and deep understanding of main challenges they face to achieve it.

Outcome

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NOW WHAT?
Purpose transformation supported by EoM experts

Workshops to identify internal best practices

Practical ideas to inspire teams and individuals

Best practice implementation

Communication on purpose

Team Coaching

Progress Monitoring

Outcomes

Action plan

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ILLUSTRATIVE CASES

Challenge?	So what?	Now what?
Global pet food corporation with a single digit growth rate. Increasing pressure from private labels and eroding penetration of pets ownership.	Initial purpose too focused on historical mission (pet food) and not enough on impact for the Society or environment.	Explore what pets bring to the Society...and rewrite the purpose statement accordingly (from pet food to happier pet owners) => Double digit growth rate.
Global FMCG company established in China with extremely high job satisfaction. However, the best scoring team experienced 50% unwanted leaves in the following year with obvious impact on business performance.	1. Replacement of their usual 12-question survey, by the EoM survey that includes leading indicators. 2. Identification of the impact of the management style and the (lack of) prospect of upward mobility	1. Dedicated management training on alternative leadership styles 2. Integration of career evolution discussion next to annual performance reviews 3. Management assessment extended to ability to listen to and develop their teams => Unwanted job turnover reduced by 40%
Do-it-yourself retail business established in Poland and having a hard time reaching acceptable profitability levels	Demonstration that: 1. Shop performance is directly linked to employee wellbeing 2. Employee wellbeing is linked to commuting time => perceived as a not actionable job characteristics	In-depth interviews spotted that best-scoring stores had established a shuttle station-store, saving 2x~30min. commuting time per day. Shuttles have been deployed to all relevant stores. => Intended store profitability achieved 2 years later, enabling to multiply the number of stores in Poland

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3 levels of Purpose Scanners:

BASE SCAN (launch early 2022)
Measure the adherence and the mobilization of your organizational purpose at every level.

20 questions survey focusing on purpose and desired outcomes (~5 min.)
+ PDF report only.

DEEP SCAN
= Base Scan
+ purpose statement opportunities
+ Enablers and mobilization underline drivers at corporate level
+ impact on business performance

+ 50 additional questions covering the 16 dimensions (~25 min. in total). 10 languages*
+ Access to secured platform
+ Live presentation
+ Practice idea deck

CUSTOM SCAN
= Deep Scan
+ identification of mobilization drivers per division
+ in-depth interviews and workshops to define the "purpose transformation plan"

+6 open-ended questions
 (~30 min. in total)
+ Data analytics to detect custom drivers
+ Live insights validation workshops
+ Live purpose change management

* Available survey languages (2021): English, French, German, Spanish, Portuguese, Chinese, Indonesian, Russian, Japanese, Arabic

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Interactive reporting platform

What makes EoM's Purpose Scanner unique?

We measure AND mobilize purpose.

DESIGN

The Purpose Scanner as well as the **Well-being at work** on which it builds – by adding the **organizational and individual Purpose components** – are rooted in 15+ years of in-depth academic research, business practice and in the Mars culture.

MEASURE

An interactive and user-friendly platform synthesizes all insights and allows you to perform additional crossings and analyses.

EoM data scientists validate the quality of responses, analyze the data set and identify the root causes of key desired outcomes. Automated analysis and validation available.

MOBILIZE

EoM experts are in charge of interpretating and validating the insights, proposing external practical ideas that can apply, identifying internal best practices and guiding the management in setting the **right priorities**.

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Get in touch

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