



What is "Purpose"



Shared Purpose FOR Consumption Co-creation Contribution



Evolution of Purpose:

From cost center to profit center

CSR (80's/90's) Sustainability (2000's)

Purpose (today)

- Compliance and risk avoidance
- Donations and volunteering
- Controlling environmental harm and human rights
- Internal Processes & Procedures
- Efficiency gains
- Focused Philanthropy

- Story & Data
- Purpose & Profit
- Mega trends driven
- Embedded, Integrated and Connected
- Skill-based impact creation

Do less bad

Cost center

Siloed approach

Risk-driven

Do more good

Profit center

Core business

Values-driven



If the Shoe Fits...



"To bring inspiration and innovation to every athlete* in the world.

*If you have a body, you are an athlete."

"The adidas Group strives to be the global leader in the sporting goods industry with sports brands built on a passion for sports and a sporting lifestyle."



A Tale of Two Coffees...



Your Turn...



1. What do you believe?2. Why do you exist?



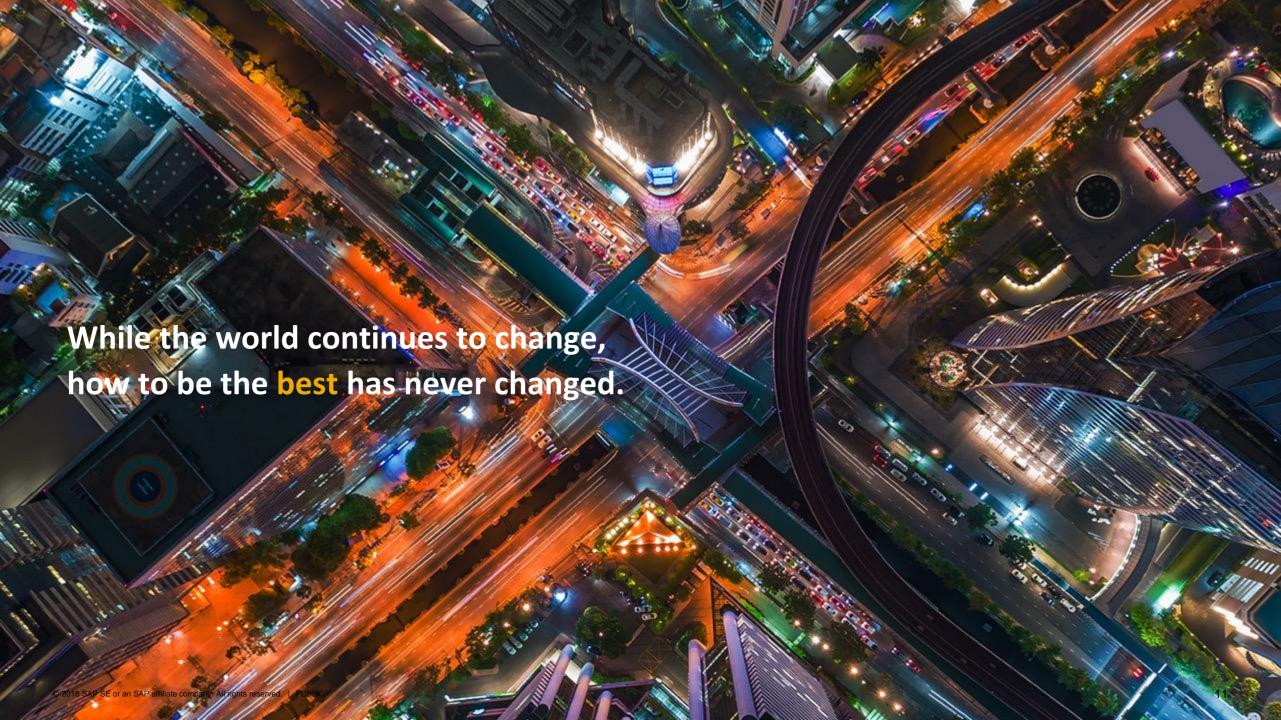
OUR ENDURING PURPOSE

We help the world run better and improve people's lives

OUR ENDURING PROMISE

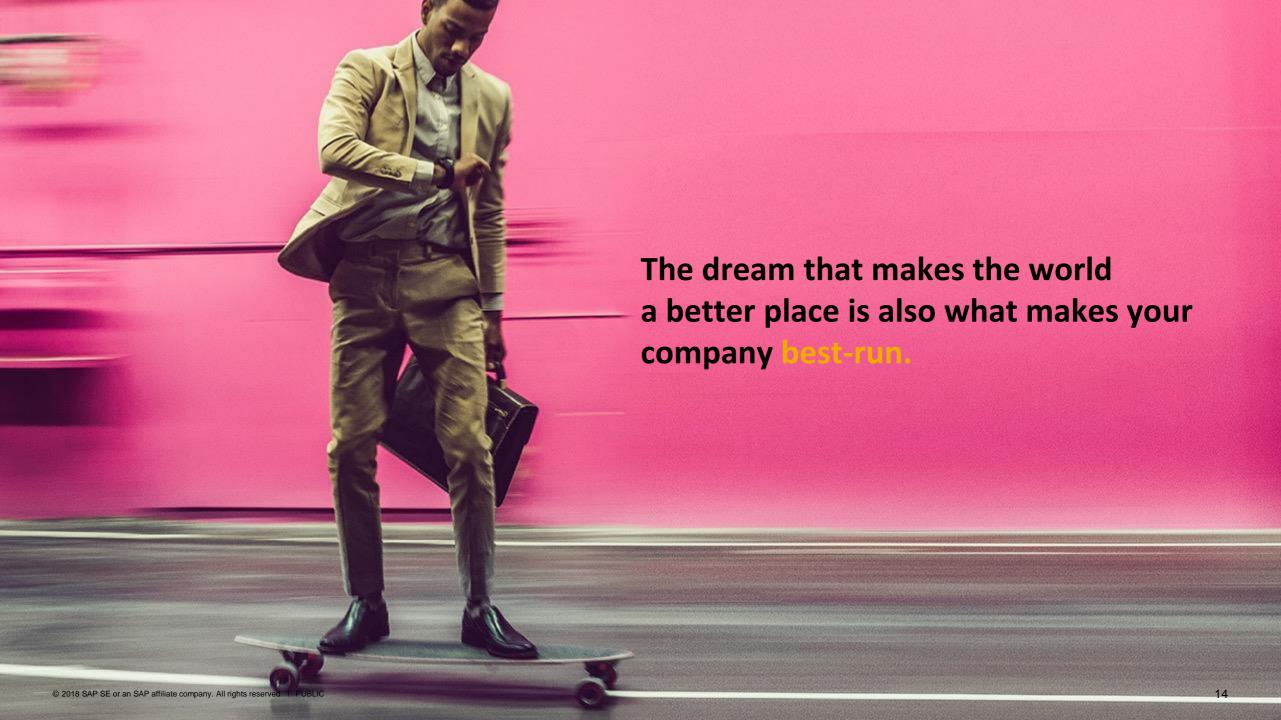
We innovate to help our customers run at their best



















378,000+ Customers

88,500+ Employees

17,300+ Partners

25 Industries

€23.5B

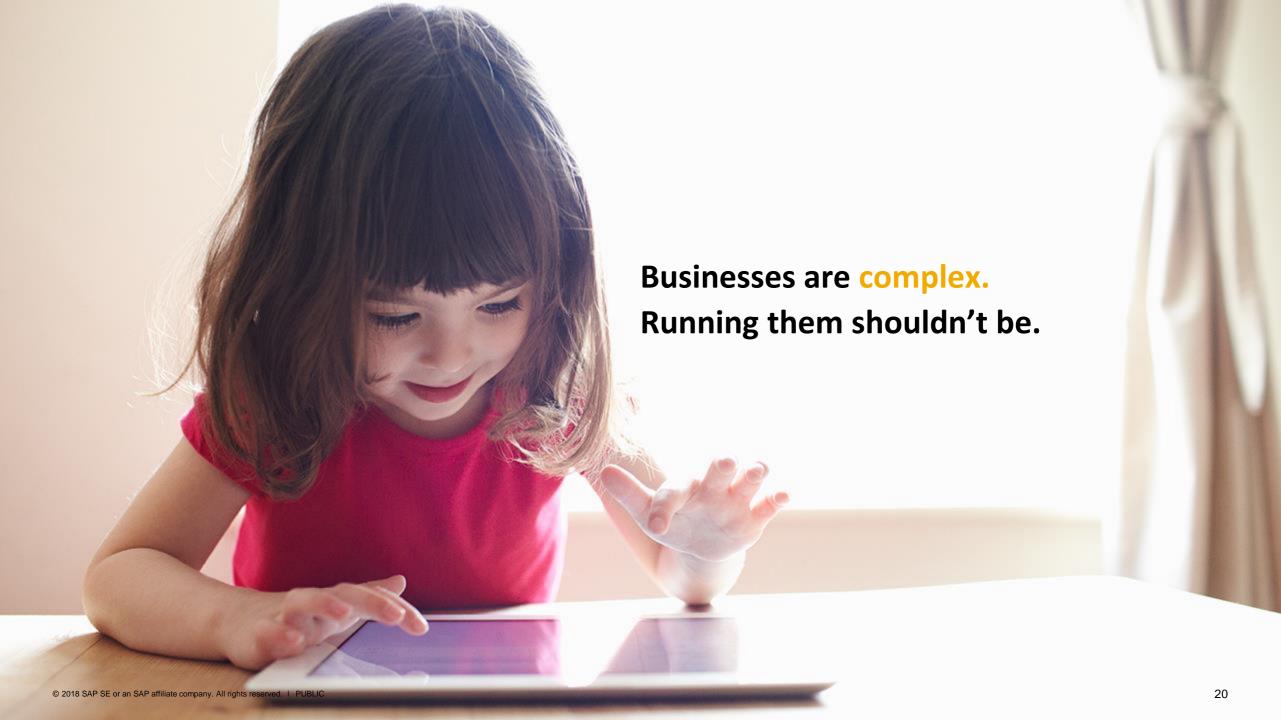
Revenue in 2017

92%
of the Forbes
Global 2000
are SAP
Customers

#28
of Fortune's
2017 top 100
places to work

180+
Countries



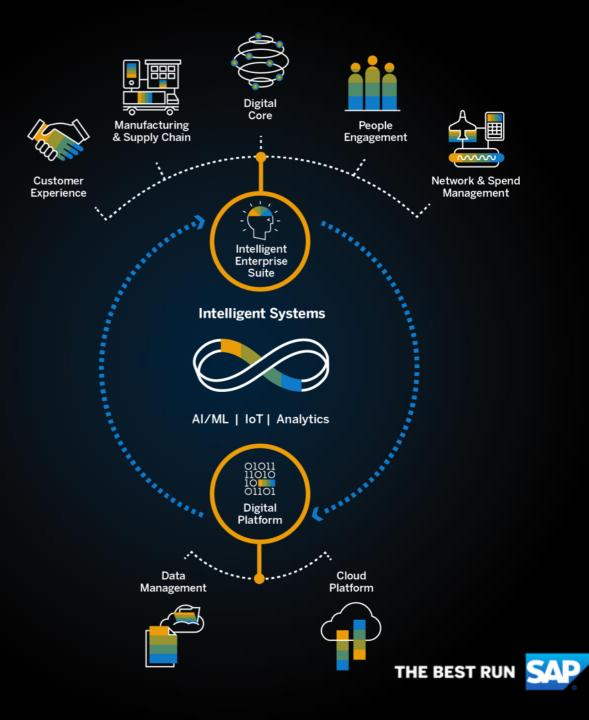




The Best Run SAP



Intelligence will reinvent industries and change business forever





For example...

A [Mayo Clinic] staff member, when asked what her job was by a visiting media crew, responded

"I save lives."

This particular employee was not a doctor or researcher, but instead, a custodian.

Such clarity of purpose helps all 56,000 employees at Mayo Clinic find meaning in their work and understand their true value to the organization.

Dr. John NoseworthyPresident & CEO, Mayo Clinic



The Business Case





A purpose-driven culture drives business performance

+6%

increase in share price

+20%

increase in sales

EY Winning with Purpose Report 2016

10X

S&P outperformance by purpose-led companies between 1996 and 2011

Harvard Business Review and Ernst & Young, 2015

Project ROI Report, 2015 & EY, 2015



A purpose-driven culture is more meaningful for employees

+1.4X

increase in employee engagement and retention

5.3X

of millennials are more likely to stay at a company with a strong connection to their employer's purpose

PwC, Putting Purpose to Work, 2016

89%

of executives
surveyed said a strong
sense of collective
purpose drives
employees'
satisfaction

<u>HBR & EY, The Business Case for</u> <u>Purpose</u>



Project ROI Report, 2015 & EY, 2015

A purpose-driven culture builds customer preference

87%

of Americans will purchase a product because the company advocates for an issue they care about

2017 Cone Communications CSR Study

70%

believe companies have an obligation to take actions to improve issues not relevant to everyday business operations

2017 Cone Communications CSR Study

9 out of 10

would switch brands to one associated with a good cause

<u>HBR & EY, The Business Case for</u> <u>Purpose</u>



Your Turn...

What do you do to build relationships beyond a transaction?



- 1.Where does the world need help and you can make a difference?
- 2. What are you good at beyond the products and services provided?
- 3. What is your organization most passionate about?



" Having a higher purpose has to touch both the customer and your people because you are playing for stakes beyond money."

Bill McDermott, CEO



A few resources:

- Simon Sinek Book "Start with Why" and TEDTalk "How great leaders inspire action"
- Mark Bonchek, ShiftThinking <u>www.shift.to</u>
- Marketing Dive
 - https://www.marketingdive.com/news/how-marketers-can-find-and-convey-truebrand-purpose/521960/
 - https://www.marketingdive.com/news/study-brands-with-a-purpose-grow-2x-fasterthan-others/521693/
- Branding Strategy Insider -- https://www.brandingstrategyinsider.com/2018/04/how-purpose-driven-stories-propel-brands.html#.WuNdhMgvy70
- Radley Yeldar "Fit for Purpose" index of top 100 brands -http://www.rypurpose.com/media/1044/fit_for_purpose_2018_report.pdf



Thank you.

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