

# The Inspirational Power of Happiness and Purpose

Guy van Liemt

**PURPOSE**



drs Guy van Liemt RM

**MARKETING**

**HAPPINESS**

# Erasmus Happiness Economics Research Organization



# Why

**To contribute to a greater happiness  
for a greater number of people.**



How

**By enabling people and organisations  
to make more conscious and better  
informed choices.**



# What

## We create knowledge

- Research among people and organizations (Happiness Analyzer)
- World Database of Happiness (10.000 books/articles, 15.000 findings)

## We share knowledge

- Quality of Life and Happiness Economics (minor)
- Conferences
- Workshops at organizations
- Executive programs



# Agenda

1. What is happiness?
2. What is the power of purpose & values?
3. Bringing it together

# What is happiness?



# Happiness comes in many shapes

# Happiness comes in many shapes


# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>

# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>
<i>parts of life</i>		
<i>life-as-a-whole</i>		

# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>
<i>parts of life</i>	<b>pleasure</b>	
<i>life-as-a-whole</i>		

# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>
<i>parts of life</i>	<b>pleasure</b>	
<i>life-as-a-whole</i>	<b>peak experience</b>	

# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>
<i>parts of life</i>	<b>pleasure</b>	<b>domain satisfaction</b>
<i>life-as-a-whole</i>	<b>peak experience</b>	

# Happiness comes in many shapes

	<i>temporary</i>	<i>sustainable</i>
<i>parts of life</i>	<b>pleasure</b>	<b>domain satisfaction</b>
<i>life-as-a-whole</i>	<b>peak experience</b>	<b>life satisfaction</b>



# Can you measure happiness (life satisfaction)?

# Question to measure life satisfaction

**All things considered, how satisfied are you with your life as a whole these days?**

1    2    3    4    5    6    7    8    9    10

Dissatisfied

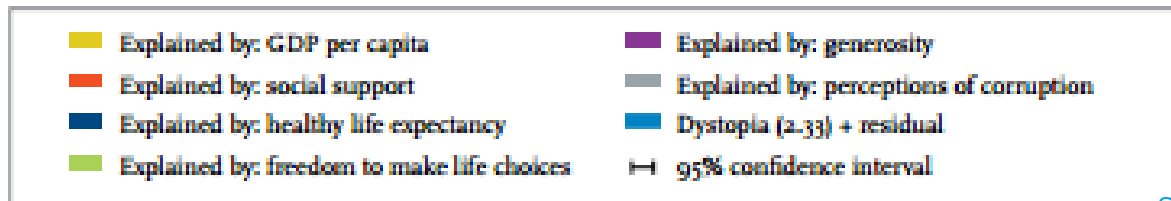
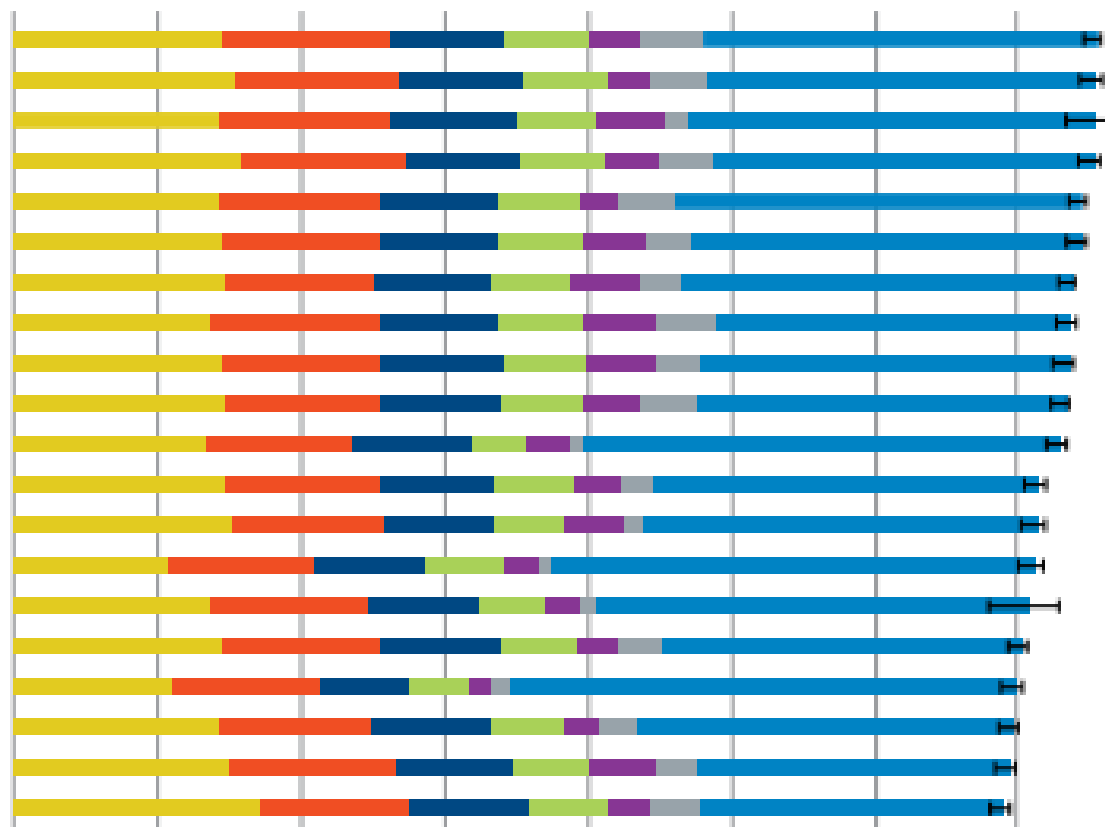
Satisfied

# Happiness around the world (150+ nations)



# 20 Happiest Countries in the World (2013-2015)

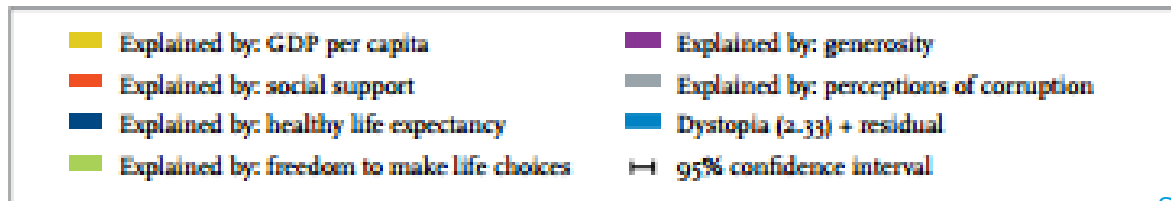
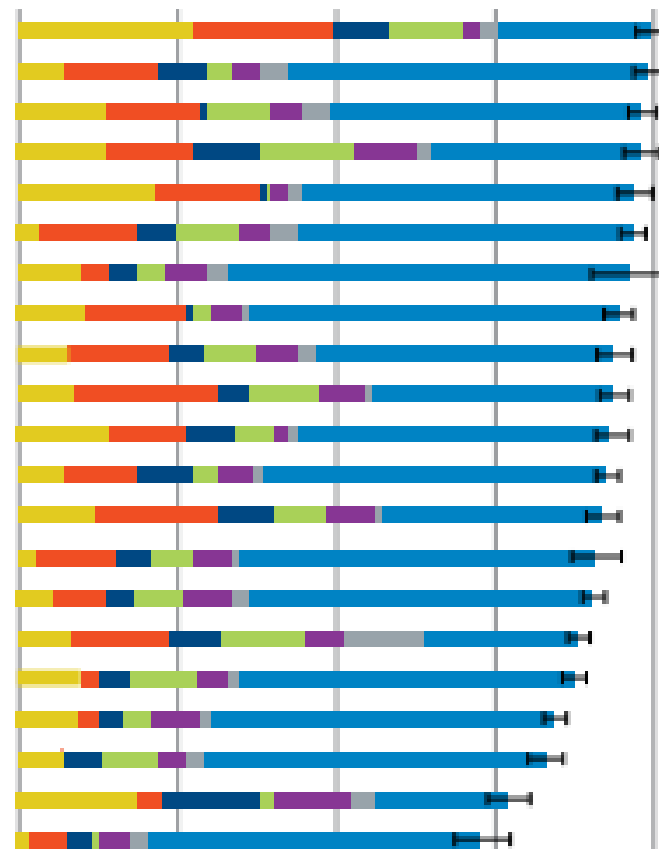
1. Denmark (7.526)
2. Switzerland (7.509)
3. Iceland (7.501)
4. Norway (7.498)
5. Finland (7.413)
6. Canada (7.404)
7. Netherlands (7.339)
8. New Zealand (7.334)
9. Australia (7.313)
10. Sweden (7.291)
11. Israel (7.267)
12. Austria (7.119)
13. United States (7.104)
14. Costa Rica (7.087)
15. Puerto Rico (7.039)
16. Germany (6.994)
17. Brazil (6.952)
18. Belgium (6.929)
19. Ireland (6.907)
20. Luxembourg (6.871)



Source: WHR 2016

# Bottom 20 Countries in the World (2013-2015)

- 137. Botswana (3.974)
- 138. Comoros (3.956)
- 139. Ivory Coast (3.916)
- 140. Cambodia (3.907)
- 141. Angola (3.866)
- 142. Niger (3.856)
- 143. South Sudan (3.832)
- 144. Chad (3.763)
- 145. Burkina Faso (3.739)
- 146. Uganda (3.739)
- 147. Yemen (3.724)
- 148. Madagascar (3.695)
- 149. Tanzania (3.666)
- 150. Liberia (3.622)
- 151. Guinea (3.607)
- 152. Rwanda (3.515)
- 153. Benin (3.484)
- 154. Afghanistan (3.360)
- 155. Togo (3.303)
- 156. Syria (3.069)
- 157. Burundi (2.905)



Source: WHR 2016

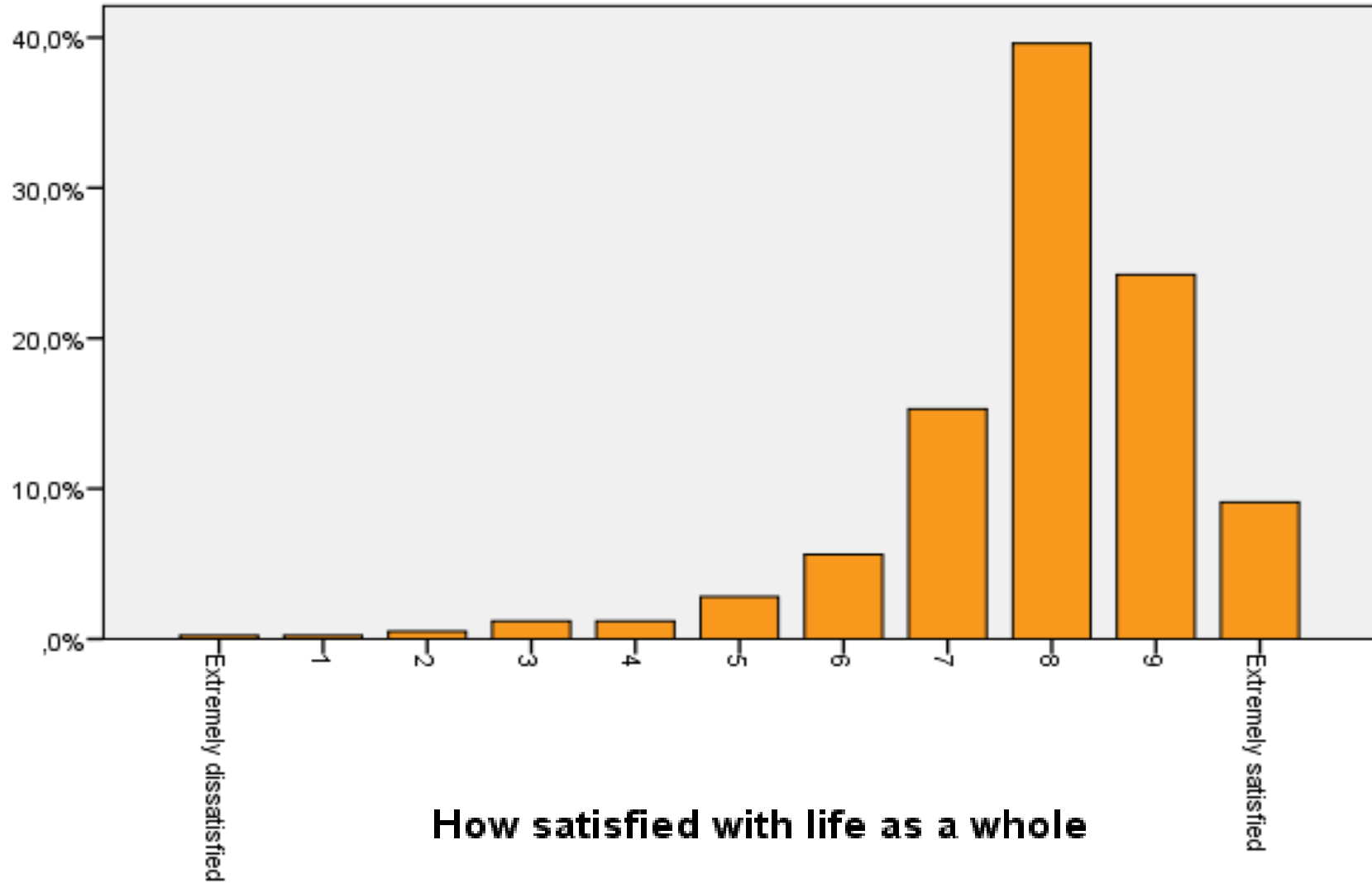
# Variations in happiness *between* countries explained

<b>Quality of the government</b>	<b>+.66</b>
<b>Prosperity (GDP per capita)</b>	<b>+.63</b>
<b>Freedom to make life choices</b>	<b>+.60</b>
<b>Mental health support</b>	<b>+.60</b>
<b>Male/female equality</b>	<b>+.58</b>
Income inequality	- .07
<i>Variance explained</i>	<b>75%</b>

135 countries 2000-2009, MHS only prosperous countries

# Variations in happiness *within* a country

Country: Netherlands

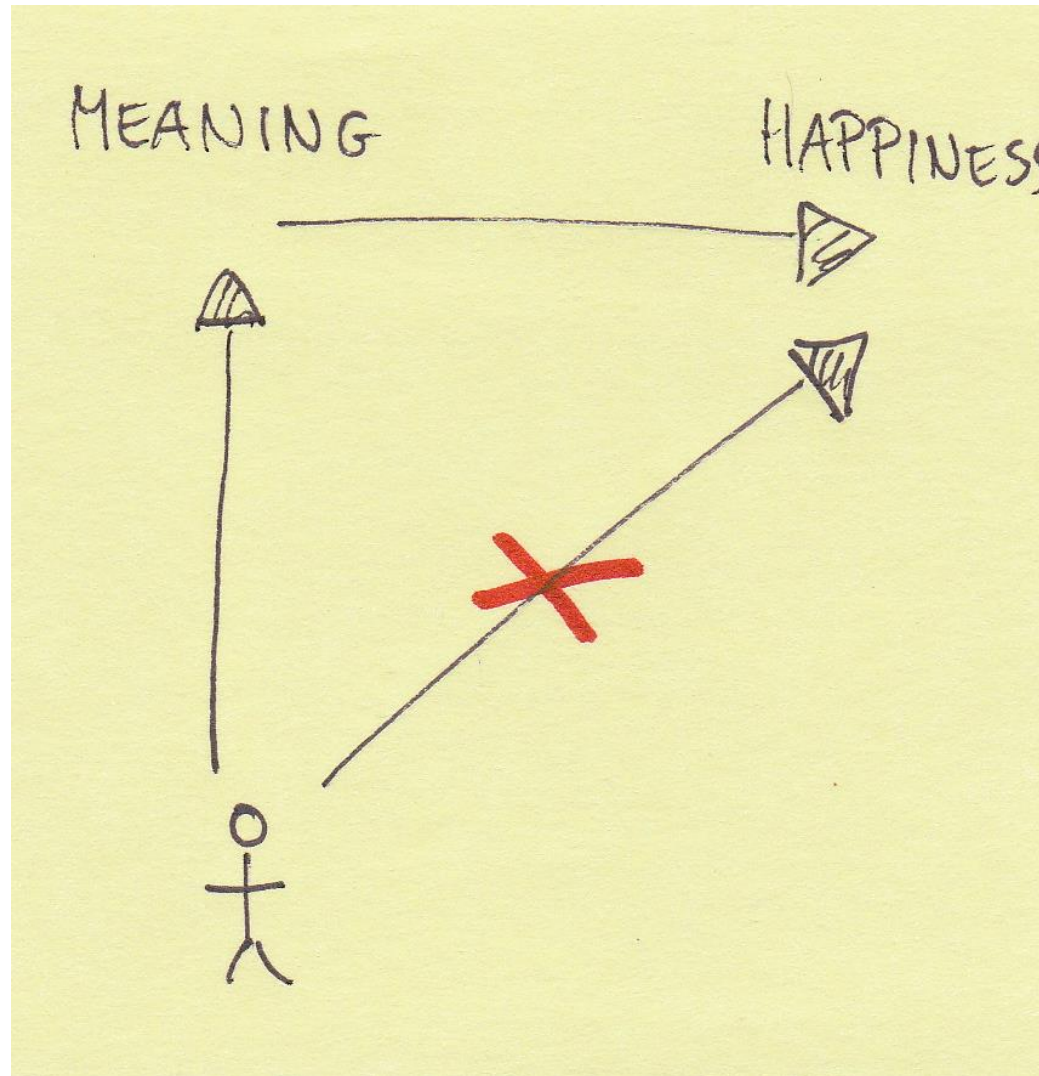


# The 3 levels of a happy life

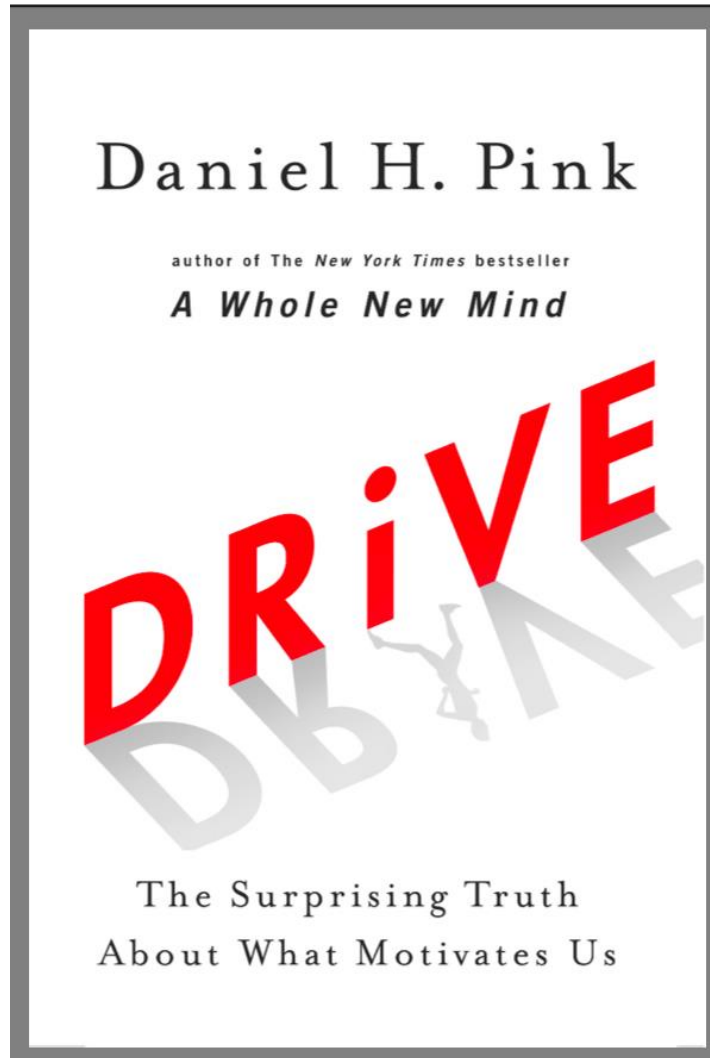
- 1. the pleasant life**  
*(hedonia)*
- 2. the good / engaged life**  
*(eudaimonia)*
- 3. the meaningful life**  
(being part of something bigger than oneself, to belong and contribute to an institution with a purpose)



# Happiness via purpose....



# What drives us?



# AUTONOMY

**AUTONOMY**  
**MASTERY**

**AUTONOMY**

**MASTERY**

**PURPOSE**

# What is the Power of Purpose and Values?

More and more organizations are beginning to understand that they should not only be **relevant for their customers,** but that at the same time they should also be **relevant for society...**

**“We cannot be successful  
nor can we call ourselves  
successful in a society  
that fails”**





# MEETING SOCIETAL NEEDS DELIVERS REAL BUSINESS VALUE



Edelman

22

brandshare™ 2014 © Daniel J. Edelman, Inc.

# Much attention for purpose (syn.)

- **WHY** from **The Golden Circle** (Simon Sinek)
- **Purpose-Inspired Benefit-Driven** (P&G)
- **Social mission** (Unilever's Crafting Brands for Life strategy)
- **Meaningful Brands** (Havas Media)
- **High ideals** (Jim Stengel )
- **Social benefit / societal benefit**
- **The *ultimate* objective, the highest objective**
- **Purpose = 5<sup>th</sup> P** (Phil Kotler)

## Purpose is the fifth P of Marketing - Dr Philip Kotler

Astha A | 15 March 2013 | Tags: Dr Philip Kotler, authors



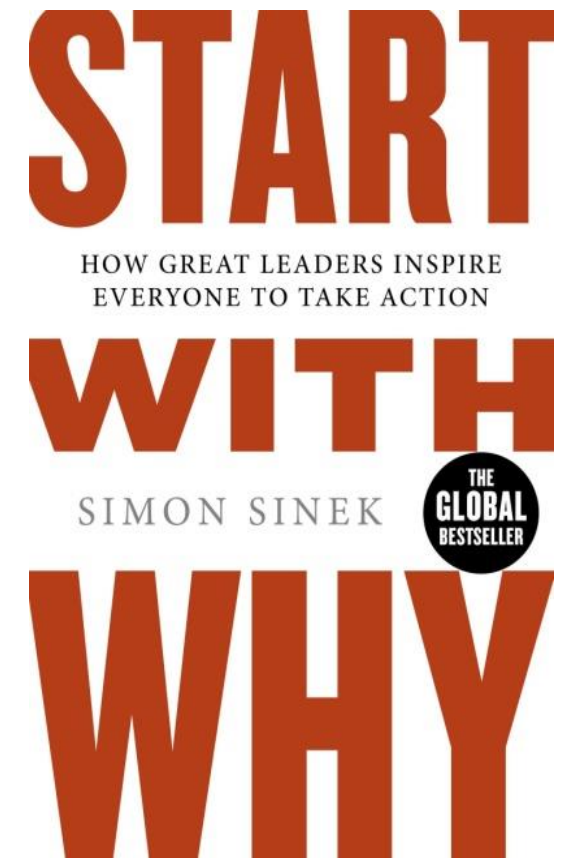
*Philip Kotler addressing students at JRE Group of Institutes*

"I have added a new P to the 4 P's of Marketing," marketing Guru Dr Philip Kotler announced to a rapturous audience at JRE Group of Institutions on Friday in Greater Noida. 'Purpose' is the fifth 'P', which is as important, if not more than the earlier four which include Product, Price, Place and Promotion, he said.

Explaining further, Dr Kotler said that the purpose of most businesses is to earn money. He feels that this is not enough, especially in a country like India. Every marketer here has to have the regular purpose (to make money) and a higher purpose, which is to make a difference to other people.

# Simon Sinek – Start with WHY

The screenshot shows the homepage of the 'inspire action' website. At the top left is a 'home' logo with a lightbulb icon. Navigation links include 'ABOUT', 'LEARN', 'READ', 'SHOP', and 'BLOG'. A 'notes to inspire' logo is in the top right, along with 'Login | Cart (0)'. The main banner features the text 'inspire action' in a large, hand-drawn font, with a photo of Simon Sinek. Below the banner is the quote 'The more people you inspire, the more people will inspire you.' and a 'Tweet 395' button. A 'Learn about the Why' button with a TEDx logo is also present. At the bottom, there are four icons: a book titled 'START WITH WHY', a circular diagram with 'WHY', 'HOW', and 'WHAT', a stylized 'W' with a lightbulb, and a book titled 'GUIDE'.



# How Great Leaders Inspire to Action





**Simon Sinek**

People don't buy  
what you do.

**People buy  
why you do it.**



**Simon Sinek**

Why do you get  
out of bed in the  
morning...



**Simon Sinek**

...and why should  
anyone care....?



# What's Your Purpose?

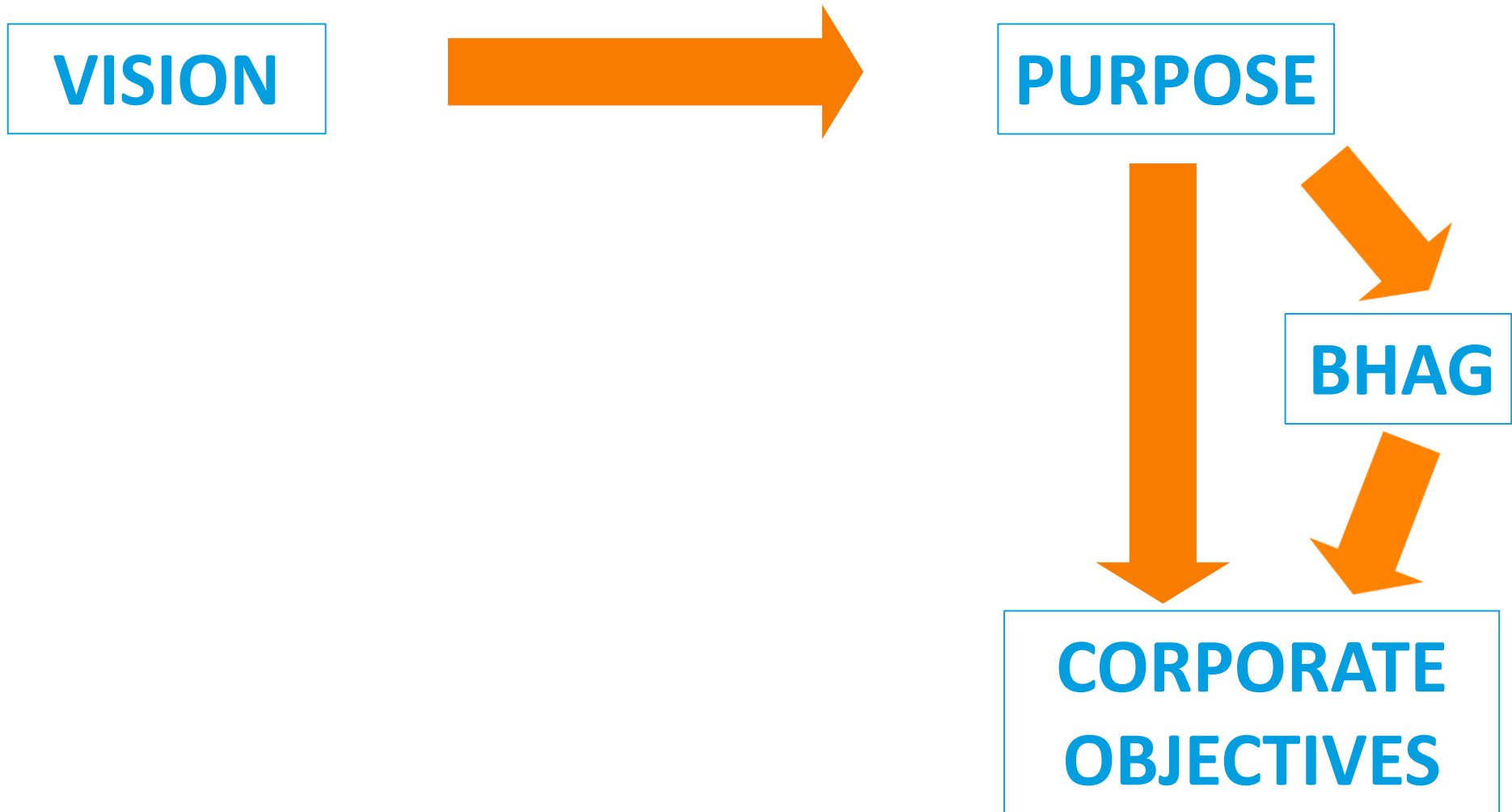


**Martin Luther King**

**I have a dream.**

*Not: I have a plan.*

# Organisational/corporate identity



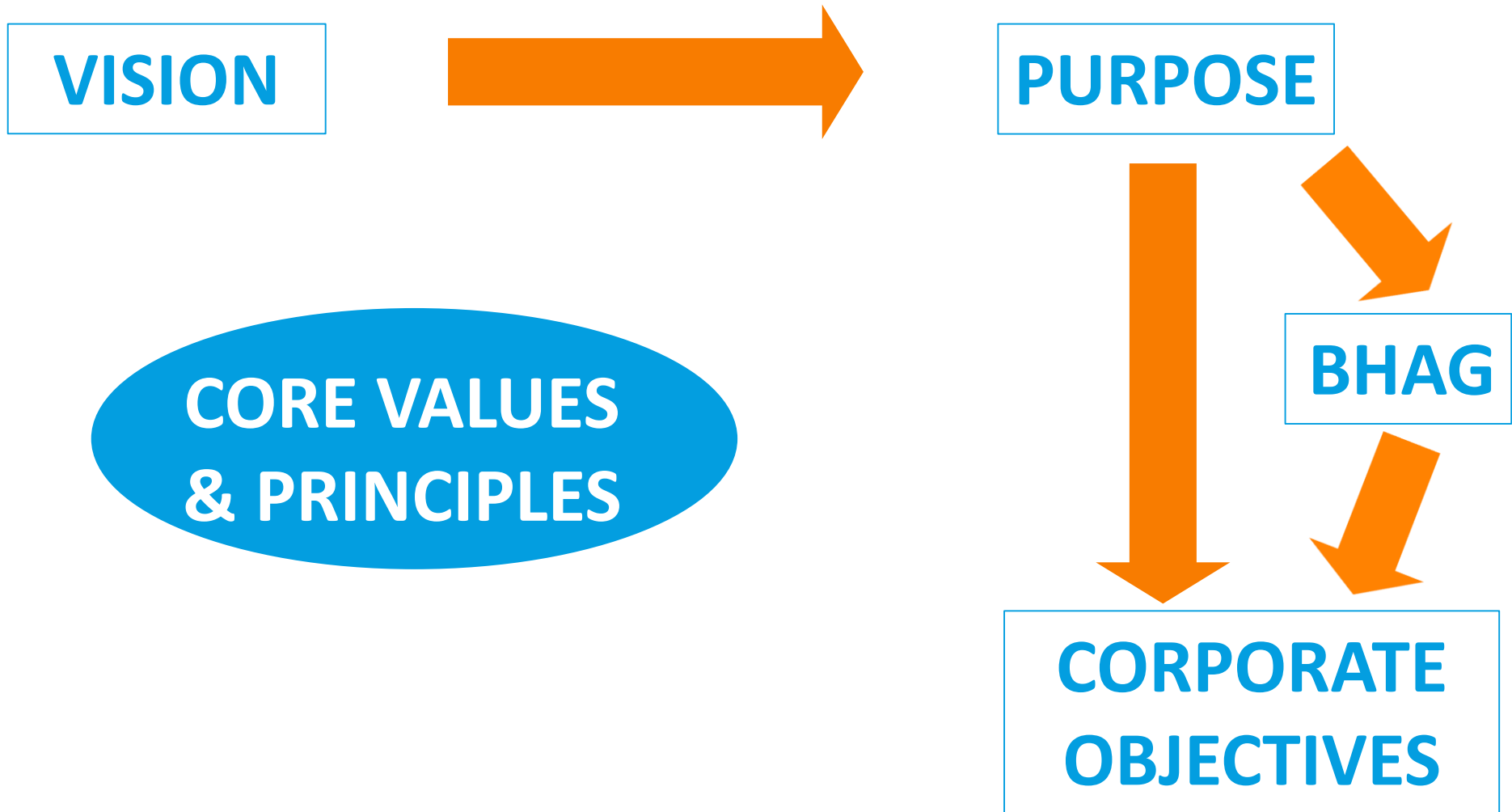
## What is your view on...

1) ...the world / society?

2) ...human beings / people?

3) ...markets, products, technologies,  
competition?

# Organisational/corporate identity



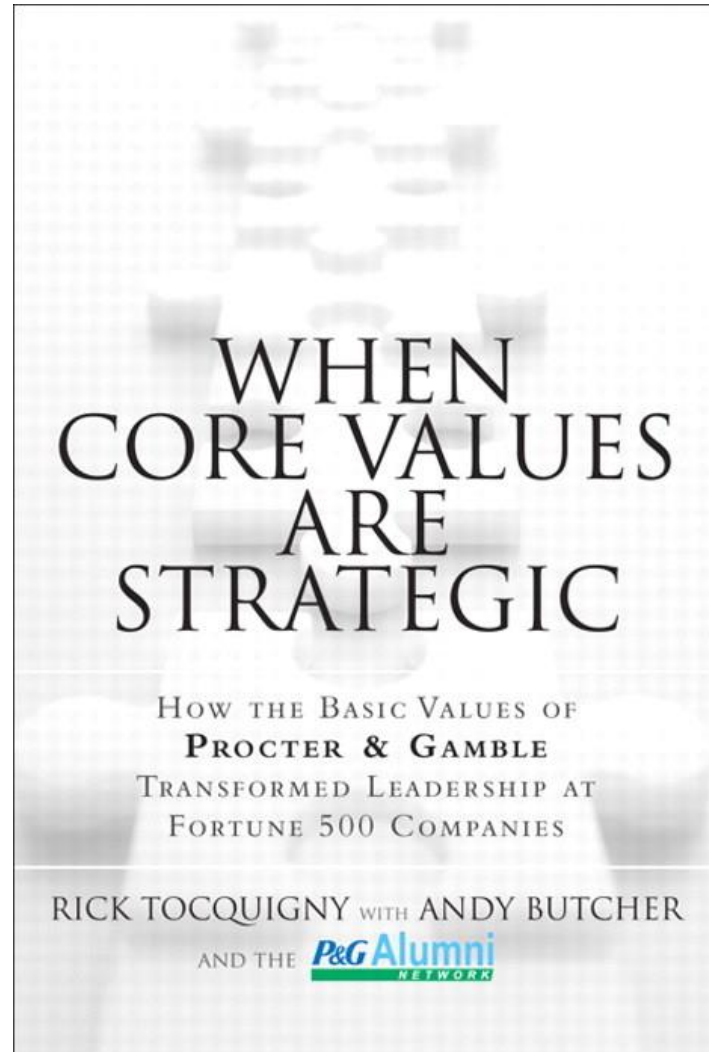
**Business values**

**vs.**

**Personal values**

**?**

# Values as the critical success factor according to former P&G executives



**Law & Regulation**

**vs.**

**Ethics & Morality**



***Can I do it?***

**vs.**

***Should I do it?***

***Can I do it?***

**vs.**

***Do I want to do it?***

# Consumers will praise...and punish

Company that does NOT actively support a good cause —

+ Company that actively supports a good cause

Increase from 2010

+ 7

**44%**

REFUSE TO BUY PRODUCTS/SERVICES

+ 7

**44%**

CRITICIZE IT TO OTHERS

+ 5

**44%**

SHARE NEGATIVE OPINIONS AND EXPERIENCES

+ 11

**48%**

NOT WANT TO WORK FOR IT

+ 7

**53%**

NOT INVEST IN IT

**76%**

BUY ITS PRODUCTS/SERVICES

**76%**

RECOMMEND ITS PRODUCTS/SERVICES

**73%**

SHARE POSITIVE OPINIONS AND EXPERIENCES

**57%**

WANT TO WORK FOR IT

**45%**

INVEST IN IT

**44%**

PAY A PREMIUM FOR ITS PRODUCTS/SERVICES

Increase from 2010

+ 9

+ 9

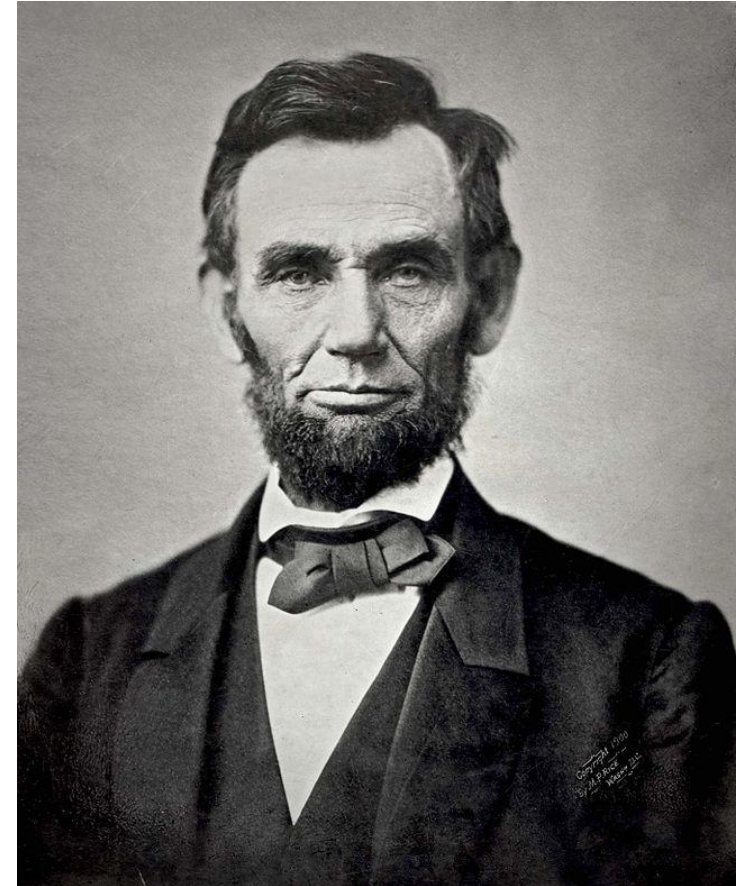
+ 8

+ 4

# Punishment Goes Public



**“If you want to test  
a man’s character,  
give him power.”**



**Abraham Lincoln  
16th President USA (1809-1865)**

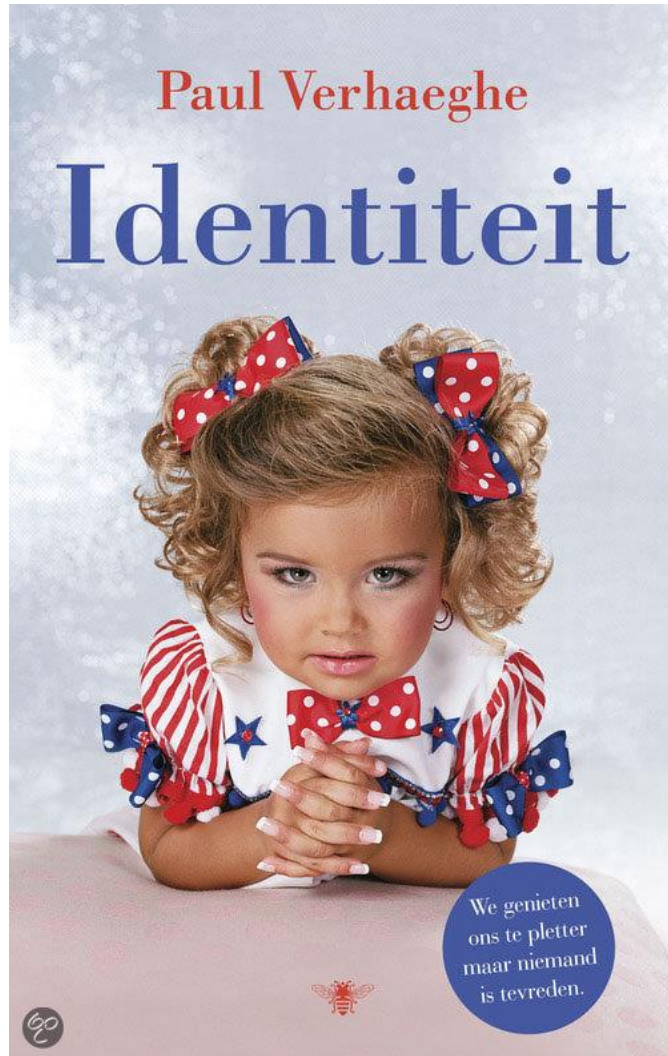
There is a large gap  
between the primary  
language and the  
secondary language of  
organizations...



# Identity by Paul Verhaeghe

The essence of today's problems in one word:

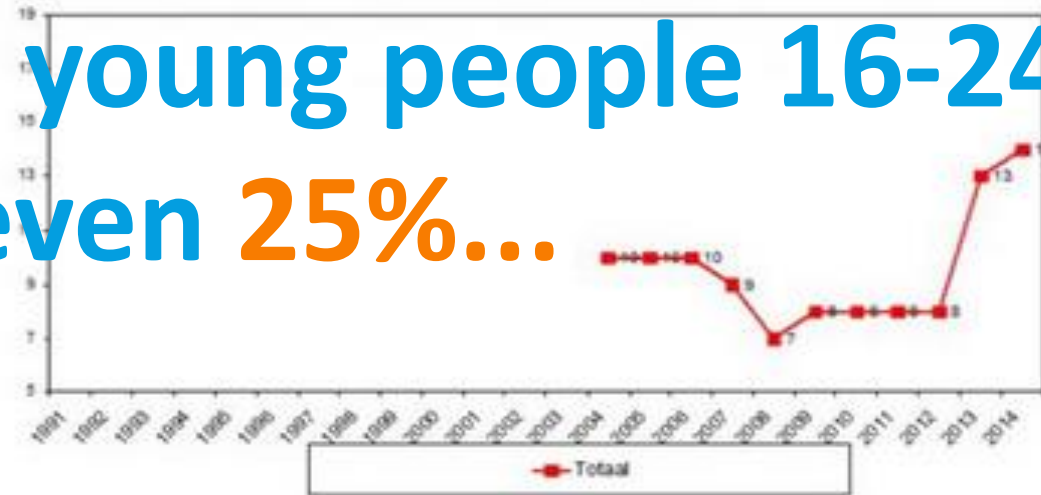
**loneliness**



14% of Dutch people claim they **often** feel lonely

Among young people 16-24  
this is even **25%...**

*Ik voel me vaak eenzaam.*  
% (helemaal) mee eens



Source: Trendbox



More than 100,000 young people up till 35 are at home due to stress and burn-out....



N **nieuwsuur**

## Burn-out groeiend probleem onder jonge werknemers

© ZA 25 APRIL, 14:00 BINNENLAND

Het is voor de meeste jonge starters niet te geloven: ze zijn jong, hebben een goede opleiding, een stapel stages, een bruisend sociaal leven, een flinke dosis motivatie en toch gaat het van de een op de andere dag helemaal mis.

Het overkwam meer dan honderdduizend jonge werknemers tot 35 jaar het afgelopen jaar. Zij zaten langdurig thuis vanwege stress-gerelateerde klachten, waaronder een burn-out. Dit blijkt uit [recent onderzoek van ArboNed](#).

Nieuwsuur, 25 april 2015

**Loneliness is not because  
there are not enough people,  
but because there is not  
enough connection.**

# Sam Walton's final 3 words...

**“I blew it”**



**Sam Walton**

# Regrets of the Dying

- 1. I wish I'd had the courage to live a life true to myself, not the life others expected of me.**
- 2. I wish I didn't work so hard.**
- 3. I wish I'd had the courage to express my feelings.**
- 4. I wish I had stayed in touch with my friends.**
- 5. I wish that I had let myself be happier.**

Source: Hospice Patients Alliance, Regrets of the Dying by Bonnie Ware

# What's Your Purpose?

# What if money were no object?



# What if money were no object?



**“When I am dead,  
no one will ever say:  
He increased the market share  
of Dove.”**



**Paul Polman  
CEO Unilever**



Crucial aspect of leadership

**LEGACY**

# Unilever finds “purpose”

“The idea of value has transformed.

Today the concept of value is increasingly associated with products that demonstrate social responsibility...

**Every brand must have a social mission...”**



**Paul Polman**  
**CEO Unilever**

# Unilever's purpose pays off

## Unilever's purpose pays off

6 May 2015



LONDON: FMCG giant Unilever intends to bring more of its brands into its "sustainable living" portfolio as it says the brands already there are growing twice as fast as the rest and are contributing to half of overall business growth.

# Why bring a child into this world?

**People all have a deep desire  
to be part of something larger  
than themselves...**

# The essence of happiness in 2 words?

# OTHER PEOPLE

Ubuntu

I am



**I am because we are.**

# Johnny The Bagger

19 year old kid who works as a bagger  
at a super market.

# Johnny The Bagger



# Numerous studies on the value of purpose

- Firms of Endearment (2007, 2014)
- Jim Stengel met Millward Brown, Top-50 (2012)
- Edelman (2008-2015)
- Nielsen (2014)
- TNS, Google & Ogilvy (2014)
- Havas Media (2014)
- Deloitte (2014)
- Harvard Business Review (2014, 2015)

# Examples of purpose driven companies

## 'Older' companies

- Nike
- Starbucks
- Chipotle
- LEGO
- IBM
- Maersk
- IKEA
- Unilever
- DSM
- Triodos
- DELA
- Retailers (Whole Foods, John Lewis, Colruyt)

## 'Younger' companies

- Google
- Zappos
- TOMS
- Blendle
- Patagonia
- Tony's Chocolonely
- Method cleaners
- Tesla / SpaceX

# Nike's purpose

Bill Bowerman and his University of Oregon runner Phil Knight wanted to *"To bring inspiration and innovation to every athlete in the world" ...*



**\*If you have a Body, you are an Athlete [the Audience]**



# Nike – Find Your Greatness



# Corporate purpose

We strive to refresh the world, inspire moments of optimism and happiness, create value and make a difference.

*The Coca-Cola Company*



# Purpose

To organise the world's information and make it universally accessible and useful.

The Google logo is displayed in its characteristic multi-colored font. The letters are: 'G' in blue, 'o' in red, 'o' in yellow, 'g' in blue, 'l' in green, and 'e' in red.

# Purpose

**Inspire and develop the builders of tomorrow.**

Our ultimate purpose is to inspire and develop children to think creatively, reason systematically and release their potential to shape their own future - experiencing the endless human possibility.





Search

What does it take  
to change the way the  
world works?



Solutions

Services

Products

Support & downloads

My IBM

Search



United States

Welcome [ IBM Sign in / Register ]

# The journey to smarter products and services

Staying on the innovation track requires advanced systems and software engineering

[See where they'll take us next →](#)



@IBM: RT @ebarbini: How "ninja particles" can fight drug-resistant superbugs - Forbes <http://t.co/9BzVf7Zb> #innovation



## Let's build a smarter planet

Explore by smarter industry or topic



## Innovation explanations

Jeff Jonas talks about analytics and big data



## One click. One site. Unlimited resources.

Find services and solutions at the midsize business portal



### Connect with us

- Create a profile
- Communities
- Events
- Academic collaboration
- Research collaboration

### Key topics

- A smarter planet
- Analytics
- Cloud computing
- Security and resilience
- Smarter commerce

### Information for

- C-suite executives
- Industries
- Small and medium business
- Developers

### Shop & buy

- Special offers
- Personal computers
- Ready to buy?
- Financing
- Find a sales rep

### About IBM

- Latest news
- IBM's Centennial
- IBM Research
- Corporate responsibility
- Employee directory

### Popular links

- Careers
- Fix central
- Passport Advantage
- Product security bulletins
- Software



Solutions

Services

Products

Support & downloads

My IBM

Search



United States

Welcome [ IBM Sign in / Register ]

A Smarter Planet

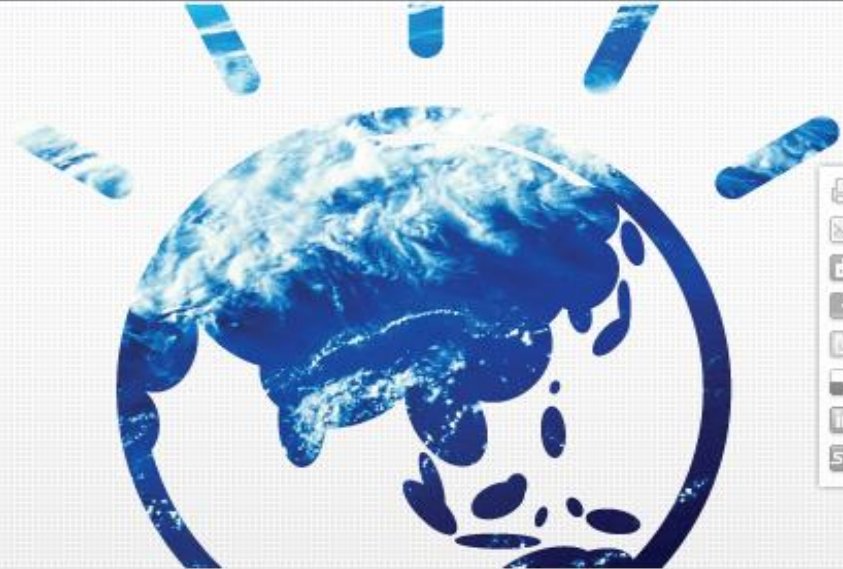


# Smarter Planet

## What 'smarter' means

And why it's vital to our future

→ See how we're looking ahead



Smarter products and services

### The journey to innovation

Inventions on track with advanced systems and software engineering >

Smarter healthcare



▶ Ancient wisdom, modern medicine. Watch the video. >

Social sentiment index

### Trip talk

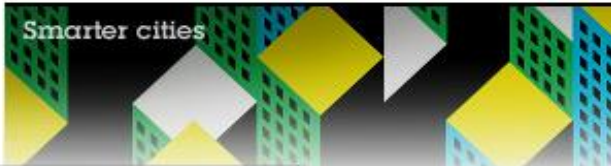


Do more tweets about travel mean more people on the move? >

IBM Research


Computer Science Data Centers  
Communications Cognitive Computing  
Nanotechnology UV Photoresists  
Blue Gene Social Computing Watson  
Cloud Computing Relational Data

Smarter cities



Smarter transportation



A group of young people are dancing on a beach at sunset. The scene is filled with warm, golden light from the setting sun, creating a joyful and energetic atmosphere. The people are in various poses, some with their arms raised, and the overall mood is one of carefree fun and social connection.

“Millennials want to work for organizations that focus on purpose - not just on profit”

Source: Deloitte 2015



# What is the purpose of marketing?

“To lift marketing and brand-building to be a more life-improving, world-improving force.”



**Jim Stengel**

# Doing Well by Doing Good



# What's Your Purpose?

# Bringing it all together

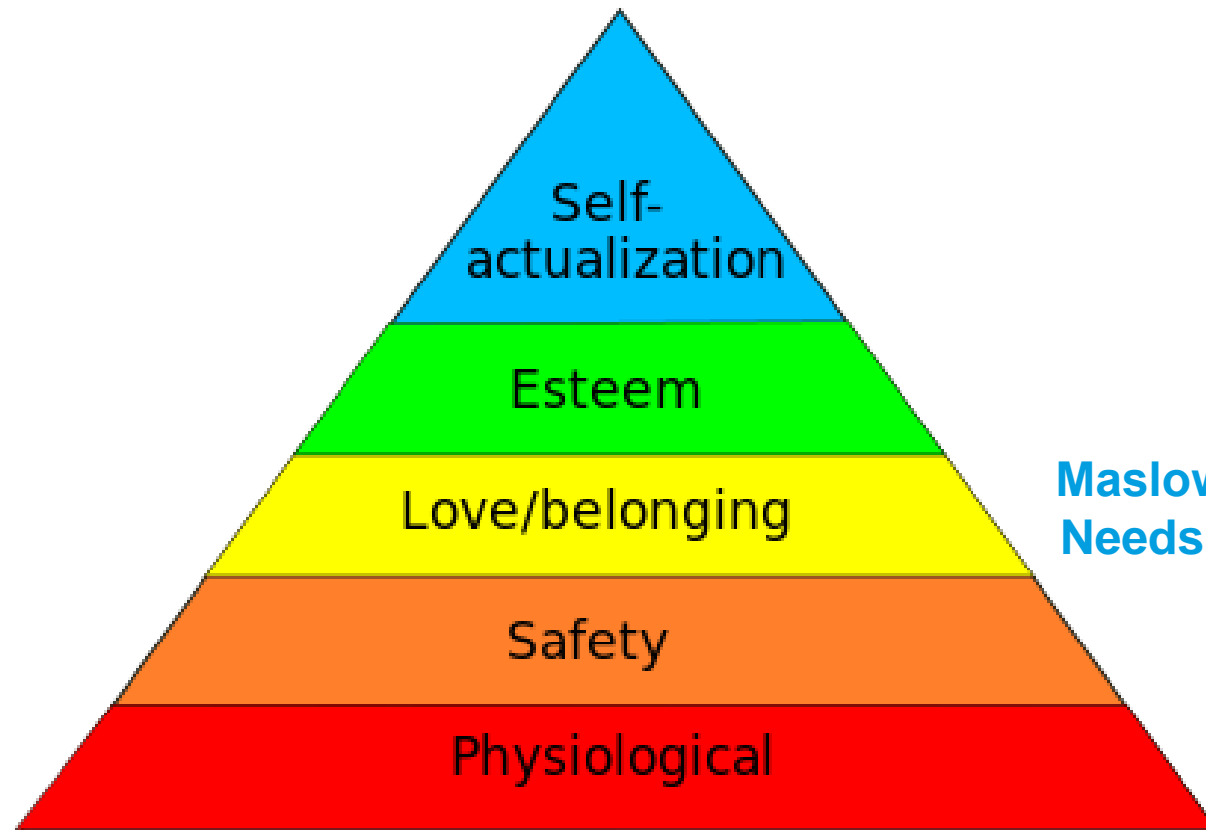
# The Power of Purpose

- 1. Purpose guides you – your activities, your decisions and your behaviour / actions.**  
**It is the strategic structure that gives direction and pulls organizations together.**
- 2. Purpose brings energy, vitality and engagement**  
**It motivates, stimulates and inspires people.**
- 3. It is the foundation for the brand identity.**  
**For internal branding and for external brand communications.**

# Purpose requirements

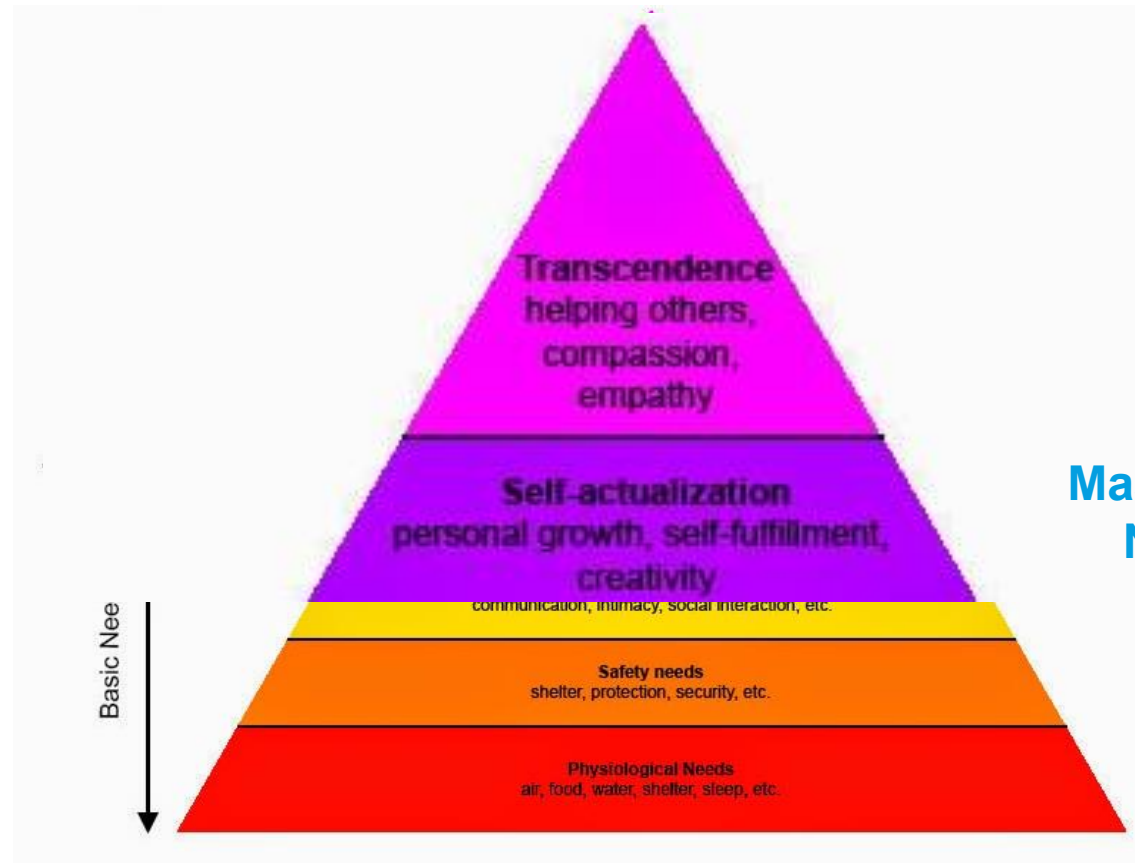
1. It is about **relevance and value for society, not only for customers**
2. It should not be formulated as a belief or value but as a **goal: the *highest* goal**
3. It has to be **authentic**. Sometimes about the roots / origin, always about the reason for being – it is so much more than only the **communication outer layer**

## Both are about need satisfaction



Maslow's Hierarchy of Needs (original, 1954)

## Both are about need satisfaction



Maslow's Hierarchy of Needs (advanced version, 1971)

# Critical success factors

1. **LEADERSHIP** (*servant* leadership, level 5 leadership)
2. **An *inclusive vision*** on the world/society and people

**“We cannot be successful  
nor can we call ourselves  
successful in a society  
that fails”**



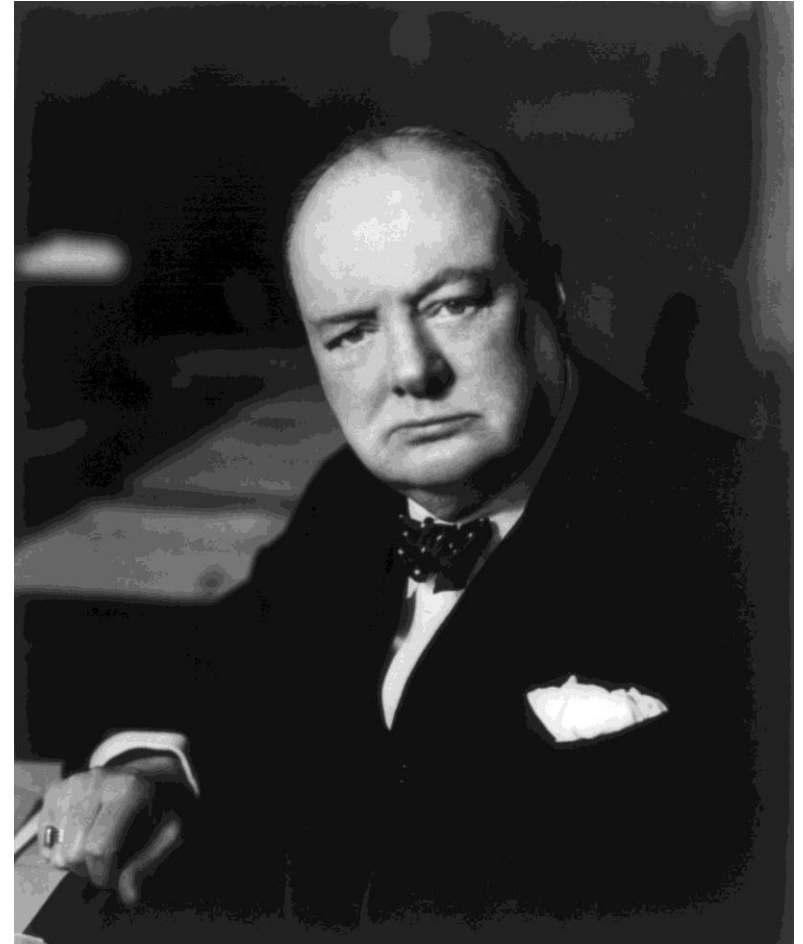


# Critical success factors

1. **LEADERSHIP** (*servant* leadership, level 5 leadership)
2. **An *inclusive vision*** on the world/society and people
3. **A higher purpose** that goes beyond money
4. **Integrated approach** (direction, decision making, execution)
5. **Values & principles that reflect ‘the primary and secondary language’** (integrated into HR systems)

“We make a living  
by what we get.

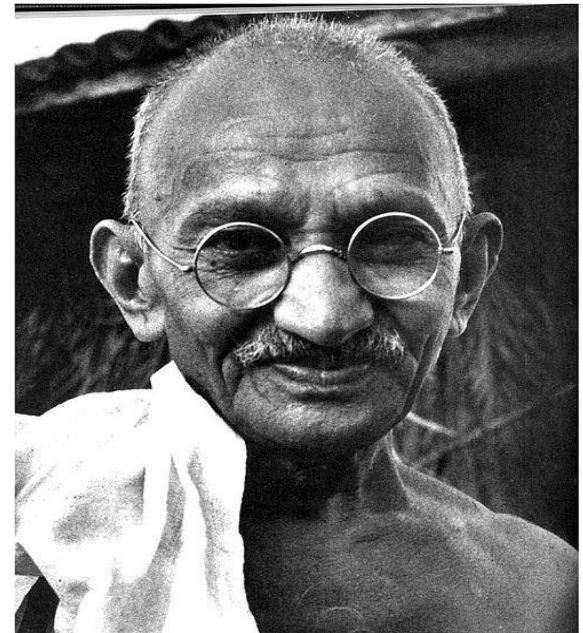
**We make a life by  
what we give.”**



**Winston Churchill**

**One of the most selfish  
things you can do is...  
help others.**

**First they ignore you.  
Then they laugh at you.  
Then they fight you.  
Then you win.**



**Mahatma Gandhi**

To live,  
to love,  
to learn  
and  
**to leave a legacy**



**Stephen Covey**  
1932-2012

# What's Your Purpose?



# Chipotle (2015)

**\$ 4,5 billion sales**  
**(2010: \$ 1,8 billion)**  
**+ 10% vs. YA**

**\$ 770 million net profit BT**  
**(2010: \$ 287 million)**  
**+ 8% vs. YA**

**# restaurants: 2.010 (+227 vs. YA)**

# Back to the start








# Back to the start



## How Chipotle Changed Fast Food Forever

DANIELLE SCHLANGER, KIM BHASIN | JUN 27 2012, 7:38 AM |   

It is safe to say that Chipotle founder Steve Ells has rewritten the rules of fast food. It turns out that you really can serve sustainably sourced ingredients en masse. Since 2006, Chipotle's revenues have tripled to **\$2.2 billion**. Today, there are **more than 1,200** restaurants in the U.S., U.K., and Canada, with plans to open **165 additional** outposts this year.

But long before there were billions in sales, or even organic beans, there was a guy from Boulder banking on the success of a small burrito shop.

**Ells was an unlikely candidate to start a fast food empire. He was trained in classical French cooking at the Culinary Institute of America, and he had aspirations of opening his own fine dining establishment.**

< 1 / 15 >



Post-culinary school, Ells moved to San Francisco to work under the tutelage of celebrity chef Jeremiah Tower. While living in the city, Ells was inspired by watching an assembly line of workers at a local taqueria, efficiently feeding hungry masses of patrons.

# What's Your Purpose?

# PUSH HUMANITY FORWARD

# The Future is Ours



# What's Your Purpose?

