

# WHAT THE FUTURE: PURPOSE

How global companies can make a local difference on sustainability PAGE 15

Ways to make tech advances feel more personal to purpose shoppers PAGE 19

Why political polarization means brands need to clarify their purpose PAGE 23

Four tensions that will drive change PAGE 25

**+** Experts from Diageo, Tapestry and the University of Arizona share how shifts in corporate purpose will reshape brands and business in the future



GAME CHANGERS



# How people and politics will shape brand purpose in the future

Imagine it's 2033. Brands, which have immense scale, could be playing a huge role in solving local and global crises. Or maybe not. What will factor into the future?

Ever feel like the guy on the cover? Wanting to make a difference but feeling as though the problems of the world are bigger than you can help solve on your own? Of course you do. And increasingly, we expect brands and companies to help.

But whenever anyone talks about brand purpose, don't you wonder why we keep coming back to the same examples of Patagonia and Ben & Jerry's? It's time to expand that conversation. People are looking at brands and companies to help solve many of the world's problems. And there are real changes and issues — systemic inequality, environmental collapse, remote work, AI, wars and polarization — in short, a polycrisis. The problem is that solving them isn't easy.

At a pivotal moment in his presidency during the summer of 1979, Jimmy Carter gave a speech referred to by others as

the “malaise” speech (he never actually used the word) about the challenges facing America and its “crisis of confidence.”

“We can see this crisis in the growing doubt about the meaning of our own lives and in the loss of a [unity of purpose](#) for our nation,” President Carter said. “The erosion of our confidence in the future is threatening to destroy the social and the political fabric of America.”

He had just spent more than a week doing an extraordinary bit of qualitative research by talking to American citizens directly about what they thought about the nation. What he heard will sound familiar if you've read the news today: inflation, energy prices and a growing distrust in government, schools, media, churches and other institutions. Arguably things have worsened in the intervening 43 years.



52%

of Democrats and 37% of Republicans say they have purchased brands or products specifically because of their purpose practices.

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults age 21+.)

It's hard to have a unity of purpose in a polycrisis. As our Ipsos Global Trends report shows, we are now, as then, facing multiple crises. Brands are finding it's hard to address them all. They define their purposes based on their product, services, stakeholders and customers.

### **As that existing say-do gap collides with inflation, are brand purpose efforts going to be changed or even devalued by consumers?**

In this issue, Diageo and Tapestry talk about their purposes, how they approach them today and how they will tomorrow. We also talk about the pitfalls with author Rishad Tobaccowala and the University of Arizona's Nooshin Warren.

The challenge is real. We have global and local crises. We have growing polarization. People want brands to help solve crises, often want them to be neutral on social and political issues, but also prioritize brands that side with what they agree with on social and political issues.

And people aren't always pulling their own weight in finding solutions. We say we will, but we often aren't willing to bear the additional costs of creating sustainable goods with ethical and inclusive supply chains. As that existing say-do gap collides with inflation, are brand purpose efforts going to be changed or even devalued by consumers?

In the end, brands in fashion, retail, financial services, consumer packaged goods, energy, auto, food, entertainment and more will have to decide for themselves how to balance making a difference, even if customers become more indifferent. Do good in the world? Help solve a crisis? Balance profits with impact (which can certainly coincide, and which people expect brands to do)?

Part of that is because brands no longer have full control of the conversation and their own narrative. Consumers now have such a strong voice that they help shape brand perception. Brands need to act with empathy and consider the context of their messaging and the expectations customers have. A clear definition and demonstration of their purpose can go a long way toward setting that expectation.

But ultimately, people have to buy in, both metaphorically and literally. The choices that people as consumers make with their wallets will dictate how much brands can or cannot help, no matter how much those same consumers say they want brands to be part of the solutions.



*Matt Carmichael is editor of What the Future and head of the Ipsos Trends & Foresight Lab.*

# 2/3

of Americans agree that purchasing sustainable brands or products makes a difference for our environment.

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# Contents



## 1. Territory map

The future of purpose will be driven by forces coming from six directions. We map them out.

## 2. By the numbers

We start with the state of purpose today, using exclusive U.S. and global Ipsos data.

## 3. The lay of the land

We talk with experts from Diageo, Tapestry and the University of Arizona about how cultural and political shifts influence corporate purpose, and the ways people will shop and live in the future.

## 4. Tensions

Should brands take a stand on social issues or stay neutral? Do people believe they can make a difference by what they buy or not? Will shoppers choose brands based on price or their impact on the world? How these opinions lean in the future could shape how companies act as citizens, employers and sponsors.

## 5. Future destinations

Based on our data and interviews with experts, we plot out a potential future — a plausible port in our future journey. Then, thinking of our tensions, we consider what happens if one of them shifts. We use that as a waypoint to ponder how that might send us to a different scenario, plausible port two. Then, we outline the Future Jobs to Be Done, giving you a new way to think about the future. Finally, we explore the optimism gap between what people hope to see in the future versus what they expect to see in the future.

## 6. Appendix

Want more? We show our work, including the full text of our expert interviews, our contributors, and links to what we're reading today that have us thinking about tomorrow.

# Territory: What will drive the future of purpose?

The future of purpose is at a turning point as the world faces a polycrisis, and brands that take a side on critical issues increasingly land in the middle of a culture war. While people say they want brands to stand with them, financial pressures make it tough to choose purpose over price at the checkout. In this world of competing issues and conflicting motivations, how will brands stay the course?

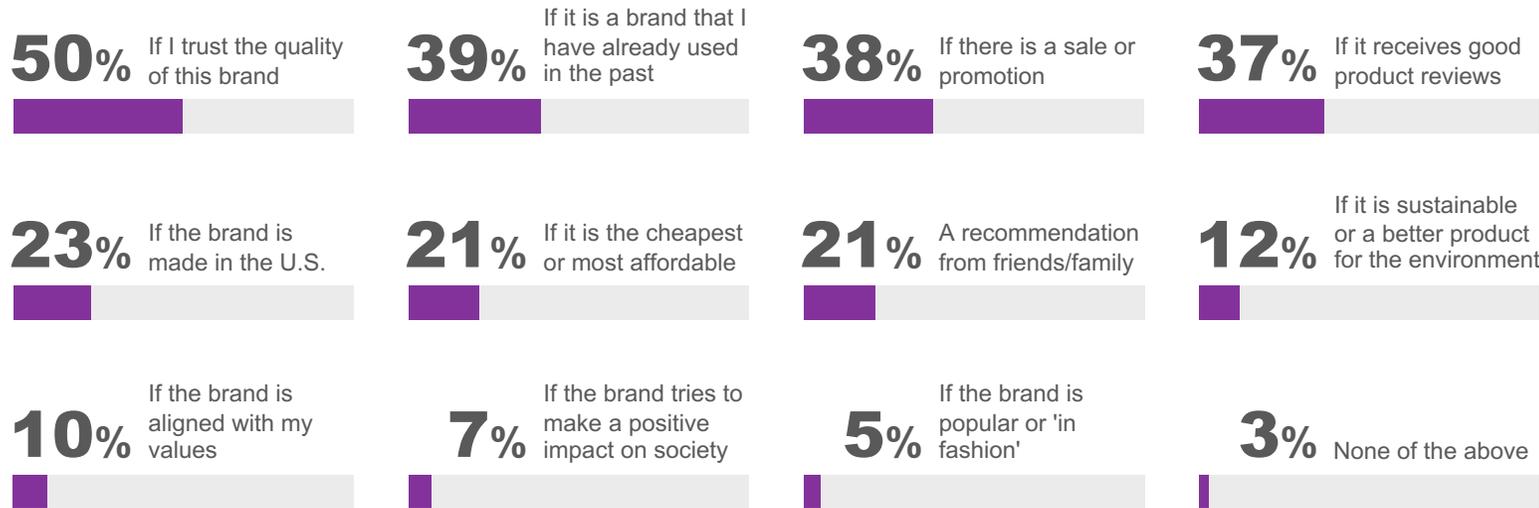


# Purpose by the numbers

How purpose drives purchase

## For shoppers, purpose lags among purchase drivers

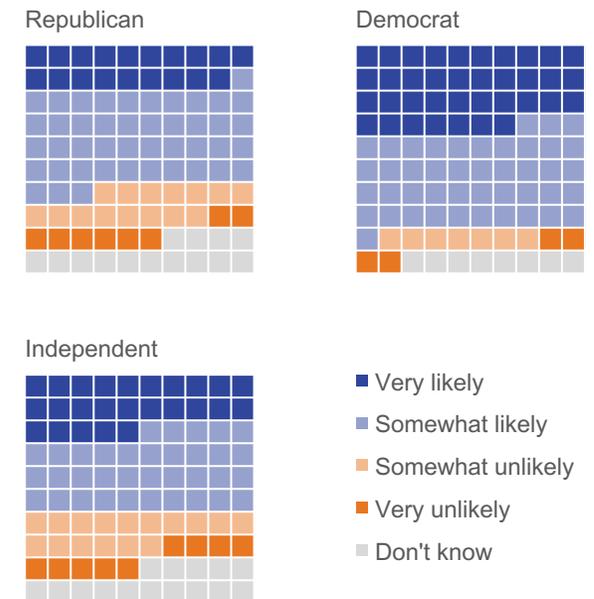
Q. When you decide which brands to purchase products from, which of the following factors are most important in your decision? (% Total)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

## But when all things are equal, purpose motivates most shoppers

Q. Assuming attributes between brands are equal (e.g., price, value, convenience, quality, etc.), how likely or unlikely are you to pick a certain brand specifically because of its purpose attributes (e.g., their support for sustainability, equality, human rights, etc.)? (% Total)



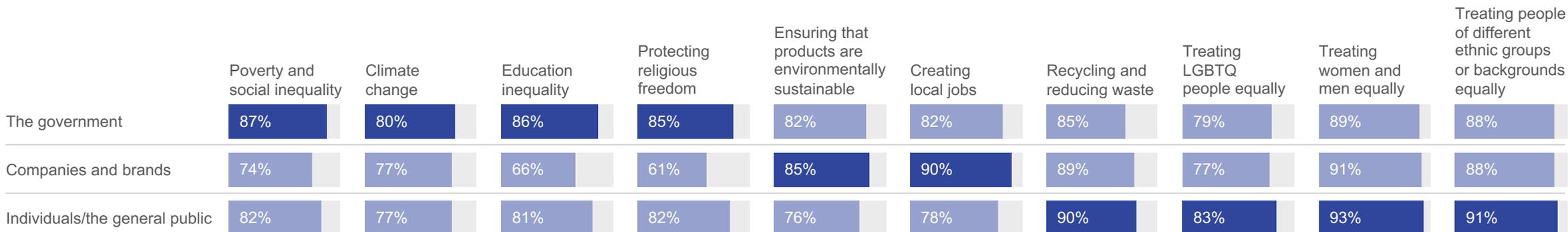
(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# Purpose by the numbers

How brands, shoppers and governments play a part

## The roles people think brands should play in solving big issues

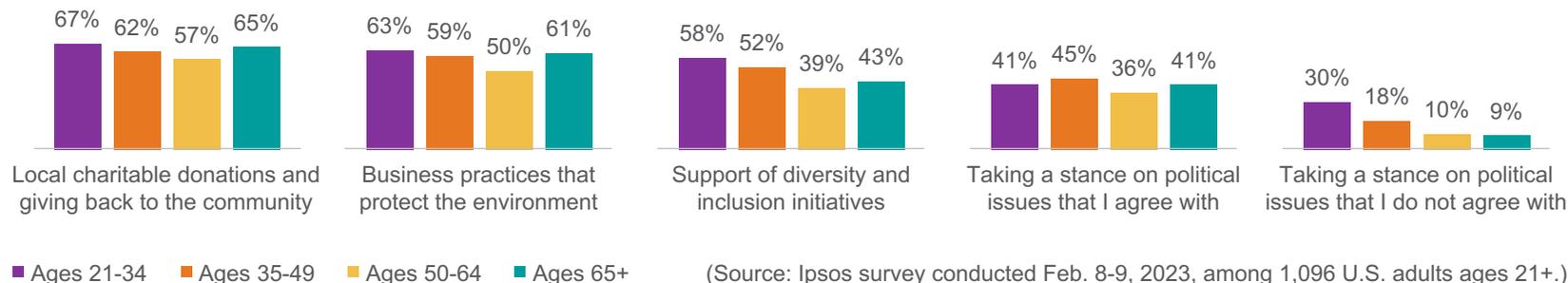
Q. How much responsibility, if any, should [...] have when it comes to providing solutions to the following issues? (% A great deal/a fair amount)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

## People are more likely to buy brands for purpose than for politics

Q. If a brand did any of the following, would it make you more likely or less likely to purchase something from them, or would it have no impact? (% More likely)



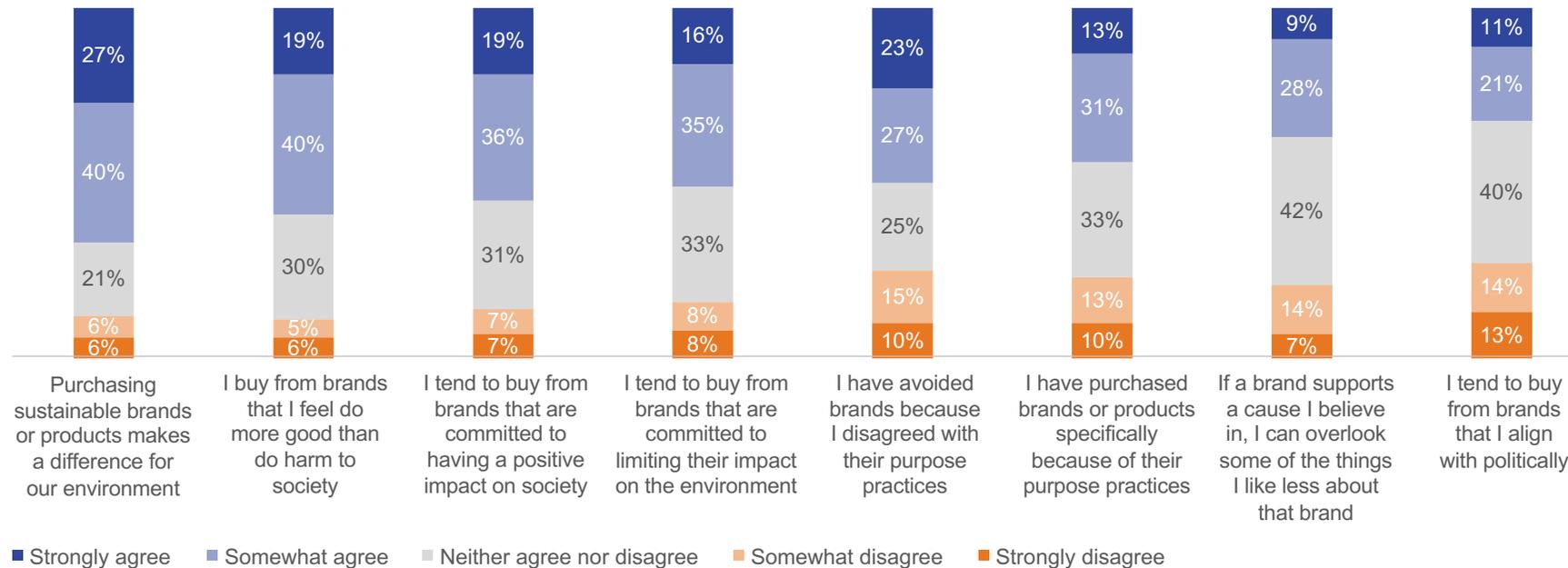
(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# Purpose by the numbers

What people think will make a difference

People buy brands more for doing good generally than for specific practices or causes

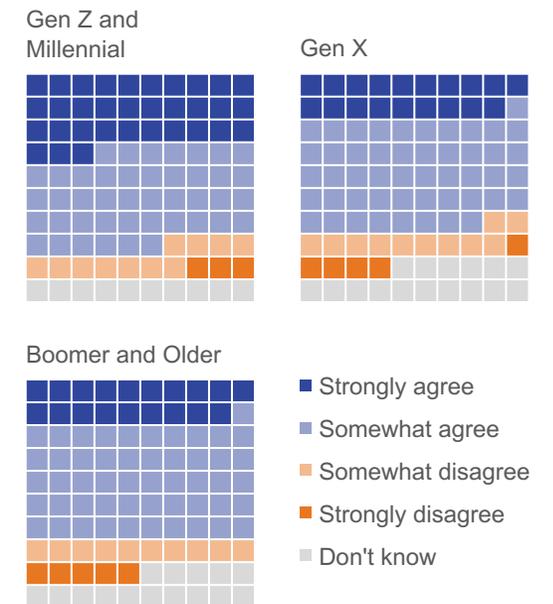
Q. How much do you agree or disagree with the following? (% Total)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

Most people think new technologies will help solve environmental issues

Q. How much do you agree or disagree with the following statement: New technologies will help solve environmental challenges like pollution, waste and climate change. (% Total)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# Emerging global trends



## How the world weighs shared values in their purchases

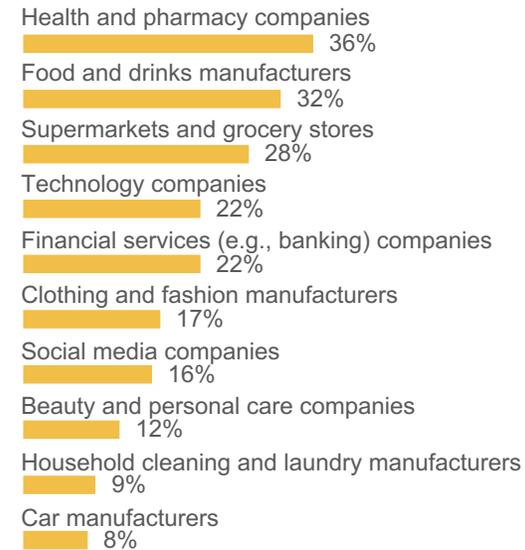
People globally agree that brands can make an impact *and* profits.

Supporting causes and making money are business goals that most people around the world believe can be accomplished at the same time, according to the new Ipsos Global Trends survey across 50 markets. Americans agree only slightly more than the global average on this point, and they are slightly less likely than the global average to disagree. This shouldn't come as a surprise, as solving problems is what businesses typically do.

Yet few people say it is important to share a company's values when they're deciding on a brand or service to buy. Where shared values matter most is for brands that people put into or on their bodies: health and pharmaceutical brands and food and beverage brands. Perhaps this signals room for growth in helping people understand how shared values translate to customer value.

The categories where a company's values matter most to shoppers

Q. When thinking about choosing a product or service, which, if any, do you feel it is most important that they share the same values as you? (% Agree)

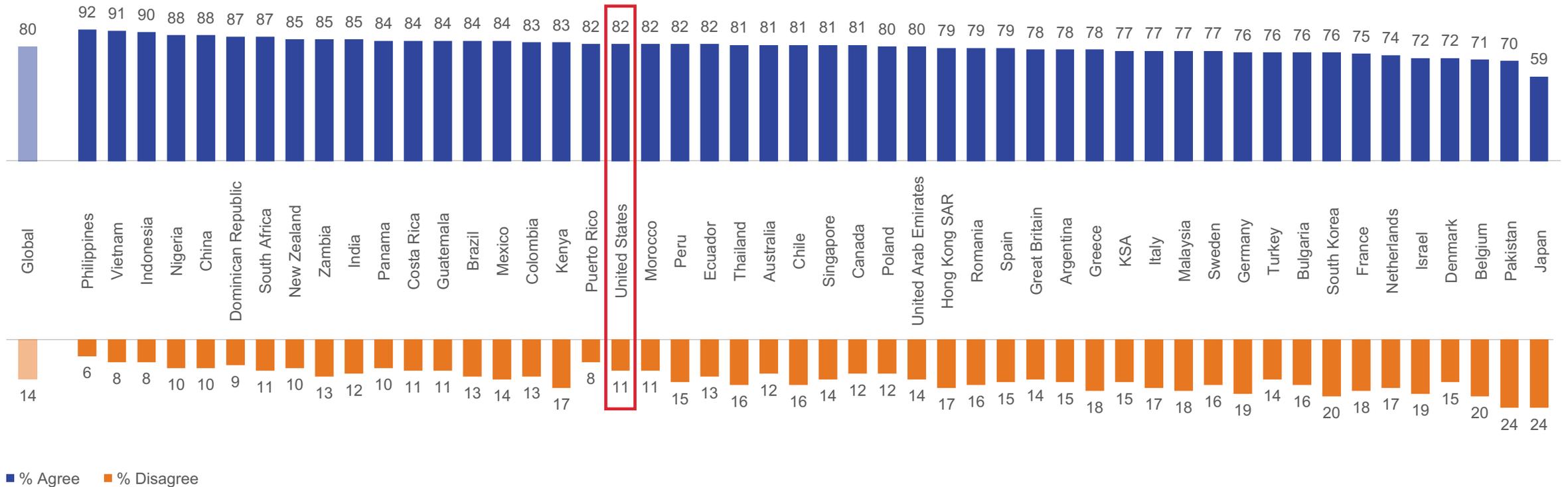


(Source: Ipsos Global Trends survey conducted Sept. 23-Nov. 14, 2022, among 48,579 adults across 50 markets. For full methodology see [IpsosGlobalTrends.com](https://www.ipsos.com/global-trends).)

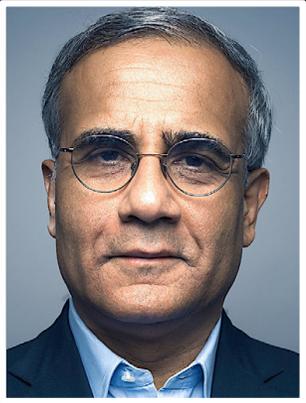
# People agree brands can make money *and* do good

Most worldwide agree that purpose and profit do mix

Q. To what extent do you agree or disagree with the following statement? It is possible for a brand to support a good cause and make money at the same time. (% Total)



# How companies take purpose too far and how to fix it



Rishad Tobaccowala

Author, speaker, advisor

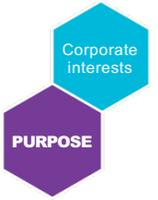
Rishad Tobaccowala has advised global brands over a storied career holding titles such as chief growth officer for Publicis Groupe SA. Now the author, podcaster and consultant thinks maybe the future of brand purpose is ... not needing one. He thinks purpose today exists partially to fill a vacuum in leadership on key issues that brands shouldn't have to be the ones to fix.

**63%**

of Americans say if a brand made local charitable donations and gave back to the community, it would make them more likely to purchase something from them.

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)





According to Tobaccowala, brands are in a hard position. Their employees and customers want them to have a purpose and solve problems, but those issues are often in conflict with their business. That’s especially true for the later generations, he says.

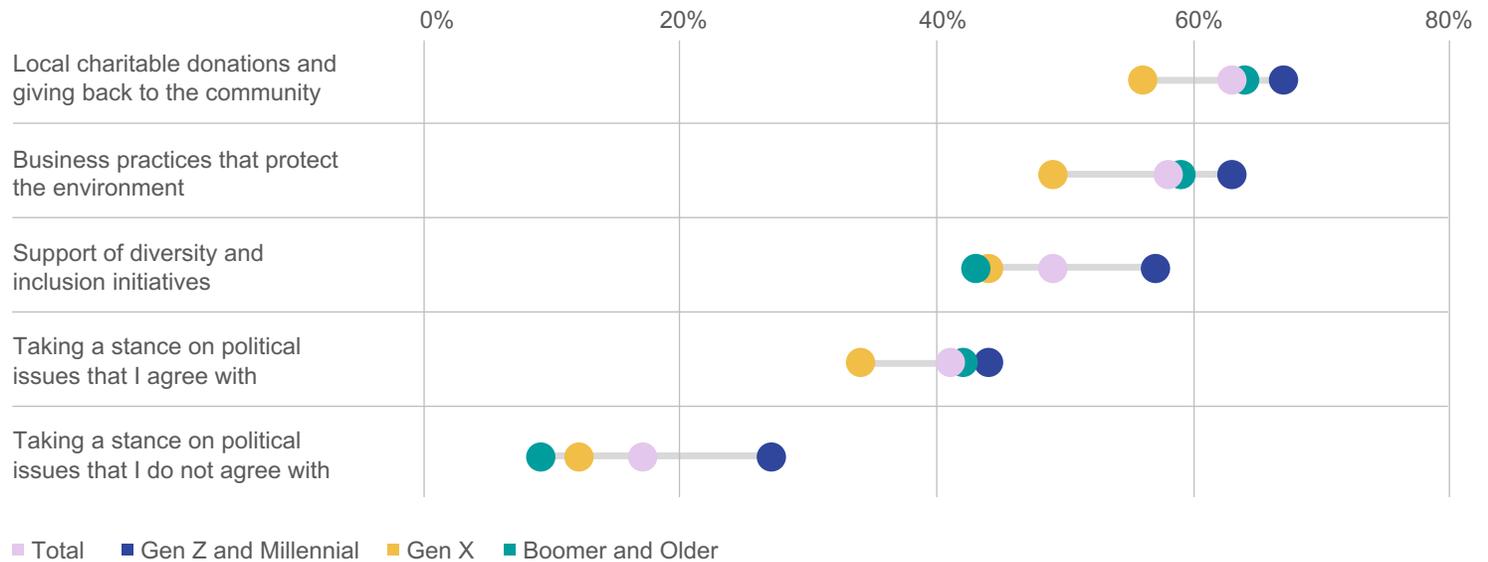
**“Young people expect you to have a purpose and then they hold you accountable.”**

But should brands have to solve problems? He argues they shouldn’t if governments and other institutions were doing their jobs properly. In the meantime, he suggests ways to maximize the impact of purpose by aligning it closely to your business or product and avoiding controversial topics. Focus, he says, on three core truisms: We want better for our children, we don’t want to go hungry and we will all get older. But also remember that purpose is good for retaining and attracting staff, too, not just customers. Keeping both in mind will keep your purpose something that works for your brand today and tomorrow.

[Read the full Q&A on page 36.](#)

## Younger Americans are most likely to buy from purposeful brands

Q. If a brand did any of the following, would it make you more likely or less likely to purchase something from them, or would it have no impact? (% More likely)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)



# How brands should ‘live their purpose’

**At the corporate level, ESG (environmental, social and governance) goals are important to boards and investors. But those themes can tie into brand purpose as well on topics like sustainability, diversity and inclusion.**

Environmental sustainability (the “E” in ESG) is important for corporations but will also be an ongoing concern for brands and consumers alike. Or at least some of them, according to a unique [multicountry segmentation](#) study conducted by Ipsos. The segmentation found that the so-called say-do gap between what customers say versus do looks very different market to market and doesn’t exist at all for 17% of “activist” consumers who truly “walk the walk” and will compromise lifestyle for environment. Despite backlashes in some corners, brands need to walk the walk as well, says Lauren Demar, chief sustainability officer and global head of ESG for Ipsos.

**“I don’t believe in doing great things and then not talking about them. Live your purpose.”**

She says it’s key for brands and companies to have their ducks in a row and take care with both their actions and their messaging. While greenwashing doesn’t land well with consumers, she doesn’t believe “greenhushing,” where companies downplay their initiatives, is the answer either.



80%

of people globally say we are heading for environmental disaster unless we change our habits quickly.

(Source: Ipsos Global Trends survey conducted Sept. 23-Nov. 14, 2022, among 48,579 adults across 50 markets. For full methodology see [IpsosGlobalTrends.com](#).)



# Purpose drives brand perception more than new product adoption

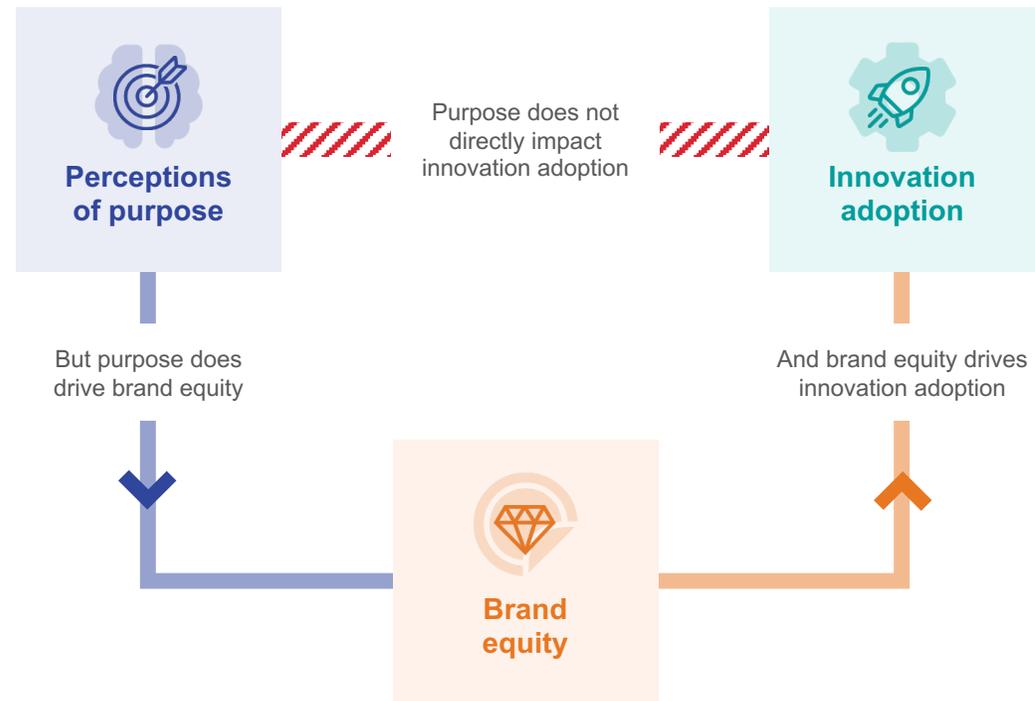
People and brands are increasingly considering the larger impact a product has beyond its typical product benefits.

Ipsos' Purpose Index adds a new dimension to concept testing to demonstrate if consumers perceive an innovation to have a greater purpose, and if that perception aligns with the brand's intended positioning.

Ipsos research finds that less than half of innovations are perceived to have a higher-order purpose. Among those that do, a focus on health is the most common positioning, says Adam Brown, a vice president in Ipsos' Innovation practice.

**“While a purpose-focused narrative does not appear to drive adoption of an individual innovation, it does get people to consider the product. More importantly, it drives positive perceptions of the brand, and therefore is likely to eventually convince people to try that product or another one from the same brand.”**

## How purpose indirectly drives innovation purchases





# How global companies can make a local difference on sustainability



Westin Grabow

Director, innovation, Diageo

To Westin Grabow, director of innovation at global beverage alcohol leader Diageo, a lot of purpose's present and future hinges on definitions and marketing. He says that it's hard to specify what broad terms like "sustainability" mean, and it's harder to convince consumers that a brand is doing something and that their purchase decisions can matter. These are big challenges, but they're exactly the kind that Grabow is excited by as he works on the "purpose portfolio" at Diageo.

**85%**

of Americans say global or national brands should play a role in solving global problems.



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)



Local brands can easily connect to consumers to help them achieve their own purpose-related goals. Global brands have the advantage of scale in making a difference to worldwide problems like the environment. Diageo, which has both local and global brands in its portfolio, is in a unique position to do both.

The key, says Grabow, is not to overcomplicate things in purpose-related messaging.

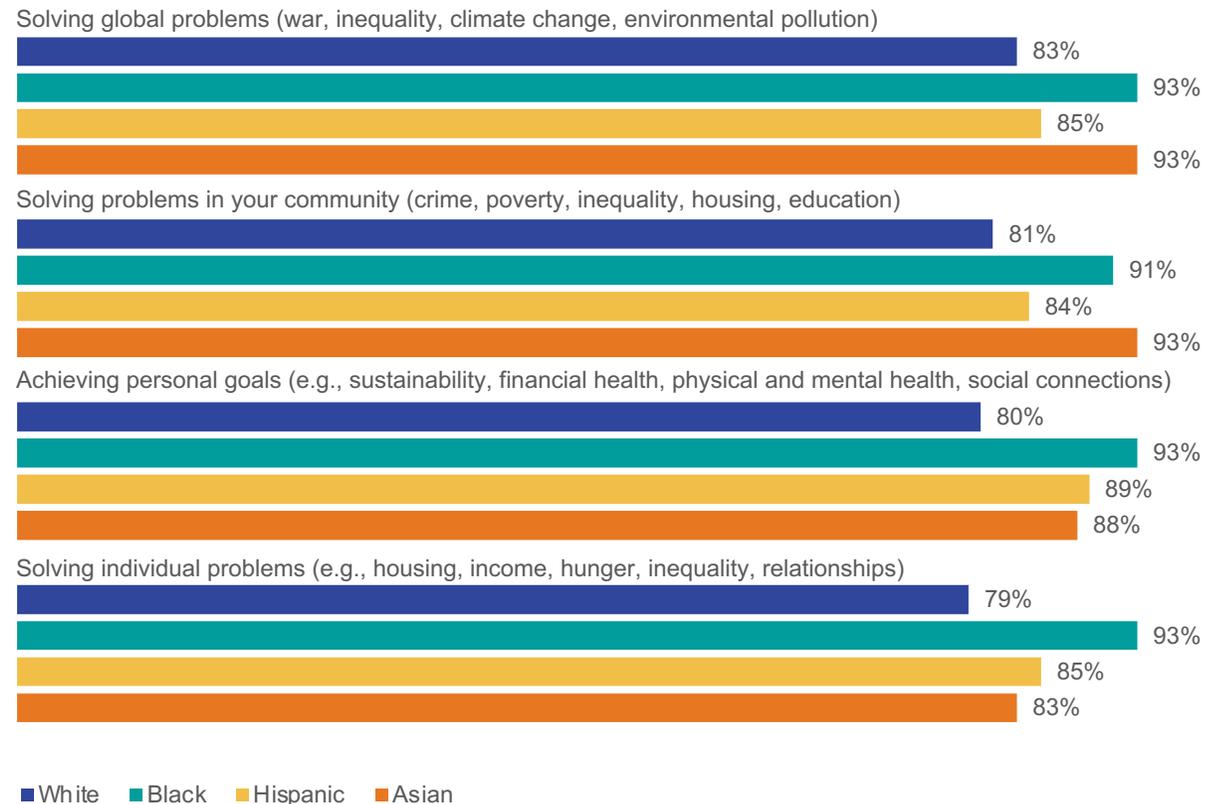
**“The takeaway that we want consumers to realize is that choosing our brands is a path to creating the good that they want to see in the world.”**

Local brands can make a difference in their communities, which is important. But a small business can't solve world hunger. Big brands have to leverage their scale, too. All brands, therefore, can play a part.

[Read the full Q&A on page 38.](#)

## Americans agree big brands have a role in solving social problems, but they vary on specifics

Q. How much of a role, if any, should global or national brands play in the following? (% Play a role)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# How brands can get sustainability advertising right



As awareness and concern about climate change and the environment ticks up, people are increasingly engaged and looking for brand solutions.

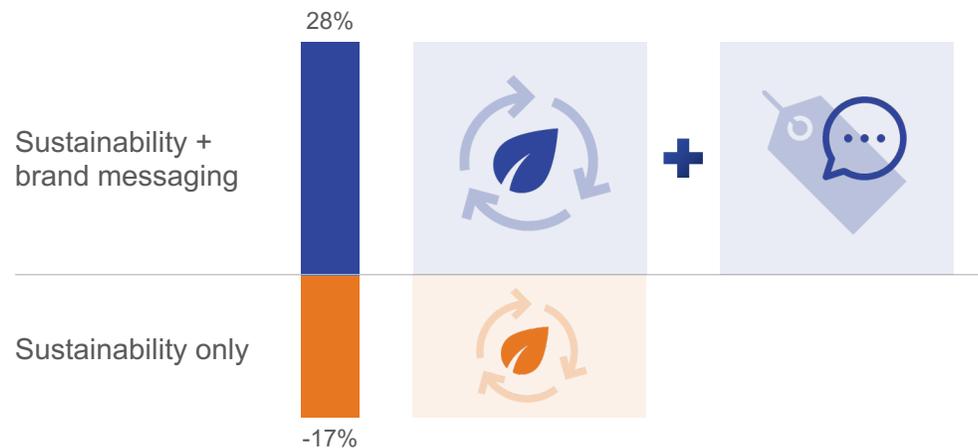
Yet, generic, feel-good sustainability messages can be a yawn and get lost in a sea of sameness. Instead, Ipsos research finds that ads that connect brand benefits to sustainability messages are strong performers. To be effective, sustainability advertising [must be empathic and believable across six dimensions](#), says Rachel Rodgers, senior vice president in Ipsos' Creative Excellence team.

**“Ads with accessible, human context, achievable changes and levity help people connect to sustainability messages. Then, news and information, tangible benefits and brand credibility drive home relevance and support consumer action.”**

Success comes from integrating sustainability with brand benefit messaging

Ads that blend brand and sustainability messages are strong performers, with an average difference of 54% on the overall creative effectiveness performance index.

Creative effectiveness vs. norm



(Source: Ipsos, Sustainability and Advertising: Friends or Foes?, September 2022.)

# How brands can support diversity in the creator economy

Digital media is touted as an opportunity to equitably reflect the changing composition of our population. But digital creators continue to be marginalized. For example, one in four creators say they are hesitant to post content that might hurt or change how platforms' algorithms recommend their content, [according to new Ipsos research](#). One in five have faced removal of their content because it was flagged as inappropriate or bullying and harassment based on their identity.

These insights show how this imbalance is playing out on platforms and points to solutions that industry players adopt to make the creator economy more equitable.

**Participants in this economy need to be transparent with each other on pay.** A common issue for Black creators is being offered exposure for their work rather than real dollars but exposure “doesn’t pay the rent,” says April Jeffries, president, global ethnography and immersion, in Ipsos’ Understanding Unlimited qualitative practice.

**“Openly sharing pay structures can help improve equity among creators.”**

**Platforms must reduce bias in algorithms.** Full representation at the coding and design decision table is a must. A diverse team can consider the broader population and ask the appropriate questions.

**Platforms must commit to content beyond the averages.** Particularly with innovation and creativity, it’s the people at the margins who often bring a look into future trends and game changing ideas.

# Ways to make tech advances feel more personal to purpose shoppers



Alice Yu

VP of consumer insights, Tapestry

Innovation can be an important part of solving environmental goals. If that's part of a company's purpose, communicating those benefits is important. But if a company is a fashion brand, it's also important to help people communicate the brand choices they make and how those support their purpose. Alice Yu ties all these goals together from her role in insights at Tapestry, the parent of luxury brands Coach, Kate Spade and Stuart Weitzman.

**76%**

of Americans say they would likely buy items made from recycled or upcycled materials, even if they cost more money.

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)



Most people (72%) are looking not just to brands, but to technology to help solve our environmental and climate challenges. But in an industry known for its materials like leather that can be a challenge. For one thing, it's tricky to talk about sustainable products when they can last a lifetime and beyond like a Coach handbag. But there's also the issue of communicating how new technologies like pineapple leather (yes, you read that right) can be more sustainable but might also require other tradeoffs, said Yu.

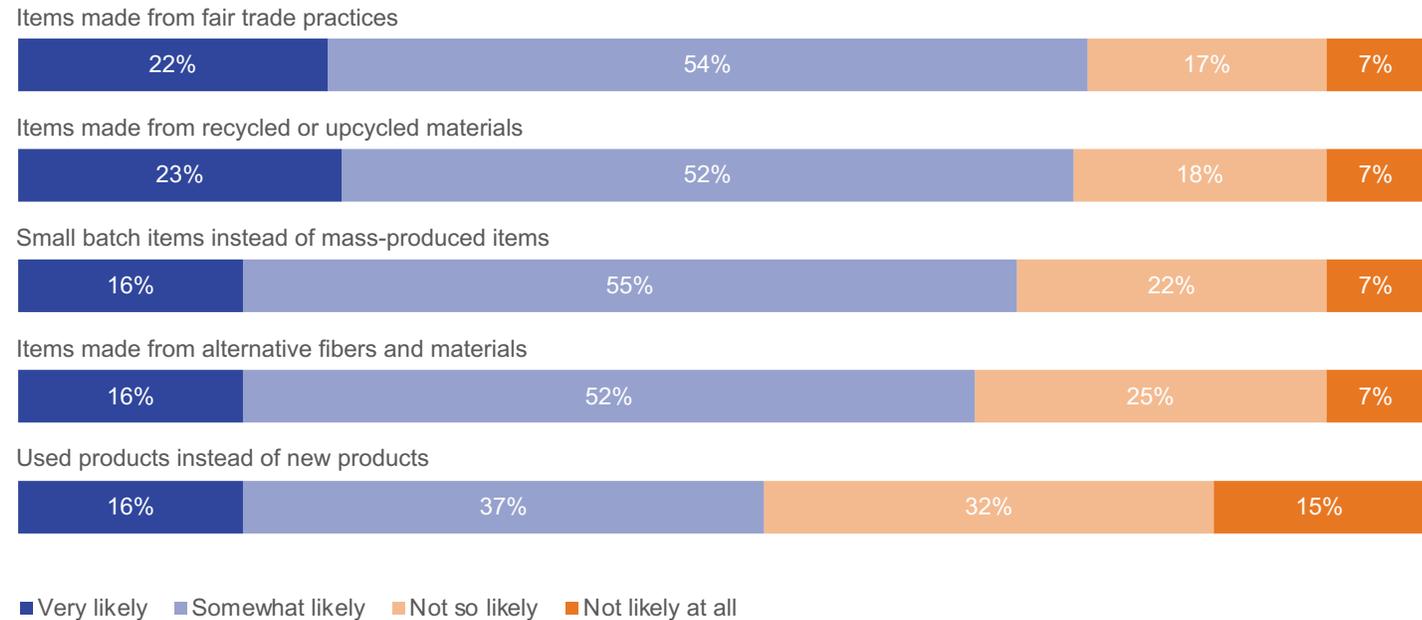
**“Sustainability is very complex and our consumer realizes that.”**

The other side of purpose when it comes to fashion and style is recognizing that brands also tie purpose to our identities and help us communicate our own beliefs, purposes and priorities.

[Read the full Q&A on page 40.](#)

**People are open to buying products made sustainably, even if they cost more**

Q. How likely, if at all, are you to purchase items made in the following manner, even if it costs more money? (% Total)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)



# What people want from brands to help them achieve wellness goals

**To better understand people's personal wellness goals and the role that brands can play to help in achieving them, Ipsos asked members of one of its syndicated online communities about their wellness goals and how they would define brand support as being good, better and best.**

The community revealed how people increasingly aim “to be spiritually, emotionally, physically and financially well balanced,” as one member put it. To help people achieve their wellness targets, they want brands to provide higher-quality, non-toxic products, as well as tools, motivation and rewards.

For overall well-being, community members said brands can support them simply by acknowledging that personal wellness is a goal that many share. Showcasing people working toward their personal goals in brand messages can provide encouragement and modeling for others. Brands can help at a higher level by providing ideas, tips and ways to achieve personal wellness goals. And they can go above and beyond by providing a way for consumers to connect with the brand, or others with similar goals, says Jennifer Torgersen, a senior director in Ipsos' Online Communities practice.

**“Giving access to resources such as recipes, wellness tips, programs, mindful exercises and other inspiration are examples of the best type of support that a brand can provide.”**



# How businesses can make purpose more than a tagline



Expectations of the role that companies should play in society are fundamentally changing as businesses become more purpose-driven, employees more assertive and leaders more vocal.

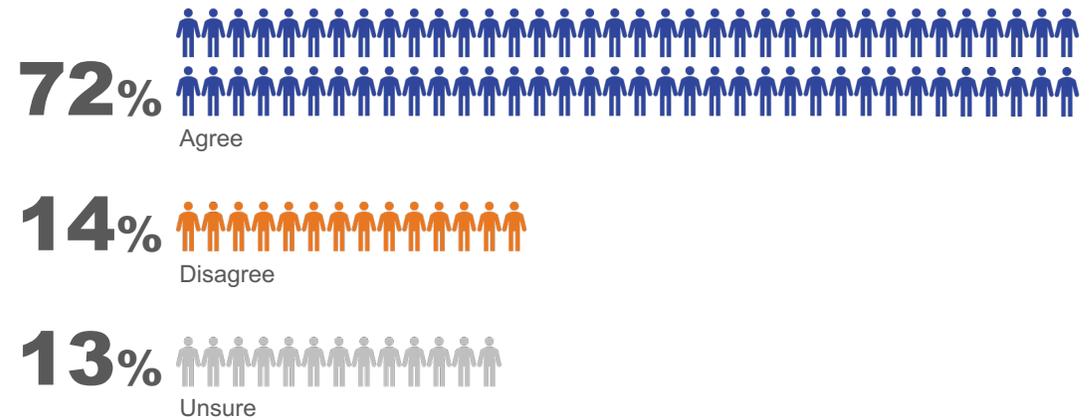
Ipsos research shows that business leaders have a responsibility to speak out on social and political issues and that purpose and social impact are becoming stronger reputation drivers for these companies. As the societal landscape shifts, business leaders need to be armed with a clear understanding of what creates (and destroys) their most valuable asset: trust.

Yet 72% of global communications leaders believe that “too many businesses use the language of social purpose without committing to real change,” according to the latest [Ipsos Reputation Council Report](#). Doing so puts companies at risk of purpose-washing and damaging their hard-earned trust and reputations, says Jason McGrath, executive vice president and head of Ipsos’ Corporate Reputation practice.

**“Going forward, business leaders need to make actionable purpose innate in their companies.”**

## Where businesses fall short on social purpose

Q. Do too many businesses use the language of social purpose without committing to real change? (% Selected)



(Source: Ipsos 2022 Reputation Council Report.)

# Why political polarization means brands need to clarify their purpose



Nooshin Warren

Assistant professor of marketing, Eller College of Management, University of Arizona

Corporate purpose has been a reliable tool for boosting corporate reputation. In recent years, strategies for corporate social responsibility (CSR) have given way to environmental, social and governance (ESG) practices and investments. But ESG and corporate purpose at large have become politically polarized, which marketing professor Nooshin Warren says makes corporate purpose increasingly challenging to manage.

**51%**

of Americans agree that companies should remain neutral on social issues.

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)





Warren’s research focuses on political purpose and its impact on brands. She’s observed that the more politically divisive an issue is, the more that companies wade into activism and further away from CSR.

As companies try to meet younger consumers’ demand that they take a stand on the social issues this group cares about, more companies are finding themselves in an activist role in politically charged culture wars.

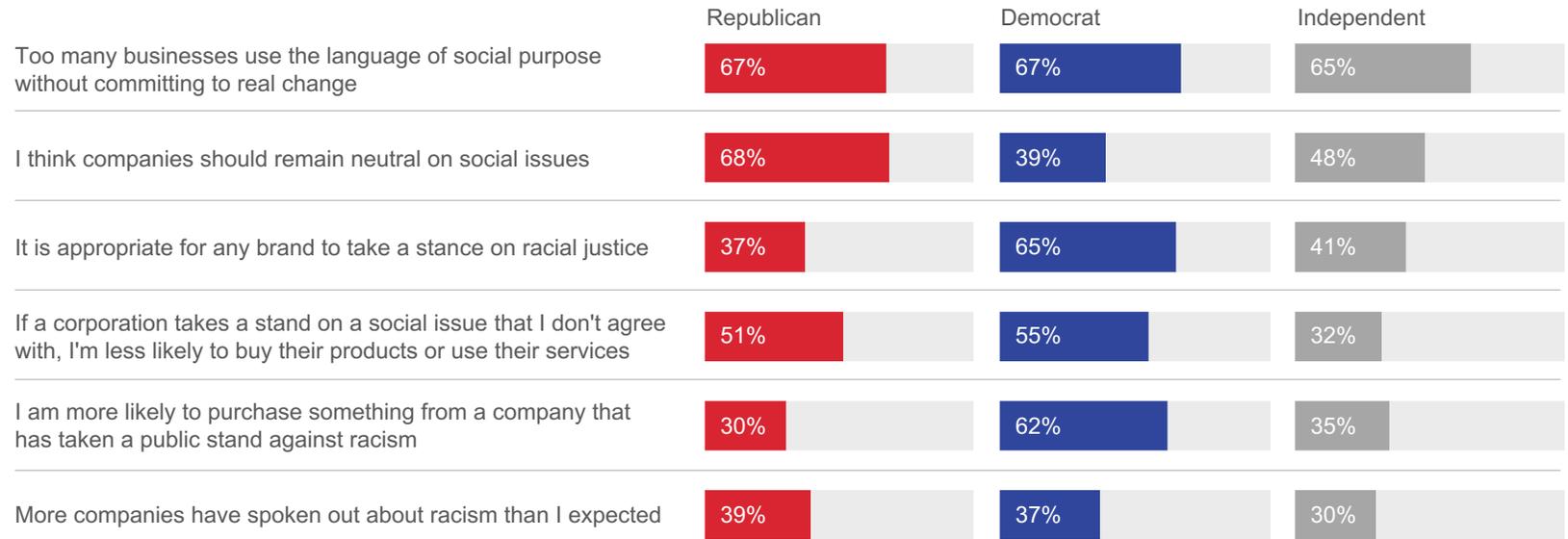
That’s trickier to navigate, even compared to a few years ago. Warren’s research shows that it’s harder than ever for brands to remain neutral.

**“When you decide to speak up about a sociopolitical issue and your values — and I hope that this is a core value because in that case it’s much easier — move forward and don’t care who gets upset. Just care about the people you gain.”**

[Read the full Q&A on page 42.](#)

## Americans are partisan on companies’ social purpose

Q. How much do you agree or disagree with the following statements? (% Agree)



(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

## Four tensions that will drive change:

# 1. We expect global brands to act locally, too

People are split on whether they expect global brands to help with local issues. A global brand can often be the biggest employer, taxpayer and user of natural resources in a region. Also, global companies often have both global and local brands in their portfolios. Diageo's Westin Grabow says that scale is a superpower big brands can wield to do an incredible amount of good. "We are not just working towards our Society 2030 goals to gain relevance with consumers, we're doing it because it's the right thing to do, and on a base level, it protects our ability to do business. It's everything for us."

### People are split on how active global brands should be in local issues

I expect global brands to take my local area's environmental or social issues into account

54%

46%

Global brands shouldn't have to consider every city's or area's environmental or social issues

Q. For each of the pairs of statements, please select the statement that comes closest to your view, even if neither statement is exactly right. (% Total)

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+)

## Four tensions that will drive change:

# 2. More people want brands to stay neutral than take a stand

Most people think brands should remain neutral on social issues, though a significant number (40%) think they should take a stand. This is a tough needle for brands to thread. University of Arizona's Nooshin Warren says that brands aren't doing it very well, as few people in her research think brands are *actually* neutral. Just as brands often want their stances to be seen as they support causes and issues, the backlash is often visible as well. "Backlash now cannot *not* be seen because we have a platform for it to be seen and to be very loud," she says. Those backlashes threaten to hamper brand efforts to take part in conversations around social issues. But some brands will find that not taking a stand is the wrong path for their customers.

## A majority of Americans want brands to be neutral on social issues

Brands should remain neutral on social issues

60%

40%

I expect brands to take a stand on social issues

Q. For each of the pairs of statements, please select the statement that comes closest to your view, even if neither statement is exactly right. (% Total)

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

Four tensions that will drive change:

# 3. Most people want products built to last, but need “in the moment” joy, too

A strong majority of people say they prioritize purchases that will have a lasting impact over purchases that are more about having joy in the moment. From a sustainability standpoint, that probably is a positive thing. But “in the moment” is a key piece of that priority. What sparks joy this second might be different from what will spark it tomorrow. If you’re a brand, making sure that the things you sell are sustainable and come at different price points can enable the “in the moment” joy purchases because, frankly, the joy is important, too, in a world that’s increasingly depressing and causing mental health challenges. “Consumers today are trading off on a variety of things,” says Tapestry’s Alice Yu. “It’s very much dependent on the context, the situation, where they’re at and how they’re feeling.” As the polycrisis continues, will this tension shift because we need more moments of joy?

A significant majority of people prioritize buying products that last

I prioritize buying things that will have a lasting impact for me

70%

30%

I prioritize buying things that give me joy in the moment

Q. For each of the pairs of statements, please select the statement that comes closest to your view, even if neither statement is exactly right. (% Total)

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

## Four tensions that will drive change:

# 4. People are most divided on paying for sustainably made products

This tension really is the crux of a lot of brand purpose efforts. People say they want brands to play a role in solving many crises, like environmental challenges. But oftentimes that comes with a cost. People are split on whether they will pay more for products that use less waste to make products — and we know many won't even if they say they will. But one way to split the difference is to reduce waste by making less product, which then also cuts costs because companies often make much more than they sell. "I spoke to a very large company," says author, speaker and advisor Rishad Tobaccowala. "I said, 'Why don't we just make fewer things, or maybe better stuff that people you can use longer?'"

### People are split on whether they will pay more for sustainably made products

I am willing to pay more for products that cut waste from the manufacturing process to make their products sustainably

53%

47%

I am not willing to pay more for products that cut waste from the manufacturing process to make their products sustainably

Q. For each of the pairs of statements, please select the statement that comes closest to your view, even if neither statement is exactly right. (% Total)

(Source: Ipsos survey conducted Feb. 8-9, 2023, among 1,096 U.S. adults ages 21+.)

# Plausible port one:

## People rally around purpose

**Imagine it's 2033. The polycrisis of a decade ago was a warning cry. Amazingly, people heard it, and more importantly, they acted. A slim but then-growing majority said they would pay more for products that were sustainably produced, and that sentiment spilled over into supporting brands and products that were solving the world's problems on a local and global scale.**

It's hard — though clearly not impossible — to deny that the world has problems. We believe that governments, citizens and corporations all have a role to play in solving them. People can shape governments by voting. They influence brands and companies by what they buy or don't buy. In 2023, there was a gap between people saying they supported brand efforts and being willing to pay even marginally higher prices for brands in order to support the cost of those efforts. Governments could have stepped in and subsidized those efforts too, but that didn't really happen either.

This say-do gap wasn't universal, but it was sizable enough that it mattered. But the gap started to close. The "cheap isn't cheap" mantra from some brands started to seep through. The social media "deinfluencer" movement took hold, and, despite the cognitive dissonance of influencers now telling people to buy fewer or longer-lasting things, people started to consume less and more thoughtfully. They looked for brands that supported their ideals, and brands that stood by their purposes not only survived backlashes but thrived and managed to make a difference in the process. People were proud that their purchases played a part, and they wore those choices, often literally, on their sleeves, helping to express their identities and build support for movements to do more with less.

# Waypoints

**What if fewer people than the slim majority of 2023 said they would, let alone actually *did*, spend more for sustainable goods?**

Things cost more in 2023 than they did in 2022 or 2020. Meanwhile, COVID-19-era stimulus programs ended, and interest rates rose. Something had to give for budget-strapped consumers. Turns out it was the idea of spending a premium for products that were better sourced or had a greener supply chain or supported causes like equity and inclusion. Brands struggled with this for a while, as consumers had a lingering expectation that their favorite labels and products would support change in the world. But eventually the consumers understood there was a cost to that they weren't willing to bear and let the brands off the hook. They bought what they needed and what they could afford, and brands had to find another way to break through and connect with consumers (and investors) other than through purpose and mission. Most people settled on price.



## Plausible port two:

# Purpose joins the graveyard of business failures

**Imagine it's 2033. Things aren't great. Ten years ago, the term polycrisis was debated in such lofty circles as the World Economic Forum at Davos. Now that discussion seems quaint. 2023's wars spread. Energy and climate crises heated up. Rising nationalism and polarization rose. Inflation inflated. What role did brands play? A large but unhelpful one. Why? Because consumers expected them to fix everything, but they didn't support them when they tried.**

Brands spent the first part of the 2020s thinking they were expected to be a force for change. Although there was often a big payoff in social media sentiment, brands couldn't get consumers to support purpose efforts in the way that mattered: financially. Turns out there was a reason that any thought piece or discussion about purpose always used the same examples of Patagonia and Ben & Jerry's.

The tension between spending more to support sustainability or not took a hard turn toward "not," driven partially by lingering inflation and spiraling political backlashes. When even Xbox saying they'll use less energy and it would have no impact on users provoked the ire of Capitol Hill and streaming news commentators, brands and consumers gave up on tying commerce to any larger purpose.

Investors had an easier time supporting ESG strategies during the longest stock market bull run in history. But a bear market sucked the life out of those efforts, along with institutional investors, like states and pension funds, rebelling against "woke capitalism."

With brands and companies abandoning social and environmental issues and solutions, that left people and governments to fix things. Despite their shared values about improving these situations, people lacked the scale, and governments lacked the will and the cohesion needed to effect change.

# Future Jobs to Be Done

The traditional “Jobs to Be Done” framework focuses on the tasks and outcomes that people are trying to accomplish and why they hire products and services to help them achieve that outcome. We don’t buy a carbon neutral credit card; we hire one to help us negate our carbon impact from buying goods and services. We don’t buy a women-owned haircare product; we hire it to help us advocate for equality with our dollars.

Ipsos takes this theory forward with *future* Jobs to Be Done (fJTBD). We envision powerful and plausible future scenarios through strategic foresight. These scenarios help us define the circumstances in which people may find themselves, like in a warmer year-round climate. What will their new needs be? Then we use fJTBD to tie these scenarios to actions that organizations can take today and tomorrow to help people meet those future needs.

While many needs are enduring and do not change over time (e.g., clothing ourselves), the context of that job (e.g., buying clothes for an unsafe outdoor environment) will change that job space and the potential solutions and alternatives. Because of this, we often create fJTBD clusters that are higher-order and needs-driven. Within each, we can envision more granular fJTBD to illuminate opportunity spaces to meet human needs in new ways.

*Sophie Washington is a senior consultant with Ipsos Strategy3*



# Potential Future Jobs to Be Done related to purpose



1

## Help me support and create positive change

The past placed pressure on brands and out-of-touch governmental bodies to enact change, leading to ineffective efforts, diluted intention and lackluster outcomes. In the future, people must take it upon themselves to act for good.

### Potential fJTBD:

- Help me find initiatives and organizations that reflect my personal mission for change
- Help me work against systemic injustice that has negatively affected communities
- Help me find a meaningful platform for change

**Imagine a world where** ... people can earn loyalty points at brands by volunteering their services for causes they care about.

2

## Help me feel hopeful about the future

People feel disillusioned as the news cycle uncovers myriad disappointing greenwashed brand scandals; people will need renewed and constant inspiration to avoid existential feelings of hopelessness.

### Potential fJTBD:

- Help me feel authentically optimistic without being deceived
- Help me get inspired to find *my* purpose
- Help me persevere in doing good for [“Me, My World, and The World”](#) despite being overwhelmed by happenings in the world

**Imagine a world where** ... global psychedelic mushroom prescriptions to treat disillusionment surpass historic antidepressant use.

3

## Help me help the earth

In a world where most people will feel the effects of climate disasters and change, we will see increased appetite to conveniently and seamlessly act sustainably — whether to preserve human lifestyles or Earth’s longevity.

### Potential fJTBD:

- Help me find sustainable products and services that are in my budget
- Help me preserve both my environmental surroundings and way of life
- Help me play a role in our planet’s future

**Imagine a world where** ... homebuyers receive carbon credits for integrating nature into their homes and the government provides tax incentives for citizens adhering to the no-mow, anti-lawn movement.

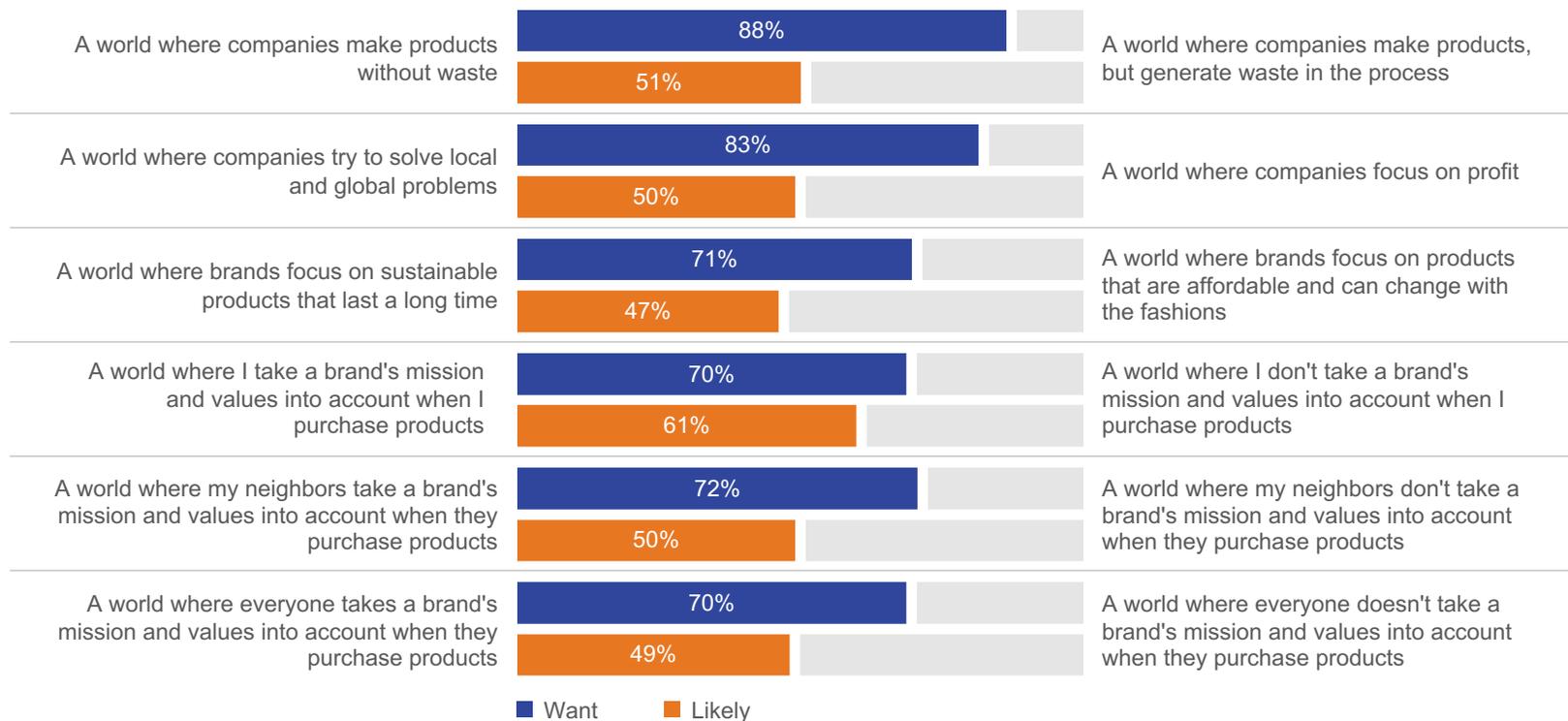
# Future optimism gaps

## People agree for the most part that they want companies and people to live and shop with purpose.

The vast majority of people want a world where companies make products without waste and where companies try to solve global and local problems. But they take a far dimmer view on whether it will happen. Where people are most confident is in their own behavior — that they will consider a brand’s mission and values in their purchases — and that’s the future they see as most likely. But considering people’s say-do gap track record, it’s likely a question that will continue unless brands can make purpose as compelling as other purchase drivers.

Most people see a big disconnect in how the world buys products for purpose

Q. For each of the following future scenarios, select the one that [you most want/seems most likely] to happen. Please select the one that comes closest to your view, even if neither statement is exactly right.



(Source: Ipsos survey conducted Feb. 16-17, 2023, among 1,096 U.S. adults ages 21+.)

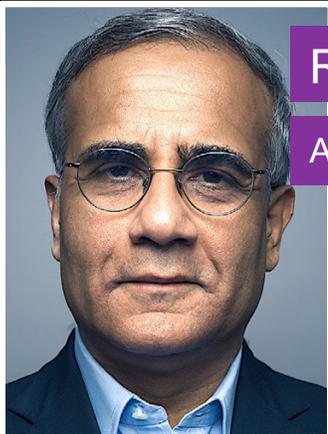
# Appendix

In this section,  
we show our work  
and our workers

1. Full Q&As
2. Signals
3. Contributors



# How companies take purpose too far and how to fix it



Rishad Tobaccowala

Author, speaker, advisor

**Rishad Tobaccowala has advised global brands over a storied career, holding titles such as chief growth officer for Publicis Groupe SA. Now the author, podcaster and consultant thinks maybe the future of brand purpose is ... not needing one. He thinks purpose today exists partially to fill a vacuum in leadership on key issues that brands shouldn't have to be the ones to fix.**

## Matt Carmichael: What's the state of purpose today?

Rishad Tobaccowala: There are three ways to look at it. I host a podcast called ["What's Next?,"](#) and I had two guests recently talk about purpose. One was from [Thomas Kolster](#) who basically said, "Forget everything you know, about brand purpose." His basic belief was that businesses are now trying to position themselves as heroes, but they're not heroes. Customers are heroes and they say, "This is *my* purpose." The other was from [Steve Harrison](#) who believes that purpose is over-hyped, that companies have forgotten that they exist to make things, sell things and create jobs. Anything that makes them not remember they're providing jobs, selling things, and making things and instead come up with social concoctions means they have lost the plot.

## Carmichael: And the third way? Where do you land?

Tobaccowala: I land in between these days. I believe purpose is important because it is the "why" that [Simon](#)

[Sinek](#) says the company needs. But a company should be very clear that when they are identifying a purpose, it has something to do with their industry. Purpose is also important to attract and retain talent. People are very interested in what the purpose of the company is, even if the purpose is "We make great products." Many people are now looking not just to join a company for money, fame or power, which is important, but for companies to have purpose, values and connections.

## Carmichael: Why are people looking to brands to solve problems like these?

Tobaccowala: People are looking to brands to solve problems because they have decided to give up on media and government. If media and government did their jobs, we wouldn't look to brands! To me, the purpose trend is due to a crisis of leadership. If leaders actually led, which means identify reality, fix problems, and deliver products and services, people would not say, "What about purpose?" That is their purpose.



**Carmichael: If purpose is so important, why does it seem like the only good examples people can ever give are Patagonia and Ben & Jerry's?**

Tobaccowala: Purpose is principles. If you're principled, you're going to do things that will potentially hurt your career, hurt other people, or hurt financial performance because you decide to say, "That doesn't fit my principles."

Those brands take a stand and the stand pisses off certain people. What a lot of companies today are doing is adding purpose because they *don't* want to piss off people, which is the exact opposite of what purpose is. Purpose is taking a stand! It's become basically paint and not internal brand architecture.

**Carmichael: How can brands avoid backlash?**

Tobaccowala: There are three places that brands can help that aren't politically driven. One is all of us are going to get old and the country is growing old. Two is "I'm going to get hungry." Feed people who don't have food. Who can refuse? The third is "We'd like our children to do better and one way to do better is to support education."

**Carmichael: What does purpose look like in five years?**

Tobaccowala: Brands are built today on three criteria. One is delivery of benefits. If you clearly can do something particularly well, that's what you're supposed to be doing. The second is that you want to have happy employees. Is this tied into your benefits and are you looking after your people? The third is, is the purpose helping me feel better about your product or service? So, the future of purpose will be are you driving benefits to me, who is buying your product or service? That's the way I see the future of purpose, highly measurable and very much aligned with the company.

**Carmichael: Isn't that kind of where we are now?**

Tobaccowala: Now it's become blather. The way I look at it is if you go to a fancy restaurant, one of the desserts they give you is a soufflé. It's basically puffed sugar like expensive candy floss. The idea should be, give me one purpose, show how it links to your product, show how you look after your employees with it and show me that because of that I'll feel better about your product or service.

*Matt Carmichael is editor of What the Future and head of the Ipsos Trends & Foresight Lab.*

**“What a lot of companies today are doing is adding purpose because they don't want to piss off people, which is the exact opposite of what purpose is. Purpose is taking a stand! It's become basically paint and not internal brand architecture.”**

# How global companies can make a local difference on sustainability



Westin Grabow

Director, innovation, Diageo

**To Westin Grabow, director of innovation at global beverage alcohol leader Diageo, a lot of purpose's present and future hinges on definitions and marketing. He says that it's hard to specify what broad terms like "sustainability" mean, and it's harder to convince consumers that a brand is doing something and that their purchase decisions can matter. These are big challenges, but they're exactly the kind that Grabow is excited by as he works on the "purpose portfolio" at Diageo.**

**Matt Carmichael: Diageo's ESG plan focuses on shaping a more sustainable and inclusive business and society. How does that drive your approach to purpose as brands?**

Westin Grabow: Diageo's purpose is celebrating life every day and everywhere. Essential to that is our ability to continue to do that into the future. ESG for us is a critical vector of the total business mission.

**Carmichael: How does brand purpose fit into corporate missions, ESG and purpose?**

Grabow: Diageo is about driving sustainability, inclusivity and positive drinking across our business. But I talk about a portfolio of purpose where different Diageo brands fulfill different purposes for their customers. Taken together, we have brands with a variety of different purposes that can fill a variety of consumer needs. Brands have the best ability to create impact when they really take ownership of a singular part of a broader agenda. An example of Crown Royal's

purpose is around generosity. One of the outcomes is the Crown Royal Purple Bag project that sends care packages to military service members. Or Smirnoff is "vodka for the people," so inclusivity is more integral to the brand purpose.

**Carmichael: With a portfolio as broad as Diageo's, it must be hard to differentiate.**

Grabow: We've seen brands that attempt to be all things to all people. But we've heard loud and clear from consumers that lip service on every issue is the last thing consumers want from brands. They want impact. Globally, there are hundreds of brands in the Diageo portfolio and if our biggest brands have clearer "swim lanes" they can help drive more value towards social and environmental goals. Bulleit, which has been on a sustainability-focused journey, leads several initiatives. It partnered with American Forests to plant one million trees and are now advocating for tree equity in the U.S. and operate Diageo's first carbon-neutral distillery in North America.

**Carmichael: Water shortages are all over the news today. How does that affect your calculus as a manufacturer that relies on water in many ways?**

Grabow: Water is our most valuable ingredient. It is a shared resource that we know is coming under stress around the globe. As part of our 2030 action plan, we are committed to reducing water use across our operations, and replenishing more water than we use in water-stressed areas by 2026. We are not just working towards our Society 2030 goals to gain relevance with consumers, we're doing it because it's the right thing to do, and on a base level, it protects our ability to do business. It's everything for us.

**Carmichael: Are we going to get dehydrated bourbon or like a SodaStream kind of thing, except with Smirnoff?**

Grabow: The interesting dynamic is about creating something that has consumer demand and appeal and aligns to the way people want to celebrate while also reducing our impact on the planet. In terms of specifics, you'll have to wait and see.

**Carmichael: As a global brand how do you activate your purpose on issues like sustainability in a way that humans feel it in their own worlds and lives?**

Grabow: We are leading change by focusing on three sustainability priorities — preserving water for life, accelerating to a low carbon world, and becoming sustainable by design. We strive to use the power of our brands — both big and small — to make that positive impact while connecting with consumers and where appropriate, helping to educate on critical issues. The marketing challenge is to help consumers feel that they are a part of the good that's being done wherever it's happening.

**Carmichael: How do you do that?**

Grabow: We can't overcomplicate what we're doing. We have so much that we want to talk to consumers about, but ultimately, we need to drill down to what's essential and authentic to a specific brand's purpose, and how they best connect with their consumers. The takeaway that we want consumers to realize is that, choosing our brands is a path to creating the good that they want to see in the world.

*Matt Carmichael is editor of What the Future and head of the Ipsos Trends & Foresight Lab.*

**“The marketing challenge is to help consumers feel that they are a part of the good that's being done wherever it's happening.”**

# Ways to make tech advances feel more personal to purpose shoppers



Alice Yu

VP of consumer insights, Tapestry

**Innovation can be an important part of solving environmental goals. If that's part of a company's purpose, communicating those benefits is important. But if a company is a fashion brand, it's also important to help people communicate the brand choices they make and how those support their purpose. Alice Yu ties all these goals together from her role in insights at Tapestry, the parent of luxury brands Coach, Kate Spade and Stuart Weitzman.**

**Matt Carmichael: Coach is experimenting with new materials to help reach its and its customers' sustainability goals. How does innovation play in?**

Alice Yu: With emerging technologies, there might be trade-offs. And there are a number of factors that are important when it comes to communicating the craftsmanship and quality behind our products. When evaluating new technologies, we look at multiple things: style and whether it meets the intended design; performance and whether it meets quality and cost expectations; impact and whether it has measurable environmental impact reductions compared to conventional materials. Additional considerations are things like can we manufacture at scale, or is it going to be more of a niche, trial type of product? What about the longevity? Especially for handbags. We know that many consumers have had their Coach bag for 30 years and been able to pass it along to someone else. We need to meet consumer expectations of the product first and bring sustainability as an added selling point.

**Carmichael: Is it hard to communicate those tradeoffs?**

Yu: Sustainability is very complex, and our consumer realizes that. But it's our job to ensure that we're addressing the concerns of the consumer across multiple areas, from sourcing to supply chain to climate and emissions.

**Carmichael: These days there is backlash in some spaces even against sustainability. How do you communicate in a way that builds trust?**

Yu: Part of it is communicating with transparency but continuing to move forward on ESG efforts. We don't have all the answers, and we're not at the end destination yet given that it's a journey. But also, when brands stand firm in what they believe, consumers can see that conviction. Even if they don't fully agree with what it is that you're saying, they can see that it's important to you and you're standing by what you believe.

**Carmichael: That's often about helping consumers with a personal goal. That's part of the reason why they want to shop with purpose. So how can brands make it easier for them to hit those goals?**

Yu: Engaging and helping the consumer participate in some ways is key because a lot of the time we think about our world as being just the most insular piece of it. It might just be my world, right? The things that I interact with daily. Then there are the things that might impact the communities in which I live or the bigger context of global issues. The things that we engage with the most are the things that are closer in because we can directly feel and experience what that impact might be. At Tapestry we partner and encourage participation in new ways that impact both the issues that are closer in, but also those that make progress toward a more sustainable world.

**Carmichael: What are some examples?**

Yu: The Coach (Re)loved program, where you can directly engage and trade back in your old Coach bags and have them become something completely new and delightful for the next person, is a new way of engagement. Or with Kate Spade and their Social Impact Council and the work they do around the world to empower women in putting their mental health first.

**Carmichael: Clothes and fashion are certainly about signaling style, but can they make a statement about our beliefs, too? Do customers want the brand and linkage to be more obvious or less so?**

Yu: Some consumers in certain markets especially might want a little bit more overt signaling while others are a bit quieter about it, but still very much engaged on the personal level. We talk to consumers about the ways they want to self-express and the importance of exploring different facets of themselves. Clothing and style play into that.

**Carmichael: Layering purpose onto those identities is another way to signal that a brand aligns with my values, and that's why I own this versus that.**

Yu: I am Asian. I'm American. I'm a woman. In different moments I want to express myself a little bit differently. Our consumers also have multiple facets of themselves they want to express. And going back to the whole proliferation of choice, there are so many different niche brands, indie brands, big brands. Consumers have a lot of choice and can spend their money with the brands that align with the values they care about.

*Matt Carmichael is editor of What the Future and head of the Ipsos Trends & Foresight Lab.*

**“The things that we engage with the most are the things that are closer in because we can directly feel and experience what that impact might be.”**

# Why political polarization means brands need to clarify their purpose



Nooshin Warren

Assistant professor of marketing, Eller College of Management, University of Arizona

**Corporate purpose has been a reliable tool for boosting corporate reputation. In recent years, strategies for corporate social responsibility (CSR) have given way to environmental, social and governance (ESG) practices and investments. But ESG and corporate purpose at large have become politically polarized, which marketing professor Nooshin Warren says makes backlash to corporate purpose increasingly challenging to manage.**

**Kate MacArthur: Some people call ESG the new CSR, while others call it brand purpose. How do you differentiate between these terms?**

Nooshin Warren: CSR and activism are on a spectrum. Both CSR and activism are done to make a change. But one is something we all agree on, one is something we don't. Now, where is ESG supposed to be? Several factors included in ESG are now becoming closer to activism. So as much as companies call ESG the new CSR, several parts of it are, in fact, polarizing and partisan. Climate change initiatives, employee relations, diversity and healthcare, and political contributions are often in publicly available reports and can create controversial debates across political parties. Firms need to carefully pursue their activism so that it doesn't conflict with their ESG reports. If one person knows your ESG initiatives, it goes on social media, and everyone will know it. You can't put a pro-choice message out while you are putting all your money toward a candidate that is basically against it. All of that I call a controversial act.

**MacArthur: How does polarization factor into whether a company's purpose activity is activism?**

Warren: What we define as specifically corporate activism is when you are standing up to support or oppose an issue that is political and partisan, which then is polarized.

**MacArthur: What can brands do to get through any initial backlash as well as in the future?**

Warren: Our team suggests to brands to not use activism as a PR tool. Don't use it as something to advertise. When you decide to speak up about a sociopolitical issue and your values — and I hope that this is a core value because in that case it's much easier — move forward and don't care who gets upset. Just care about the people you gain. For a long time, Patagonia [has done] that. They don't care if they lose some people; they will also gain some people. Those are the ones that I see being successful in the long term.

**MacArthur: Is there such a thing as being neutral?**

Warren: At one time, there was. Neutral is difficult right now. We ran an open-ended survey on about 400 people. We created scenarios for a firm to stay out of a political issue. There was gun control, LGBT, gender equality, immigration, many of these types of issues. We gave them scenarios: “This is happening, a lot of firms are talking, and this particular firm doesn’t. How do you see that?” Between 20% to 30% of people say this firm is neutral. That’s it. Then we asked, “Why do you think the silence exists?” Their answers were apathy, fear, a lot of it was fear. [The firm] worried that they’re going to lose something, lose face, lose customers and then it does change their attitude.

**MacArthur: How have politics and backlash evolved with purpose over time?**

Warren: Go back absolutely to social media. Backlash now cannot *not* be seen because we have a platform for it to be seen and to be very loud.

**MacArthur: How do you think polarization and backlash could play out in the future?**

Warren: Pew Research Centers has the picture of it. If you look from 1990 until 2017, they have how much we have become polarized just generally as a country. If this is the

trend, we are going to go further and further. Can this stop? It might actually need an exogenous shock to stop it, which I don’t know what it can be. It might be regulations in social media, which then brings that fear of how we are going to lose freedom of speech if we start regulating that. I think having educational panels to teach people what exactly is included in something that they are fighting over. AI might be very useful in creating those platforms of education.

**MacArthur: You touched on authenticity and living the message. Is there a lesson for the future?**

Warren: A lot of animation movies that are coming out now for children have very big concerns that they’re trying to cover: having superheroes that are different colors or from different backgrounds, having bisexual or homosexual characters in them. I have friends who are upset about it because they say, “My kid watches it and then thinks this is normal.” And I’m like, “That’s the whole purpose of that, to make that normal.” We are upset now and polarized, but it might be different for the next generation that is growing up. So, some of these things that we call “-washing” might be to us, but for future generations might not be.

*Kate MacArthur is deputy editor of What the Future.*

**“What we define as specifically corporate activism is when you are standing up to support or oppose an issue that is political and partisan, which then is polarized.”**

# Signals

What we're reading today that has us thinking about tomorrow

**Is that fork really biodegradable? Companies may soon have to prove it** via [The Washington Post](#). In the U.S. and the E.U., lawmakers are proposing penalties for retailers that deceive consumers about products' eco-friendliness.

**What is 'greenhushing' and is it really a cause for concern?** via [World Economic Forum](#). Amidst criticism of "greenwashing," more companies are staying silent about their sustainability goals. Is that bad?

**Most companies think their companies' diversity policies are BS** via [Fast Company](#). A new study looks at how performative DEI policies — those not backed by substantive actions — can backfire.

**Why is Wall Street so hot for biodiversity right now?** via [Bloomberg](#). From debt-for-nature swaps to "biocredits," the private sector is investing in Earth's biodiversity.

**How to pay executives in the age of shareholder capitalism** via [Financial Times](#). Is there a disconnect between corporate purpose and sky-high executive pay?

**Why some executives wish ESG 'just goes away'** via [The New York Times](#). Behind the scenes, some leaders think ESG is distracting from business goals *and* environmental ones.

**A new world disorder? Navigating a polycrisis** via [Ipsos](#). The world is no longer in crisis — it's in crises. With 48,000 interviews across 50 markets, Ipsos Global Trends 2023 offers a comprehensive look at the forces shaping this "new world disorder."

**Change or be changed: Unlocking brand success in 2023** via [Ipsos](#). In our dynamic world, brands are no longer in control: people are. This report introduces Ipsos' Expectations / Context / Empathy framework for understanding brand success.

**Environmental sustainability: Who cares?** via [Ipsos](#). Citizen concerns, attitudes, priorities and actions are not homogenous when it comes to environmental and social issues. This report breaks down global perspectives on climate change and its effects.

**Sustainability now: How Americans expect brands to step up** via [Ipsos](#). There is no "average consumer" when it comes to sustainability. What does that mean for conscientious brands?

**Sustainability and advertising: Friends or foes?** via [Ipsos](#). This data-driven POV looks at what works — and what doesn't — when it comes to purposeful marketing.

**ESG: The corporate north star** via [Ipsos](#). What's the purpose of purpose? This report argues it can function as an internal rallying cry and a public *raison d'être*.

Scanning for signals is a type of research that is foundational to foresight work. These signals were collected by the staff of What the Future and the Ipsos Trend Network.

# Contributors



**Adam Brown** is a vice president in Ipsos' Innovation practice. He specializes in early-stage innovation testing using his expertise to help clients make quicker, smarter decisions on which innovations have the best chance for in-market success. [adam.brown@ipsos.com](mailto:adam.brown@ipsos.com)



**April Jeffries** is global president of ethnography, empathy and immersive research in Ipsos' Understanding Unlimited qualitative research practice. Together with a team of experiential researchers, qualitative consultants, ethnographers, anthropologists and filmmakers, she brings to life heightened understanding of the human behind the data. [april.jeffries@ipsos.com](mailto:april.jeffries@ipsos.com)



**Rachel Rodgers** is a senior vice president in Ipsos' Creative Excellence communications strategy practice. She specializes in advertising and marcomms strategy with experience in developing effective creative for brands across sectors in advertising agencies and brand consultancies. [rachel.rodgers@ipsos.com](mailto:rachel.rodgers@ipsos.com)



**Sophie Washington** is a consultant at Ipsos Strategy3 where she looks for creative solutions to innovate brands from an evolving human perspective. She is passionate about exploring alternative futures, considering how visionary and interdisciplinary thinking spur change and lead to real societal impact across sectors. [sophie.washington@ipsos.com](mailto:sophie.washington@ipsos.com)



**Lauren Demar** is Ipsos' chief sustainability officer and global head of ESG. Lauren drives the development of Ipsos' ESG offerings and thought leadership. She also oversees Ipsos' internal commitments and work on carbon reduction, inclusion and diversity, and other social issues. [lauren.demar@ipsos.com](mailto:lauren.demar@ipsos.com)



**Jason McGrath** is executive vice president and head of Ipsos' Corporate Reputation practice. Jason consults with communications and corporate affairs leaders at global organizations across industries to provide insights and guidance on how to tailor communication and stakeholder engagement strategies to build trust. [jason.mcgrath@ipsos.com](mailto:jason.mcgrath@ipsos.com)



**Jennifer Torgersen** is a senior director in Ipsos' Online Communities practice. She helps companies in consumer packaged goods, financial services, food and beverage, and retail industries engage with their consumers and develop actionable insights leveraging both qualitative and quantitative research. [jennifer.torgersen@ipsos.com](mailto:jennifer.torgersen@ipsos.com)

## What the Future

### Editor

Matt Carmichael

### Deputy editor

Kate MacArthur

### Staff writer

Christopher Good

### Art director

Stephen Geary

### Graphics

Avalon Leonetti, Kahren Kim

### Newsletter

Ben Meyerson

### Copy editing

Zoe Galland, Betsy Edgerton

### Web

James De Los Santos,  
Matthew Alward

### Survey design

Mallory Newall

### Survey execution

Melissa Kordik

### Events

Megan Philpott

For full results and methodology, visit [future.ipsos.com](https://future.ipsos.com)  
and [subscribe to our newsletter](#) to receive our next issue of What the Future

What the Future is produced by the Ipsos Trends & Foresight Lab

**GAME CHANGERS**

