



THE PURPOSE ADVANTAGE

How to Unlock New Ways
of Doing Business

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Published in the United States by Vicara Books.

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Design and illustrations by Barkley Design & Experience

Cataloging-in-Publication Data is on file with the Library of Congress.

ISBN: 978-1-940858999

Proudly Printed in the USA

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ONE ONE

What Matters is What You Do Next

“How can I help you today?” A smiling, young employee waited to take my order as I puzzled over the options.

“Is it really the same price, no matter how much I put on it? Even if I add ALL the veggies?!” I asked.

“It really, really is. It’s called a MOD pizza for a reason.”

ONE

When I first heard about the pizza chain, I was sold on the idea of a custom pie, but truthfully, didn't expect much. However, within the first 60 seconds of my first MOD® experience, I knew something was different.

At first glance, the large wall by the people waiting in line reminded me more of a teenage bedroom and less of a retail chain. It was plastered with photos — image after image, each offering up a different smiling face, much like the one that greeted me at the counter. The wall to my left presented a graffiti-esque quote, “What matters most is what you do next.” The letters M, O, and D stood out in bold, contrasting red.

MOD. There it was again. A MOD pizza? According to the menu in hand, a MOD pizza was an 11-inch pizza, crafted right in front of you. A scan of the menu listed unexpectedly named topping configurations — Jasper, Calexico, and Dillion James — or 30 craveable toppings to make your perfect pizza. Guaranteed, according to a short paragraph at the end.

**“Don't love what you ordered? Let us know.
We're all about second chances.”**

Second chances. I pondered this as I watched my pepperoni, spicy sausage, mozzarella and rosemary pizza slide into a flaming oven — I clearly passed on the healthier options. What exactly did they mean about second chances?

As I found a seat amongst soccer moms, giggling teens and a few loner business professionals, I ran a quick search on my phone. What was up with MOD? With 20-plus years of experience working with brands of all sizes and shapes, I was no stranger to clever branding, tasteful ambiance or friendly staff, but something seemed different here.

I didn't get far into my search before my pizza was ready. As I noshed, I resolved to get to the bottom of what was really happening at MOD — and a few weeks later, I finally found myself on the phone with co-founder Scott Svenson. As we chatted, that *second chances* line started to make sense.

While Scott and his wife Ally had owned successful restaurants in the past, they hadn't picked the idea of fast-dining artisanal pizza lightly. In fact, in 2008, Ally had even cautioned Scott that,

“the last thing the world needs is another soulless restaurant chain.”

Scott shared the questions that formed the essence of MOD. What if everyone could get exactly what they wanted, made fresh on demand, for as little as possible? And what if employees were paid as much as possible and given real opportunities for growth, even second chances?

Second chances, there it was again, the subtle message I'd seen in the menu. Aside from guaranteeing you'd love your pizza or you could try again, MOD was hinting at the core of what their business believed. The deeper purpose at MOD wasn't to just make great pizza, but to put people first. MOD was all about being a “force for positive change in the lives and the communities we serve.” But how exactly did they do this?

According to Scott, the positive change first started early on when his team was looking at what could be done about the high employee turnover rate standard to the food industry. Scott pointed out, “As any business owner knows, it's difficult to maintain a high standard of quality when employees leave as soon as they're trained.”

As Scott and his team looked within their own ranks, they noticed a trend among some of their most committed employees; they might not have even been hired elsewhere. Due to their complicated histories, from resume gaps to brushes with the law, these people had found themselves struggling to find employment. At MOD, they received above-industry pay, benefits, and an empowering team environment. These employees were grateful and it showed in their work and how they treated guests. They were more patient, friendly and eager to serve. As Scott shared with me, “When we took care of our people, they took care of our customers.” (We’ll describe this shift and how they accomplished it in more detail in Section 7.)

After seeing this, Scott told his shareholders and advisors about the commitment to put people first. According to Scott, “This commitment was a little bit unconventional. There was definitely some risk and cost involved, but we believed over time we would get payback on those investments and build sustainable competitive advantage by virtue of making the purpose about the people.”

The result of the people-first mission? By 2018, MOD had expanded rapidly to more than 404 stores across 28 states and the U.K., attained the title of fastest-growing pizza chain, and registered \$398 million in system-wide sales, a 45 percent year-over-year increase. Plus, they earned a five-star review from this author.

By hiring those who might have otherwise been overlooked and paying them well, MOD created a sustainable business model while contributing to the community. MOD hit the sweet spot where purpose meets profit — where doing good is scalable and return on investment is no longer restricted to financial return.

ONE

MOD has zeroed in on an advantage not easily replicated by any other brand. That's not because of some closely held secret ingredient, but because MOD's very DNA is built on a strong purpose: a purpose that connects with their consumers, engages their employees, and drives innovation in the industry. MOD has achieved a Purpose Advantage™.



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FRAMEWORK 4

Brand Archetype



GUIDING QUESTION

How does who you are today dictate how you should frame the way you communicate and live your purpose?

“Nothing inspires people more than purpose and meaning. As a brand, if you can emulate a human and bring out your meaning – your corporate soul – it resonates.”

Alicia Hatch
CMO at Deloitte Digital

Storytelling is core to who we are as humans. It's how we learn and make sense of the world around us. Archetypes are characters from stories, evolved over millennia, that we emotionally respond to and recognize intuitively. By applying archetypes in this module, we can set the right tone for engagement on purpose and set the stage for the right intention on action.

We've categorized the archetypes of over 50 brands in order to show how understanding your brand's archetype can help you define the role you can play on issues/values that are important to you, your consumers, and society. Understanding this can shape the intent of your purpose and the actions you take to support it.

The following 12 purpose-driven brand archetypes used in the exercises in this framework are based on Carl Jung, but refined through the eyes of brand strategists behind the book, *The Hero and the Outlaw*, as well as the book *Archetypes in Branding*.^{12, 13}

For this workshop, spend time discussing the brands and their corresponding archetypes before diving into the activity.



CAREGIVER

Characterized by the unselfish concern and/or devotion to nurture and care for others.

archetype family: Angel, Guardian, Healer, Samaritan

keywords: Altruism, compassion, patience, empathy, self-care, self-acceptance, generosity, connection

examples: Johnson & Johnson® exists to spark solutions that create a better, healthier world.
Seventh Generation exists to nurture the health of the next seven generations.
Southwest Airlines exists to connect people to what's important in their lives®.



CITIZEN

Driven by a deeply instilled sense of personal integrity, fairness, equity and responsibility to the community.

archetype family: Advocate, Everyman, Networker, Servant

keywords: Stewardship, respect, fairness, accountability, conscious change agent

examples: TOMS exists to address the needs of children and their communities around the world.
Whole Foods® exists to nourish people and the planet.
Salesforce® exists to drive equality for all.



CREATOR

Possesses a passionate need for self-expression, to be a cultural pioneer.

archetype family: Artist, Entrepreneur, Storyteller, Visionary

keywords: Creativity, imagination, nonconformity, distinct aesthetic

examples: LEGO® exists to inspire and develop the builders of tomorrow.
HP® exists to engineer experiences that amaze.
IKEA® exists to democratize design.