

Purpose.

Issue 5

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POWER OF PERSONAL
PURPOSE – FOR YOU
AND ALL OF YOUR TEAM

ALSO INSIDE: MAKING **FOOD** A FORCE FOR GOOD.

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**WE HELP
CREATIVE
LEADERS FIND
NEW WAYS
TO WIN.**

We believe in a future where rock star business leaders grab advantage by creating innovative and commercial solutions to the world's toughest problems.

It's a whole new way of competing - and The House gives you the vision, the strategy, the leadership, the culture, the capability and the story to create a business that can find new ways of winning. And we don't stop until you are clear, equipped and confident.

What does that mean for you? It means growth. It means energy. It means competitive differentiation. It means new product and service innovation, talent attraction and retention, customers who become fans and problems that become opportunities.

Most of all, it means speed of transformation. Because time is one thing we're all running out of.

That's why we've built our consultancy into a lean, mean business transformation machine. Where could we take you?

WELCOME TO ISSUE 5 OF PURPOSE.

What's at the heart of your mission?

Welcome to Issue 5 of Purpose, our free magazine for creative leaders who are using business as a force for good.

Lately, we've been thinking a lot about what's at the heart of the mission-led business movement. Yes, the external challenges are real and unavoidable. And yes, the business and market opportunities that lie in solving those problems are massive. But what truly energises people to build, grow and sustain the businesses that are changing the world?

We believe the answer always comes back to the heart. When we look inwards and connect to what truly moves us as individuals, we become clearer about our personal purpose. And this makes us better placed to share, create trust and build authentic and aligned relationships – and to get stuff done.

That's why our cover story (p.5) is all about how to unlock the power of personal purpose within your business. By creating the space for personal purpose stories to unfold, it's easier to foster strong and resilient alignment between individual passions and your business' North Star.

In the article, we share our top tips for creating healthy alignment between personal and organisational purpose, and two B Corp founders, Tom Kay of Finisterre and Matt Hocking of Leap, share their stories of how personal purpose has shaped their decisions and businesses.

We're also pleased to introduce you to a few of the amazing associates who have recently joined The House. On page 9, renowned leadership expert Mandy Chooi gives her take on how to create the space for authentic leadership to thrive throughout a business. Nat Al-Tahhan explains on page 14 why we have to be ready to "bring the fun" if we want to change the world;

while Matt Crisp makes the case for putting people at the centre of technology strategy on page 12.

Finally, we have a mouth-watering special report on how forward-thinking food and hospitality brands are changing lives and fixing our broken food system, featuring Rubies in the Rubble, Boston Tea Party, The Clink and Good Kitchen.

We hope that you find our latest issue useful and inspiring. As always, we'd love to hear which articles you like and what you'd like to see us cover in the future. Don't hesitate to get in touch at hello@thehouse.co.uk.

Steve Fuller & Graham Massey



How to unlock the power of personal purpose – for you and all of your team.

Mandy Chooi on overcoming the "know/do" gap

5 ways to transform the future of homes & communities.

Helping mission-led businesses to gain a commercial advantage.

Nat Al-Tahhan is putting the fun back into doing good and making a difference.

How a game-changing chocolate maker is taking a bite out of modern slavery.

Building a world-beating employer brand on purpose.

Transforming Ella's Kitchen from startup into the UK's largest baby food brand.

Carving out competitive advantage from social mission.

From food consumers to food citizens.

Reducing re-offending among ex-offenders – all through the power of hospitality.

Helping innovative startups transform the future of food.

PERSONAL PURPOSE.

The power of personal purpose.

We all know that a strong and well-defined organisational purpose can transform a company's fortunes. But how much attention do we really pay to the connection between what's in our hearts and what we do every day at work? At The House, we believe that a sense of personal purpose lurks in all of us, whether we consciously articulate it or not.

Personal purpose goes deeper than our job satisfaction, and is more dynamic and propulsive than our personal values. It's what makes our eyes light up when certain projects and opportunities come on the horizon. It's what keeps us yearning, searching for and finding ways to become the best version of ourselves. It belongs to us and it comes from the heart. And when it gels with the mission of the places where we work, it's what sparks those incredibly powerful moments when we truly stand up and say, "I'm in."

We see it in leaders like Danone's Emmanuel Faber, JoJo Maman Bebe's Laura Tenison MBE and Patagonia's Rose Marcario: people whose private stories and passions become the foundation and impetus for creating game-changing businesses. But we also see it in the thousands of employees who come in every day to work for them. Employees whose care and concern for people and planet finds an outlet, something to latch onto, in their work.

When you are employed to live your personal purpose, you are able to live your truth at work: to understand what the organisation you work for means, and to see your own story in it. This unleashes an amazing energy. Not only will you lead genuinely, but you'll also lead dynamically. The more that employees see, feel and act through a true alignment of personal purpose and company mission, the greater the discretionary energy, the commitment and the openness that is then freely given.

So what's stopping you?

It sounds like a no-brainer. But that link and alignment between personal and organisational purpose isn't as simple and straightforward as it looks. Neglect it, and even businesses with a strong sense of social mission can start to feel drifty, discombobulated or simply stuck.

It's a classic "growing pain" for a business that has achieved early success and is now scaling up. The founder of a mission-led business will usually find a natural alignment between personal and organisational purpose—after all, that's why they set the business up in the first place. The real challenge comes in then turning mid-level managers into purpose-driven leaders, and finding the pool of "purpose activists" within the organisation who will energise the company around purpose, and bring personal and organisational purpose together.



“ Personal purpose goes deeper than our job satisfaction, and is more dynamic and propulsive than our personal values. ”

So as a business leader, how can you make purpose personal—for you, and for everyone else? Here are our tips:



Co-create organisational purpose by connecting to the heart

Truly effective purpose doesn't come just from leaders planting a flag and hoping that people will flock to it. Yes, your company's purpose must inspire and unify, but a key part of that is making sure that people have an opportunity to see their story in it, and draw the connection between personal passion and collective endeavour.

After all, the relationship between my personal purpose and the organisation's will not be the same as your personal purpose and the organisation's. That's OK! If there are 52 employees, there will be 52 kinds of truth, all united around one common intent, all living their purpose through the purpose of the organisation—that's the magic.



Create the space for stories to unfold How do you create space within your business for these conversations?

There are many effective approaches to use. One of our favourites is to present individuals with provocations around "YOLO": in other words, facing up to the fact that "you only live once".

This can take the form of simple personal purpose interviews, curated walks through the countryside, or in some cases, deep immersion experiences that bring people face-to-face with the social issues that underpin a brand's mission.

We've taken senior leaders from major brands into surprising new environments, introduced them to people who have told them powerful stories, and seen them grapple with their own pasts and emotional drivers—leading to incredible, heartfelt transformations in how they understand and live their personal purpose.



Bring it all together

Once thoughts and feelings have begun to flow on an individual level, we bring leaders together to share their personal purpose reflections with each other. That's where we start to find commonalities and emergent stories.

Through this, people can really connect to their personal passions and develop the relationship between those and the company's mission. This can create moments of real magic, where people who have worked side by side for years reveal things they've never said before, and colleagues start to grasp the shared beliefs that bind them together.



Make the space safe by leading with authenticity

For an employee to think and talk about personal purpose, they have to make themselves vulnerable. If they feel the leader or senior leadership team is inauthentic, they will be less willing to expose themselves by sharing personal stories.

Trust is key. So before you ask your team to share their stories, ask yourself: when's the last time you told them yours?

This is why authentic storytelling has become such an important leadership skill. Building and sharing a story that's true to you, that links to the organisational story, will create the trust to open up the space your employees need to discover and share their own stories.



Ground yourself in your own personal purpose

Of course, none of the above works unless you, as a leader, can clearly grasp what is in your heart. We are all meaning makers, looking for something true within the ambitions of the organisation—and that goes for leaders, even founders, too. As your business grows, your relationship to it will change and evolve. It's OK to check in from time to time, to look afresh at whether what matters to you is still aligned to the direction and mission of what you have built.

PERSONAL PURPOSE STORIES: TOM KAY, FINISTERRE



As part of our investigation of the importance and power of personal purpose, we spoke to Tom Kay of Finisterre about what purpose means to his business.

Tom Kay founded Finisterre in 2003. Born from the needs of cold water surfers, the brand builds the best and most sustainable products for those that share its love of the sea. Multi award winning, with a pioneering take on innovation to achieve sustainability that can be found throughout its product line, the brand operates from its clifftop workshop in St. Agnes and now has six stores. A certified B Corp, Finisterre has become a fast-growing challenger brand by continuing to push forward fresh innovations.

How important is it that your company reflects what's in your heart?

Finisterre is an embodiment of who I am, very much so. I am passionate about the sea, the environment, and creating a good place to work that looks to effect change and challenges the status quo. That's how I am as a person, and that's what I've built a brand around.

We aim to inspire love of the sea in everything we do. That comes from me, and what my parents wanted to give to me when growing up, from where we're located, from the time we make in the day to let people go surfing. The sea is deep in us, and we reinforce that through all aspects of our culture.



“

Finisterre is an embodiment of who I am, very much so. I am passionate about the sea, the environment, and creating a good place to work that looks to effect change and challenges the status quo.

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How do you invite other people in the business hook into that?

Of course, other people come on board and take the lead vision forward in their own ways. We have a culture where people are allowed to run with their ideas and contribute to that common purpose. We are open to new ways of thinking, and challenging what's gone before. That goes from a director to the newest employee.

There's a healthy amount of creativity and freedom that people have at Finisterre in terms of how they can shape their role and plot their future. We don't micro-manage. There is an exciting sense of common purpose around why we're here and hopefully a sense of personal empowerment around contributing to that.

What's been the effect of that on the business?

Innovation is key to solving problems and forms a part of how we look at briefs. It's always exciting to see the new ideas coming into our product line.

Our purpose is to build the best and most sustainable product possible. That's quite an open brief, and it gives our design team the incentive to seek out sustainable alternatives, recycled fabrics, different ways of manufacturing—that all come to life in the products on a weekly basis.

PERSONAL PURPOSE STORIES: MATT HOCKING, LEAP

After working as a graphic designer at the world-famous Eden Project, Matt Hocking founded design studio Leap, now a certified B Corp since 2016, in Cornwall in 2004. Leap's goal is to be a resilient and sustainable organisation that works in alignment with the planet, truly cares for its people and uses business as a tool to share its message of protecting our environment, as well as being a signpost to other creatives on how to 'design for change' and showing that we can all make a difference whilst making a living.

Why is getting to grips with personal purpose important?

We all rise to different challenges, we all have different dynamos and impetus inside us—we have different people in our business, and they all do things differently.

At Leap, we give people space to grow and evolve the way they want to, as long as it supports the three pillars of our business. And that means we spend our time cultivating each person to see what they want to achieve and how they see their side of our studio shaping. This means that we'll have team members who really push for a particular client, even if I'm not sure about it, going to meeting after meeting—and then once we've won the business, reshaping our own processes to fit the client's needs should they feel they have a specific or hybrid way they wish to work. This shows me that people really care for the business, and see themselves as part of the organisation's purpose.

And what's the impact on employee commitment?

Well, our senior designer Nathan has the Leap logo tattooed on his arm! He's very passionate about our purpose and has been with us for over seven years. That means he works hard and thoughtfully for every one of our clients, of course, but there are also some particular projects that he really champions internally and externally—not because of the client, necessarily, but because of the change that client makes to people and planet.

He's led on most of our Surfers Against Sewage anti-plastic campaign work, going out and meeting with clients and with beach reps to inspire them about the importance of brand and design in pushing forward the issue. As well as coordinating our own team in helping him deliver set tasks, like the recent Plastic Free Communities campaign. This was an eight-week design and development project for on and offline use, and Nath worked with every member of our team to ensure it was delivered on time and on budget.

Because Leap gives everyone the freedom to change the business in that way, it's allowed him space to build momentum to advance his career as well as shape new direction and for our ever-evolving studio.

How has the relationship between your personal purpose and the company's purpose changed as it's grown?

In many ways, Leap is an embodiment of me as a founder: its energy, naivety, thoughtfulness etc. That means I do worry about making sure that we are all on the same page. I want us to build something that works for all of the team, rather than it all being directed from me. In fact, we'll be taking some time in the autumn to take everything apart and put it back together: checking on what works and what doesn't, what we aren't doing that we'd like to—basically, a creative servicing and MOT of ourselves.



I'm very heart-based—I want to do everything, take on all of the good projects even when there is little money because I see the potential and difference it could make to people and planet. It's perhaps a bit of a freelancer's mentality that I've brought into the business. By becoming more open and more purposeful, we can put boundaries around what we do.

And becoming a B Corp helped to enshrine for us how I think a business should be, all businesses! It has also helped the team communicate for themselves what we do, to express in their own way what they are part of: doing good design for good people and organisations that do good things.

HOW WE CAN HELP.

We're delighted that Mandy Chooi, a world-class expert in leadership development, has joined The House as an associate to help us foster cultures of authentic leadership at mission-led businesses. Below, Mandy explains how she worked with leading bank ING to create a culture of alignment between personal and organisational purpose.

How did you develop purpose-driven leadership at ING?

At ING, we gave all of our leaders the opportunity to discover their personal purpose and create a life plan—a holistic, integrated plan that goes beyond work. Because if you want people to bring their whole selves to work, you in turn need to respect and support their whole lives, including all of their interests. Companies must start to embrace this—don't just look at someone's current role, help them develop holistically as a person.

What do these life plans look like?

If you were to live your purpose for the next five years, what would that look like? Who would support

you? What do you want to do more of, what do you want to do less of? What are the milestones in the years in between? That's what the plan captures.

We've taken over 7000 people through a weeklong, offsite programme to develop their purpose and plan. And after that, we continue to support them with living that plan. The plan doesn't just gather dust, we go back to it every couple of months, interspersing support, coaching, and establishing the expectation to revisit it within their own teams regularly, to keep it going.

Do you ever encounter any resistance during this process?

Not in general. Although, there have been the small handful who struggle with the concept. If you've spent a long and successful career totally compartmentalising your life and your work, it can be a struggle to think and plan in terms of a single holistic purpose. And of course, since it's an immersive, introspective process that you share with other people—this means that you have to allow yourself to be vulnerable and trust people.

How do you achieve this?

The environment and setting design helps us get over any initial reluctance. For the first hour or two you sense some hesitation in a few people, but very quickly, people drop their guard and feel safe.

The key is really to design learning experiences that are experiential. People have to really feel it. The experience takes people from "realise", to "confront", to "reframe", to "commit". If you confront people with their own assumptions and beliefs, you can cause a real paradigm shift in which people commit to doing things differently. But people have to feel that shift, they have to feel that reframing.

All of these needs to be carefully nurtured and reinforced by putting the right practices and systems in place. In other words, how people work, make decisions, collaborate, receive recognition, etc. must all be tailored afresh to nudge and strengthen this new purpose-led way of being.

It might seem daunting to take everyone in your organisation through this kind of process, but it's an investment that will increase the commitment and energy of every employee.

And it's also possible to train the capability for discovering and aligning personal purpose at the top, and then cascade the techniques and practices down throughout the organisation. To find out more, get in touch with us at www.thehouse.co.uk or email graham@thehouse.co.uk



THE HOUSE

Q&A:



Mandy Chooi: Overcoming the “know/do” gap



Mandy Chooi has spent over 20 years in global leadership roles, most recently as ING’s Global Head of Strategy & Innovation for People, where she helped the bank pivot to an agile, innovative and digital culture. She has now joined The House as Associate for Leadership Development.

As a leadership coach and consultant, Mandy has partnered with Fortune 500 companies, including technology, professional services, manufacturing, banking and FMCG firms, to help their top leaders dare to be authentic, drive transformational change, build capability and bring out the best in their teams.

Purpose caught up with Mandy to talk about how leaders can overcome the barriers to embedding a truly inspiring and transformative purpose in their businesses.

Why do leaders sometimes struggle to make purpose work?

It’s very common to get stuck in the “know/do gap”. This happens when an organisation knows why purpose is important, but somehow can’t make it take root.

It’s all about context and opportunity. As a business, your purpose has to live in soil where it can grow. This means building an environment where people genuinely have opportunities to make decisions based on purpose: where your purpose affects whether you choose strategy

A or strategy B, and whether you invest in X or Y. If your purpose isn’t part of that day-to-day decision-making, it’s not a real purpose.

The “know/do gap” affects individuals in the same way. You can learn something, but unless you have the capability, motivation and, most of all, the opportunity to apply it, you’re not going to change your behaviour.

How do you help people overcome that “know/do gap”?

You really have to look closely at the systemic context. Are you building a work environment where people are encouraged to live and act according to the purpose? Are they being allowed the space to ask tough questions, to create healthy conflict?

Because if you put a changed person into an unchanged context, nothing will change. Leadership is about setting the context and being the role model for what you want to see in others. The more the top leadership walks the talk, the more quickly the whole organisation starts to pull in the same direction. Leaders’ behaviour is a large part of the culture recipe.

How do you create those opportunities for real change?

It’s a tough nut to crack—people are often reluctant to try new things, either because it’s uncomfortable, risky, or because they’re not already good at them.

Organisations need to create not only the right space and environment, but also the pressure to experiment. As part of the leadership development process, I try to push people to

create behavioural experiments over the course of several weeks. It’s especially effective if they then invite people to observe that new behaviour and feed back (and there are some great digital tools for that).

Let’s take a step back—what do leaders actually gain by focusing on purpose?

It’s three things really. First, today’s leaders are constantly being expected to make difficult decisions with very little data. When you’re confronted with unprecedented dilemmas in a fast-changing environment, purpose gives you that rudder and North Star.

Second, purpose de-clutters. It stops a changing business from drowning in new initiatives. A clearly articulated purpose helps you choose what you do, what you do first, and what you don’t do at all.

Third – to stay ahead these days, you need to constantly innovate. And to do that, you need to ask your people to create magic every day. You’re asking them to bring their whole self, their ideas and their passions to you. They simply won’t be prepared to do this until you foster a sense of excitement around a shared and aligned purpose.

I always believed that a good leader knows that who you are (and how you show up) is more important than what you know or can do. Especially in situations of increasing complexity and uncertainty, people need to know that they are following someone who is guided by a good purpose, one that feels aligned to their personal values.

5 WAYS TO TRANSFORM THE FUTURE OF HOMES & COMMUNITIES.

We explore the innovative trends and projects that give us hope for the future of housing.

A home is one of our most basic needs: one that we share with 7.6 billion and rising of our fellow humans. So when it comes to creating homes and communities that are smart, sustainable and fit for the future, the world is in urgent need of creative leadership.

That's why it's so inspiring to see forward-thinking businesses creating commercial solutions to vital housing challenges. These pioneers are rethinking how and where we live, and proving that bricks and mortar can be infused with vision, imagination and innovation.

Here are five of our favourite innovations in homes and housing: the trends and projects giving us hope that businesses will play their part in cracking the global challenge of decent housing for all



1. 3D PRINTED HOMES

What if designing and building a new home could be as simple as tinkering on your laptop and then pressing "print"? Even better, what if a new home cost less than a new car?

Non-profit New Story has taken us one step closer to making this dream a reality. Frustrated by slow progress in its mission of delivering decent housing in the developing world, it searched for an exponential solution. It partnered with construction technology firm ICON to create a world first: a home that can be 3D printed in just 24 hours at the cost of \$4000.

The 350 square foot prototype was unveiled in Austin, Texas this year, becoming the first 3D printed house in the US to meet local housing regulations. New Story now plans to build the first community of 3D printed homes in El Salvador in 2019. Communities are also able to use ICON's software to customise their homes to meet specific needs.

This proves once again that tech innovation doesn't have to start with the elite and then trickle down. As WIRED put it: "If New Story succeeds, the first people to live in a 3D-printed town won't be the technologists or the futurists of Silicon Valley. They'll be people in the world's poorest regions, who most need a roof over their heads".



2. CO-LIVING

What do you do with more people and less space? Learn to share better.

Co-living sees neighbours share facilities like living rooms, kitchens and workspaces under one roof, in order to cut the cost of living and enjoy more opportunities to socialise with others. It's an eye-catching trend, but so far only a brave few have embraced full-time co-living as a lifestyle.

With this in mind, Copenhagen innovation lab SPACE10 and New York design studio Anton & Irene created a playful project to pose the question: what would you be willing to share? Over 7000 people took part in the One Shared House 2030 project by filling out an online application form for a hypothetical co-living space opening in 2030, indicating whether they would be willing to share kitchens, workspaces, smart devices, childcare and self-driving cars. The results have been shared on an open-source, anonymous basis, so that anyone engaged in creating the future of co-living can dream and design better.





3. THE NEXT GENERATION OF MODULAR HOMES

Imagine a home that can pop up quickly, grow and shrink according to residents' needs, and even "up sticks" and move across the country to where it's needed most.

This "flatpack future" has massive potential to reduce the energy, raw materials and waste that goes into providing us with a roof over our heads. Thanks to advances in CAD technology, 3D printing and engineered timber, today's modular homes are a world away from post-war prefabs. Faced with a growing population, an acute shortage of homes and increasingly mobile and migratory careers and lifestyles, modular homes open up a whole new world of possibility.

Legal & General Modular Homes is just one of the players looking to disrupt the home building industry by providing precision engineered, factory manufactured houses. L&G claims its homes are better quality, more energy and time efficient and cost less than conventional methods.

Best of all, modular homes can create local jobs. That's because they don't rely on highly-skilled labour—which is in short supply—and can instead be built by local people with no prior construction experience.

4. INTERNET OF THINGS

The internet of things (IoT) is about more than self-stocking fridges and tweeting toasters. Low-cost sensors, cloud computing and big data techniques have revolutionised our ability to collect and comprehend a vast array of real-time data. Used correctly, it's a springboard to improve services and design behaviour change interventions.

This gives social landlords a huge opportunity to use IoT to get closer to the heartbeat of the houses they provide and the people they serve. Making it easier to keep homes in good nick and reducing energy and waste bills are the obvious easy wins. But there are bigger prizes on the horizon when it comes to looking after tenants, as sensors can have all kinds of applications in healthcare, social services and community cohesion.

Whether it's dealing with noise and anti-social behaviour complaints more quickly, or alerting the relatives or carers of elderly or vulnerable tenants when their routines unexpectedly change, the internet of things can and should be as much about tenants as it is about buildings.

5. COMMUNITY ENERGY

As the scorching, sunshine-laden summer of 2018 proved, roofs are valuable resources. If homeowners could capture the solar power potential of the millions of social homes in the UK, it could drive a nationwide renewable energy revolution.

That's why it was exciting to see Solarplicity ink a £1 billion deal last September to install solar panels on the roofs of 800,000 social housing homes in England and Wales over the next five years.

The scheme will see tenants receive free solar panels, saving them £296 a year on average in power bills. Social landlords, meanwhile, receive a cash investment for community projects, or can join an profit share scheme—all while reducing their carbon footprint. The deal is expected to create 1000 jobs, with Solarplicity planning to train military veterans as solar panel installers.

All in all, it's an excellent example of a commercial partnership that benefits tenants, social landlords, the wider community and the planet.

Inspired?
Get in touch with us to learn more about Future Housing Lab, a new collaborative network for housing innovation and business transformation.

Call us at 01225 780000 or email steve@thehouse.co.uk



THE HOUSE

Q&A:

Matt Crisp, The House



The House is working with Matt Crisp, a leading expert in smart cities and human-centred technology, to help mission-led businesses connect technology and strategy to purpose and commercial advantage.

There is a huge opportunity for purpose-led businesses across a variety of sectors to drive profitability and mission by engaging with the smart city agenda. That means using innovative digital technology such as data sensors, “big data” analytical modelling techniques and AI to

enhance wellbeing, make services better and increase communities’ ability to respond to local and global challenges. But where to start?

That’s where Matt comes in. Matt is the former MD of Big Belly UK, a world leader in smart cities, smart waste and recycling. A global smart data business, Big Belly UK uses cloud-based technology to improve urban public spaces, give communities a better quality of life and deliver economic impact and revenue for its partners—becoming a Global Smart Cities Winner and a Sustainia 100 Winner in the process.

Focusing on smart and connected cities, urban mobility, sustainability and human-centred ideas and technology, Matt will work alongside The House to help our clients identify where technology and creativity overlap to deliver commercial advantage.

Purpose spoke to Matt about how creative business leaders can make sense of new technological trends, cut through the hype and deliver fresh solutions that meet customer needs.

Why should mission-led businesses pay attention to smart city technologies?

We now live in the age of cities, not countries. Mass urban migration brings with it huge challenges in terms of mobility, clean air, access to green spaces, education, public health: the list goes on. But equally, it brings huge commercial opportunities for the companies that can provide creative solutions to these problems.

Smart cities could potentially become a trillion-dollar-plus market, so it’s not surprising that such a wide range of companies, countries and governments are announcing smart city projects and initiatives. At the moment, though, a lot of it is just marketing. To cut through the clutter, you have to focus on real human needs.

When you put real service at the heart of innovation, that’s when it tends to actually work. Effective solutions have to be human-led, not technology-led.

How can companies get to grips with these opportunities?

There are different ways. In many cases, it can be useful to start with a journey of exploration and experimentation, perhaps developing ideas at the edges of the company, to allow more space for creativity. But in the end, it all comes down to having good ideas, being people-first, solving a problem and making it scalable.

Essentially, any technological idea you invest in developing has to be an enabler. It can’t be about tech for tech’s sake. What is the problem you are trying to solve? If you’re trying to solve problems, you’re in a much better space than if you’re just trying to make products.

The key is always being clear on your purpose and why you are doing it—not getting sucked into product and ignoring what the customer actually wants. Sometimes that might require some refocusing. It’s interesting to see, for example, the chairman of Ford come out and say, “we’re not a car company, we’re in the mobility business”.

“**When you put real service at the heart of innovation, that’s when it tends to actually work.**”

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Which businesses are doing a good job of being human-centred in their approach to smart technology?

There are lots of smaller businesses doing simple, needs-led things, such as JustPark, which matches drivers to parking spaces through an app. This eases parking congestion and lets private individuals earn extra income by turning their driveways into rentable assets.

Social housing can also benefit from these types of applications. For example, where you have elderly residents or people convalescing from illnesses, it's possible to use data sensors around the home to stay connected to them and make sure that they are secure, without having to be intrusive or reducing their independence. By building a realtime, cognitive view of people's behaviours using AI, you can discreetly notice if they haven't, say, boiled the kettle in the morning as usual, and send a quick text message to make sure that they are OK.

And remember that human-centred innovation doesn't have to be about cutting-edge digital technology. Simple behaviour change is just as important. There is a great project called Legible London, a street navigation system for

pedestrians that uses physical maps to give you an easy view of everything within a 5-minute walking radius. That's been adopted all over the world, and it's actually affected behavioural change.

Not only does it reduce impact on the environment, reduce congestion, and reduce stress on the system, but it also has a massive health benefit in terms of getting people to take more journeys on foot. If you could get everyone in London to walk 10 minutes a day, you would save the NHS £10 billion.

How did you apply human-centred technological thinking at BigBelly?

I'm proud of BigBelly—it's great example of a smart city innovation that has actually made a real and tangible impact.

It started with smart waste management—a bin that uses sensors and cloud connectivity to tell you when it's full. That means you don't have trucks driving around kicking out emissions and congesting the city, collecting half-empty bins. We've placed over 40,000 bins in major cities and college campuses across the world, saving local authorities money and reducing environmental impact. Global waste is doubling every ten years, and this will make a real difference in tackling the problem.

But the really exciting part is that, once you've got that bit of physical kit out on the street, you can go beyond waste management and add more services later on. Each station is connected to the cloud and is solar-powered, so they can collect and share sensor data. It becomes a platform that can respond to what people need. In New York, for example, we even meshed a wifi network to the bin system.

What do you think holds companies back from embracing these kinds of new technological opportunities?

In part, it's because a lot of people just do what everyone else has already done. And ultimately, a lot of legacy companies have looked at the space but have been afraid to change.

It's important not to be frightened by change or failure. If you do nothing, you will be eroded eventually—someone will come and disrupt your sector.

Finally, what's the link between technological innovation and purpose?

I think the purpose movement is evolving in a way that's now much more externally-facing. It's more about being real-world and real-time, and about businesses immersing themselves in cultural shifts and being aligned with how the world is moving.

For purpose to mean something, it has to answer that question: "what are we doing tomorrow that's different?". Unless your purpose infuses everything you do, and everything you want to do, it's simply not relevant.

That's what I bring in terms of working with The House: helping companies who want to use technology creatively to take a robust look at the business plan, product strategy, management and investment plan, and overall roadmap to the future.

To learn more about how people-centred technology can boost your business and supercharge your mission, get in touch at steve@thehouse.co.uk, call us on 01225 780000 or visit www.thehouse.co.uk



THE HOUSE



Q&A:

Nat Al-Tahhan



We're happy to announce that Nat Al-Tahhan will be joining The House's growing associate network. We'll be working with Nat to help put the fun back into doing good and making a difference.

Nat Al-Tahhan has enjoyed a varied and multi-faceted career, with a background in video game and app development, science education, branding, art direction, graphic design and digital illustration, live event sketching and bodybuilding. A proud, self-confessed "science nerd", a lot of Nat's work has focused on science education and outreach—and most of all, bringing the fun.

Using addictive gameplay and arresting design, Nat has illuminated important issues and encouraged learning among diverse audiences. She also ran TEDx Bristol for six years, bringing together the brightest and most inquisitive minds to share great ideas in an inspiring and collaborative setting.

Purpose spoke to Nat about how fun, creativity and gamification can help to unlock positive behaviour change and move the needle on the issues that matter.

How does having fun contribute to positive behaviour change?

It's all about forming good habits. If you're trying to learn something, or increase your fitness, or reach a goal, the key to success is consistency. To create consistency and achieve progress, you have to enjoy it. Your willpower is finite, it will run out eventually if there is no intrinsic driver. Fun can be that driver. If it's fun, you'll just keep doing it, and then it becomes a habit. Boom! Progress.

I apply this approach to every project I work on—I'm here to bring the fun. If I'm making an educational game, fun is the first thing. If it's not fun, don't bother!

For example, we made a bread-baking game for the Wellcome Trust to bring to life research into the RNA transcriptions of a protein. This was really well received, because it first and foremost worked as a game. You had fun first, and then "accidentally" learned stuff.

Is it maybe too easy for the "good business" movement to forget the fun?

If you're not careful, doing good can become dry and "holier than thou" really quickly, especially when it comes to environmental issues. If you want to inspire people to change their behaviour, this is not the attitude to take. If you want to really engage them, then give them something fun to do that will make them think a bit.

Just being told to recycle is not going to inspire you. The facts alone will not work, much to the chagrin of the scientists whom we really should be listening to. Very few people engage with the message, "the world is going to end if we don't do this".

But if you give them really fun, educational and engaging experiences, then you've got a chance to influence their behaviour and put them into a different mindset as they approach the problem.

Why are games such an effective way to create behaviour change?

Nobody understands engagement better than a games developer! We understand engagement, reward, feedback loops, and how to challenge people and how to let them have fun while they do something.

For example, I worked on a great project as part of the Bristol Green Capital programme. We created an action puzzle game called Power Up Bristol, which allows citizens to try to solve the dilemma of how manage the city's energy: choosing which power sources to place where, how to power the shops and the factories, how to manage your budget and your carbon budget, and so on.

We brought in an environmental expert to make sure that the gameplay wasn't straying too far from how things really work. This meant that you couldn't just run everything on solar panels, as much as you'd like to—the factories would stop working. It teaches you, through gameplay, that you sometimes have to make tough decisions in order to balance things.

“**Nobody understands engagement better than a games developer!**”

Has it always been important for you to apply your skills and passions to building a better world?

At the beginning of my career, I was just trying to make it work. But once I'd established myself, I started to look for more fulfilling work where I can make a difference and help people.

I've always loved science and had always been a science nerd as a kid, so it was a really natural fit for me when science projects started to come up and I got the chance to meet and work with scientists. I didn't have to feign enthusiasm! It's amazing to be able work with institutions to inspire and influence the next generation of scientists. You can really kill a good scientist with a bad science teacher. Look at chemistry. It's a really cool subject—you get to blow stuff up!—but it gets killed by too many dry equations when you're at school. That's not how you teach chemistry if you want more chemists, and we desperately need more chemists and engineers. Whereas innovations like the Nano Simbox can make learning and experimenting with science so much more fun and engaging.

Special report:

MAKING

F   D

A FORCE FOR GOOD.

HOW A **GAME-CHANGING** CHOCOLATE MAKER IS TAKING A BITE OUT OF MODERN SLAVERY.

Has doing the right thing ever tasted so good?

Chocolate has a problem. Despite the best efforts of Fairtrade and other initiatives, unequal supply chains are pushing cocoa farmers into poverty, leading to modern slavery and child labour in the West African farms which supply 60% of the world's cocoa. That's why Dutch confectioner Tony's Chocolonely is fighting to make 100% slave free chocolate the norm.

A certified B Corp founded by crusading journalists in 2005, the brand has worked tirelessly to reinvent the supply chain and raise awareness of the issue. In doing so, it's become a brilliant example of how we can change the world for the better and be commercially successful. By telling a radically disruptive story to customers, Tony's Chocolonely has become the biggest chocolate brand by turnover in The Netherlands, with a global turnover of nearly 60 million euros and a presence in Sweden, Belgium, Germany, Finland and the US. And good news for UK chocolate lovers: the brand is now looking to launch on our shores in January 2019.

Purpose met with Fleur Marnette-de Vries of Tony's Chocolonely in Amsterdam to talk about two of the sweetest things in life: chocolate and business as a force for good.

How can a chocolate bar make a difference?

For us, every bar tells a story. With every product we make, we want it to tell the story in the

purest way possible and with our chocolate, we address a huge social problem in the world: that the chocolate industry is unequally divided, which leads to exploitation and modern slavery in the chocolate producing countries, mainly in West Africa.

With every bite you participate, because the more chocolate bars we sell, the more cocoa farmers we reach with our way of collaboration, based on direct relations. Farmers are able to make a living income based on these principles. That's why, for example, our bars don't come evenly divided. As we say, as long as the chocolate industry is unequally divided, our bar will stay that way too. That's not just to annoy you because you can't break off an even piece easily, it's a conversation starter. The problem is on the table, you can't ignore it, it's not just another bar.

You've created a lot of positive disruption in the chocolate industry. Do you think mission-led brands have to be prepared to break the rules?

Our mission is making 100% slave free the norm in chocolate. To achieve this we need to make new rules. We are not afraid to make our own decisions, which I think makes us special. Sometimes that's annoying for people, but that's got us to where we are today.

And of course, we've always been about learning along the way. We don't have it all figured out. Sometimes we make mistakes and we're very open about it. We'd rather be a little bit naïve, than be negative about things.



SHARE OUR STORY

With incredibly tasty chocolate we show the world chocolate can be made differently by changing the way we treat cocoa farmers.

Alone we make slave free chocolate. Together we make all chocolate 100% slave free. So we ask you to join in.

The more people choose slave free and share our story, the sooner 100% slave free becomes the norm in chocolate. The choice is yours. Are you in?

Join our movement and like or follow us:

f Tony'sChocolonely
IG tonyschocolonely_us
E TonyChocoUS

CRAZY ABOUT CHOCOLATE, SERIOUS ABOUT PEOPLE



It seems you take a very heart-led approach to running the business.

Yes. We do everything by heart, by what feels good. We have a strong vision which guides us. For example, we don't do marketing research, or use many external creative agencies. We prefer to have our creative team in-house. Everything is about creativity. The person who designed our first bar is still our creative guru.

“**We do everything by heart, by what feels good.**”

It's certainly led to a much fresher and more attention-grabbing brand. It makes you wonder, when did chocolate as an industry become so dull?

We have developed an authentic tone of voice, yes. Unlike other brands, we don't use visuals of the product on our packaging—we just use our brand. It's fun, it's in your face and it's “wow”. We are inspired by brands like Innocent, Ben & Jerry's & Patagonia.

That bar is our logo: the classic red bar, which is the milk chocolate bar it all started with. When we started, we didn't know that milk chocolate bars are supposed to be blue! We chose red because it's an alarming colour and we had an alarming message.

That's just a small example of how we don't want to hold ourselves to the existing standards and assumptions of the chocolate industry. We are setting new standards, and other players are copying our flavours and imitating our bar sizes, and so on. However, we would be even more thrilled if these companies copy us in achieving our mission: a 100% slave free chocolate industry. It would be magnificent if other companies will follow our example in taking real action and responsibility in their own value chain.

How have you managed to grow what could have been a very niche ethical brand to such a strong market position?

Consumers embrace our brand not just because we have great chocolate and packaging, but because they believe in our mission and they want to support us.

That's why we don't use any paid media in our marketing, because we believe in a direct relationship with customers, just as we believe in direct relationships with our farmers. We connect to consumers via our packaging and get them into our mission.

Wait, you don't use any paid media at all?

We don't think using mass media makes people really feel that they are loved by a brand, or that they will love us back. We believe that in every country we launch in, we can do this without paid media. Instead, we create intimate relationships and build up to a ripple or snowball effect.

That's remarkable. Of course, you need a great product first.

Yes, you can't set the example if you don't have a good-tasting product. The starting point is that we have people who are good tasters and know how to make chocolate. The challenge is making a bar that we feel really good about: the flavour, the ingredients we put in it, where they come from, how they are bought. We want the bar to be outstanding on every aspect, not just great-tasting.

How exactly have you set about solving problems in your supply chain?

We always seek direct relationships, so that you know where your beans are coming from. We pay a higher price for beans—the market price, plus the Fair Trade premium, plus a Tony's premium—because we believe that it's the only way to lift farmers out of poverty and into the living wage they deserve for their families. We train farmers to be more efficient in the use of land, because we believe in long-term relationships. And we always seek to work with co-operatives, as we believe that together farmers stand stronger and make a difference in their communities.

Initiatives like Fairtrade have been trying to tackle this for decades. Why do you feel you have to go further?

Certification is a good start, but it's not enough on its own. A certification label, and the premium that comes with it, doesn't allow farmers to live above the poverty line and provide a decent income for their families. We believe that chocolate makers are the ones responsible for their chocolate and their supply chain, not the certification inspector.

What's the plan for scaling your impact?

We have three pillars to our strategy. First, we make people aware of the problem and inspire a mindset and awareness for change. Second, we set the example. Not just about making chocolate slave-free, but by showing that you can be a commercial success and also do good in the world. Third, we inspire people to act, so that other companies look

at their value chain and think more about where they are getting their beans, how they are making their chocolate, where their margins are.

The good news is, we are seeing large-scale producers open their eyes and start making long-term sustainable investment plans alongside farmers. And they are paying higher prices to do so.

The only way that we can achieve our mission is to get followers and become a movement that changes the industry. We believe that we can achieve a 100% slavery-free chocolate industry. But we can't achieve it alone, we need our competitors to come with us.

And that means working directly with competitors?

We're not afraid to share—we think that by collaborating, you make everyone stronger and better.

The next step for us in the Dutch market is to get other companies to join us in making their chocolate slave-free, following our model. For example, we have serious conversations with other chocolate makers at the moment. This would be amazing, especially if other companies follow the movement and make customers aware that they are going the extra mile to give everyone in the value chain a fair piece of the pie.

“**We don't think using mass media makes people really feel that they are loved by a brand, or that they will love us back.**”

HOW BOSTON TEA PARTY IS BUILDING A **WORLD-BEATING** EMPLOYER BRAND ON PURPOSE.



Scrapping single use coffee cups is just the latest step that the Bristol-born chain has taken to drive social and commercial impact.

In June 2018, café chain Boston Tea Party grabbed national headlines through a bold initiative. Under the banner of “No Excuse For Single Use”, the family-owned café chain banned single use coffee cups from its cafes forever. Instead, customers can buy or borrow reusable cups, available in a variety of sizes and designs, at a subsidised rate.

It may seem like a risky move for the fast-growing café chain, which now boasts 22 cafes in cities and towns across the South West and Midlands. But it’s a decision that sits firmly within the company’s stated purpose: to “Make Things Better”.

Boston Tea Party is committed to doing the chain café differently. Unlike other high street chains, everything is made on site from scratch. The cafés use free-range meat and eggs, organic

milk from Yeo Valley and salad leaves from the Severn Project social enterprise farm in Bristol, all of which contribute to its three-star rating from the Sustainable Restaurant Association. It also uses its spaces to promote local community projects, including bringing social change-makers together with supportive customers and businesses.

Purpose spoke to Sam Roberts, co-founder of Boston Tea Party, about the impact that purpose and values have had on the business.

Boston Tea Party already had a strong reputation as ethical and sustainable café chain. Why did you choose to go further and invest in defining your purpose?

It’s clear to me that having a well-communicated purpose will differentiate a business to employees and to customers. Ultimately, our challenge is to buck the trend of soulless chain cafes. That’s why we use local produce, cook from scratch and make sure that no two of our cafes are the same—they each have their own unique personality and reflect their local neighbourhood.

That’s what we stand for. We’re growing rapidly, and we don’t want to see that eroded as we grow. By first articulating and then living our purpose, we can stay true to who we are as we grow.

Our purpose is to “Make Things Better”: our spaces, our food and drink, but most importantly our people and the communities we serve.

What steps did you take to develop and embed your purpose?

We worked with The House to map out our purpose and values, and to better understand the relationship between them. It was important to structure the values so that they could be applied to our purpose, and also to everyday interactions. We did a lot of hard work to make sure that the values were expressed as “values in action”—stuff that we would actually say to each other in the cafes and in the kitchen.

The House then packaged and framed our purpose, story and values in a simple, powerful and succinct way.

What impact has this had on your business? We’re already seeing higher retention and it has certainly helped magnetise our employer brand.

We now have a full induction process for new staff built around our purpose of “make things better”, and we are really amplifying our purpose and values in our recruitment channels.

People are leaving the major national chains to join us. Best of all, our existing staff are acting as recruiters, finding talented and like-minded people on our behalf.

Presumably retention is a big challenge in your sector?

Absolutely, holding onto people can be a major challenge, and constantly replacing them is very costly. As a yardstick, the best in the industry is probably Pret A Manger, who still has something like a 50% turnover.

Our ambition is to reduce our annual staff turnover to similar levels. A big part of attracting staff and delivering on our purpose has been to communicate that we offer proper jobs here, jobs where you can learn and grow—as the business grows, you grow along with it. We make everything from scratch, so there are a lot of skills to learn and perfect. And we don’t just skill our people for the job, we skill them for life.

Q. What are the challenges you have faced embedding your purpose?

It’s always a challenge to balance our social ambition and progress with the commercial realities we face, and to build a sustainable business model.

It’s also important for us to help the whole organisation understand why our purpose is worth getting excited about, because that gives everyone the context for sweating the detail. That means the story has to be well told everywhere, inside and out.

[Disclosure: We’re proud to say that Boston Tea Party is a client of The House, the purposeful business consultancy which publishes Purpose magazine]



Q&A:

Paul Lindley, Ella's Kitchen



Paul Lindley set up Ella's Kitchen in 2006 to make sure that children like his infant daughter Ella could enjoy tasty, organic baby food that would set them up for a lifetime of healthy and nutritious eating.

That mission to “improve children’s lives by developing healthier relationships with food” has transformed Ella’s Kitchen from a fledgling startup into the UK’s largest baby food brand, with 80 employees and an £80m annual

turnover. Instantly recognisable by its brightly coloured packs of pureed fruit and vegetables, the brand is now a household name.

In April this year, Paul stepped down as chair of Ella’s Kitchen, now a certified B Corp, and left the company—with his team having achieved the “big hairy audacious goal” of selling 1 billion servings of organic children’s food.

Purpose spoke to Paul about what he has learned from the success of Ella’s Kitchen, the challenges he has met along the way, and what he plans to do next.

Why have you decided to leave Ella's Kitchen now?

I feel that now is a good time to let the management team move the business forward, based on the values, vision and mission that we’ve articulated so well together over the years.

We’ve achieved 1 billion servings because we are mission-led. Everyone who’s involved in Ella’s Kitchen knows our purpose, whether it’s our shareholder, our employees or our customers. That focus, that constant going back to our values, mission and purpose, is why we’ve achieved what we’ve achieved.

What will you do next?

I’m really interested in exploring how to take entrepreneurial thinking outside of mainstream business and into other areas of society. There is a need for more risk-taking, creativity, joining the dots in a different way, acceptance of failure and so on—whether that’s in education policy, or public policy or other areas of life.

I’ve accepted an invitation from Mayor of London Sadiq Khan to head up a taskforce to address childhood obesity in the capital. Helping children eat better is of course the main reason I set up Ella’s Kitchen: a third of our kids are overweight, 20% are obese, and 60% who are overweight or obese in primary school remain so for the rest of their lives. So we’ve got to find innovative ways to tackle that issue early in life, because it affects both the individual kids and our future society.

I’m also involved in Toast Ale, a brand of craft beers that uses surplus bread to brew its beer. The founder, Tristram Stuart, is a food activist

who is trying to change the fact that 44% of the bread baked every day in the UK goes to waste. By using that fresh but surplus bread to make beer, using the brand and marketing of Toast Ale to spread awareness of the underlying issue, and then funnelling the profits back to a food waste charity, we can both create prosperity and help address the food waste issue.

What's the biggest learning you'd pass on to aspiring mission-led business leaders?

Listen more than you talk—that’s how you get new ideas and stay inspired.

And remember that business is fundamentally about people, not about money. If you focus on people and understanding people’s motivations, inspire them with a vision and show them how they are a part of it and why they matter, then you’ll have a fantastic business.

Ella's Kitchen achieved very rapid growth. Does sticking to your values become more challenging as you scale?

All companies experience this when they grow very quickly. In that first year, everyone is doing everything and everyone is there because they passionately believe in it. As you get bigger, you need more systems, more processes—it doesn’t become corporate exactly, but it does become more professional.

When you hit that point, what used to just “happen” organically now needs more concentration. You have to work it out formally: these are our values, this is the mission, this is how every single job can impact upon the mission, this is how we have to align the different teams.

It becomes hugely important to focus on culture, engagement and communication. How can you encourage your senior leadership to listen? Because the new ideas are within the team as it grows. How can you listen to all of those new perspectives, how can you understand everyone's personal motivations when there are so many more people? How can you become comfortable as an entrepreneur that your vision and your values are ingrained in the company?

“ I started the business wanting to leave a legacy. ”

What steps did Ella's Kitchen take to manage this?

Our solution was to invest in a people team relatively early on. We hired our first senior people person once we reached about 30–35 employees. Not many companies of that size would do that, but we knew that our continued growth was likely to add more stress, overwork and juggling of priorities. We had to find a way to manage that, in terms of keeping people motivated about the mission, communicating our progress towards our goals, and showing how each person is contributing to it.

That is all really ingrained now. The mission and the values are integral to the whole process of recruitment, promotion, reward, and so on.

Does a company's mission start to change and develop as more people join the business?

Well, a new person can help you see the wood from the trees. And of course, the challenges we face today are different from the challenges we faced ten years ago. So we have to bring in new ideas and new perspectives through new people.

We do have a process in place to ensure that the person who joined Ella's Kitchen last month will share a similar sense of mission and mind-set as the person who joined 12 years ago. But it's a common mind-set, not a common mind! Within that, we want the perspective that comes from a new set of eyes, a new generation, a new skillset.

To give an example from outside Ella's Kitchen, I'm on the board of the Sesame Workshop, creators of Sesame Street. There, I've seen Jeff Dunn come in as CEO and bring about a complete change in the organisation's economic fortunes by introducing a single mission throughout the company: “to help kids grow smarter, stronger and kinder”. It builds on the organisation's history, but Sesame Street is now going way beyond what they would have done the past, such as delivering programming to Syrian refugees and bringing autism into the mainstream.

Have there been any wobbles or difficult decisions as you've grown?

Yes, we've faced challenges and made mistakes like any other business.

I do remember one occasion when we parted company with a supplier. There was no falling out or anything, it just wasn't the right fit for the future of the business at that time.

About a year later, I gave an interview like this one, talking about our values as a business. I got an email from the supplier soon after, saying, basically, what the hell are you talking about? They felt that we had treated them badly—that was a shock to us. But their perception was that we hadn't lived our values in how we had dealt with them.

So what do you do? Ella's Kitchen CEO Mark Cuddigan and I went round to see them in person and told them that we were horrified, apologised and asked how we could learn to improve in the future—we'd not lived our values, and we had to learn from that.

I thought that was the human way to respond: a face-to-face meeting that allowed us to understand their position much better and avoid making similar mistakes in the future.

You sold Ella's Kitchen to Hain Celestial in 2013, which must have been a huge decision for you. How did you know that it was the right thing to do?

I started the business wanting to leave a legacy. Before we even talked about money, I needed to be able to look them in the eye and say, if we do a deal, I have to understand your purpose and I have to trust that you will live our values and continue this mission.

Of course we had lots of conversations with bankers and advisors, surrounded by spreadsheets and numbers. But the seminal conversation for me was when Irwin Simon, the CEO of Hain Celestial, was sitting on the sofa in our office. He was just sitting in silence and looking around, and I asked him what he was thinking.

He said, “I'm looking around and thinking, how can I prevent myself from changing any of this? Because this culture and environment is what makes you work. If we do a deal, your job is to make sure that I don't change any of this.” That gave me a lot of confidence.

What are the key ingredients of a successful mission-led business?

What's really resonated with me is a very simple pyramid, a kind of version of Maslow's hierarchy of needs, explaining how a business is structured.

At the base of the pyramid is “living”. The business itself has to be able to live and be sustainable, and the people who work there need to be paid a living wage and be well treated.

The second step is “loving”. As a business, you need to love what you are doing and why you are doing it. This is where your mission comes in: at the level above your business being sustainable. It's also about loving your people and encouraging them to love their job, making it mean more to them than just a paycheque. The level above that is “learning”. This means being prepared to make mistakes and learn from them in order to improve what you do. Businesses need to continue to learn, I think, while always remembering to point in the direction of the mission. And it's also about creating the space for your employees and your team to learn, giving them autonomy and mastery of their own skills and their own careers.

At the top of the pyramid is “legacy”. This is why the most successful businesses are the most successful businesses: because they care about legacy and the footprint that the business will leave. In those types of businesses, the current owners are just stewards, because the legacy is sustainable and long-term. Thinking about “legacy” also means encouraging all of your team to leave their own legacy, their own footprint, within the business.

If you can get people thinking like that, so that they are working for you and with you, then it all aligns.



Why do some mission-led businesses fail? For example, your follow-up project, organic toiletries business Paddy's Bathroom, recently closed.

First and foremost, your business has to be a business—as before, it has to live, it has to have a clear route to profitability. I think this is the mistake I made with Paddy's Bathroom.

The learning from Paddy's Bathroom was, if you can't find a sustainable business plan or a route to profitability, then you've got to decide whether you continue, or whether you are a charity that needs external funding. I decided that it was a business, and that the plan I'd designed wasn't a sustainable plan.

Is it dangerous to start with the mission, rather than starting with the business plan?

Certainly for startups and entrepreneurial businesses, the “why” is really important from the beginning. That's the seed that's planted and makes you go and do what you want to do. But it's got to be in balance with your business.

“
I'm excited and optimistic about the food industry.

”

Entrepreneurial businesses like Ella's Kitchen have made real waves in the food industry by creating commercial solutions to serious food challenges. Will the food giants ever be able to follow suit—or is their very model broken?

I'm excited and optimistic about the food industry. There are so many businesses out there that are coming through with innovative ideas and different ways of reaching consumers. It really challenges the big brands and the big multinationals.

Unilever and Danone are good examples of large businesses that are trying to do something different. But it's a challenge for corporations to convince people to trust them and believe that their mission is genuine. And even when it is genuine, it may be hard to implement, because there are thousands of people it has to go through to come to life.

For a large corporation to change, the impetus has to come from the very top. For an entrepreneur whose vision was there in the company from the very beginning, it's much easier.

But there's no inherent reason why large corporations can't bring forward-thinking food ideas and products to scale?

The problem is more that all businesses are forced to operate in an ecosystem and an environment where too much of our “humanness” has been removed.

As an individual, you might have this job or that job, but your life will be much more defined by your relationships with your loved ones, your children, the football team you support, the charity you support, your home and your mortgage, and so on—all of those things are important to you, and they're important to you over the long-term.

But everything is led by short-term thinking. Shareholders are motivated by short-term gains, executives are incentivised by bonuses and short-term targets, private equity has two-to-three year horizons, politicians are on four-to-five year voting cycles, even schools have their pupils narrowly focused on two-year exam cycles.

All of this encourages a focus on short-term results, not the long-term benefits we really want. Big business is caught up in that ecosystem, no matter what the individual business leaders might want. They are more caught up in it than entrepreneurial businesses, sure, but all of us are caught in a world that has this fundamental problem. The next generation of leaders need to evolve this into an ecosystem that encourages more long-term thinking.



So the issue is really more about the ability of leaders to make long-term decisions, than about the size of the organisation?

Yes. As individuals, many business leaders are making normal decisions in an abnormal environment. They are under short-term pressure to make decisions that are not necessarily in the long-term interests of either the company or society.

There are lots of ideas we can explore in terms of altering incentives and penalties to encourage a change in this behaviour. This is why I really like the notion that business is fundamentally about people. The businesses who get that, whether they are small or large, tend to think and act in a more holistic way.

Focus on people and we will find solutions, because we will become more collaborative within our businesses: from the investors and the CEO down to the shop floor worker.

I'm optimistic. If we can get more “humanness” back into our economy and our business plans, then we'll have better businesses. We'll make more money and create more prosperity, because we'll have a better idea of what we want to do with that prosperity. And mission-led companies that “do well by doing good” are a big part of the solution.

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For a large corporation to change, the impetus has to come from the very top.

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Q&A:

Jenny Costa, Rubies in the Rubble



Set up in 2011, Rubies in the Rubble saves surplus fruit and vegetable produce from the rubbish heap by turning it into delicious jams, relishes, chutneys, ketchups and other condiments.

It's a smart, commercial solution to a growing food waste problem that big industry players are struggling to fix. No wonder that its products, including a newly launched vegan mayonnaise, now grace the shelves of Waitrose, Ocado, Cook and Whole Foods, as well as many independent stockists.

Purpose spoke to Jenny Costa, founder of Rubies in the Rubble, to learn more about how the company has carved out competitive advantage from its social mission, and the challenges she's met along the way.

What inspired you to start a mission-led food business?

I started my career in finance, but quickly realised that I wanted to do something that I feel passionate about. I remember first seeing an article about "dumpster diving" in the paper. Reading more about the sheer size of the food

waste problem in the UK, it was eye-opening to see the scale of the environmental impact it is having in terms of emissions.

Why start with chutney?

I grew up on the remote west coast of Scotland, and my mother kept a vegetable garden. When you grow your own food, you really treasure it and make sure nothing is wasted. So my mother always made chutneys, jams, preserves and cordials with anything left over from the garden. With her recipes, it was an easy way to get going.

Rubies in the Rubble has grown rapidly from its market stall origins. How much further can the business scale?

In terms of getting our hands on surplus produce, we are barely scratching the surface. The challenge is how to scale in a lean, clean and efficient way. We're very far off hitting any growth boundaries: the short-term barriers come more from which raw materials we can process given the manufacturing labour and facilities available.

Of course there's also a lot of competition for shelf space, but that's what makes it so exciting when working in a social business: you have both angles to work with.

So being a socially-oriented business gives you an advantage when you approach retailers?

Yes, the social angle has really helped us. Like most small brands, it's harder for us to compete on price, especially as we're working with fresh produce. But a lot of supermarkets understand our story and like the angle. Ultimately, supermarket buyers just need to know that

people will recognise the brand and buy it: if you can show that the social mission is a purchase driver, then they become interested.

That said, all of our messaging is first and foremost about great taste. We emphasise the fresh, handmade and traditional aspects first, and then tell the backstory of our purpose, slowly raising awareness of the food waste issue.

“**I started my career in finance, but quickly realised that I wanted to do something that I feel passionate about.**”

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Do you have a sense of why your customers buy your products?

We get a lot of feedback on our website, and it's clear that most people buy because of the taste. The most common feedback we get is "I bought it, I loved it, and then I read the backstory and now I love what you guys do".

We make absolutely sure that our products taste as good or better than anyone else's. I think sometimes charities and social enterprises can sit too heavily on their social cause. My purpose might be social, but the customer's purpose when buying a jam or ketchup is to eat something that tastes great.

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That's been my biggest challenge, as I've never had to build a culture before. I've found that you need a lot of people who are very different from you, but all tied together by the social mission.

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How are you trying to influence customer behaviour and attitudes?

Ideally, we want to get to the point where wasting food is seen as an unenlightened, morally wrong thing to do—a social taboo, like littering or using plastic bags.

When we first started our stall on Borough Market in 2011, food waste was still very much a hippy notion. There was hardly any awareness around the environmental impact. Today, it's slowly starting to be seen as both a moral and environmental issue. There's a better understanding of what saving food really does. It's been a really fun journey. It's so exciting to see how people are becoming more interested in food. Food is something that people cherish and, historically, it's always been something that brings people together. As a society we became removed from that, and still are to some extent, but there is now a big interest in local food, and in putting food back at the centre of communities.

That renewed interest in food's local and ethical dimensions is really positive, but it also raises the bar for socially-led food businesses.

As a company, how do you balance commercial imperatives with emerging ethical demands? We've certainly had a lot of discussion as a team about the best way to grow rapidly. There are so many considerations: do we go sugar-free? Vegan? Should we include recipe suggestions with meat? Do all of the tomatoes in our ketchup have to come from the UK? Our packaging is all glass at the moment, should we introduce a plastic squeezable bottle? There are so many different views that keep the debate going. But for me as a founder, it's so important to keep looking back to your core purpose, and make sure that it doesn't change and is still driving everything.

How have you found the experience of managing a team in a mission-led business?

That's been my biggest challenge, as I've never had to build a culture before. I've found that you need a lot of people who are very different from you, but all tied together by the social mission. I'm very conscious when hiring that people are passionate about the cause. We have a close team, everyone brings something different to the table, and we all push a little bit harder for the sake of the social mission.

Changing customer perception and behaviour is one thing. Has it also been challenging to convince industry players to change their habits?

It can be hard for big industries to move quickly, given the number of stakeholders they have, including shareholders. It means that you need a really strong business model for your product, as well as an environmental case.

From the start, we wanted to work with the large-scale farmers who supply supermarkets, as we knew that they are often forced to discard vegetables that are the “wrong” shape, colour or size, etc. I was amazed that Tesco was one of the first to get in touch and share a list of all of their farmers for us to approach. Partly, it's because food waste affects their P&L, as they are being

charged more and more to dispose of surplus produce. But of course, their brand promise is “every little helps”—it's all about doing more with less. So we were able to offer a clear business case.

Once you've sourced the produce, how easy is it to manufacture at scale?

We source direct from farmers and send it to our manufacturing facilities, which are outsourced. There have been challenges. Conventional food manufacturing and processing facilities are not necessarily set up to support what we want to do. The initial producers we approached were not used to having fresh veg and fruit supplied to them, they always used tinned or frozen.

They didn't necessarily have chopping boards or chopping machines. In fact I remember getting very excited about seeing a British jam made from British strawberries, and then finding out that the strawberries were being shipped to Eastern Europe and back just to have the stems removed.

You have to be kidding me.

No! It's because the food industry is constantly battling on price. I mean, in a way that's good. We used to spend 40% of our income on food, and now it's more like 9%. We've become more efficient, but at the same time less self-sufficient, as there is not enough hand labour in the UK.

How do you get around these problems? Do you have to adapt the supply chain yourself?

Yes, in some cases we've had to set up additional processes before it reaches the manufacturer. We now have a site in Devon, working with a farmer who wanted to diversify: he peels things like onions and bananas and sends them on to the manufacturers.

When we're developing new products we always have to think about these limitations—how will we get a wonky cucumber through that machine, and so on. As we grow, it will continue to be a challenge to manage the supply chain flexibly and plan well to support our model.



FROM FOOD CONSUMERS TO FOOD CITIZENS.



By transforming our relationship to food, smart businesses and savvy citizens can build a food and farming system that works for all.

A new trend is emerging in people's attitudes to food and farming: a movement that the Food Ethics Council calls "food citizenship".

According to this way of thinking, our connection with the food and farming system goes beyond the simple act of consuming

food. This movement is based on the growing realisation that, whether consciously or not, people are naturally collaborative and want to help one another, and that they care deeply about where their food comes from and how it is produced. This is giving rise to pioneering businesses that are starting to engage with the 'food citizen', and shifting the food system towards one that it is fair and resilient for all.

To find out more about this trend, Purpose spoke to Anna Cura of the Food Ethics Council.

What does it mean to create an ethical food system?

The root of ethics, of deciding what we should do, is our values—in other words, the things that matter to us. Business leaders who are committed to creating positive change are coming face-to-face with the struggles of operating in a food environment that is simply not geared to reward them for doing the right thing. And those that survive often end up getting swallowed up by big brands, although some still manage to prevail.

The good news is, we are seeing a change sweeping the business world through things like B Corporations, who are redefining what business success looks like and taking account of what really matters. New business models are popping up everywhere, giving us a peak into what the future of our food and farming system could look like.

That's why we're excited by initiatives such as A People's Food Policy, a ground-breaking manifesto of people's vision of food and farming in England, that draws on 18 months of extensive, nation-wide consultations with grassroots organisations, NGOs, trade unions, community projects, small businesses and individuals. If anything, it shows that when people are given a meaningful platform to participate, they show up.

It's time to change the structures underpinning the food system so that they enable, rather than prevent, businesses being a force for good.

How can "food citizen" businesses bring about meaningful change in the food system?

There are many layers to a system, and therefore, many points of intervention. That said, one of the most powerful leverage points for change in any system, the UK food and farming system included, is on the level of mindset, that is, our deepest sets of beliefs.

Donella Meadows explained it best when she said "the shared idea in the minds of society, the great big unstated assumptions—unstated because unnecessary to state; everyone already knows them—constitute that society's paradigm, or deepest set of beliefs about how the world works."

All business leaders are confronted and confined by these unspoken rules of how the system should work, to the point where we believe that this is the only way they can work. That's why it's so important to constantly ask ourselves: What assumptions am I making in my current situation? Are these set in stone or contestable? More often than not, the answer is the latter.

What happens when we dismantle those assumptions?

Our work on food citizenship is an example of how breaking down those underlying assumptions can unlock new ideas to tackle food issues. We often talk of the importance of the food environment when tackling food issues, and rightly so. One of the first steps to change this environment is to be conscious of the language we as a sector use.

The current food system is formed on the belief that people are best understood as consumers. By using consumer language, we undermine and suppress so much of our human nature that is needed for change to happen. This doesn't affect only end customers, but anyone (and any organisation) throughout the supply chain.

As Chimamanda Ngozi Adichie said, “show people as one thing, only one thing, over and over again, and that is what they become.”

Words lead to stories. Stories used over and over again lead to mindsets.

Research shows that we are by nature collaborative, empathic creatures that want to work together and help one another [see for example the New Citizenship Project's Food Citizenship report]. When people are best understood as citizens, we change the story. So a key question we can ask ourselves is, what story do I want to tell?

Which businesses are doing a good job of telling different stories?

Rebel Kitchen is a great example of a food brand that inspires us to think about how we address our audience, be it our customers, our suppliers, our stakeholders. Rebel Kitchen reminds us to 'Be a rebel' and aims to redefine our relationship not just with food, but also with ourselves and each other.

Another favourite is Tony's Chocolonely, a Dutch chocolate brand founded by investigative journalist Teun van de Keuken, which aims to show all chocolate makers that it is possible to run a viable business while also



eliminating slavery (see our interview with Tony's Chocolonely on page XX). The brand also works as a platform to engage its customers, from co-creating new flavours to joining forces in fighting against modern slavery using various lobbying resources.

It's also notable that Riverford, the organic veg box supplier, has recently moved 74% of its business to an Employee Trust. This shows that it sees its employees as more than just consumers in the system, but as empowered individuals who want to, and can, change the system instead. This decision allows the business to protect its core values and ensure its independence and long-term sustainability. Most importantly, it places Riverford's employees as the custodians of these values.

What can individual business leaders do to maximise their positive impact on the food system?

Every person finds themselves in a position in the food and farming system that is unique to them, whether they are a mid-level sustainability officer in a large food brand, or a jack-of-all-trade entrepreneur in a start-up. This diversity in spheres of influence is our collective strength when faced with system change. Business leaders who understand their unique power learn to capitalise on it.

Each food and farming business can uphold the same belief system, such as viewing people as empowered citizens, and translate this shared belief into unique interventions that, together, build a new system.

So in addition to thinking about the big systemic questions, we can ask ourselves: What is my sphere of influence, and how can I bring these values to life within it?

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Words lead to stories. Stories used over and over again lead to mindsets.
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Q&A:

Christopher Moore, The Clink



Purpose went behind bars to meet with CEO Christopher Moore at The Clink's restaurant in HMP High Down, on the outskirts of London. It's a surreal experience: after handing over passports, walking through metal detectors and passing into the prison's outer yard, you step through a door and into a hushed, luxurious fine dining room that wouldn't look out of place in Mayfair.

Over coffee and homemade oatmeal biscuits, Christopher told us all about The Clink's success to date and its plans for the future.

What's the problem you're trying to solve?

Simple: 100,000 prisoners are released every year, and 45% come back. It's because there is not adequate support and accommodation for them when they leave prison.

What's your business model at The Clink?

Ultimately, we're not doing anything revolutionary. We teach people to cook, and to deal with customers. But that means we are repairing people, families and society—there are so many positive knock-on effects.

We're a lot of things: a restaurant, a catering college, a contract caterer, a horticulture project, a charity and a resettlement institution. At the moment, about half of our operating income comes from our trading operations, a quarter from a skills funding agency and a quarter from the Prison Service. They fund us because we're looking after 160 of their prisoners every day, and thus saving them resource.

The Clink has built a scalable and impactful business around its goal of reducing re-offending rates among ex-offenders—all through the power of hospitality.

The idea is simple: build fine-dining restaurants in prisons and use them to train prisoners as high-end chefs and waiters. Customers pay to eat amazing food in a unique environment, prisoners' lives are transformed and, eventually, the short-staffed food and hospitality sector gets access to much-needed talent.

Now with four restaurants across the UK, The Clink is an outstanding example of how scalable commercial solutions can make a difference to even the thorniest social problems.

Clink trainees are 41% less likely to re-offend than other ex-prisoners. Why do you think The Clink works?

We replicate a real working environment, which makes it easier for potential employers to see the value. And that helps the prisoners: it doesn't look or feel like a prison, so they don't behave like they're in a prison.

It's a 40-hour week with everyone sitting down and eating together. It socialises them and creates a sense of family, which is very powerful for people who have maybe lacked family in their lives.

They receive qualifications—for some, the first qualification they've ever had. But the soft skills they gain are almost more critical in terms of developing confidence and motivation. Having an opportunity to interact with the public in a hospitality setting can be transformative.

And crucially, we look after our people when they leave. We have five full-time support workers, two of whom have come from a probation background. We make sure our guys are all set up before they are released, and if they have a wobble on the outside, they can pick up the phone 24/7. We're always there to sort out a night in a B&B or a week's groceries.

What are your commercial goals for the business? How much can this model really scale up?

We aim to have 20 training facilities open by 2020, training more than 1000 prisoners each year. There are 105 prison kitchens in the UK, and we believe that our model can scale with minimal capital costs. Change is badly needed in prisons, and we are a credible solution.

Our goal for 2018 is to make The Clink self-funding. We are already operationally self-funding, but depend on grants and donations to actually build new restaurants. We can't go back to the funders indefinitely, they are getting sick of my face!

The main challenge is to encourage the government to see the value of taking an integrated approach to prisoner rehabilitation: stop silo funding into education, health, etc., stop trying to recreate the school system in prisons, just focus on providing opportunities for "purposeful activity".

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100,000 prisoners are released every year, and 45% come back. It's because there is not adequate support and accommodation for them when they leave prison.
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Top people come in and teach our guys, so they really do come out highly trained.
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Is it difficult to convince prisoners to join the programme?

Far from it, it's vastly oversubscribed. We actually had someone from an open prison applying to come work with us, here in a closed, higher-security prison, which is a rare thing! He eventually ended up training at [leading drama school] RADA on his release; he is a stage actor now.

This is more than just a bog-standard qualification, the trainees know that they will be learning top-level culinary skills. We have many ambassadors who quietly support us—people like Albert Roux Jr. The hospitality industry is like a family, and a lot of chefs have been up against it, whether that's in the army, in prison... there's often this sense of “it could have been me”. We all work unsociable hours. It's rewarding to give back.

Top people come in and teach our guys, so they really do come out highly trained. Our guys are like sponges—they've been pushed from pillar to post, they just need a bit of encouragement. And top chefs can spot top talent.

What about customers—is it a challenge to bring people so far out of their comfort zone?

Not at all. We could fill it twice over, but it would put too much strain on the training environment.

We do very well on Tripadvisor, and I think the public are buying into our approach. I wanted to prove that you can do it a different way.

What kind of jobs are out there for trainees at the end?

We've placed guys with Hilton, St. Pancras Renaissance, Roast Restaurant. Two of our hospitality trainees from Clink Events ended up at the Royal Lancaster Hotel. I know the industry, and I know that there are jobs out there for these guys.

Sometimes it takes leadership from other parts of the industry. I remember a contract caterer who took 90 of his top clients to dinner at a Clink restaurant. At the end of the meal he stood up and said, “if your HR policies don't allow me to recruit these people, please consider updating them”.

Remember, there is a major skills shortage on the horizon for service and hospitality staff, especially with Brexit. How are we going to fix this? The choice is basically training more school leavers, which has proved impossible lately, attracting more women into hospitality, which has maybe worked a little bit, or training more prisoners.

How did you find yourself running The Clink?

I originally trained as a chef and then progressed to hospitality management, working for Holiday Inn in New York, Hilton Hotels in Holland and the UK, and for Harrods and Fenwick department store groups. About ten years ago I found myself with six months off, following a heart bypass. I was already a trustee of another prison-based charity, so I had some familiarity with the challenges ex-prisoners face. I joined the Clink as a volunteer, and within a year I ended up being employed as CEO.

To be honest, I was allergic to charities before this. However, the Clink has a heavyweight board. We have no volunteers as such but we do rely on industry professionals and celebrity chefs to come and lead masterclasses. Our Clink training staff are very skilled and are from the catering and hospitality industry. They are paid commercial wages, and they deliver. It's a private sector work mentality.

It's incredibly fulfilling work. People tell me not to work too hard, but I really can't tell when I'm working!



HOW THE GOOD KITCHEN IS HELPING INNOVATIVE STARTUPS TRANSFORM THE FUTURE OF FOOD.

The Good Kitchen is a startup accelerator that helps social businesses create commercial solutions to one of the world's greatest challenges: building a food system that enables everyone, everywhere, to eat a diet that is good for them, good for humanity, and good for the planet.

Launched in 2016, the accelerator provides funding, business training and mentorship to early stage businesses. It's the brainchild of the KellyDeli Foundation, a charity started by Kelly Choi and Jerome Castaing, co-founders of the KellyDeli company and Sushi Daily brand. Kelly herself experienced food poverty first-hand as a child in post-war South Korea, driving her determination to help a new generation of entrepreneurs revolutionise the food system.

On the day Purpose visits, The Good Kitchen is hosting a day-long bootcamp for innovative



food startups, culminating in a pitching session in front of leading social investors. The hopefuls include food surplus solutions for Turkish supermarkets, tech solutions to empower Colombia's smallholder farmers and a UK company determined to get insect-based feed into the food chain.

As the entrepreneurs practiced their pitches, Purpose sat down with Joe Gridley, head of the KellyDeli Foundation, to talk about how innovation can save the food industry.

The existing food industry is dominated by a handful of large corporates. Can that system be reformed, or does it need to be radically disrupted?

We do think about this question a lot. Ultimately, however, we simply try to find and fund the best solution to the particular problem in question. That might mean that a solution developed by a startup gets embedded in larger organisation and changes things internally. Or it might mean using a social franchising model to spread the solution on a white-label basis.

A lot of innovation accelerators focus purely on business growth, but we take a slightly different approach. Obviously we make absolutely sure that the businesses we're supporting are in good shape, but we also look at how we can maximise the overall social value and impact of the solution.

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A lot of innovation accelerators focus purely on business growth, but we take a slightly different approach.

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The startups here today seem to focus on systems change, rather than launching new consumer brands. Is that a deliberate strategy for The Good Kitchen?

Yes, when we set up The Good Kitchen we thought we'd have more consumer-facing products, but actually there is no shortage of them already out there. They are important, but they don't necessarily change things on a systemic level.

You have to take a tandem approach. Consumer-facing ethical products are really good at getting new ideas into people's minds. But the less sexy bit is how you change things systemically, behind the scenes. That's where we focus, because we have more of a network there and can add more value.

What is the unique contribution that startups can make as problem-solvers within the food ecosystem?

Our experience is that once a food business gets above a certain size, the speed and agility you need to introduce and implement new ideas disappears. When that happens, it makes sense to work with startups to develop more 'plug and play' commercial solutions.

If big businesses start to think about ways to bring in outside ideas to make a difference, this will really move the needle. For example, Kelly's Deli is one of the largest purchasers of farmed fish across Europe. Encouraging its suppliers to use insect protein instead of soymeal could create a big change, if a viable commercial insect protein product can be developed.

Governments and NGOs have an important role too, as they can create the necessary environment. In Turkey, for instance, there are major tax incentives for supermarkets to donate food surpluses. That's opened the door for one of our startups to develop a commercial solution for efficient donations. Good regulatory environments create opportunities and incentives for entrepreneurs to develop sustainable business models.

What are the challenges involved in solving food industry problems at scale?

A lot of people assume that digital tech can revolutionise food, just as it has in finance and other sectors. But food is very different. Change happens way more slowly, not only in terms of regulation, but also adoption of new ideas by farmers, industry and consumers.

For a start, you're not just dealing with software: you're dealing with hardware, land, farms and supply chains, all of which are intensively regulated. Three months in a loft in Berlin isn't going to do it. You need to be looking at timelines of at least two or three years to develop something that's going to make a real impact.

The food industry itself is pretty low margin, so it takes time to get a new innovation to the point where it's big enough to be viable. Especially if your mission, like ours, is to create change at the base of the pyramid in way that will help all families, rather than, say, creating a new ethical hummus that costs £5.

And finally, it can simply take a while to change people's minds about food. For example, people are funny about the idea of feeding insect protein to animals, let alone humans.

What does success look like for Good Kitchen?

Our long-term goal is to give more people access to nutritious food that's produced in a sustainable way. To do this, we want to create an ecosystem that supports and inspires entrepreneurs to build their food businesses in a way that supports this. So if in five years' time the industry norm for new food businesses is no longer "pile them high and sell them cheap", but to build them well so that they are good for people, then we would see that as a huge success.

How will you measure your impact?

If the startups we are supporting now get the funding they need to scale their ideas and embed them in the supply chain, then we will be able to look at the tonnes of food waste they prevent, the emissions they cut, the sustainable jobs they create—we can aggregate all of that reporting.

Who typically funds your startups?

It depends on the individual organisation. As a foundation, we typically attract impact investment funds. These funds are just as commercial as traditional funds, but can also offer aspects of non-financial support related to the social mission.

We also invest directly in startups where the proposition is perhaps too risky to attract traditional finance, but the scale of potential environmental and social reward is big enough to make it worth taking a risk to get them off the ground.

How can people help you achieve your mission?

Well if you're an early stage business that is tackling food security or food poverty problems through a viable, scalable business model, get in touch. We can help with cash investment, business training and mentoring.

Equally, if you are working in the food business and have the skills, expertise and network to help us make a difference, please do come forward. The best value we've been able to offer to our startups has been the introductions that we make.

“ You have to take a tandem approach. Consumer-facing ethical products are really good at getting new ideas into people's minds. But the less sexy bit is how you change things systemically, behind the scenes. ”

YOUR PURPOSE JOURNEY.

A roadmap to making your business and brand a force for good.

Activate purpose with values, culture and behaviour

Put purpose into action by building a healthy workplace culture.

Find and embed the shared values that will empower your team.

Identify and foster the behaviours that make purpose tangible.

Bring your purpose story to life

Tell your story creatively.

Build authentic and inspiring movements.

Inspire deep loyalty from customers, employees and partners.

PURPOSE

Discover your purpose

Find your "Why".

Ask the big question: what is your purpose beyond profit?

Dig into your past, present and future.

Root your purpose in reality.

Create a purpose statement that transforms your business.

Supercharge strategy and innovation

Make purpose your engine for growth and innovation.

Align your purpose to your business, culture and brand strategy.

Use your purpose as an invitation for all employees to solve problems in fresh and forward-thinking ways.

Create purposeful advantage.

Become a truly authentic leader

Tap into your personal purpose.

Uncover what truly matters to you.

Overcome fear and short-termism to lead from a place of authenticity and belief.

Purpose Magazine exists to help business leaders on the journey to making business a force for good.

To talk about any step in your own purpose journey, just pick up the phone and speak to Steve and Graham: 01225 780000 or graham@thehouse.co.uk



OUR STORY.

We set up The House 22 years ago. In our first decade we worked with some of the biggest names in the drinks, retail and entertainment industry, including Johnnie Walker, Diageo and Swatch.

Working with global brands was a lot of fun, and we sure learned a lot. But one day, about 12 years ago, we had a light-bulb moment.

How much more fun could we have if we used our skills to help businesses and brands become a force for good?

It was an irresistible thought. Sure enough, we took the leap and decided to put purpose at the heart of our company. This meant picking up the phone and kissing goodbye to 70% of our turnover (right at the start of a global recession!), transforming our business model and taking a big leap into the dark.

Well, it was never going to be easy. But was it worth it? You bet.

Our hunch was right: the world has woken up to the massive business opportunity that lies in tackling our biggest challenges.

Twelve years on, and we are part of a global movement of creative and inspired business leaders on a mission to solve big problems, make money, and have fun. We work with an amazing band of passionate and talented associates, and wake up every day excited to help businesses make more good things happen.

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How much more fun could we have if we used our skills to help businesses and brands become a force for good?

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Our job at The House is to help leaders create businesses that are a force for good.

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