THE FEW.
THE BOLD.
THE LEADERS.

CEO Purpose Report 2020
The pandemic has changed the business landscape. Every CEO is now dealing with pressures and challenges they could not have predicted and have never faced before.

As a result, we are seeing some CEOs focus on profit as a means to survive. While others are reflecting on their purpose and the contribution their business makes to society, finding ways to make a difference as part of the solution.

In normal trading conditions there is a strong link between purpose and the success and confidence of CEOs and their ability to drive growth in their businesses.

We are now witnessing those same purposeful CEOs acting more decisively and with more authority in a time of global crisis. Those CEOs with a genuine sense of purpose driving their business are reimagining the contribution they can make. In some cases they are thinking beyond their own business and adapting the role it can play to help people and communities through this period of crisis.

Conversely, we are also witnessing radical and necessary cost cutting and job shedding as some businesses focus on profit as a means to survive. Time will tell whether these businesses retain their main focus on profit over the long term, or reconsider their role once they have re-established a normal operating pattern.

What we are witnessing is the true value of purpose being played out before our eyes, in real-time, and the emergence of a more purposeful business world.
BOLD CEOs USE PURPOSE
Few CEOs use **purpose** to full effect.

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**CEOs WHO USE PURPOSE TO FULL EFFECT**

**BOLDER**
Those who do are bolder in the actions they take.

**DECISIVE**
Those who do are more decisive and assured.

**LEAD**
Those who do are more likely to lead for the long term.

**CONFIDENT**
Those who do are more confident.

**SUCCESSFUL**
Those who do are more successful.
KEY LEARNING

1 Purpose can assure shareholders that shifting to long-term value creation will pay dividends

PURPOSE-LED CEOs

80% agree that business leaders need to focus on long-term value creation rather than short-term profits.

CEOs WITH A PURPOSE AT THE HEART OF THEIR BUSINESS ARE

8% less likely to think it is a challenge to get leaders to support their strategy, compared to those CEOs without a clearly defined purpose.

2 Purpose makes your business more attractive to the talent you need

PURPOSE-LED CEOs ARE

25% more confident in their ability to create impact through a more positive culture and higher levels of engagement.

CEOs WITH A PURPOSE AT THE HEART OF THEIR BUSINESS FIND IT

12% easier to provide employees with something more than just a job, compared to those CEOs without a clearly defined purpose.
EXECUTIVE SUMMARY - BOLD CEOs USE PURPOSE

3

KEY LEARNING
Purpose highlights where your business can generate the most value from technology

PURPOSE-LED CEOs ARE
17%
more likely to believe they have created value by using technology to improve product and service offerings, compared to those CEOs without a clearly defined purpose.

CEOs WITH A PURPOSE AT THE HEART OF THEIR BUSINESS ARE
8%
more likely to believe they have created value by using technology to make processes more efficient. Compared to those CEOs without a clearly defined purpose.

4

KEY LEARNING
Purpose builds the connections and alliances that enable growth and market expansion

CEOs WITH A PURPOSE AT THE HEART OF THEIR BUSINESS ARE
9%
more successful in making acquisitions and adding new services, compared to those CEOs without a clearly defined purpose.

CEOS THAT USE PURPOSE TO ENGAGE CUSTOMERS ARE
5%
more successful at driving value by growing geographically and expanding internationally, compared to those CEOs without a clearly defined purpose.
How purpose helps CEOs to lead

In this report – the second Brandpie survey on the relationship between CEOs and purpose – we wanted to answer two specific questions:

Q. Why do CEOs focus on short-term profit?
Q. Can purpose help CEOs shift to a focus on long-term performance?

Response after response painted the same picture: a CEO that places purpose at the heart of how they lead really does make a difference to their business’s long-term performance, in many different ways.

Every CEO knows that long-term thinking drives success. Every CEO wants to raise their head from the day-to-day and take the longer view. But most are hemmed in by quarterly returns, crisis management, the short-term view of those around them—particularly shareholders.

But there are a few – bolder – CEOs who are taking a different path. Using purpose as their main tool to help them navigate the unpredictable world we find ourselves in, so that they don’t lose sight of the long term.

Using purpose to create value. Using purpose to attract the right talent, to drive growth. Using purpose to change the mindset of their board and shareholders, shifting the agenda to a sustainable one for their businesses. Using purpose to emerge successfully through the other side of existential risk and change.
A five dimensional story

In those businesses where purpose is used, it can play one of a number of different roles. So it is unsurprising that a majority of CEOs are unclear about where purpose can be used to add most value.

In this report we have identified five different ways that CEOs are using purpose as a tool; we’ve characterized these as purpose-types on the Brandpie Purpose Spectrum. Each purpose-type has a different impact on a business.

Purpose, the most powerful tool of the bold

What’s most important is that CEOs use purpose at all. Because those that do use purpose are more effective, more successful and more confident in their ability to guide their organizations through increasingly complex change.

We’ll show how purpose helps CEOs when it comes to creating profit and driving long-term value creation. We’ll show how purpose helps CEOs attract the right talent. And we’ll show how purpose helps CEOs drive progress through technology and expansion.

For the few CEOs who have truly adopted purpose so far, purpose is proving to be their most powerful tool in helping to make a meaningful difference and navigate their way through difficult times.

It makes them bolder. Which makes them more likely to lead and drive performance. In the short term, through a crisis – and in the long term, too.
Much of the current confusion around purpose stems from how it is defined: from a simple idea of social responsibility through to cause-led activism and environmental sustainability. While each expression has its merits (and some overlap) there are distinct differences between them.

Over the last 10 years we have worked with businesses across all sectors to help them find and define their purpose, then transform their business around it. In that time we found that there is no ‘one-size-fits-all’ approach to defining and using purpose.

We have identified five purpose-types on the Brandpie Purpose Spectrum, based on both our experience and our research over the last two years with almost 1,400 CEOs.

While there is no right or wrong position, the more the focus shifts towards the right, the more central purpose becomes as an organizing idea for the business. Which in turn means the impact it has on leadership decision making, sustainable business practices and long-term value creation increases.

**Brandpie Purpose Spectrum**

1. **Profit Driver**  
   Short-term margin focus

2. **Cause Marketer**  
   Purpose increasingly central to leadership decision making

3. **Talent Advocate**

4. **Responsible Citizen**

5. **Purpose Champion**  
   Long- and short-term value creation focus

\[© Brandpie Purpose Spectrum 2020\]
Finds a cause that they believe their customers will care about and uses that cause as a means to promote their brand as a cause champion, predominantly through brand activism, marketing and advertising, often with links to associated charities. When a cause is linked in some way to what the Cause Marketer does, it can help to build an emotional connection, generate loyalty amongst customers and create competitive differentiation.

Our purpose helps us build a stronger connection with our customers.

Remains focused on profit maximization and views purpose from a traditional perspective, such as that promoted by economist Milton Friedman. The Profit Driver sees the purpose of the corporation to be a profit-maximizing institution. Its sole reason to exist is making money. Delivering returns to satisfy shareholders' interests are prioritized above all others.

Our purpose is to make a profit and maximize shareholder value.

The Profit Driver

Cause Marketer

Purpose increasingly central to leadership decision making

Long- and short-term value creation focus

Short-term margin focus
Talent Advocate

Our purpose guides our culture, values, behaviors and influences our relationships.

Uses purpose to inform and influence relationships, engage and motivate employees, attract potential talent, and determine business partnerships. Purpose is embedded in the Talent Advocate’s culture and values. Purpose provides a clear sense of why an individual’s contribution to the company is meaningful and guides how people should do things every day. Purpose plays a role in areas such as shaping customer service, performance reviews, recruitment criteria and selecting business partners.

Responsible Citizen

Our purpose guides how we manage our business activities in response to ESG and sustainability.

Takes an active responsibility for their environmental (climate impact, resource sustainability), social (animal welfare, diversity and inclusion, human rights) and business governance (company management, employee relations, responsible investing) practices and is positively managing their impact in these areas. The Responsible Citizen tends to focus on a social or environmental purpose as a means to convey how they are acting as a better corporate citizen.
Purpose Champion

Our purpose is the central organizing idea that drives everything we do to create value.

Deploys purpose as a guide for all decision making across every area of the business. Purpose influences beyond ESG and acts as the benchmark by which strategic decisions are made. The Purpose Champion commits significant time, resources and investment to ensure all business activities make positive contributions to their purpose, and as such, evidence of purpose can be seen in growth investments, business operations, culture, marketing, sustainability and environmental impact.
How does purpose play a role in helping CEOs navigate four key challenges they face today?

We set out to understand whether purpose can play a role in helping CEOs navigate four challenges.

1. **Long-term value** – can purpose help CEOs shift the agenda at board level, towards long-term value creation?

2. **Talent** – can purpose help CEOs attract and retain the best talent?

3. **Technology** – can purpose help CEOs navigate the challenges of technology disruption and adoption?

4. **Growth** – can purpose help CEOs navigate expansion and growth?

CEOs who use purpose as a tool believe they are much more successful and confident in their ability to solve the challenges of long-term value, talent, technology and growth, and to guide their organizations through increasingly complex change. Purpose is a tool that makes them bolder leaders over the long term.

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**Can purpose help CEOs navigate their key challenges?**

1. Long-term value creation
2. Talent attraction
3. Technology adoption
4. Growth and expansion
CEOs recognize the need to prioritize long-term value creation over short-term profit – but uncertainty about the future, increasing pressure from a range of stakeholders, and shifts in business agendas means a majority lack the confidence to look beyond the here and now. Compare this with bold CEOs who use their sense of purpose to look beyond the short term: these leaders are more focused on the importance of long-term value creation.
Most CEOs think about the long term tomorrow

In 2019, we discovered that CEOs believe strongly in taking a long-term view, but that this is often compromised by short-term forces – particularly the need to quickly prove themselves in the role, and deliver immediate profits to shareholders.

CEOs surveyed believed that these pressures prevented them from sticking to a long-term view, despite understanding the benefits of doing so.

78% of CEOs believe that improving long-term business sustainability has increased in importance since 2008.

78% of CEOs say they have a 90-day window to prove themselves.

2x as many CEOs were motivated by shareholders than society.

While the short term is clearly important, more businesses are prioritizing improving long-term business sustainability by looking to customers, employees and society to create the value shareholders expect, and to make a positive social contribution.
But tomorrow never comes

Our 2020 research reinforced this, with leaders today continuing to say they want to prioritize long-term value creation over short-term profit delivery.

However, a 2019 report by McKinsey* suggests that this ideal is all too often not met. Instead, CEOs prioritize the short term in response to shareholder pressure and the desire for immediate profit creation, over value and progress over the long term.

76% of CEOs believe corporations need to shift focus from short-term profit delivery to long-term value creation.

But

<5% of CEOs have made the shift to focusing on the long-term horizon.

CEOs see tomorrow as uncertain, so focus on the short term

When asked what was holding them back from focusing on the long term, the most commonly cited reason was uncertainty about the immediate future.

This lack of confidence comes from CEOs facing increasing pressure from many directions, including Board members and shareholders, who act as barriers to the adoption of long-term value creation.

Typical responses when CEOs were asked what was holding them back from a shift to long-term value creation:

- 27% CEOs believe uncertainty about the future is the main challenge preventing them from achieving their business goals over the next five years.

- What is the biggest barrier to long-term development?
  - Getting the approval of the board.
  - The problem is the shareholders who will not have their profits cut.
Instead, CEOs are now being asked to balance immediate profits alongside the priorities of other stakeholders. This signals a dramatic shift from 2019, where CEOs of large businesses said that their priority was “to deliver to shareholders above all else.”

2019: Shareholders primary focus for large businesses

61% of companies with a turnover of $50m+ agree “creating shareholder value above all else” is most central to their business philosophy.

CEO Purpose Report, 2019

2020: Other stakeholders are now more influential

100% agree that other stakeholder groups are more important than shareholders.
Because the world has changed

The business landscape is seeing an increase in the importance and voice of stakeholders other than shareholders. The most prominent example of this was the recent letter issued by the American Business Roundtable, stressing the importance of environmental, sustainability and governance (ESG) concerns to business.

Asset owners with funds in ESG-related investments

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2017</td>
<td>48%</td>
</tr>
<tr>
<td>2019</td>
<td>75%</td>
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</tbody>
</table>

The ESG Global Survey 2019, BNP Paribas Securities Services

Each of our stakeholders is essential. We commit to deliver value to all of them, for the future success of our companies, our communities and our country.

The American Business Roundtable, 2019

A conscious shift from the focus of merely profiting investors to the far more expansive view of benefiting the entire planet.

The American Business Roundtable, 2019

30% believe that community is more important than shareholders.

Among our CEOs, sustainability is increasing in importance as a means to create value over the next five years.

© Brandpie
Bold CEOs use purpose to navigate for the long term in the new business landscape

Our research shows there is a strong correlation between purpose-led CEOs and a focus on the long term rather than short-term profits. It’s also likely that these CEOs will feel more confident in their ability to navigate the shifting business landscape.

To what extent do you agree with the idea that business leaders today need to be more focused on long-term value creation rather than short-term profit delivery?

CEOs who agree or strongly agree with the statement:

- **Profit Driver**: 66%
- **Cause Marketer**: 81%
- **Talent Advocate**: 81%
- **Responsible Citizen**: 79%
- **Purpose Champion**: 82%

POINT OF VIEW

**Purpose Champion**

CEOs who use purpose as a central organizing idea for the business are 17% more likely than Profit Drivers to agree that business leaders today need to be focused on long-term value creation rather than short-term profits.
and to drive efficiency and value

Not only are purpose-led CEOs more likely to focus on long-term value creation but, importantly, they are (more successful at creating value through cost reductions and improved operational efficiencies whether purpose is fully integrated into decision making at leadership level or not). They are also more confident in their ability to continue to do this over the long term.

Purpose-led CEOs are better equipped to persuade their board to focus on long-term value creation

Purpose Champions felt better equipped to gain support from their board and shareholders. Similarly, these CEOs felt noticeably more confident and successful in navigating internal and external pressures.

<table>
<thead>
<tr>
<th>Purpose-led CEOs are</th>
<th>Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>More successful at increasing efficiency to reduce costs in the last five years.</td>
<td>14%</td>
</tr>
<tr>
<td>More confident in their ability to increasing efficiency to reduce costs in the next 5 years.</td>
<td>15%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Purpose Champions</th>
<th>8% less than average</th>
<th>4% less than average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Think it is a challenge to get leaders to support their strategy.</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Feel the pressure to deliver quarterly results to shareholders or investors.</td>
<td>17%</td>
<td></td>
</tr>
</tbody>
</table>
Will the many CEOs close the gap to the few bold ones?

Given all the evidence that supports the role of purpose in long-term value creation, it is surprising that there is still a disconnect between what most CEOs believe and how they lead. There are only a few bold CEOs, that recognize the benefits that purpose can bring, and integrate it fully into their strategy and decision making, to create value.

80% of CEOs are integrating purpose into their decision making and strategy.

but only

agree that business leaders today need to be more focused on long-term value creation rather than short-term profit delivery.
Businesses always need to attract the right talent. But today, CEOs are finding this increasingly hard. Why? Most are struggling to connect the rational benefits they offer to what a new generation of employees are looking for emotionally. Bold CEOs use their sense of purpose to connect with changing employee expectations, and so are more successful and confident in their ability to attract and retain the workforce they need, now and in the future.
All CEOs know that attracting and retaining the right talent is getting harder

As the relationship between society and business changes, with a greater focus on corporate ethics, environmental responsibility and consumer centricity, we are also witnessing a dramatic shift in employee expectations.

The majority of our CEOs agree that it is becoming more difficult to attract and retain talent due to the very different expectations of this new generation.

#1 CHALLENGE

over the next 5 years, CEOs say their greatest challenge is their ability to find the right people.

70% CEOs believe attracting and retaining the best new generation of talent is increasingly difficult.

98% CEOs agree that the new generation of talent have different expectations from previous generations.

POINT OF VIEW

Profit Driver

CEOs who have built a purpose on making a profit and maximizing shareholder value find it more challenging to provide something more than a job. 46% believe it’s either very or extremely challenging – 8% more than average.
but the majority of CEOs are not in tune with the priorities of the next generation

While CEOs appear to recognize the importance of both the practical and emotional needs of their employees, they are typically prioritizing the practical. But as a survey by Glassdoor reveals, for millennials, it is emotional factors, such as alignment and understanding of a company’s culture and values that are more important than benefits like flexible working, training and access to technology.

How do you think the employment expectations of new generations differ from previous generations?

<table>
<thead>
<tr>
<th>Practical Needs</th>
<th>Emotional Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>They expect more flexibility</td>
<td>44%</td>
</tr>
<tr>
<td>They expect more training support to be offered</td>
<td>38%</td>
</tr>
<tr>
<td>They expect to work for a digitally-proficient business</td>
<td>37%</td>
</tr>
<tr>
<td>They are looking for something more than just a job</td>
<td>37%</td>
</tr>
<tr>
<td>They want to feel they are part of something bigger</td>
<td>33%</td>
</tr>
<tr>
<td>They want to work with businesses that do social good</td>
<td>31%</td>
</tr>
<tr>
<td>They want to work for an ethical organization</td>
<td>27%</td>
</tr>
<tr>
<td>I don’t think they do have different expectations</td>
<td>2%</td>
</tr>
</tbody>
</table>

Consider a company’s culture before making an application. 77%

Would not apply to a company unless its values align with their own. 73%

Would rank culture above salary (compared to 52% age 45+). 65%

Source: Glassdoor’s Mission & Culture Survey 2019
especially meeting this new generation’s emotional needs.

And it is these emotional needs – that the new generation of talent value most – that CEOs find most challenging to deliver.

36% of CEOs told us that providing employees with the feeling that they are part of something bigger is either very or extremely challenging.

36% of CEOs agreed that providing employees with something more than just a job is either very or extremely challenging.

POINT OF VIEW

Talent Advocate

CEOs who put their purpose at the heart of their culture and values find it 16% easier to convey to employees that the company contributes to a social good.
Bold CEOs know purpose is the foundation for the emotional connection employees need

Bold CEOs, those that use purpose to shape their culture and business strategies, are the ones that have been most successful and most confident in engaging and driving impact and value through their people.

25% believe purpose can have most impact when used to create a more positive culture and higher levels of engagement.

It is particularly bold CEOs who put purpose at the heart of their business that are better equipped to meet the needs of the next generation of talent, when compared to those that use purpose in other ways.

12% CEOs with a purpose at the heart of their business find it easier to provide employees with something more than just a job. Compared to those CEOs without a clearly defined purpose.

POINT OF VIEW

Talent Advocate

CEOs who use their purpose to engage their talent believe that they have created the greatest value through increasing employee engagement (31%).
Technology transformation and disruption are the norm for every business. So it is no surprise that CEOs continue to see technology as the most promising area for value creation. However, getting the right tools (and the people to use them) into the business is one of their biggest challenges. We’ve found that those CEOs using purpose not only see progress through technology as less of a challenge, but are also more successful and confident in using technology to deliver the growth their businesses need.
CEOs continue to see technology as the most productive area for value creation

Given that we are in the midst of the profound change that is Industry 4.0, reshaping how every business operates and creates value, it is unsurprising that CEOs feel technology is what has created the most value in the previous five years and will continue to add value in the next five years.

### TOP 3 VALUE CREATOR

Using technology to improve product and service offerings and to make processes more efficient were both consistently ranked in the top three, regardless of the country or turnover.

### The top two areas of value creation in the last five years

1. Using technology to make processes more efficient. 33%
2. Using technology to improve product and service offerings. 33%

### The top two areas of value creation in the next five years

1. Using technology to improve product and service offerings. 32%
2. Using technology to make processes more efficient. 29%
The biggest barrier? Having the right tools and teams inside the business

While CEOs today are less worried by disruption from new entrants and start-ups, they are concerned about getting the right tools into the business to keep up with advances in technology. This is compounded by an equal concern, that of finding and attracting the right people to use those tools so that they can keep up.

32% believe the main challenge that might prevent them from meeting their business goals over the next five years is finding the right people.

31% believe the main challenge that might prevent them from meeting their business goals over the next five years is keeping up with new technology.

81% today do not feel unforeseen disruption from technology start-ups is a challenge.

Bold CEOs use purpose to overcome technology challenges and create value

It is the bold CEOs, using purpose as a central organizing thought to guide decision making, who believe they are getting more value from technology. Particularly when it comes to improving products and services or driving efficiency.

37% who use purpose as a central organizing principle believe they have effectively driven value by using technology to make processes more efficient.

34% believe they have created value by using technology to improve product and service offerings.
Competition and disruption are forcing CEOs to find new ways to create value. So most CEOs are looking beyond their core markets and sectors to find new sources of value creation. CEOs using purpose believe they will be more successful, and are more confident that they can create value by growing into new markets. They are also finding it easier to attract the right alliances and build ecosystems to drive their growth.
By embracing purpose, bold CEOs are confident about expansion

When asked to compare where CEOs created value in the previous five years and where they’d like to focus in the future, the answer with the largest percentage increase was: expansion across markets and geographies.

Again, far more of our CEOs with purpose believe they have been more successful at market expansion, introducing new services and growing through acquisition.

When you look back over the last/next five years where do you think you have created the most value from?

<table>
<thead>
<tr>
<th>Expanding into new market sectors</th>
<th>Growing geographically and expanding internationally</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last five years</td>
<td>Next five years</td>
</tr>
<tr>
<td>24%</td>
<td>27%</td>
</tr>
<tr>
<td>22%</td>
<td>26%</td>
</tr>
</tbody>
</table>

More successful at expanding into new markets

% of CEOs who believe they have created value by expanding into new market sectors.

- CEOs WITHOUT A PURPOSE
  - CAUSE MARKETER
  - 19%
  - CEO PURPOSE CHAMPION
  - 24%

More successful at acquisitions and service growth

% of CEOs who believe they have created value by making acquisitions and adding new services.

- CEOs WITHOUT A PURPOSE
  - CAUSE MARKETER
  - 19%
  - PURPOSE CHAMPION
  - 28%
Bold CEOs use purpose to build alliances that help their business to grow

But expansion is something CEOs recognize their businesses can’t achieve in isolation – especially as their focus on creating future value shifts to building stronger eco-systems and alliances.

Again, it is CEOs with purpose who are more confident in their ability to attract the like-minded partners required to successfully expand into new markets, and to develop new products and services. This would suggest that having a purpose that aligns with the views of alliance partners can support CEOs in creating an ecosystem that enables them to deliver on their growth ambitions.

Increase in the importance of building stronger ecosystems through alliances.

<table>
<thead>
<tr>
<th>CEOs LAST FIVE YEARS</th>
<th>CEOs NEXT FIVE YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>19%</td>
<td>24%</td>
</tr>
</tbody>
</table>

More confidence in ability to create value by building a stronger partner ecosystem through alliances.

**Responsible Citizen**

CEOs with a purpose built on corporate citizenship are 4% more confident in their ability to create value by expanding into new market sectors than those without.

**Cause Marketer**

CEOs with a purpose used to engaging customers are 5% more successful at driving value by growing geographically and expanding internationally.
IN SUMMARY

1. Purpose can assure shareholders that shifting to long-term value creation will pay dividends

2. Purpose makes your business more attractive to the talent you need

3. Purpose highlights where your business can generate the most value from technology

4. Purpose builds the connections and alliances that enable growth and market expansion
Methodology

684 CEOs polled across Germany, France, the UK and the USA, with the following market breakdown:

218 - USA
119 - France
190 - Germany
157 - UK

Respondents were invited to participate in the survey via email. Research was conducted via online survey between December 10, 2019 - January 9, 2020.

All respondents completed a double opt in process (opt in plus validation), as well as a profiling questionnaire when joining the online access panel.

Data was monitored to remove any “career respondents.” We also included geo-IP checks to ensure the country was verified. The research was conducted by Savanta, who are full members and abide by Market Research Society rules, which are based on the ESOMAR principles.
Brandpie is an independent strategic brand consultancy established in 2008, working internationally with organizations large and small, from Fortune 1000 to start-ups.

Our purpose is to help the businesses of the future shape the way we work, live and contribute. We do this by defining compelling ideas that transform businesses, cultures and brands, in the process aligning leadership teams, building strong cultures and delivering effective campaigns to unlock growth.

Brandpie was listed by the Financial Times as a Leading Management Consultancy in brand consulting and awarded The Drum’s b2b agency of the year in the USA in 2019.

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