



# **Gartner Webinars**

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# Generate Audience Support Through Social Impact



Connect with Gartner



**Dorian Cundick**

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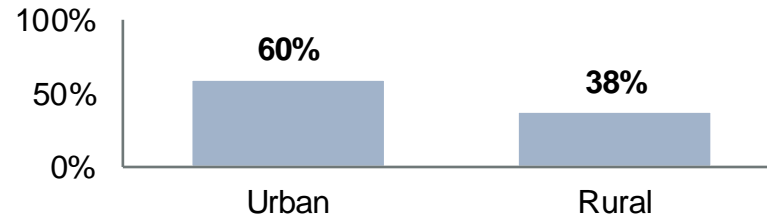
Principal, Research



## Audiences Demand Action and Sincerity

Q: “Companies Have a Responsibility to Address Social Issues Even if it Might Hurt Their Profits”

*Agreement by Geographic Area*

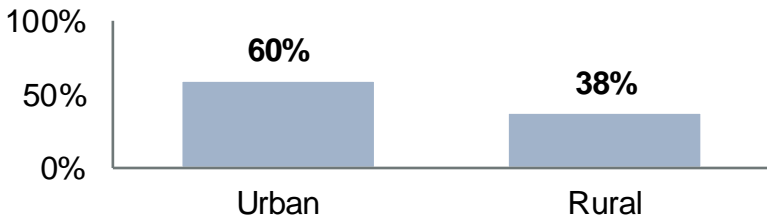


n = 2,319 U.S. consumers

Source: 2020 Gartner Consumer Brand Engagement and Sentiment Survey

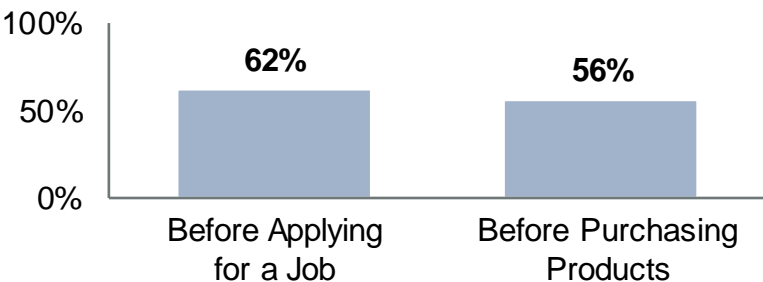
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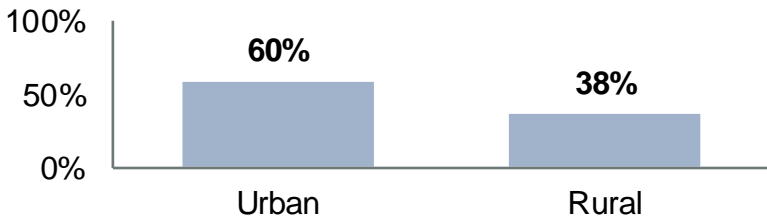
Percent of Audiences Who Check Whether a Company Supports Causes They Care About



n = 3,000 audience members  
Source: 2021 Gartner Corporate Social Impact Survey  
Note: Chart shows respondents who at least somewhat agree.

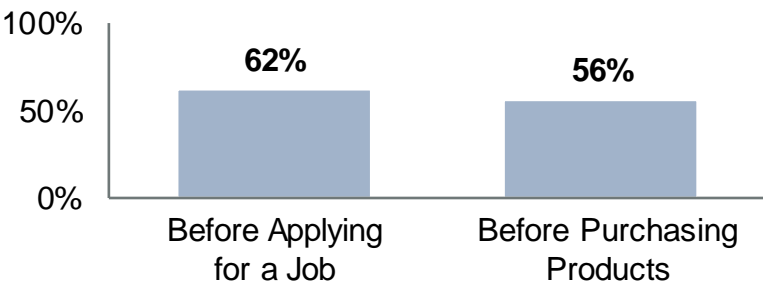
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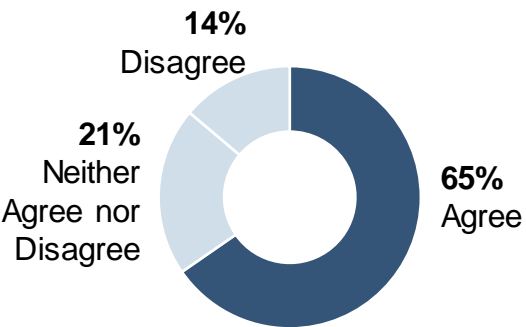
n = 2,319 U.S. consumers  
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Note: Chart shows respondents who at least somewhat agree.

Q: “Compared to 5 Years Ago, I am More Willing to Boycott Companies That Don’t Do Social Good”



n = 3,000 audience members  
Source: 2021 Gartner Corporate Social Impact Survey

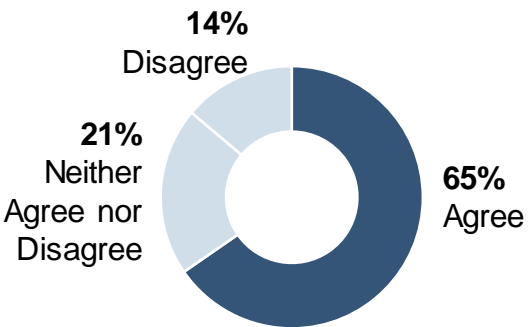
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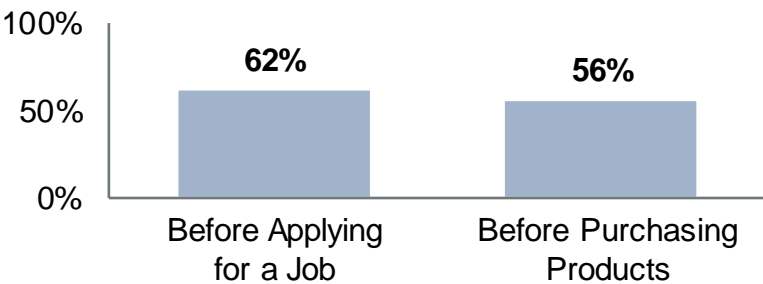
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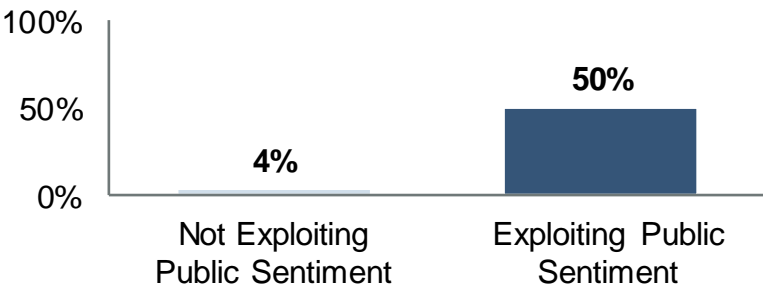
n = 3,000 audience members  
Source: 2021 Gartner Corporate Social Impact Survey

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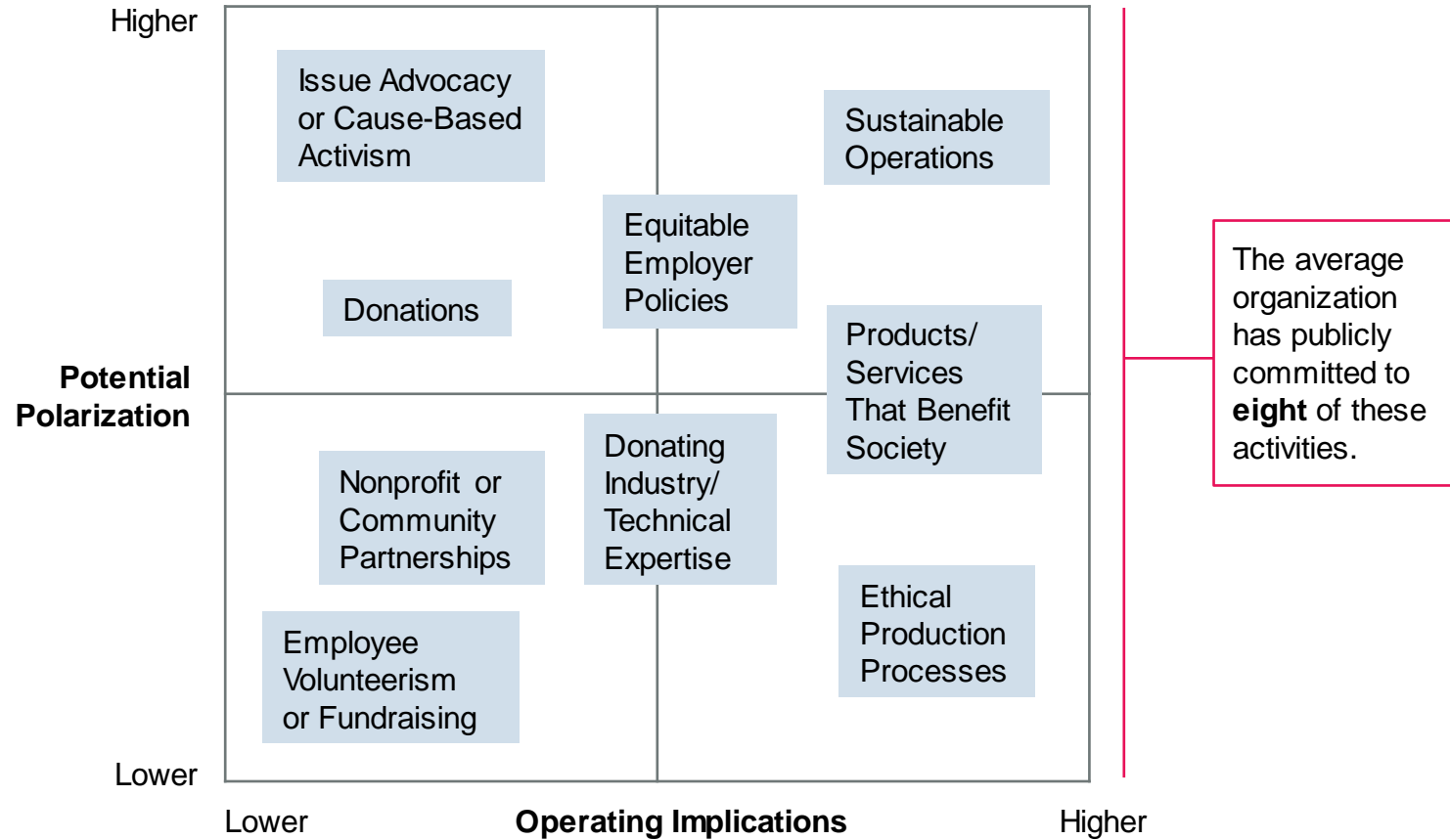
Percent of Audiences Who Engage in Anti-Advocacy and Boycotts  
*By Perception of Company Exploiting Public Sentiment*



n = 1,362 audience members  
Source: 2021 Gartner Corporate Social Impact Survey  
Note: Percentages show respondents in top quartile of Opposition.

# Many Forms of Proactive Social Impact

## Dimensions of Common Corporate Social Impact Activities



⊗ **Out of Scope for Today:** Reacting to current events or audience criticism.

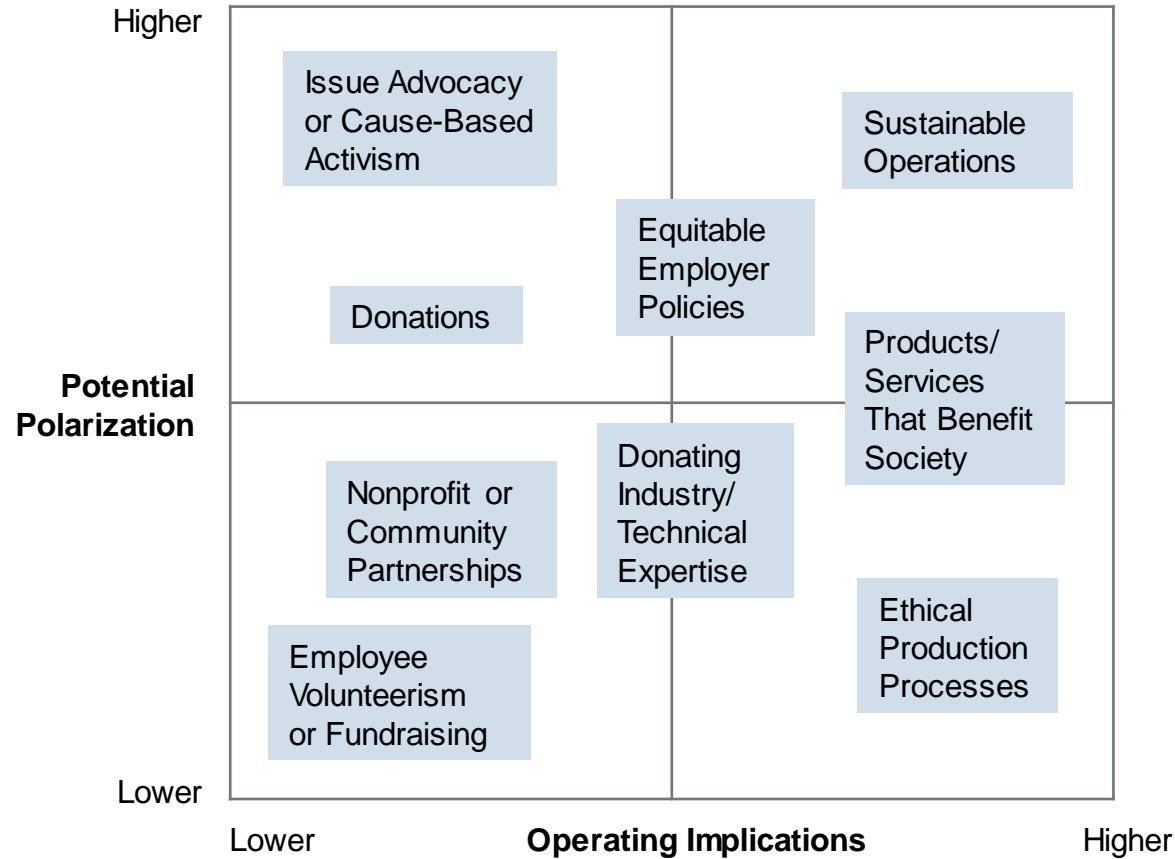
n = 52 corporate websites and social media feeds

Source: Gartner analysis of social impact activities on corporate websites and social media feeds (2021)



# Many Forms of Proactive Social Impact

Dimensions of Common Corporate Social Impact Activities



**Reflection Prompt:** What are is your top focus area?

# Connecting With Important Audiences

How Social Impact Activities Connect Audiences to the Organization

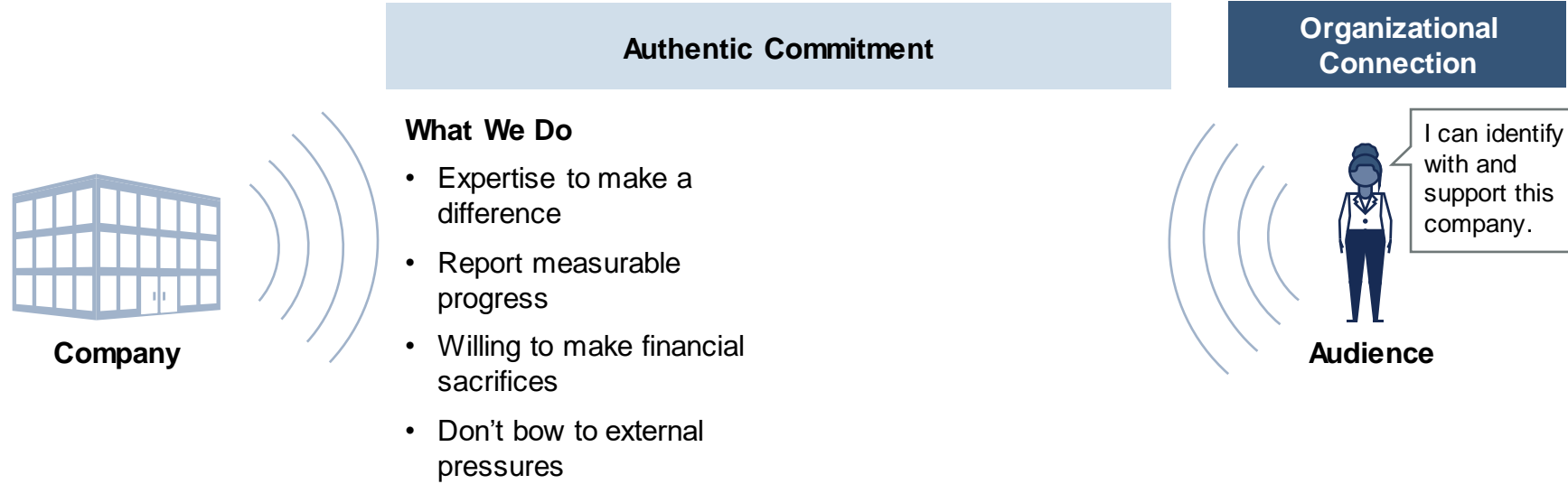


**Organizational Connection:** when the audience identifies with a company, feels a personal connection, thinks of the company as part of who they are, and shares in its successes.

Source: Gartner

# Connecting With Important Audiences

How Social Impact Activities Connect Audiences to the Organization



Source: Gartner

# Connecting With Important Audiences

How Social Impact Activities Connect Audiences to the Organization



Source: Gartner

# Connecting With Important Audiences

How Social Impact Activities Connect Audiences to the Organization



## Representative Quotes from Communicators

"We need to **walk the talk**. You're very susceptible to cancel culture if you look like you are just being performative."

Leader, Services

"It's about proactively telling your positive story **authentically, transparently, and correctly** – so that if a negative event happens you have goodwill."

Director, Defense

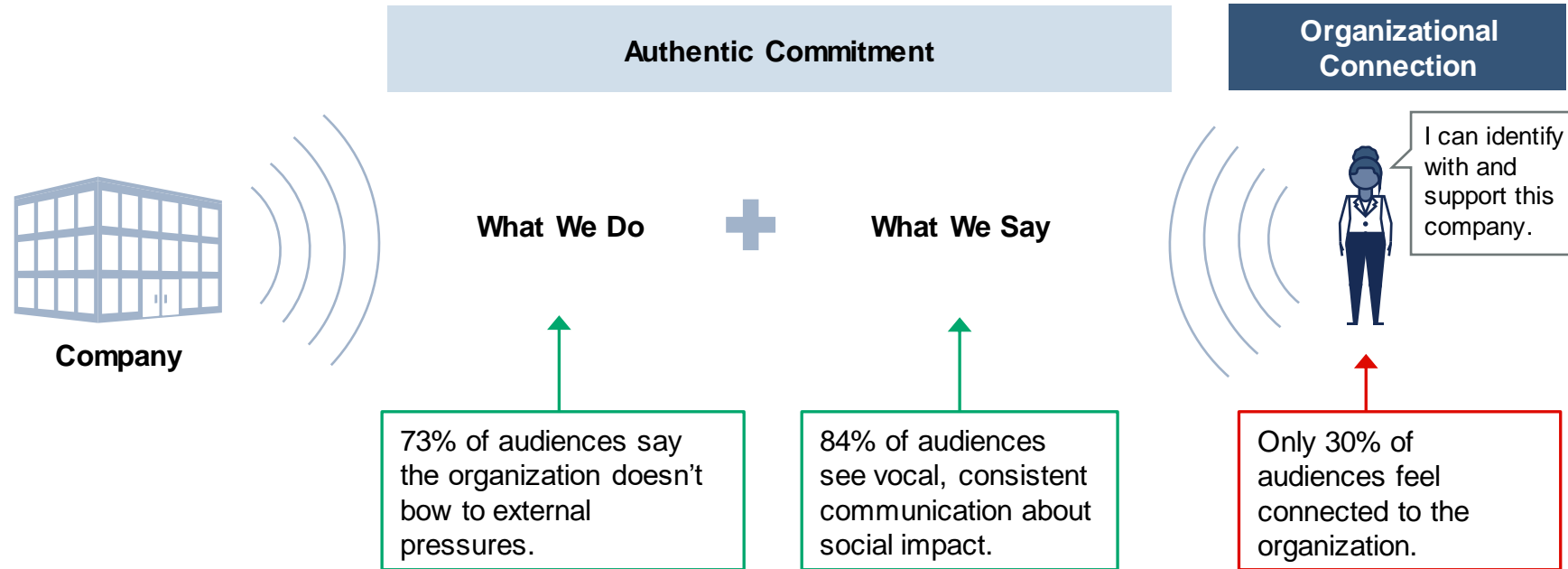
"There are shorter term rewards, like talent attraction. But this is really about **connecting with audiences** for long-term health."

Director, Banking

Source: Gartner

# Connecting With Important Audiences

Prevalence of Authentic Commitment Indicators and Organizational Connection



n = 3,000 audience members  
Source: 2021 Gartner Corporate Social Impact Survey

# Our Research Process

## Research Approach

### Key Question:

What kind of social impact communication connects with audiences and generates supportive behaviors?



#### Literature Review

Synthesis of research on social impact and audience identification and commitment to organizations.



#### Qualitative Research

- Deep-dive qualitative interviews with 50+ communicators.
- Analysis of 52 corporate websites and social media feeds.



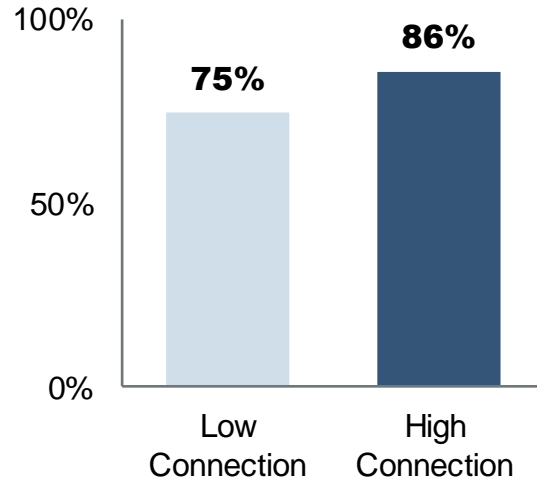
#### Quantitative Survey

Global survey of 3,000 B2B and B2C customers, employees, and community activists about a specific company's social impact activities.

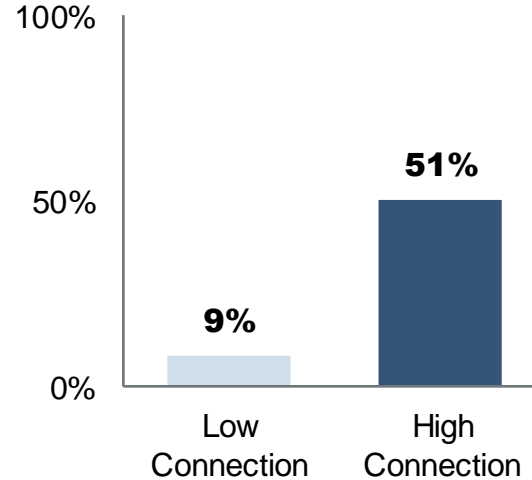
Source: Gartner

# Organizational Connection Builds Loyalty and Advocacy

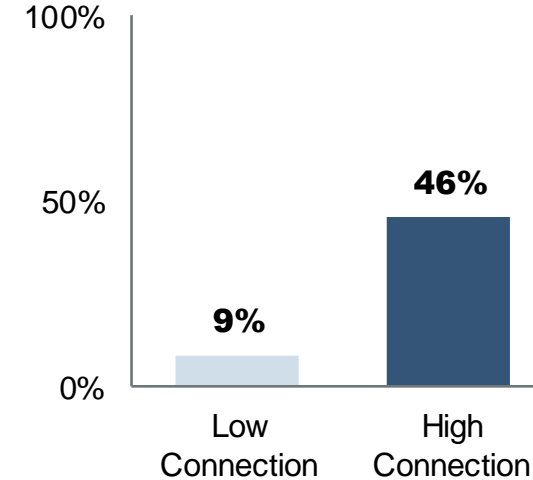
Customers' Purchase Likelihood  
*By Level of Connection*



Employees' Intent to Stay  
*By Level of Connection*



Audiences' Advocacy  
*By Level of Connection*



n = 739 customers; 319 employees; 1,389 audience members

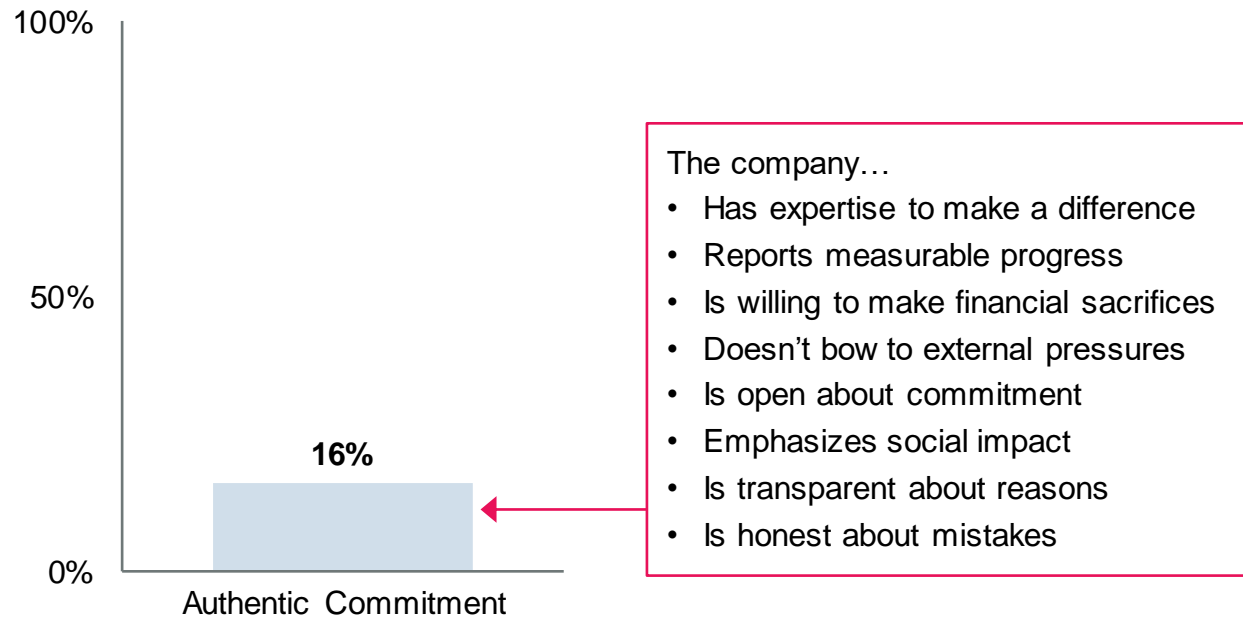
Source: 2021 Gartner Corporate Social Impact Survey

Note: Percentages represent the proportion of respondents scoring in the top and bottom quartile of the organizational connection index who reported completing a purchase from the company (left chart), or who also scored in the top quartile of intent to stay (middle chart) or behavioral advocacy (right chart).



# Authentic Commitment Matters

## Impact on Organizational Connection



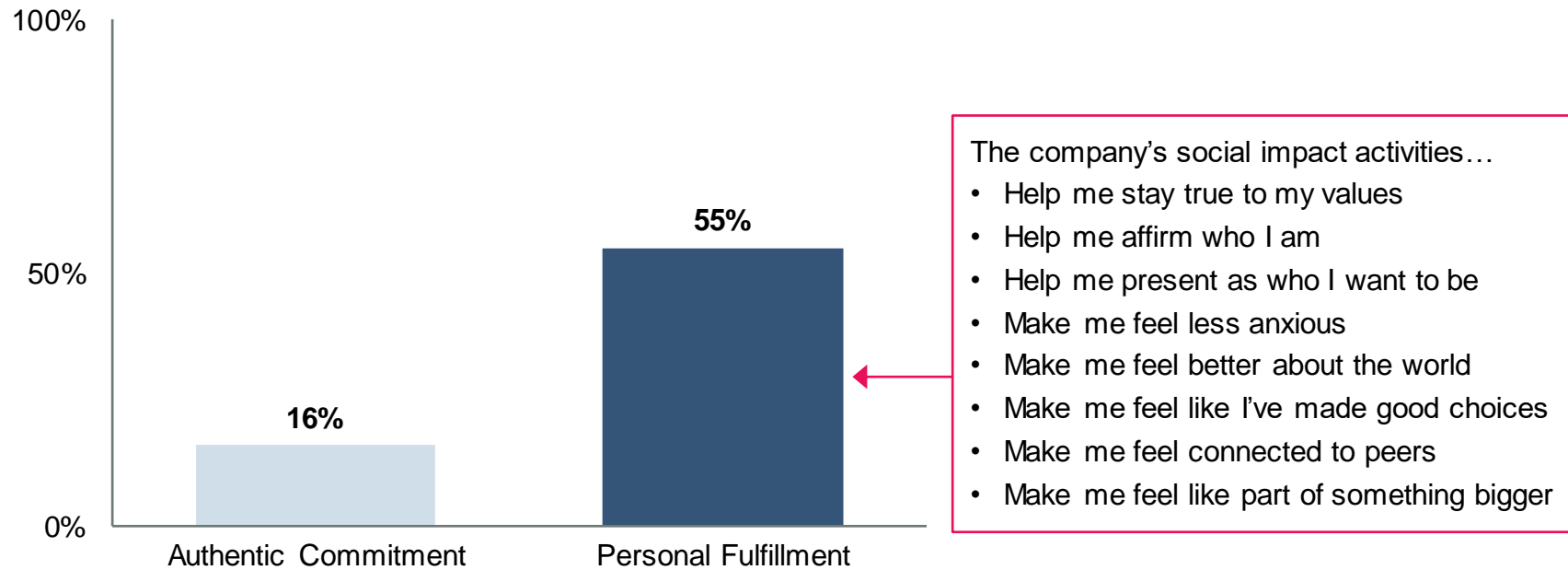
n = 3,000 audience members

Source: 2021 Gartner Corporate Social Impact Survey

Note: Multiple regression model with controls for respondent age, gender, region, education, income, employment, prosocial attitudes, stakeholder group membership, perceived consistency of the company's position, perceived favorability of the company's actions, and product value. Bars represent proportion of variance explained and do not total to 100% due to additional variance attributed to control variables.

# Personal Fulfillment Matters More

## Impact on Organizational Connection



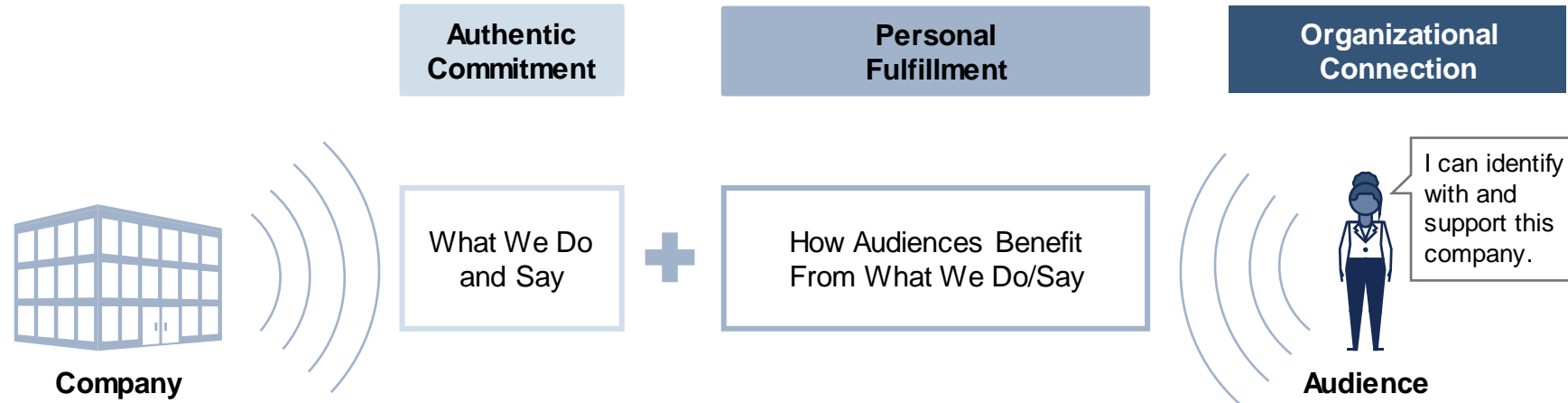
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Source: 2021 Gartner Corporate Social Impact Survey

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# Connecting With Important Audiences

How Social Impact Activities Connect Audiences to the Organization



Source: Gartner



**Reflection Prompt:** Why do you think personal fulfillment has greater impact than authentic commitment?

# Authentic Commitment in Action

Authentic Commitment Approach

*Volvo's Sustainability Microsite*



Source: Adapted from Volvo

(<https://www.volvocars.com/us/v/sustainability/the-ultimate-safety-test>)

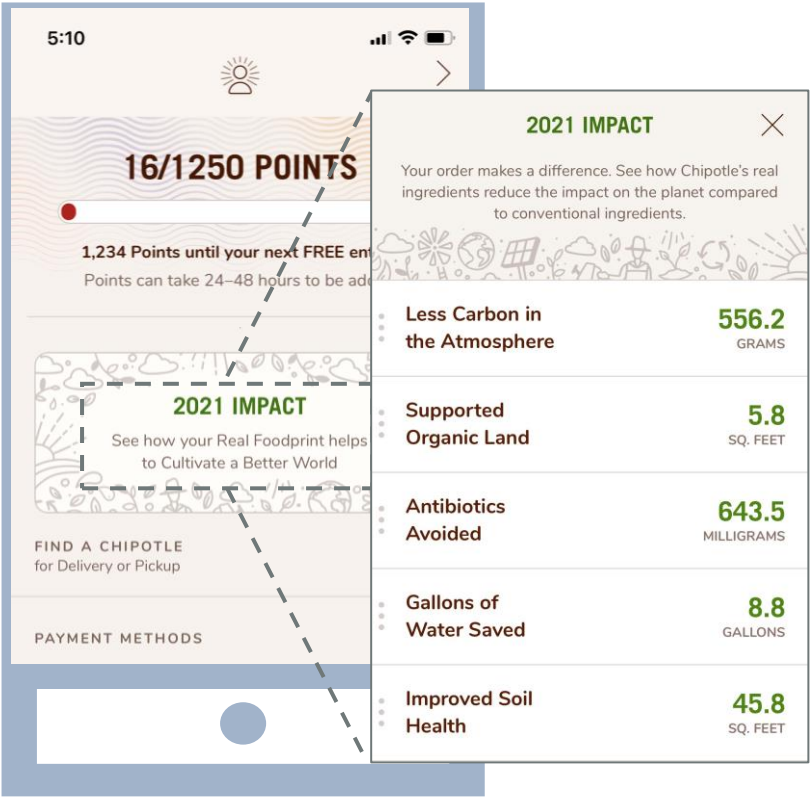
# Side by Side Comparison

Authentic Commitment Approach  
*Volvo's Sustainability Microsite*



Source: Adapted from Volvo  
(<https://www.volvocars.com/us/v/sustainability/the-ultimate-safety-test>)

Personal Fulfillment Approach  
*Chipotle's Carbon Footprint Reduction Calculator*

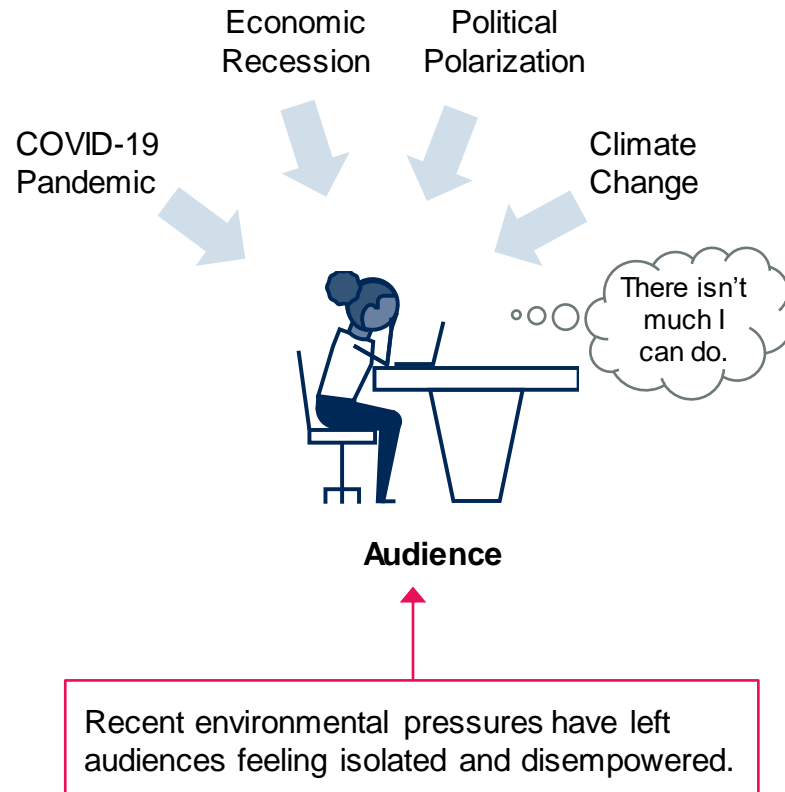


Source: Adapted from Chipotle

**Reflection Prompt:** What do you like about these two examples?

# The Power of Transferring Credit for Social Impact

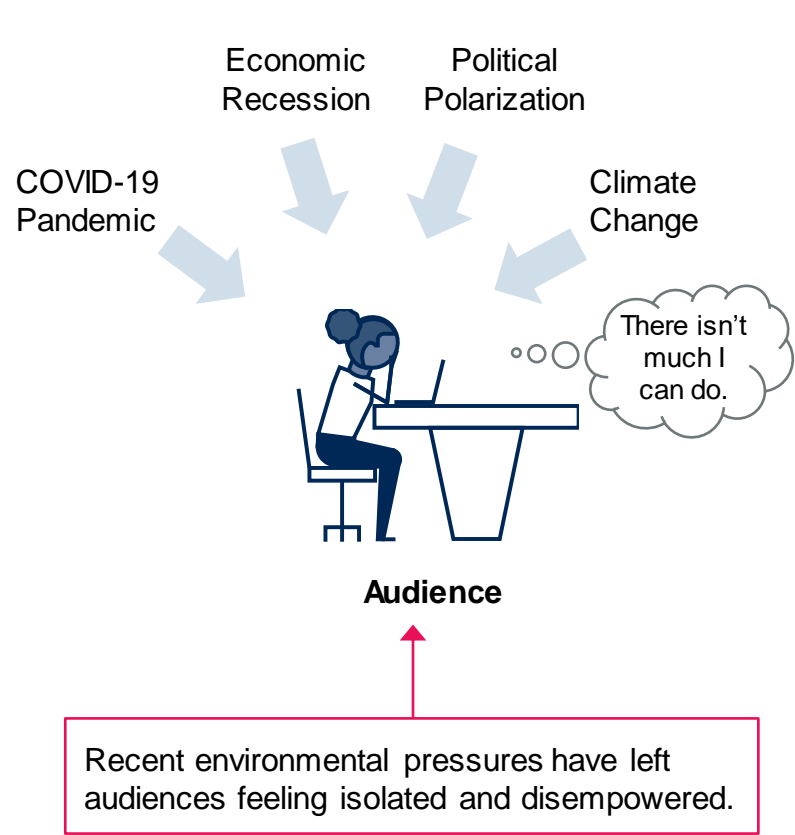
Environmental Pressures Contributing to Audience Guilt and Powerlessness



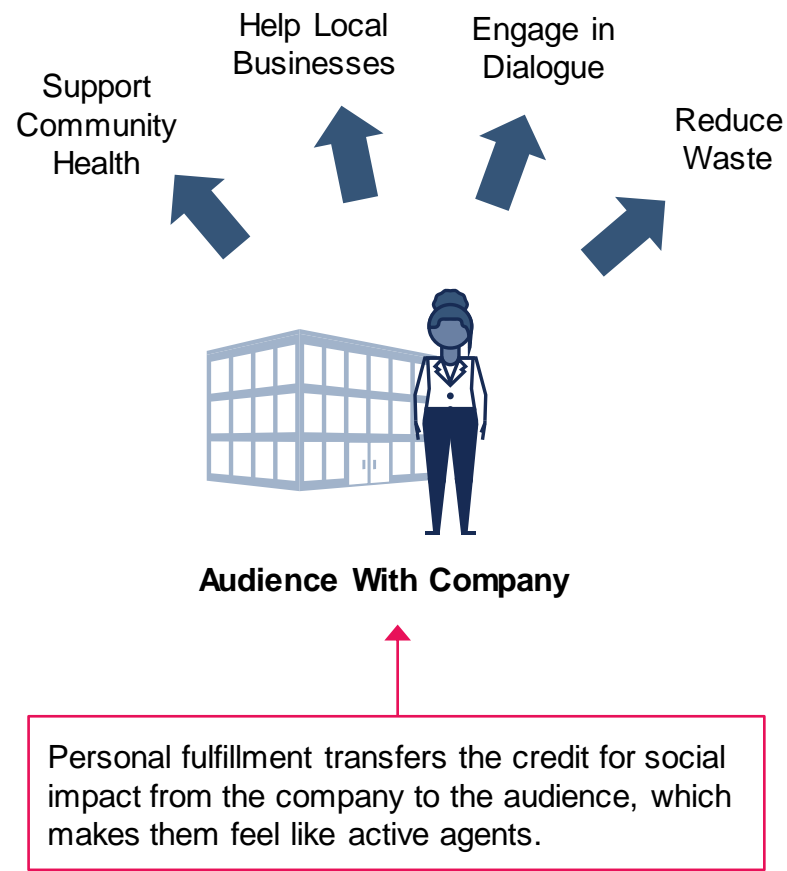
Source: Gartner

# The Power of Transferring Credit for Social Impact

Environmental Pressures Contributing to Audience Guilt and Powerlessness



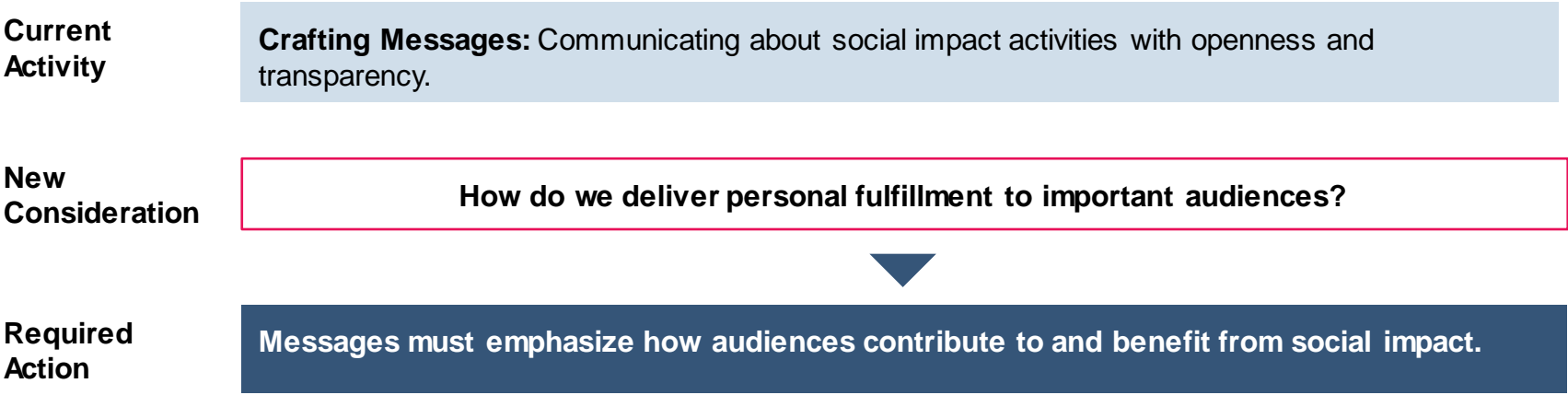
Social Impact Activities That Create Personal Fulfillment



Source: Gartner

# Implications for Messaging

Required Action to Take a Personal Fulfillment Approach to Messaging

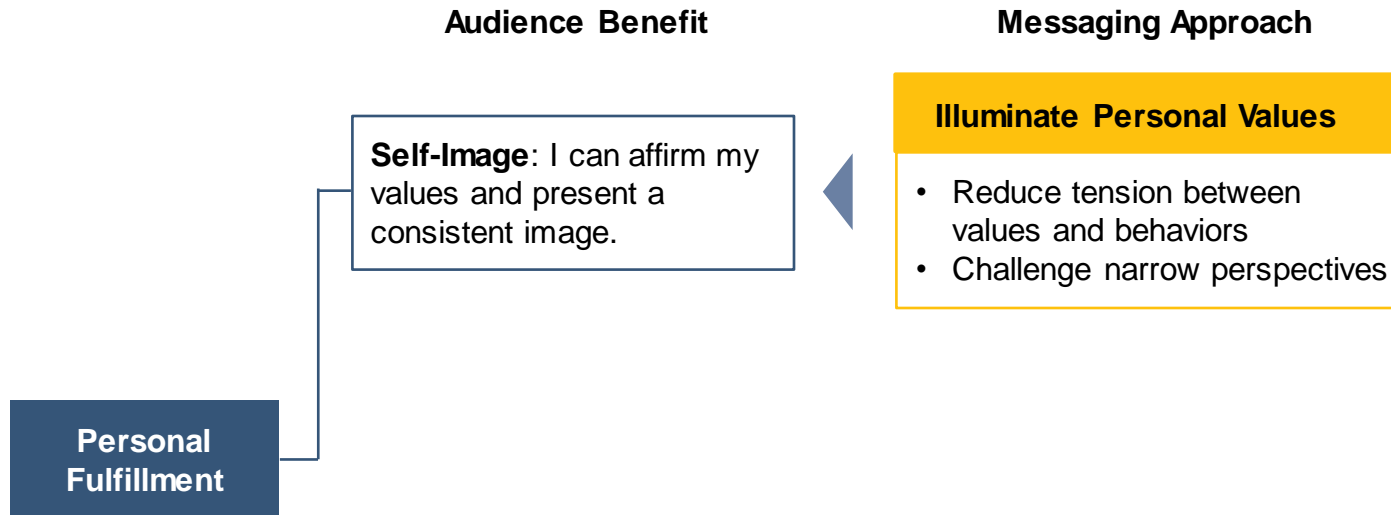


Source: Gartner



# Critical Components of Personal Fulfillment

Specific Audience Benefits With Corresponding Messaging Approaches

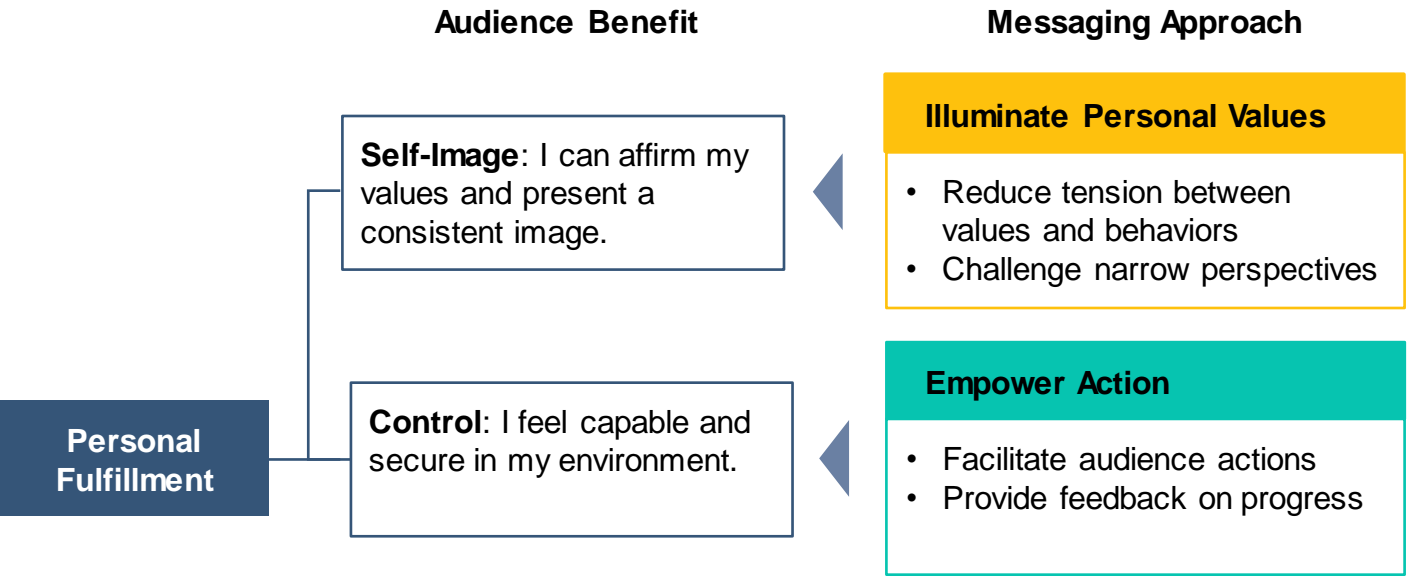


n = 52 corporate websites and social media feeds

Source: Gartner analysis of social impact activities on corporate websites and social media feeds (2021)

# Critical Components of Personal Fulfillment

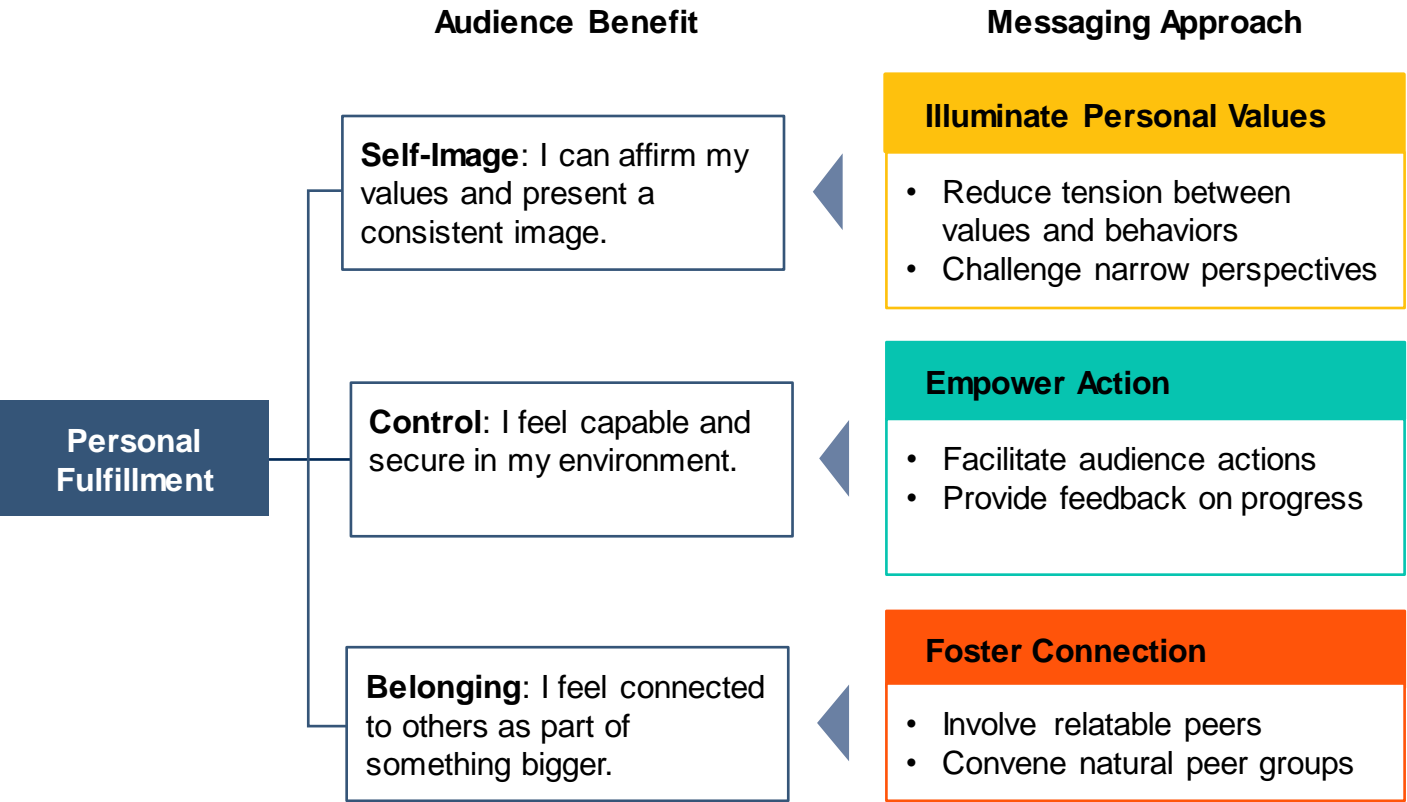
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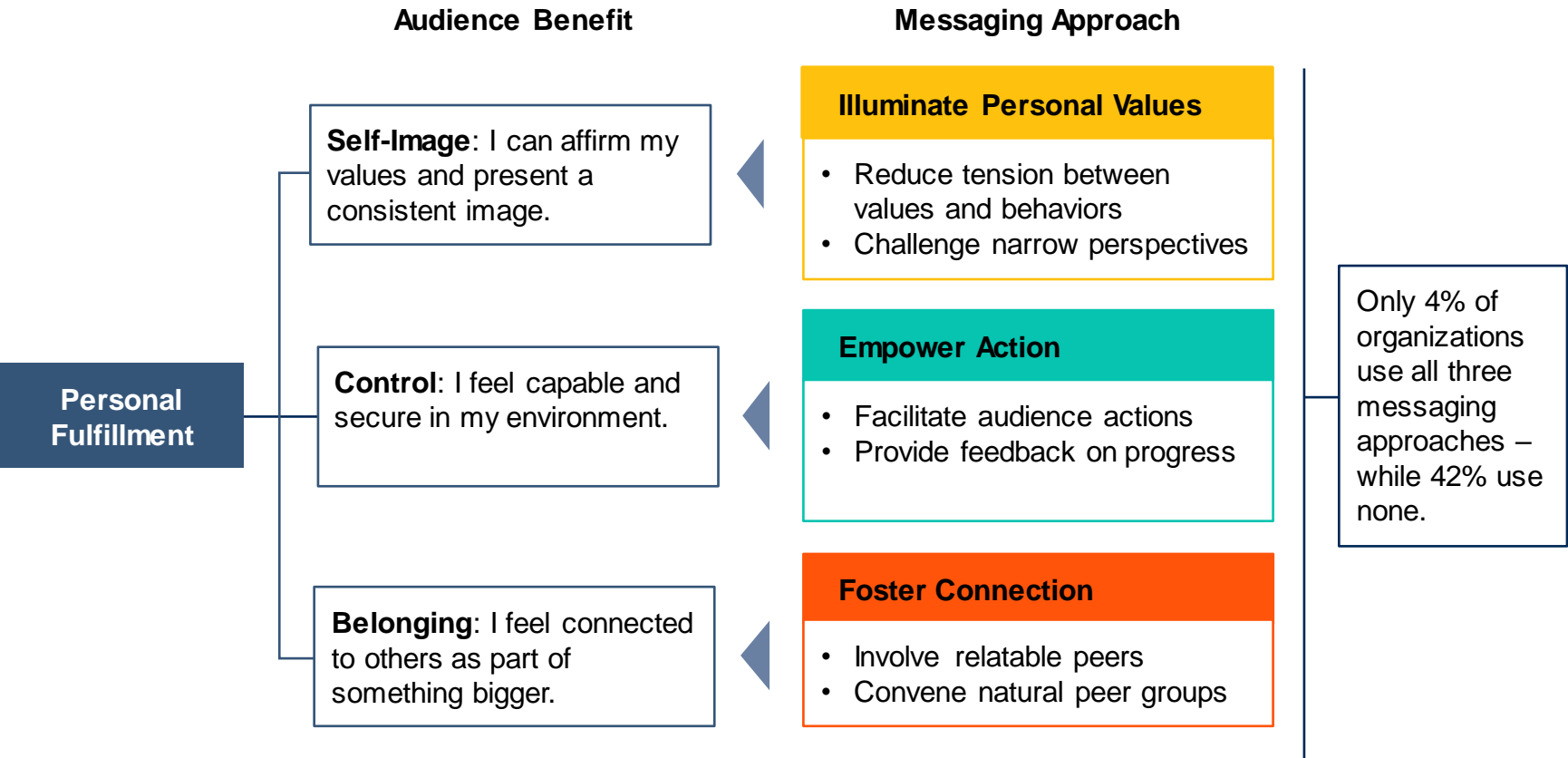
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# Critical Components of Personal Fulfillment

Specific Audience Benefits With Corresponding Messaging Approaches



n = 52 corporate websites and social media feeds  
Source: Gartner analysis of social impact activities on corporate websites and social media feeds (2021)

**Reflection Prompt:** Which of these approaches do you think would work best for you?

## National Grid: Emphasize Values Alignment

**Social Impact:** “Bring Energy to Life,” by supporting and driving the transition to renewables.

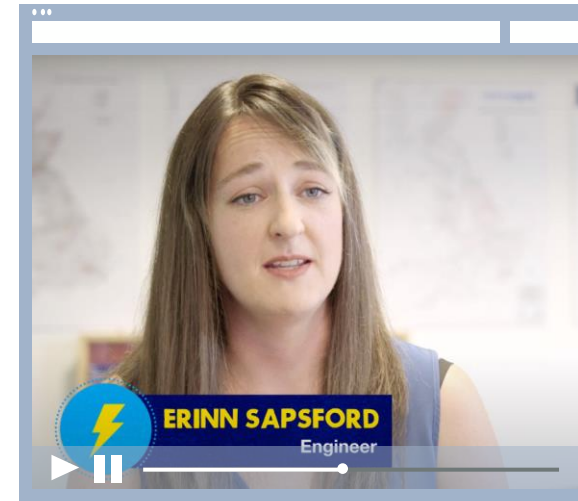
**Observed Approach:** Reduce perceived tensions between the audience’s sustainability values and a desired behavior.

### National Grid’s Talent Attraction Campaign

*Video Stills From “The Job that Can’t Wait”*



“If you’re looking for a career with purpose that will help the country tackle climate change, join us to do The Job That Can’t Wait.”



“I’m proud to work for a company that’s invested a significant amount of money – and we’re talking about billions of pounds, connecting us – to allow us to exchange clean energy between different countries.”

Source: Adapted from National Grid (<https://careers.nationalgrid.com/job-cant-wait>)

## Genetec: Challenge Simplistic Narratives

**Social Impact:** “Protect the Everyday” through community-driven solutions that enhance public safety, including a social justice stance in relation to police reform.

**Observed Approach:** Challenge audiences to engage with nuanced perspectives on a complex issue.

### Engage: A Genetec Podcast Episode on Police Reform



Source: Adapted from Genetec  
(<https://open.spotify.com/episode/24jr0EFudmgPZX8Mk8XgGi>)

“This ‘defunding’ question should push us collectively to do some hard thinking about how we want to use criminal law enforcement to deal with behavior like addiction, mental illness, homelessness.”

Laurie O. Robinson,  
Professor of  
Criminology, Law and  
Society

“We draw this distinction between a ‘warrior’ officer approach or a ‘guardian’ officer approach, but that’s not a dichotomy, it’s really not an either/or... If that’s all an officer is capable of being, then they aren’t very good officers.”

Seth Stoughton, Former  
Police Officer and Law  
Professor

# Knorr: Personalize Action Steps

**Social Impact:** Increase access to varied and plant-based foods that are nutritious and environmentally friendly.  
**Observed Approach:** Customize action steps so that they are relevant and practical for target audiences' context.

## Knorr's Educational Resources

How we make a little big difference:

Farming for more flavour and less water

Protecting crops the natural way

How you can make a little big difference:

15 planet-friendly recipes to cook tonight

Meat-free dinners make a difference

Source: Adapted from Knorr  
(<https://www.knorr.com/uk/our-purpose.html>)

## Cooking Style Quiz and Recipe Recommendations

What best describes your skills in the kitchen?

I'm a really confident chef

I've got the basics down, but could use some inspiration

I look for quick & easy solutions

I prefer takeout

Hey There, Aspiring Foodie

RECIPES

PREP 5-10 MIN COOK 15-20 MIN

Let's get cooking

You've got what it takes to whip up something wonderful. We've selected a few family favorites just for you.

Chicken & Garden Vegetables

Beefy Black Beans & Rice

Source: Adapted from Knorr  
(<https://www.knorr.com/us/en/find-your-cooking-style.html>)

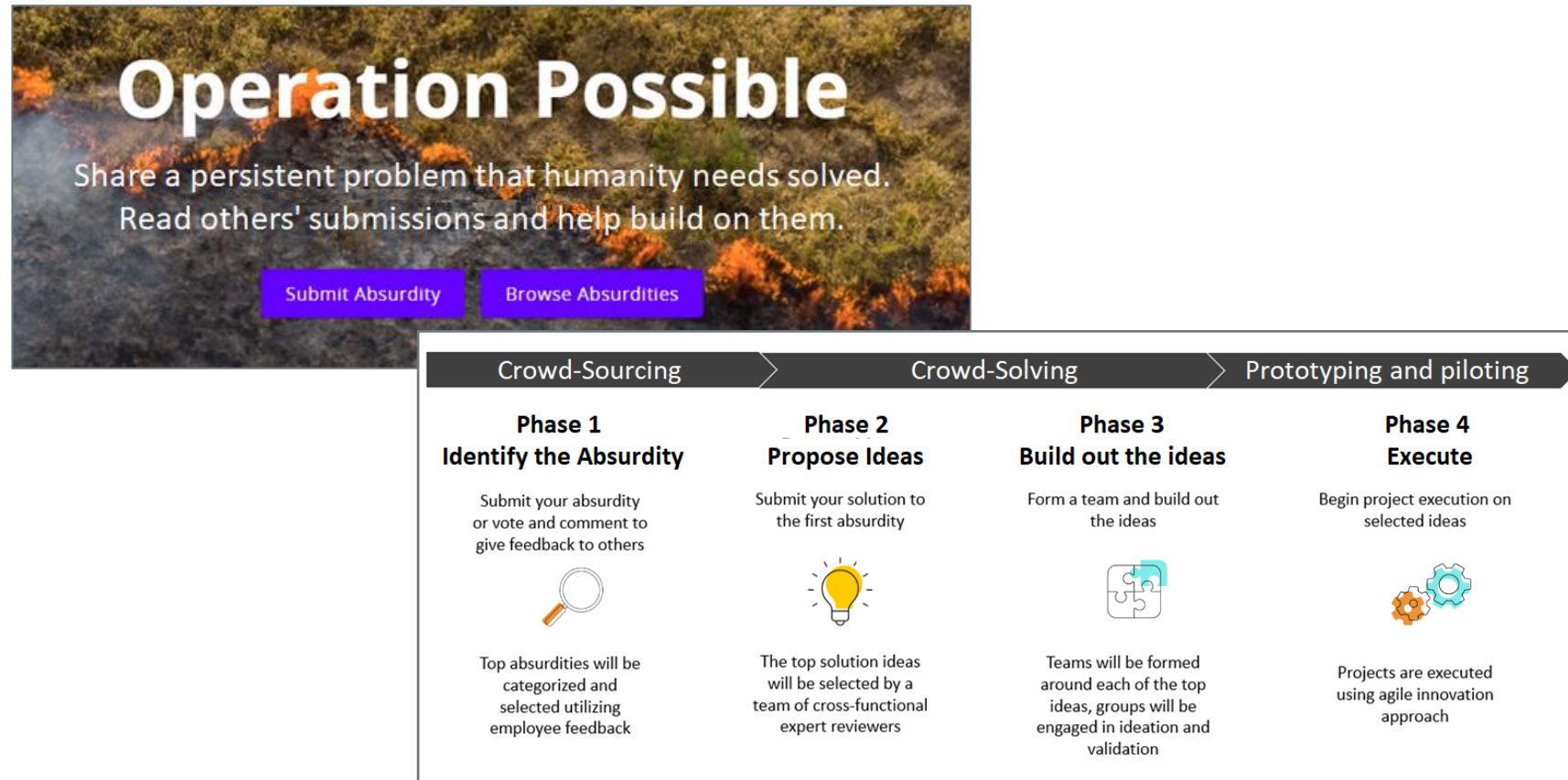


# Trane Technologies: Crowdsolve and Solve Challenges

**Social Impact:** “Redefining what’s possible,” through engagement in human and environmental impact activities.

**Observed Approach:** Crowdsolve social impact ideas and action steps from the target audience.

## Trane Technologies’ “Operation Possible” Program Overview



Source: Adapted from Trane Technologies

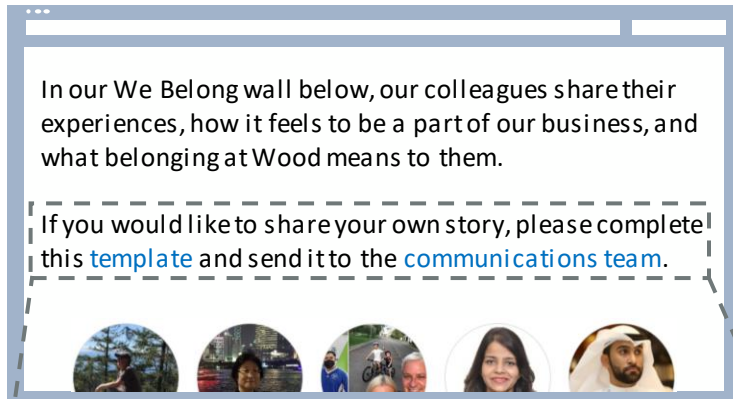


## Wood: Co-Create Content With Audiences

**Social Impact:** Find bold solutions to pressing issues by recognizing and welcoming diversity of thought.

**Observed Approach:** Co-create content with individuals who are personally impacted by ethnic & racial discrimination.

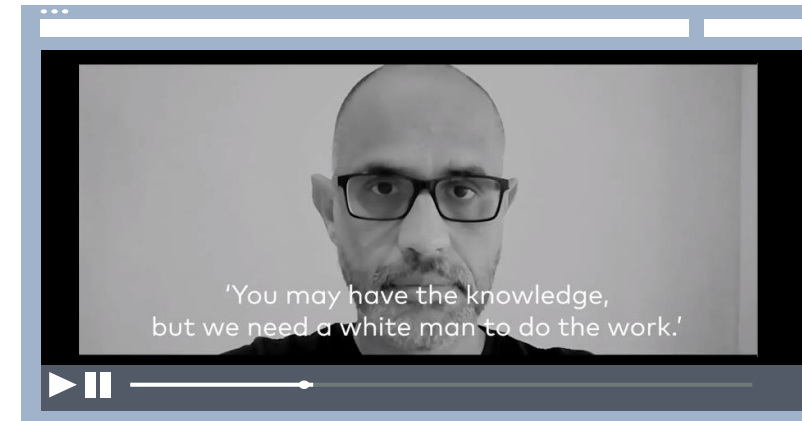
### “We Belong Wall” and Story Submission Template



#### We Belong Story Submission Template

1. What does inclusion and belonging at Wood mean to you?
2. Has there been a time in your life when you have not felt included?
3. What actions do you take to make others feel included at Wood?
4. What do you need from colleagues/allies? How can teammates support you to be your best?

### Black History Month Campaign Video



Source: Adapted from Wood  
 ([https://www.linkedin.com/posts/woodplc\\_teamwood-activity-6772150520711847936-TwOV/](https://www.linkedin.com/posts/woodplc_teamwood-activity-6772150520711847936-TwOV/))

wood.

# Patagonia: Connect Like-Minded Peers

**Social Impact:** Focus on sustainability efforts and environmental activism.

**Observed Approach:** Connect community members with similar interests and environmental goals.

## Patagonia's Action Works Program

### Connect with Environmental Groups

We're connecting individuals with Patagonia grantees, to take action on the most pressing issues facing the world today. Patagonia Action Works helps you discover events, petitions and skilled volunteering opportunities in your backyard and donate money to local causes. [Act Now](#)

Source: Adapted from Patagonia  
(<https://www.patagonia.com/activism>)

## Patagonia's Action Works "Explore" Page

### The Issues

These are the categories of grants we support. Which issues would you like to get involved with?

All Issues
Biodiversity
Climate
Communities
Land
Water

### Environmental groups nearby

Washington, DC

**Power Shift Network**

Power Shift Network works to mobilize the collective power of young people to...

[View & Support](#)

WASHINGTON, DC

**Green America**

Green America seeks to create a socially just and environmentally...

[View & Support](#)

Source: Adapted from Patagonia  
(<https://www.patagonia.com/actionworks/#!/explore/home>)

## Key Takeaway for the Day

Move beyond demonstrating authentic commitment to provide **personal fulfillment** through your social impact activities.



**Reflection Prompt:** What is your key takeaway, and what is the first step you plan to take coming out of this session?

# Ask your questions



The screenshot shows a web interface for asking questions. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border and an orange arrow points to it from the left. Below the tabs is a large text input area with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and an orange arrow points to it from the left.

Ask a question

Attachments

Rate this

Details

Ask a question

Type your question here...

Send Question

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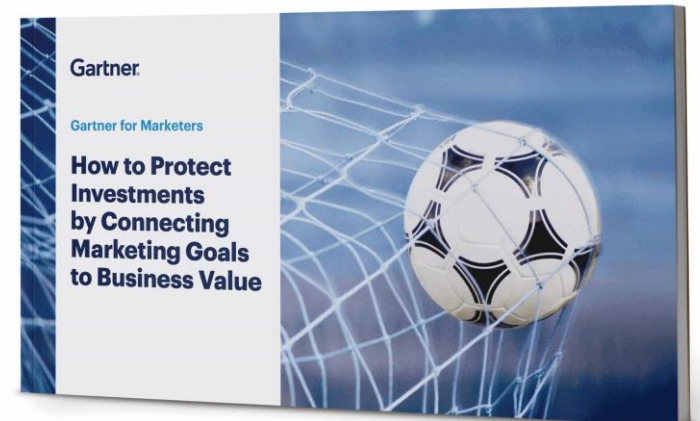
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