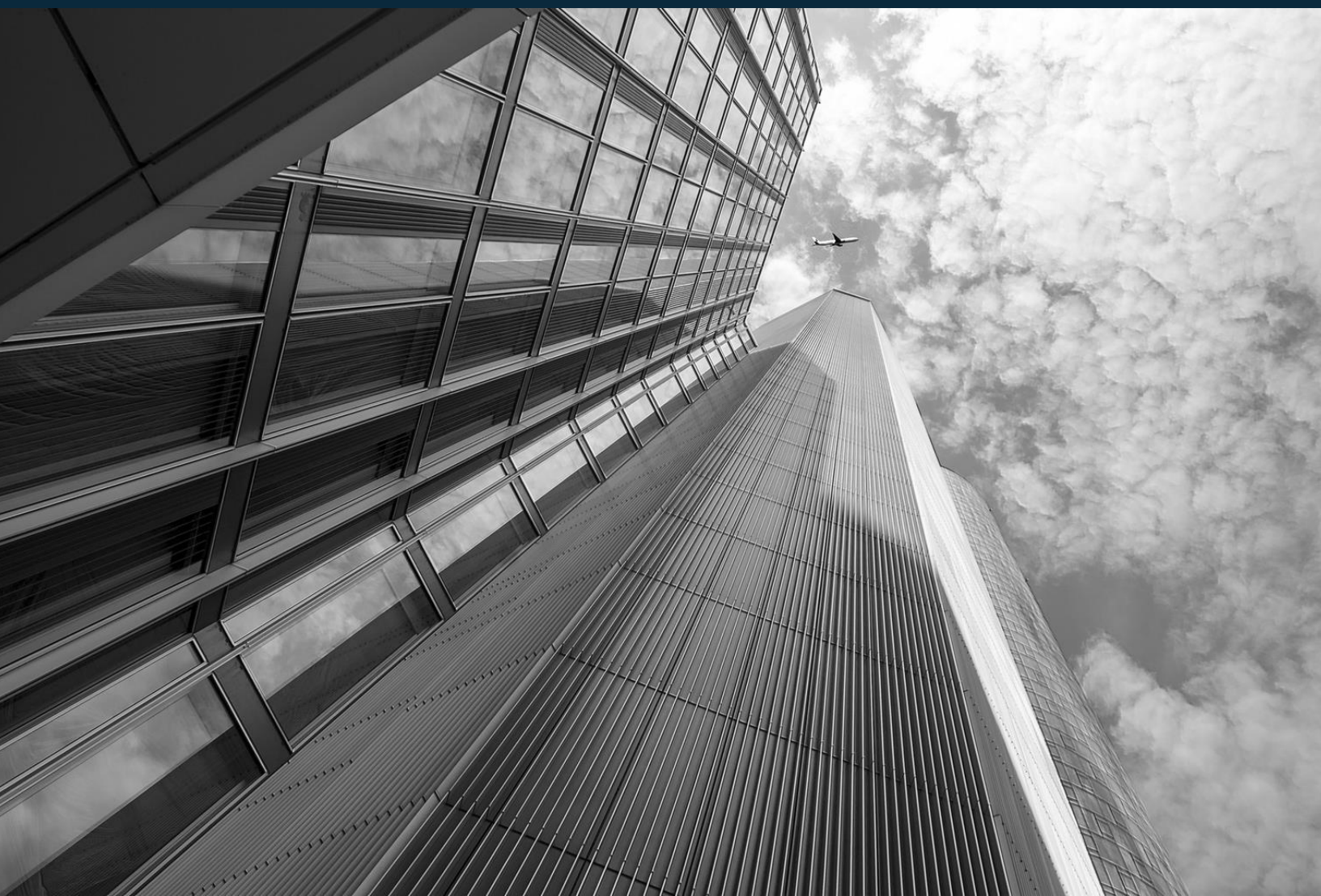


PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in June 2025



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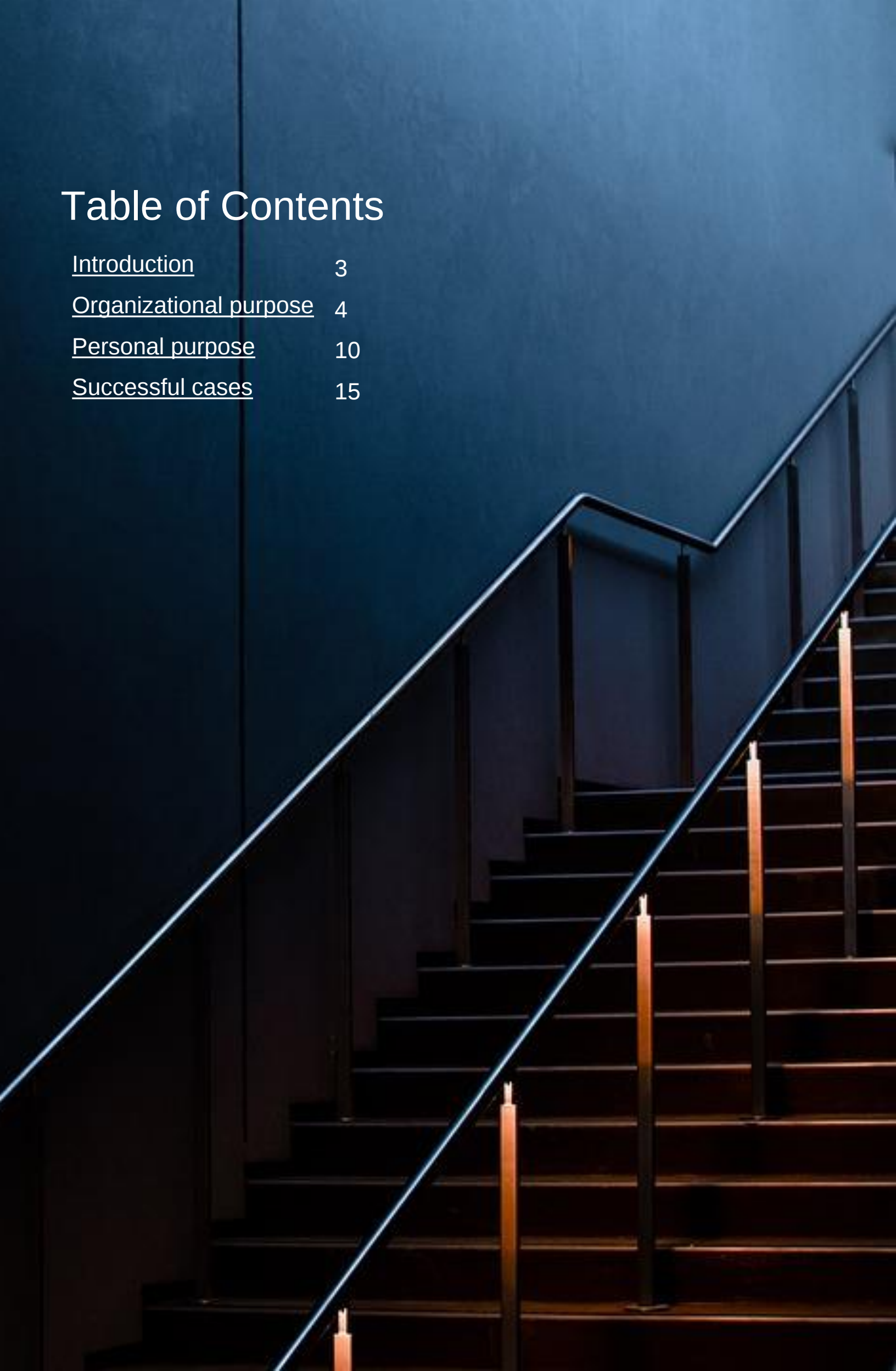
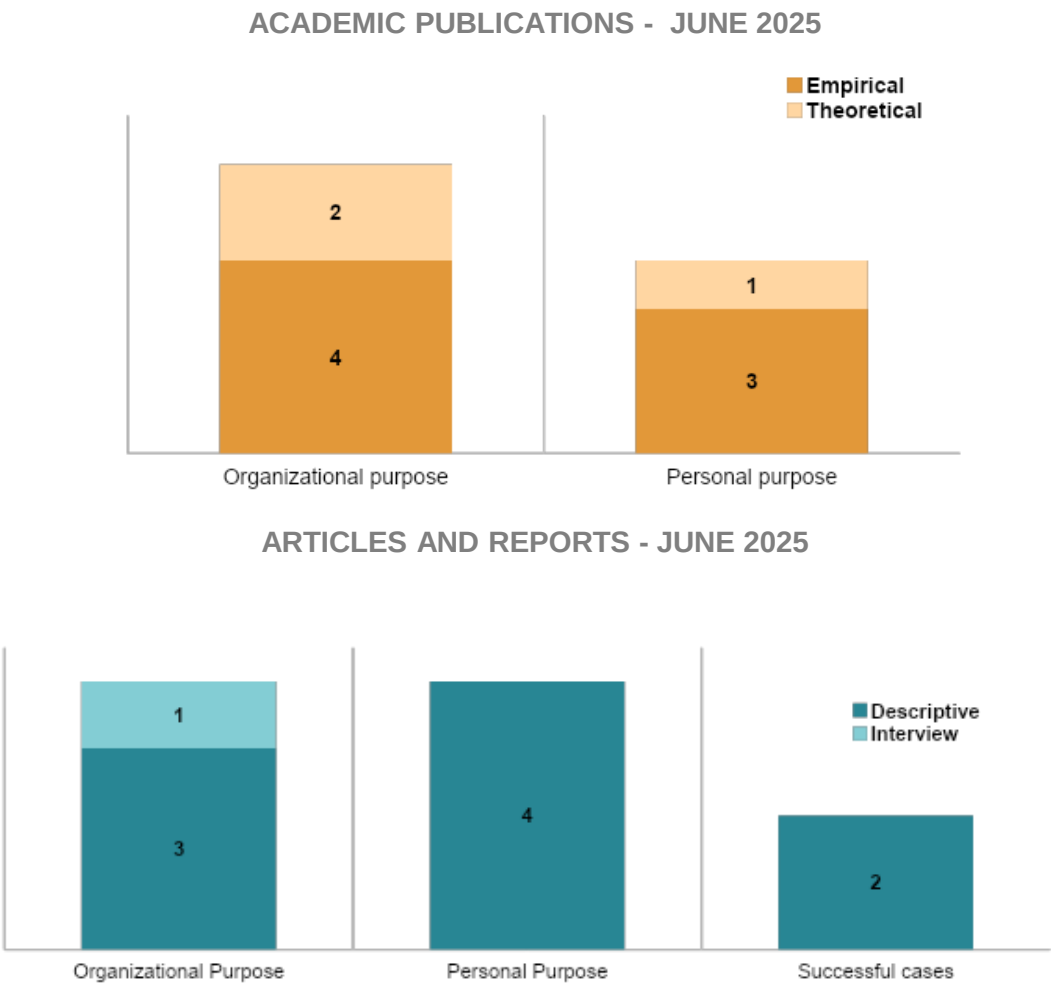
A modern staircase with a dark blue wall and a metal railing, illuminated by warm, glowing lights. The stairs are made of dark wood or metal, and the railing is a sleek, dark metal. The background is a solid dark blue wall. The lighting is warm and comes from small, vertical, glowing elements that look like candles or small lamps, creating a dramatic and modern atmosphere.

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INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in June 2025. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles and reports. We selected relevant publications about organizational purpose and personal purpose. Also, we include successful cases that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.



Academic literature on organizational purpose converge on the idea that purpose enhances employee engagement, team commitment, and innovation—particularly when authentically practiced and aligned with strategy, leadership, and customer expectations. The rise of Chief Purpose Officers exemplifies this strategic embedding. Articles reinforce these insights, urging companies to operationalize purpose through leadership behavior, tech decisions aligned with values, and culture-building. Together, they reveal that lived, authentic purpose is no longer optional—it's foundational to organizational resilience, retention, and stakeholder trust.

The research about personal purpose highlights that meaningful work, spiritual alignment, and purpose-driven entrepreneurship foster well-being and innovation. Technologies like telepresence robots can enable or hinder this, depending on how organizations support their use. Articles echo the growing demand for purpose in work: employees are drawn to roles with meaning, expect leaders to model purpose, and disengage in its absence. Both streams show that when personal purpose aligns with organizational structures, individuals thrive—and so do the businesses they serve.

Finally, successful cases illustrate two high-profile initiatives that exemplify purpose in action: DLF's new global strategy centers purpose across people, markets, and operations, while Land Rover's Defender Trophy blends adventure with conservation, promoting environmental responsibility. Though lacking direct academic counterparts, these cases reflect principles from purpose research—like embedding values into strategy and connecting organizational identity to societal impact. They illustrate how purpose can serve as both a strategic compass and a cultural differentiator, delivering not just profits, but long-term relevance and trust.

Academic publications (6)

Practice the purpose preach! Experimental evidence on the effect of corporate purpose on workers’ willingness to go the extra mile

Long Range Planning, JCR Q1 [see online](#)

Abstract: Commercial organizations increasingly (re)define their reason for being in terms of a corporate purpose that reaches beyond profit maximization to create value by contributing to the welfare of society and planet. In that context, this paper employs a two-phase natural field experiment to explore whether, when and how a corporate purpose affects workers' willingness to complete extra work. The main findings show that receiving information about an organization's corporate purpose causes workers to complete more extra work. Workers whose personal preferences match with the organization's purpose are most responsive. However, in case an organization does not authentically practice its purpose preach a backfiring effect can occur. Furthermore, the findings show that the underlying mechanism is driven primarily by a change in workers perceived meaning of work. In a broader context, the findings – that workers are willing to go the extra mile when working for an organization with purpose – provide some empirical indications in support of the theoretically proposed business case of purpose.

“ If workers are willing to go the extra mile when working for an organization with purpose, especially if the organization practices the purpose preach and workers’ personal preferences match to the organization’s purpose. ”

Towards sustainable organizations through purpose-driven and customer-centric strategies

AMS Review, SJR Q2 [see online](#)

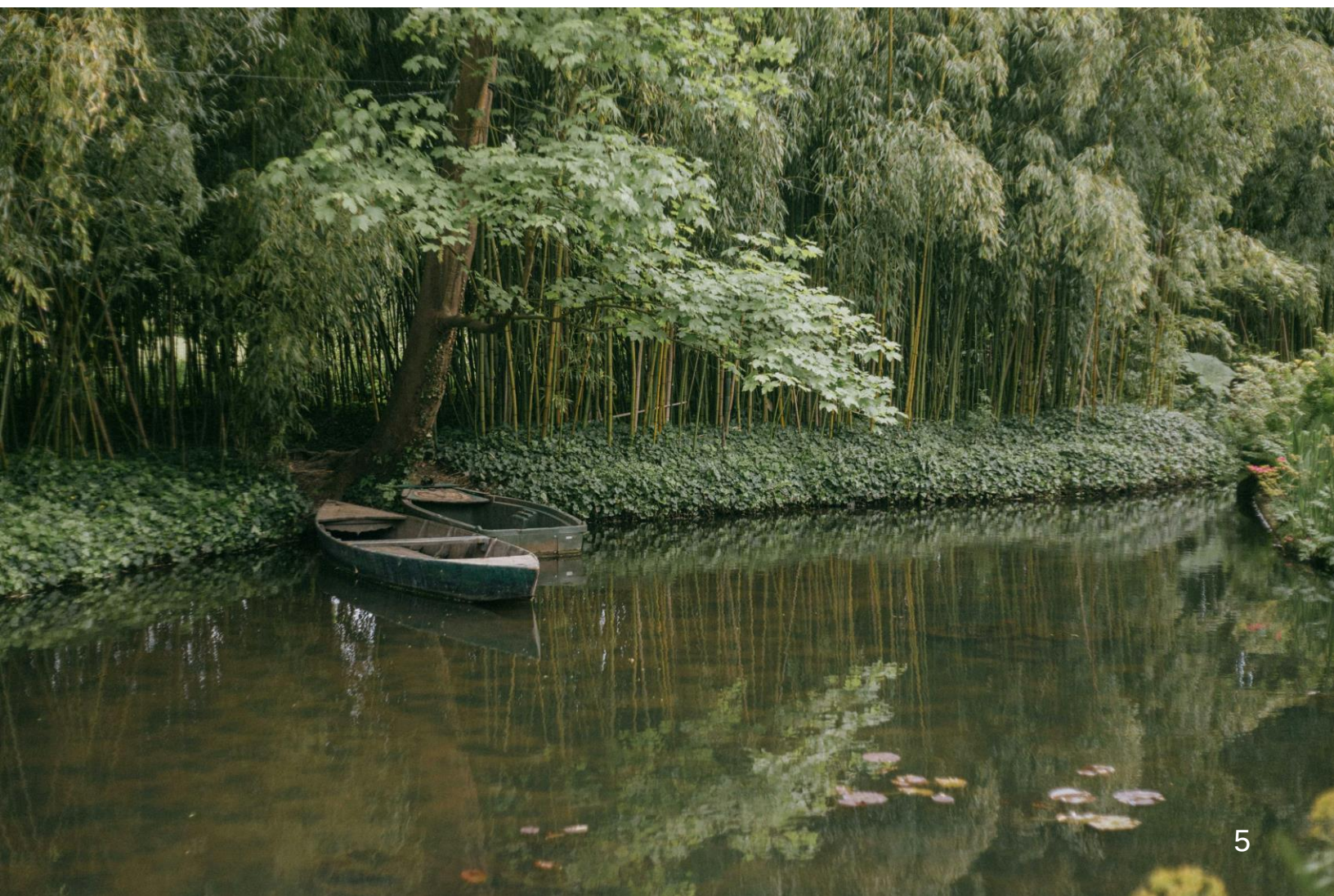
Abstract: This study addresses a critical gap in sustainability theories by examining how organizations can strategically achieve sustainability through the adoption of customer-centric and corporate purpose strategies, which are fundamental in marketing and corporate fields. Our approach is underpinned by a rigorous literature review that includes systematic methodology and thorough qualitative analysis, through which we meticulously analyzed 101 selected documents from an initial pool of 559. The findings reveal a discernible trend in the literature, highlighting the significance of customer-centricity and corporate purpose. Key relationships are identified, including their impact on customer preferences, corporate culture, values, organizational performance, and sustainability outcomes. While this research focuses on the integration of customer-centricity and corporate purpose, it calls for further exploration of additional dimensions and variables that influence their relationship with sustainability. This literature review breaks new ground by directly examining the interplay between customer-centricity and corporate purpose, which play pivotal roles in enhancing organizational sustainability. We offer actionable recommendations for organizations aiming to embrace customer-centricity while remaining steadfast in fulfilling their corporate purpose. These recommendations include establishing robust relationships with customers, aligning organizational values with customer expectations, and embedding sustainable practices into corporate strategies to enhance long-term sustainability. Building strong connections with customers, employees, and stakeholders is instrumental in achieving these sustainability objectives, thereby underscoring the pivotal roles of customer-centricity and corporate purpose in enhancing organizational sustainability.

Dynamic Strategifying: How do Chief Purpose Officers make purpose strategic and strategy purposeful?

Long Range Planning, JCR Q1 [see online](#)

Abstract: The increasing institutionalization of corporate purpose by appointing Chief Purpose Officers (CPOs) signifies a pivotal transition in corporate priorities, emphasizing the imperative of purpose-driven management. The literature highlights the crucial relationship between strategy and purpose, where strategy embeds purpose within organizational frameworks and purpose guides strategic decision-making. However, knowledge about practices that couple purpose and strategy is scarce. Primary research has not addressed elite strategists responsible for embedding purpose to examine their work through which purpose becomes strategic. Based on 44 in-depth interviews with CPOs from various industries, company sizes, and countries, our study is the first empirical investigation into the strategic practice of CPOs. Grounded in the Strategy-as-Practice tradition, we focus on the phase of strategy emergence and identify strategifying work, wherein new notions, such as purpose, are coupled with strategy. Our results showcase a diverse range of strategic practices presented by CPOs around four interrelated dimensions – cognitive, emotional, relational, and material – altering the strategic boundaries of the organization. The contributions of our study are threefold. First, we introduce the double-loop interaction between a notion, in our case, purpose and strategy, emphasizing a dynamic perspective on strategifying. Second, we expand the strategifying framework by Emotional Coupling, highlighting emotions' role in coupling purpose and strategy. Third, we contribute to the emerging purpose literature by demonstrating how the four dimensions of strategifying work are interrelated and overlapping, collectively shaping and reinforcing a culture of purposefulness within the organization.

“ This study suggests that emotions couple purpose and strategy. ”



Is team commitment related to dialogue about corporate purpose?

Long Range Planning, JCR Q1 [see online](#)

Abstract: This paper examines the relationship between communication regarding a firm's purpose between a team leader and individual team members (referred to as "purpose dialogue") and the resulting levels of team commitment. We hypothesize that increased dialogue about purpose will lead to higher team commitment by enhancing consensus on the team's tasks and objectives. We also expect that this relationship will be negatively moderated by the variation in leader-member exchange quality (that undermines this consensus) and positively by autonomy given by leaders to individual team members (which reinforces it.) Using data from 469 firms and 57,440 individual observations, we find support for our hypotheses across different specifications. This paper contributes to research on corporate purpose at the team level, leader-member exchange theory, and management practice.

“ The importance of corporate purpose in maintaining and enhancing a company's competitiveness through customer satisfaction and organizational innovation is indisputable. ”

Effects of Corporate Purpose on Organizational Innovation: An Explanatory Mixed-Methods Analysis of corporate purpose on workers' willingness to go the extra mile

Organizacija, JCR Q3 [see online](#)

Abstract: Purpose: The present study has two primary objectives: first, to examine the mediating role of stress in the relationship between quantitative job demands and burnout; and second, to analyze how workplace friendships moderate this mediation effect among social care leaders. Guided by the Job Demands-Resources (JD-R) framework, the study focuses on a relatively under-researched group - Hungarian social care leaders - who hold key positions in shaping social services and organizational culture in a challenging systemic context. Design/Methodology: A cross-sectional, quantitative research design was employed, using data from a convenience sample of 449 Hungarian social care leaders. The data collection included sociodemographic questions, the Copenhagen Psychosocial Questionnaire (COPSOQ II), and professional Core Discussion Network (pCDN) measures. A saturated moderated mediation model was tested using statistical controls for age and gender. Results: The results show that stress significantly mediates the relationship between quantitative demands and burnout. Furthermore, workplace friendships were found to buffer the negative impact of stress on burnout - but only under moderate levels of stress. Under high levels of stress, this protective effect was significantly reduced. Conclusions: This study contributes to the literature by offering new insights into the protective function of social workplace relationships in high-demand environments, particularly in leadership positions within social care. The results support the value of integrating psychosocial support strategies in organizational development efforts.

Conscientious corporate brands: the roles of organisational purpose, organisational culture, brand authenticity and corporate social responsibility

Journal of Brand Management, JCR Q2 [see online](#)

Abstract: The Conscientious corporate brand (CCB) is a nascent concept whose importance has grown in recent years due to stakeholder demands for organisations to address environmental and social changes as well as to display ethical behaviour in business dealings. Amidst calls for the identification and validation of the antecedents and mediators of CCBs, the purpose of this paper is to establish the role organisational purpose, ethical organisational culture, CSR and brand authenticity plays in shaping stakeholder perceptions of a CCB. Two studies were conducted, using samples obtained from Prolific. In study 1, the results show that organisational purpose is a powerful concept that positively influences the perception of a strong CCB by stakeholders, and that organisational culture moderates the relationship between organisational purpose and brand authenticity. In study 2, our results show that brand authenticity mediates the link between organisational purpose and stakeholder perceptions of a CCB and our findings also suggest that corporate brands with a strong organisational purpose are more likely to be perceived by stakeholders to be a CCB. The theoretical and managerial implications of these findings are discussed, and recommendations for future research are suggested.

“ Four important constructs, organisational purpose, organisational culture, brand authenticity and corporate social responsibility may influence the development of stakeholder perceptions of a CCB. ”



Articles (4)

Beyond Golden Handcuffs: The Power Of Purpose In Leadership Retention

Tara Fitzpatrick-Navarro, Forbes [see online](#)

This article states that retaining top leaders today depends more on purpose than compensation. It explains that traditional tools like perks and “golden handcuffs” are no longer effective, as exceptional leaders increasingly seek values alignment and meaningful impact. It states that when leaders feel disconnected from purpose, engagement declines regardless of salary. It defends the idea that organizations linking individual purpose to mission experience stronger loyalty, lower turnover, and better team performance. The article highlights that aligned leadership fosters trust, clarity, and resilience across teams. It emphasizes that leaders are evaluating workplaces based on lived values, not just stated ones. It recommends five strategies: hiring for values congruence, purpose-centered onboarding, leadership embodiment of values, making values part of everyday operations, and celebrating values in action. Ultimately, it asserts that purpose alignment is a strategic advantage, enabling organizations not only to retain top talent but also to build distinctive, high-performing cultures that competitors cannot easily replicate.

Fostering a Purpose-Led Organization: From Words to Action

Arijit Pal Choudhury, The Economic Times [see online](#)

The article examines that building a purpose-led organization requires translating values into daily actions. It explains that true purpose energizes employees, fosters engagement, and turns routine tasks into meaningful contributions. It states that while many companies create purpose statements, few succeed in embedding them into their culture. It defends the idea that leaders must model purpose-driven behavior and help individuals connect personally with the organization’s mission. It highlights the power of storytelling and real-life examples to make purpose tangible. Ultimately, it asserts that organizational purpose, when genuinely lived, creates lasting impact within the company and across society.

“ In the end, our impact will not be measured just by financial success, but by the stories people tell long after we are gone. And those stories—of purpose lived and shared—are what truly transform organizations. ”

Business Leaders Called To Align Tech Decisions With Corporate Values

Michael Peregrine, Forbes [see online](#)

The article argues that business leaders must align AI strategies with corporate values and stakeholder interests. It explains that this need arises from increasing public scrutiny and calls for ethical tech use. It references Biden's former AI Executive Order and recent guidance from the NACD urging boards to act boldly while upholding values. It highlights Pope Leo XIV's and Martin Lipton's appeals for ethical AI adoption that protects dignity and labor. It cites Amazon's approach to transparent communication as a model. Ultimately, it defends the idea that corporate decisions must balance innovation with responsibility and human well-being.

The Routledge Handbook of Regenerative Tourism

Haley, Marie, Taylor and Francis [see online](#)

Regenerative tourism purports to restore systems tourism operates within; central to this is restoring the natural environment, places and host communities that facilitate tourism. Places are cultural constructs within space that give individual and group meaning. Skilful guided storytelling can facilitate visitors shifting from external experiencer of space to co-created experience, building connection to place. Connection to place can be understood through cultural concepts, such as turangawaewae meaning 'place to stand,' a New Zealand Maori concept. A case study of guided storytelling elucidates cultural concepts of place meaning and authentic regenerative co-creation experiences. The case study will also explore purpose-driven tourism operations aligned with the seventh generation principle for long-term resilient regenerative tourism.



Academic publications (4)

Workplace Spirituality and Its Impact on Employee Well-Being: A Systematic Literature Review of Global Evidence

Journal of Religion and Health, JCR Q1 [see online](#)

Abstract: Employee well-being is a critical factor influencing organizational performance, job satisfaction, and overall productivity. The role of religion in the workplace in shaping employee well-being has gained increasing scholarly attention, yet a comprehensive synthesis of existing literature remains limited. Further the lack of a comprehensive synthesis makes it difficult to assess the overall impact of religious environments on employees' psychological and professional experiences. This systematic literature review examines the impact of religious workplace environments on employee well-being from global evidence by analyzing 38 relevant studies retrieved from the Scopus and Web of Science databases. The review follows the PRISMA guidelines to ensure a rigorous selection and evaluation process focusing on studies published between 2020 and 2024. The findings were divided into four themes, namely: workplace spirituality and employee well-being, spiritual leadership and organizational performance, workplace spirituality and employee engagement or motivation, and religiosity, spirituality, and employee experiences. The results indicate that a majority of the studies demonstrate a positive correlation between religious workplace practices and employee well-being metrics, reinforcing the significance of organizational spirituality. Despite these benefits, the review underscores the importance of inclusive workplace policies to ensure that religious expression does not lead to alienation or conflict. The study concludes that while religious workplaces can significantly enhance employee well-being, organizations must balance religious expressions with inclusivity to foster a supportive and harmonious work environment. Future research should explore cross-cultural comparisons and longitudinal studies to better understand the long-term implications of religious workplace settings on employee well-being.

Navigating meaningful work: Exploring the impact of mobile telepresence robots on healthcare professionals

Technological Forecasting and Social Change, JCR Q1 [see online](#)

Abstract: This study investigates how mobile telepresence robots (MTRs) intersect with healthcare professionals' agency and organizational structures to influence meaningful work practices. Addressing the challenge of integrating robotics into healthcare, we employ a qualitative field study across a nursing home, two hospitals, and private clinics in southern Spain, drawing on 25 interviews, observations, and secondary data. The findings reveal that MTRs simultaneously offer opportunities (e.g., enhancing remote care delivery) and threats (e.g., reducing face-to-face interactions), creating paradoxical tensions between distance and proximity. A conceptual framework proposes that technology appropriation and innovation are key mechanisms for navigating the paradox between distance and proximity, thereby enhancing meaningful work. These mechanisms require support from organizational structures, such as technical support, to navigate this paradox. This study contributes to understanding the dual implications of robotic technologies in healthcare by highlighting the interplay between agency and structure, offering practical insights for thoughtful technology implementation that promotes meaningful work.

Within-Group Consensus in Nonprofit Leadership Teams: Two Approaches for Analyzing and Visualizing Within-Group Consensus

Nonprofit Management and Leadership, JCR Q2 [see online](#)

Abstract: This study explores the dynamics of consensus within nonprofit leadership teams, including management team members, board members, and highly involved advisors or members of additional specialist committees. This article has three main aims: (1) demonstrate the potential for research and practice of incorporating a within-group consensus perspective into nonprofit (leadership) studies; (2) provide a comprehensive overview of theoretical and methodological considerations for scholars and practitioners when studying within-group consensus as a core construct in their nonprofit (leadership) studies; and (3) offer empirical insights into within-group leadership consensus on perceived organizational purposes by illustrating consensus mapping and plotting approaches, and comparing the benefits and challenges of rating versus ranking methodologies. We use a two-wave dataset comprising 473 nonprofit leadership team members from 56 nonprofit organizations, to demonstrate how different survey question formats impact within-group consensus reporting and elucidate the role of within-group consensus in shaping organizational purpose. Given the content of our data, which focuses on organizational purposes perceived by nonprofit leadership teams, we also frame our findings in the theoretical discussions on nonprofit leader team dynamics. Our showcase analysis outlines future research avenues, both methodologically and theoretically.

“ In understanding and leveraging within-group consensus empowers them toward more effective decision-making, fostering alignment, and collaboration that enhance organizational success. ”

Purpose-driven entrepreneurship and innovation: the moderating effect of altruism

Sustainable Futures, JCR Q2 [see online](#)

Abstract: Purpose-driven entrepreneurs see their businesses as a vehicle for making a tangible and positive difference in the world, with profit serving as a crucial enabler of that mission. This study of 30,000 new and established entrepreneurs across 50 countries from the Global Entrepreneurship Monitor examines how motivation and altruism influence product/service innovation and the adoption of new technologies or processes. Utilizing a conceptual framework where business and entrepreneur objectives shape business motivations, which then drive strategic decisions like innovation, the analysis reveals that purpose-driven entrepreneurship aims for broader market impact and positively affects both product/service innovation and the implementation of new technologies or processes. Notably, national altruism negatively moderates the link between purpose and innovation. This finding is further supported by an expanded sample considering cultural dimensions. Therefore, in less altruistic societies, policymakers should provide greater support to impactful entrepreneurs due to greater market opportunities to innovate solutions to social and environmental problems.

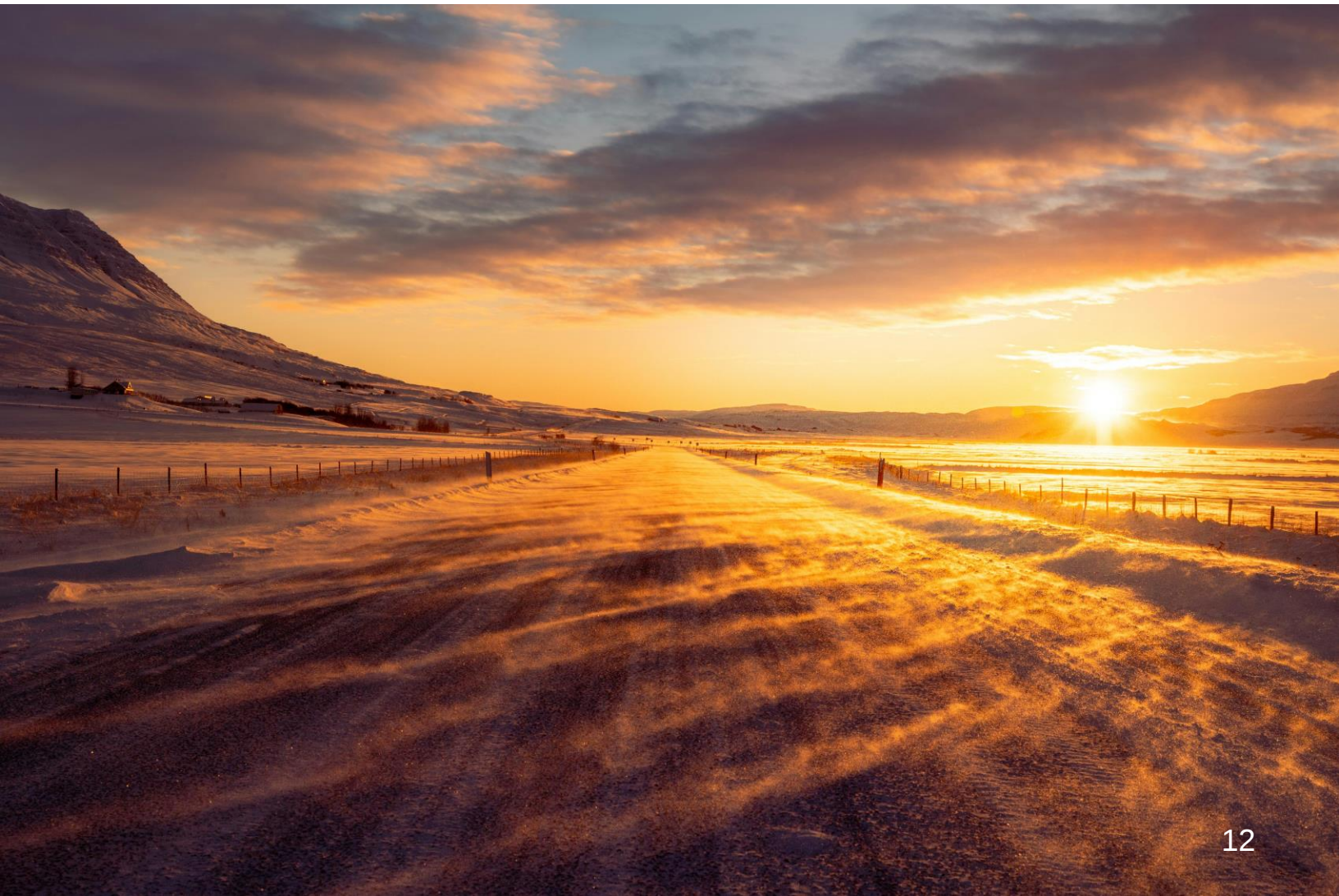
Articles (4)

Why a purpose-driven strategy is good for business

Tom Schoenwaelder, Deloitte [see online](#)

The article "Driving business value with corporate purpose" emphasizes that integrating purpose into business strategy is not only ethical but also economically advantageous. It states that companies with a clear, authentic purpose outperform their peers across six key drivers: brand and reputation, sales and innovation, capital access, operational efficiency, talent, and risk mitigation. The article argues that purpose-driven companies experience higher market share gains, faster growth, and improved employee and customer satisfaction. It explains that purpose is more than a CSR initiative; it's a core element of business strategy that aligns with long-term value creation. The piece also highlights the importance of measuring purpose-related impacts through a tailored scorecard, which can guide strategic decisions and resource allocation. It concludes by urging companies to adopt a holistic approach to purpose, ensuring consistency across operations, culture, and stakeholder engagement.

“ A holistic purpose approach can improve business and financial performance. ”



Research: Why Employees Work While Sick — and How Leaders Can Stop It

Monica L. Wang, HBR [see online](#)

The article explains why many employees work while sick, a behavior known as presenteeism, which can harm both individual health and organizational productivity. It states that this phenomenon often arises from structural workplace factors, including inflexible job demands, lack of paid sick leave, and social norms that stigmatize absence. It argues that employees may feel pressured to work despite illness to avoid being seen as less committed or to prevent job insecurity. The article defends the idea that leaders play a crucial role in reversing this trend by creating a supportive environment where taking time off for health is normalized and encouraged. It suggests that flexible policies, such as remote work options and adequate sick leave, combined with leadership modeling healthy behaviors, can reduce presenteeism. Ultimately, it asserts that addressing these systemic issues benefits both employees and employers by improving well-being and maintaining productivity.

“ Leaders can cultivate healthier workplaces, boost productivity, enhance employee satisfaction, and significantly strengthen organizational resilience. ”

Purpose-Driven Growth: The New Talent Perspective

Sanjay Menon, Forbes [see online](#)

This article emphasizes the increasing importance of aligning company purpose with talent acquisition and retention strategies. It explains that a clear and compelling purpose not only attracts top talent but also enhances employee engagement and reduces turnover. The piece states that organizations with a strong sense of purpose experience higher levels of innovation and customer loyalty. It argues that integrating purpose into the core of business operations leads to sustainable growth and a competitive advantage in the marketplace. The article concludes by advocating for businesses to embed purpose into their culture to drive long-term success.

“ It’s inspiring to see how purpose and innovation are coming together to redefine what we can achieve. ”

Lead With Purpose, Win With People: What Top Leaders Know

Nell Derick Debevoiser, Forbes [see online](#)

The article emphasizes the significance of purpose-driven leadership in fostering organizational success. It explains that effective leaders align their actions with a clear purpose, which not only guides decision-making but also inspires and motivates their teams. The piece states that purpose-driven leadership cultivates trust, enhances employee engagement, and drives performance. It argues that leaders who prioritize purpose over profit create environments where individuals feel valued and connected to the organization's mission. The article defends the notion that purpose is a critical component of leadership, asserting that it leads to sustainable success and positive societal impact. It concludes by urging leaders to reflect on their purpose and integrate it into their leadership practices to achieve meaningful and lasting outcomes.

“ A Purpose isn’t something you define and set aside—it’s something you live and evolve with. There will be moments of doubt or challenge, but staying connected to why you do what you do keeps the momentum going. ”



Articles (2)

DLF Launches New Corporate Strategy and Purpose

Seed World Staff, SeedWorld [see online](#)

DLF has unveiled a new corporate purpose and strategy to strengthen its position as a global seed company. The purpose, “We enrich land, life, and people through seeds and science,” reflects the company's commitment to societal impact. The strategy, titled “Connecting to Grow,” focuses on three key areas: **People and Culture**: DLF emphasizes the importance of a shared global culture, investing in clear values and continuous development to foster employee engagement and organizational strength. **Market Leadership**: The company aims to enhance customer relationships and highlight the value of plant breeding to meet future challenges. **Operational Efficiency**: DLF is streamlining structures and processes to become more scalable and reduce dependency on individual knowledge, ensuring agility for future growth. The strategic plan, running until 2028, also prioritizes developing new species and solutions to address climate change and evolving consumer needs.

Land Rover’s Global Defender Trophy: Adventure Meets Purpose

Shelby Knick, Forbes [see online](#)

The article discusses Land Rover's reimagining of its iconic Defender Trophy event. It explains that the competition, inspired by the historic Camel Trophy, now emphasizes both adventure and conservation. The piece states that participants will face a series of physical, mental, and off-road challenges across more than 50 countries, culminating in a global final in Africa in 2026. It argues that this modern iteration aims to inspire global change for conservation causes, focusing on leaving a positive impact wherever it touches. The article highlights the collaboration with Tusk, a long-standing conservation partner, and the introduction of the Defender 110 Trophy Edition, a special vehicle designed for expedition-ready adventures. It concludes by inviting individuals to join the competition, combining epic adventure with a greater purpose.



