

# Belief-Led Transformation™: The New Dynamics of Brand Building

BLVR



# THE POWER



# OF BELIEF

*Your company is at a crossroads. Maybe you're losing market share and thinking about repositioning your brand. Perhaps you're launching a new product, or a recent merger has shaken your identity and left your employees disoriented.*

Or maybe, like many executives, you've noticed the shifting consumer tides—and how these big changes are leaving your business and profits behind.

You're not alone. While Millennials have eclipsed Baby Boomers as the largest group of consumers in the U.S.<sup>1</sup>, they're bringing major market disruptors—and a host of new demands for brands.

Chief among these shifting priorities is a groundbreaking concept that's revolutionizing the way brands connect with consumers. Through it, organizations experience **3x faster growth**, inspire **261% more loyalty** in customers<sup>2</sup>, and enjoy 30% more innovation among employees—all while delivering long-term positive benefits to the world.

In this changing global landscape, undertaking a standard rebranding project isn't enough to stay relevant. To attract loyal customers, inspire meaningful growth, and create a lasting, fulfilling legacy, there is only one clear way forward: **belief-led transformation**.

Read on to understand what's behind these major market changes, discover the data-backed benefits of leading with conviction, and learn how to uncover the core belief that will transform your organization into an impactful powerhouse with unparalleled staying power.




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# MEET THE "STAND FOR MORE" GENERATION





# NEW GENERATIONS MEAN CHANGING PRIORITIES

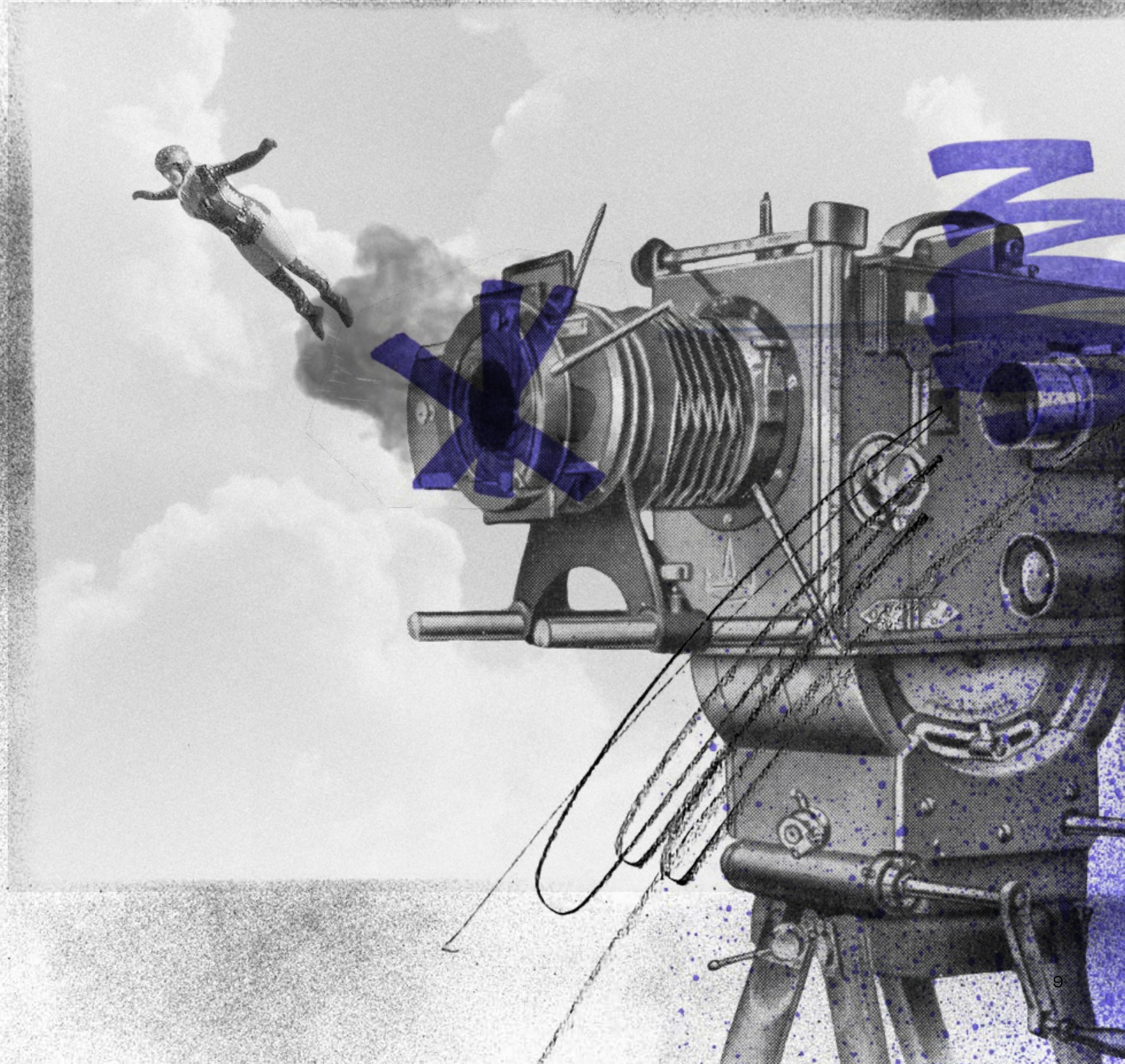
As Baby Boomers retire, Millennials and Gen Z<sup>5</sup> are quickly becoming the largest global consumer group. Referred to as “the most ethical generation,” this group is more socially conscious than previous generations.

They're more likely to be involved in climate action and politics<sup>7</sup>, and, as they gain more market control, are applying the same social and ethical standards to their shopping habits<sup>8</sup>.

Millennials and Gen Z use their growing purchasing power to influence to society as a whole<sup>9</sup>. They choose to spend money with organizations and brands that reflect their shared beliefs and contribute positive change to the world.

*83% of consumers said organizations should only earn a profit if they also deliver a positive impact on society.<sup>10</sup>*

**Key Belief Take-Away:** To attract today's Millennial and Gen-Z consumers, organizations must stand for more than just profit. Belief-led organizations are out to change the world. They have a distinct point of view at their core and everything they do serves that conviction.





# HEIGHTENED ANXIETY AND THE CONTROL OF PERSONAL CHOICE

A looming recession and threats of global war. Pandemic aftershocks. Climate collapse. Inflation. Lack of faith in government. Unpredictable employment and housing markets. Today, many people experience unparalleled levels of fear, uncertainty, and doubt.

Amid unrelenting worries from a world in freefall, the human tendency is to latch onto what can be controlled. For today's consumer, control translates to choosing where to spend money. However, this choice is more complex than ever before.

A choice as seemingly simple as selecting a fast food restaurant or buying a water bottle could mean the difference between a consumer financially supporting a personally meaningful belief or contributing to an ideology or business practice they find morally reprehensible.

*60% of consumers say “brands should make it easier to see their values and positions on important issues prior to making a purchase.”*

Consumers use their spending power as a way to feel better about the world. They are more likely to experience intense negative emotions if they feel deceived by brands they once trusted.



**Key Belief Take-Away:** Making simple purchase decisions is more ethically complicated than ever. Belief-led organizations are transparent about their intentions and practices, which helps eliminate consumer anxiety and provides no room for ambiguity.





The background of the entire page is a composite image. The top half shows a lunar surface with numerous craters. In the upper left, a satellite with solar panels is visible. In the lower right, a planet with prominent rings (like Saturn) is shown, with a small white dog sitting on top of it. The title text is overlaid on a dark rectangular area in the center-left.

# *Rising Expectations, Brands as the New Change-Makers*

Citizens are continuously losing faith in the capabilities of global governments to fix social problems. Instead, people have turned to private businesses as the new social change-makers.

A 2018 survey showed that 53% of Americans believe brands are more effective at fixing social ills than governments. An even larger number believe it's easier to pressure brands to address problems than petitioning the government to act.<sup>12</sup>

This shift cranks up expectations on brands. Consumers scrutinize organizational behaviors and regularly call out brand actions they disagree with.

**PEOPLE ARE OVER 4X MORE LIKELY TO TRUST BRANDS THAT COMMUNICATE A STRONG, CLEAR PURPOSE.<sup>13</sup>**

No brand will ever make every person happy. If you want to build a trustworthy brand that inspires loyalty and lives up to consumer demands, you must be willing to accept the inevitable criticism that fearless action creates.

**Key Belief Take-Away:** Today's consumers turn to brands to help create the world they want to see. When traditional brands flip-flop, belief-led organizations are fearless enough to stick to convictions—no matter the consequences—because this engenders customer loyalty and positive change.



# UNPARALLELED ACCESS TO MULTIPLE INFORMATION STREAMS

More technologically sophisticated than any generation before, today's Millennial and Gen Z consumers can easily uncover inconsistencies between brand messaging and real-world behavior.

Beyond owned media like press releases and official brand Twitter feeds, consumers have access to information that brands can't control. These include things like direct customer reviews, YouTube exposés produced by private citizens, and social platforms like Glassdoor that highlight first-hand employee experiences.

Armed with information, consumers discover which brands live out their core beliefs fearlessly (even when it means taking criticism on the chin) and which provide only lip service to the convictions they claim to support.

For example: If an apparel organization touts headlines like "everyone is naturally beautiful" but creates ads featuring limited body types that are heavily airbrushed, consumers are going to notice the disconnect—and take their business elsewhere.

*Consumers detect brand discrepancies and inauthenticity easily and spend their money accordingly.*

On top of the many sources of public information, there's also more proprietary information available. The *Harvard Business Review* reports that **employees are more likely than ever to become whistleblowers** and expose their companies' unethical or inconsistent behavior.<sup>14</sup>

**Key Belief:** Today's sophisticated consumers expose and reject brands that only pay lip service to their stated beliefs. Belief-led organizations embody their convictions in every action and behavior at every level of an organization, so there is never a discrepancy between belief and behavior.





WHAT IS

“BRAND BELIEF”?



# WE BELIEVE. THEREFORE WE BUY.

*Today's consumers expect organizations to stand for more than just profit.*

The "Stand For More" generation increasingly experience brands as extensions of their own identities and support organizations that reflect their deep personal values and beliefs. For example, a consumer may believe:

- Everybody is an athlete.
- It's the responsibility of humans to protect the environment.
- Travel is best when you live like a local.
- Healthy food can also be delicious.

When making purchases, today's consumers **choose brands that reflect those deeply held personal beliefs.**<sup>15</sup> Someone who believes that travel is best when you live like a local will likely book a home in a residential neighborhood instead of staying in a downtown luxury hotel.

**On the reverse side, consumers reject and pass over brands that:**

1. Oppose or violate their deeply-held value standards
2. Don't have any clearly defined beliefs at all
3. Act hypocritically, stating one set of beliefs publicly, but then behaving the opposite way when their reputation or profit is at stake

## A consumer believes:

Everybody is an athlete.

## Supports brands that:

Include campaigns with lots of different body types.

Make products for people with different skill levels and sizes.

Encourage people to be active, no matter their background.

Celebrate non-traditional athletes and support non-professional sporting events.

## Rejects brands that:

Only feature "beach bod" models or elite athletes in campaigns.

Make products for a limited set of sizes or skill levels.

Make people feel excluded from sports or activities based on background.

Release a thought-provoking ad, but then backtrack when they receive criticism.

Pay lip service to their "beliefs," but behave hypocritically.



# BELIEF-LED BRANDS ARE THE FUTURE

*The most successful brands are pivoting to belief.*

Traditional branding and marketing strategies alone are not effective with today's consumers because they look beyond colors and frills and into the beating heart of an organization. Sure, creating a visual identity, a mission statement, and a catchy slogan are certainly important, but won't have any traction with consumers if they're not bolstered up by one single, powerful... a brand belief.

A brand belief is a deeply held conviction that serves as a guiding principle for every brand behavior, decision, and interaction.





# Belief drives the world's most admired brands

**NIKE:**  
IF YOU HAVE A BODY,  
YOU'RE AN ATHLETE



**AIRBNB:**  
TRAVEL IS BEST  
WHEN YOU CAN  
LIVE LIKE A LOCAL



**PATAGONIA:**  
BUSINESSES HAVE  
A RESPONSIBILITY  
TO USE THEIR RESOURCES  
TO PROTECT THE EARTH



# WHERE BRAND BELIEFS ORIGINATE

*Consumers expect belief to radiate from an organization's highest leadership.*

In some cases, beliefs stem from a founder's life-changing experience, such as witnessing intense poverty and shoeless children firsthand (TOMS) or freeing a sea turtle caught in a fishing net (Keiko Conservation).

Other times, belief might come, not from a single moment of enlightenment but from a collection of meaningful experiences that have contributed to a deep conviction about the world. For example, someone already working to fight climate change founding a meat substitute brand (Beyond Meat).

Regardless of where the original inspiration came from, consumers expect belief to radiate from an organization's highest leadership. In fact, **81% of consumers agree** that an organization's CEO, founder, or owner are "the most responsible" for setting the tone and communicating the values of a brand.<sup>16</sup>

The same survey uncovered that over three-quarters of consumers **expect an organization's leader to embody the mission or purpose in their personal life**.<sup>17</sup> Consumers expect the CEO of an environmentally based

company to have socials full of kayaking and rock climbing photos, and the Founder of an organic food company not to eat cheese fries for every meal.

However, a brand's belief shouldn't stop at the top levels. Belief-led branding guides the entire end-to-end experience, not just the marketing department. From internal culture, customer experience, and product development through marketing, comms and social impact only work when sponsored by leadership and pushed down throughout the business.

*81% of consumers agree that an organization's CEO, founder, or owner are "the most responsible" for setting the tone and communicating the values of the brand.<sup>18</sup>*







# A BRAND'S BELIEF IS CONSTANT

*Unlike an organization's actions, purpose, or mission, the core brand belief never changes.*

**Brand belief is permanent.** Period. Unshaken by disagreeing consumer reactions, media criticism, or outsider opinion, a successful belief-led organization sticks to its convictions—even if it means losing money or customers along the way.

Every marketer knows a product's target audience can't be "everyone." Similarly, not every brand's belief resonates with every consumer. While some people avidly support the cause, others actively hate the belief and disagree loudly (consider Chick-fil-A and the world's most divisive chicken sandwich).

How organizations handle their true brand beliefs—even in the face of adversity—defines their likelihood of success. For now, remember that, because beliefs are constant, belief-led organizations are formed from the inside out.

When an organization's behavior is truly aligned to its core, beliefs permeate every action, decision, and behavior from the ground up. For adherents, there is no option but to reinforce the core belief every moment of every day.





# BELIEF-LED BRANDS ARE BUILT FROM THE INSIDE OUT



# THE OLD VERSUS THE NEW WAY OF BRANDING

*Buyers want more than benefits, they want a belief system.*

In the past, organizations downplayed the importance of branding by simply viewing it as a marketing tactic. Awareness, loyalty, and company value were associated with the more tangible, outward-facing elements of a brand: a name, a logo, a color palette, or a message about the company's product. Branding was designed to leave the consumer with a certain impression of an organization, but the business may have been run in a contradictory manner.

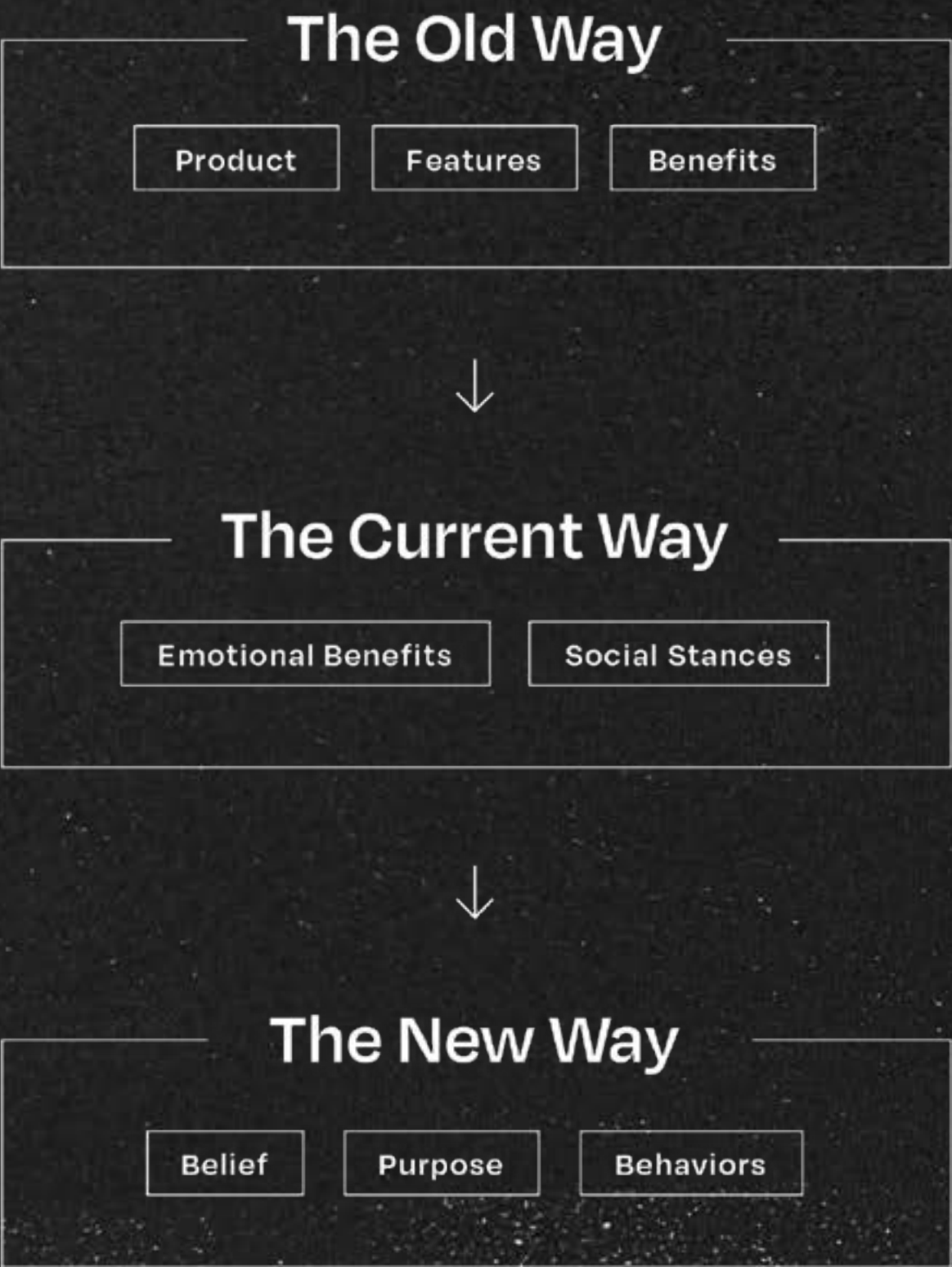
As we've seen earlier in this paper, the "Stand For More" generation wants more than a product benefit, they want a belief system. And they want it to match their own values. The "Stand For More" audience will validate a brand's authenticity by reviewing the company's larger actions—the social stance they take, the experience they give customers, how they treat their employees, the products or services they bring to market, and most important, the larger impact they make on the world. For many brands these things are not

aligned, resulting in a lack of authenticity and trust. In fact, research shows brand trust is at an all-time low. And when your customers don't trust you, they start looking for brands they can.

As more organizations pivot to a belief-led model, they are embracing the idea that having a brand isn't a marketing tactic; it's a revolutionary shift in the way of doing business. It is a method to transform from the inside out. This means rather than beginning with what it is that a company sells, brands should begin with what a company believes about the world.

The central belief becomes the foundation of every decision, interaction, and action. It delivers strategic alignment so that all elements of the business, from the marketing strategy to the way a company behaves, is aligned in the best way to support what the brand believes.

# The Evolution of Brand Building





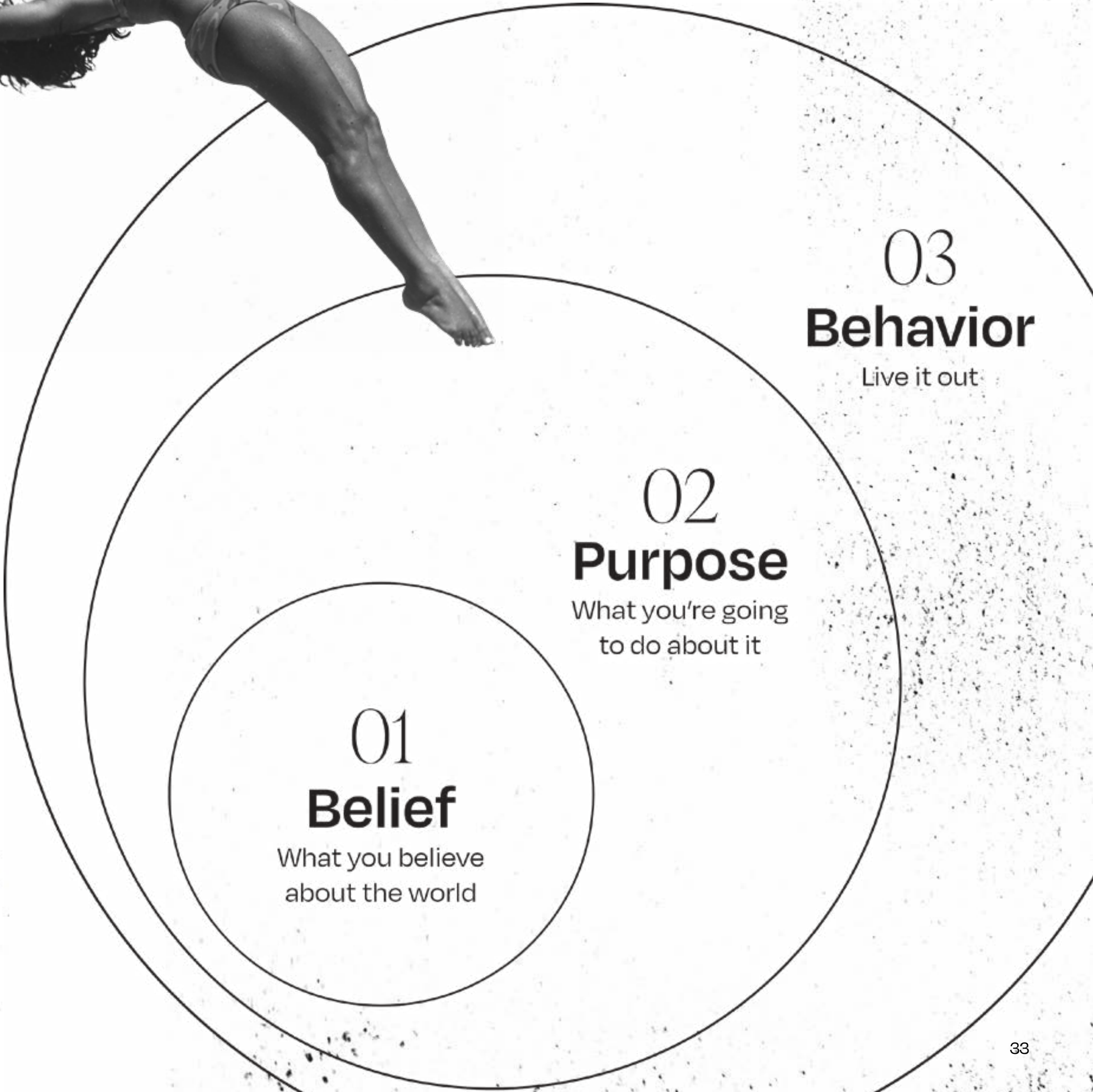
# THE NEW BRANDING REVOLUTION: BUILDING FROM THE INSIDE OUT

*Introducing the Belief-Led  
Transformation Method™.*

As we've learnt, transforming your business doesn't begin with a logo or updating the website. Successful brand transformation that results in true impact and ROI has to be built from the inside out. This means rather than beginning with what you sell, you should begin with what you believe about the world. In other words, start with identifying/articulating your brand belief, and then look at the business implications.

At BLVR, we've used our Belief-Led Transformation Method to transform hundreds of brands. It may sound difficult but as it turns out, only these three steps are needed:

- 01. Uncover the belief at the heart of an organization.
- 02. Translate that into an authentic purpose to drive the business forward.
- 03. Activate the belief through every behavior.





# 1. Belief: Uncover the Brand’s Unwavering Core

**Definition:** What a brand believes to be true about the world

*“Belief is the new benefit. Users are buying not the product, but rather the larger belief that makes the product necessary.” – Jasmine Bina<sup>9</sup>*

The earth and all of its inhabitants deserve respect (National Geographic). Beauty is for everyone (Dove). Businesses have a responsibility to use their resources to protect the earth (Patagonia). brand's Belief should be the heart of every single decision, behavior, and interaction undertaken by an organization.

As Bina's quote above calls out, Belief is quickly replacing products, features, and benefits as a brand's unique selling proposition (USP). When consumers support a belief-led brand, they're not just buying things. They're buying a code of ethics, a shared conviction, and a badge of personal identity.

Belief is more powerful than benefit. It taps into a consumer's most fundamental values and behaviors.<sup>20</sup> Those who agree with a brand's belief become loyal converts and ambassadors.

The first step to meaningful change is understanding what, exactly, "belief-led brand" means—and why it's a vital next step for your business.

A "brand belief" is a deeply held conviction that serves as a guiding principle for every brand behavior, decision, and interaction.

Only after a brand uncovers its core belief can it truly align its purpose and behavior.

# 2. Purpose: Ignite Your Reason for Being

**Definition:** What a brand intends to do about its belief

Purpose is the active manifestation of the brand belief, that is, a description of the brand's main function. A brand's Purpose typically begins with an action verb, such as:

- To build
- To create
- To empower
- To inspire
- To share
- To supply

True brand Purpose exists only when it's built on the foundation of solid brand belief. Purpose would be meaningless without the core conviction to back it up.

## NATIONAL GEOGRAPHIC

**Belief:** The earth and all of its inhabitants deserve respect

**Purpose:** To explore and protect our planet

## DOVE

**Belief:** Everyone is beautiful

**Purpose:** To help women and girls realize their full potential

## PATAGONIA

**Belief:** Businesses have a responsibility to use their resources to protect the earth

**Purpose:** To save our home planet

It's crucial to note that a brand's Purpose in this sense is never "making money" and is never product-focused. Profit is an outcome of an aligned Purpose, but is never the sole intention of a belief-led brand.



### 3. Behavior: the Belief in Motion (Micro and Macro)

**Definition:** The large and small ways a brand lives out its Belief and Purpose everyday

The final element of transforming brands from the inside out, Behavior is the immense collection of actions through which Belief and Purpose shine. These critical behaviors demonstrate true commitment to consumers and the world at large.

Essential behaviors exist across every aspect of an organization, including:

- Customer experience
- Product development
- Service development
- Sales & marketing
- Employee experience
- Social good

Unlike Belief, Behaviors are subject to change. They continuously evolve and require constant evaluation to confirm they're still aligned with the brand's core.

When brands define Behaviors, each action must be given careful thought to affirm it aligns with the established brand Belief. If misalignment occurs, brands risk having dissatisfied customers, dips in loyalty, and lagging conversions.








# How to create a belief-led brand



# BLVR's three-phase process for building a belief-led brand

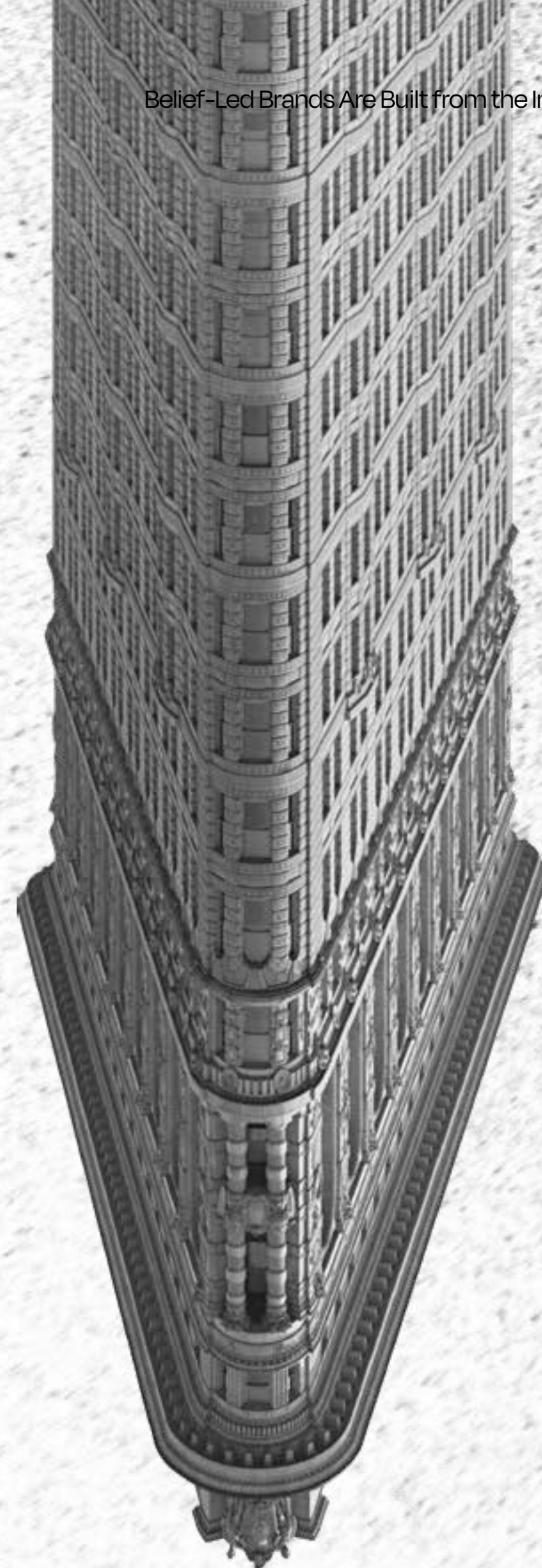


Belief-led brands don't spontaneously burst into being. They also don't evolve naturally from existing businesses without deliberate care and attention. True brand transformation occurs only after painstaking reflection, fearless decisions, and courageous alignment, and the will to act.

Thankfully, an established methodology exists for transitioning brands into belief-led world changers. Developed by BLVR, a global brand innovation company, this three-phased approach helps executive leadership teams discover their brands true belief and live it out at every scale.



# DISCOASTREIGN EXECUTIVE





# Phase 1: Discovery

First, look inward. Primarily focused on information gathering, Discovery compels organizations to take philosophical stock of a brand from the inside out.

Our agency digs deep into every aspect of every client's organization to help uncover the belief hidden in its core. This highly detailed process involves a lot of heavy lifting and objective reflection.

To make the process easier to understand, we've divided the type of research necessary in the Discovery phase into the familiar 4 C's (Company, Category, Culture, Consumer).

**1: Company - What belief systems exist within the company?** Investigations into "Company" aim to reveal the inner workings of the organization itself: not only what it does, sells, prioritizes, but what it believes. Belief always come from the CEO/Founder and executive leadership teams, so stakeholder interviews are a great place to start. They reveal the stories and ideologies that sit at the heart of the company. Catalog product and service offerings, noting their audience and purpose. Create an organizational chart that includes all employee levels and business units to determine how the organization is structured and why.

**2: Category - What are the norms of the category and how can you use belief to stand out?** Belief offers a way to differentiate from your competitors. But to stand out you'll need to understand the category you are playing in.

Begin by analyzing industry-specific market reports to understand the trends. Undertake competitive audits to identify the company's core operation beliefs and positioning. Create perception maps to identify the white space.

**3: Culture - What beliefs are driving the world right now?** Human needs and opinions evolve in tandem with societal changes. A cultural review places brands in the context of time and place. Here, organizations analyze the larger societal trends directly and tangentially related to the industry, brand, and customers. Identify any social, economic, educational, religious, or other movements that may impact consumer perception of the brand, either positively or negatively. Interview academics and journalists with expertise in adjacent fields to learn about market projections and predictions.

**4: Consumer - What deeply held beliefs guide and inspire a brand's target audience?** Today's consumers, the heart of every business, shop with their values, not just their wallets. Shared beliefs drive loyal support, while divergent opinions result in boycotts and even protests. Move beyond demographics. Seek to understand goals, frustrations, motivations, and mindsets. Conduct focus groups centered on beliefs and challenges. Conduct social listening studies to see what conversations matter. Accompany consumers on rider shop-alongs and ask for feedback on different brand perceptions during the shopping experience.



# Phase 2: Strategy

Armed with gigabytes of precious data, you will now define the brand's strategic foundation and the reason for the entire process: belief.

In the Strategy phase, organizations analyze information obtained through Discovery, reveal insights, and zero in on a brand's true essence.

After careful data review, BLVR works to uncover a brand's core belief. At this point, the exceptionally hard work begins. Usually, this step includes spirited debate and deep reflection as the brand decides how best to articulate its belief in its purest and most simple form. The belief should be easily understood, aligned, and communicated in its, most concise form

### You Have a Brand Belief—Now What?

Only after Belief is unlocked can brands advance to strategies and critical business elements, such as:

- Purpose: What a brand intends to do about a belief
- Vision: How the belief's successful execution will change the world
- Core Values: The clarifying principles guiding the way forward
- Positioning: A concise declaration of an organization's main operation, target audience, and point of differentiation

At BLVR, the Strategy phase may also involve developing brand architecture models, customer journeys, and other specialized marketing tactics that help clients focus their strategic efforts.

### A Reminder about Letting Go

In brand work, it's often said that strategy is the art of sacrifice. Belief is about focus. Sometimes, focus means releasing elements that are no longer serving the business. Whether it's products, sales practices, employee policies, or any other brand aspect, defining a strong belief may mean making drastic cuts and changes.

*A belief-led brand must be prepared to let go.*

Specifics aside, the Strategy phase should conclude with a detailed action plan. This blueprint becomes the definitive benchmark against which all work in the final phase gets evaluated.

### Checklist: Considerations for Committing to Brand Belief

- |  |   |
|--|---|
| <p>✓ <b>Is your organization guided by a clear belief?</b></p> <p><b>Remember: Belief is straightforward.</b> It should be easily understood and communicated in its simplest, most concise form.</p>  | <p>✓ <b>Is your organization comfortable FORGOING customers, employees, and partners who do not share this same belief?</b></p> <p><b>Remember: Belief is fearless.</b> No brand can please everyone. True belief is strong enough to weather any obstacle.</p>                                     |
| <p>✓ <b>Does this belief feel authentic to your brand's current reality, historical behavior, and any inevitable future iteration?</b></p> <p><b>Remember: Belief is permanent.</b> This critical core should be a constant throughout a brand's entire evolution.</p>                       | <p>✓ <b>Will the brand live out this belief confidently and every day, both internally and externally, through clearly defined behaviors?</b></p> <p><b>Remember: Belief is alive.</b> Belief is not a static set of words. It's a living, breathing guide for behavior, decisions, and action.</p> |
| <p>✓ <b>Is your organization prepared to reflect this overarching brand belief in every single decision, no matter how large or small?</b></p> <p><b>Remember: Belief is authentic.</b> Belief doesn't pay lip service or exist only on the surface. Belief rises from the core outward.</p> | <p>–</p> <p><b>When all of these questions are answered with an emphatic "Yes!", then true brand belief is born.</b></p>  |



# Phase 3: Execution

During the final phase of belief-led transformation, brands put their well-devised plans into action through mindful behaviors. Here, you bring your brand belief to life.

The Execution stage might include tasks like starting new social good programs, altering product offerings, releasing experiential activations, updating employee policies, engaging with consumers, hosting educational all-staff meetings, or any other behavior planned out during the Strategy phase.

When working with a creative agency, Execution is also the stage where critical brand identity and positioning elements are created, such as:

- Logo
- Typography
- Color palette
- Copy
- Naming
- Photography/illustration style
- Content production
- Campaign development
- Packaging design
- Website creation

These elements can be difficult to do on your own. True objectivity is challenging—especially for brands that have been living deep in the Discovery and Strategy phases for the recent past.

Outside agencies like BLVR, which specialize in belief-led brandwork, can help guide organizations through the transformation process. Outside experts provide impartial perspectives while delivering the belief-forward assets brands deserve.

## **Execution: The Incredible Staying Power of Belief-Led Behaviors**

The activities mentioned above barely scratch the surface. The true power of Execution reveals itself in every single brand decision, action, and touchpoint from now until the end of the organization's life cycle.

Every time you engage in a belief-led behavior, you strengthen your brand. When you align every action with your belief, you attract loyal customers. Employees work harder because they're working for a greater purpose, not just a paycheck.

As you consider the direction in which to steer your brand, consider that true belief alignment is also a differentiator. Competitors can copy your products or even your visual identity. But, when you lead with Belief and live out your Purpose in every single brand behavior, that's something no one else can imitate.

Belief-led brands evolve. From the loftiest quarterly goals to the smallest details on employee ID badges, Belief should shine as bright as a torch that leads the brand boldly forward.



**CRUCIAL POINT:**  
*There is no Execution end date. Strong, belief-led brands constantly review and evaluate all behaviors and decisions to ensure true alignment with the brand's core. Execution is perpetual.*



# The ROI of Belief-Led Transformation™





# CONNECTING BELIEF TO THE BOTTOM LINE

*Revolutionizing a brand is difficult, sometimes painful work. It requires fearless humility and an open mind. As with many challenges, the outcome is more than worth the hard work.*



## I: Belief Drives Recognition

"78% [of consumers] were more likely to remember an organization with strong purpose." (Fast Company, 2021)<sup>21</sup>

## II: Belief Drives Trust

"When a brand has a strong Purpose, consumers were 4.1x more likely to trust the brand." (Forbes, 2020)

## III: Belief Drives Conversion

"2/3 [of consumers] said they'd consider the organization's purpose when deciding what to buy." (Fast Company, 2021)

## IV: Belief Drives Loyalty

"72% also said that they'd be more likely to forgive [a belief-led] organization if it made a mistake." (Fast Company, 2021)

## V: Belief Drives Business Growth

"Unilever's 28 "sustainable living" brands...delivered 75% of the organization's growth and grew 69% faster on average than the rest of its businesses in 2018." (Deloitte, 2019)<sup>22</sup>

## VI: Belief Drives innovation

"Authentic, employee-driven innovation may be one of the most valuable outcomes that a purpose-driven culture can trigger." (Forbes, 2019)

## VII: Belief Drives Hiring & Retention

"[Belief-led] organizations report 40% higher levels of workforce retention than their competitors." (Deloitte, 2015)



# CONCLUSION

*The data is clear. Belief-led brands provide incredible opportunities for growth, innovation, and creating stronger, more deeply resonating bonds with customers, employees, and our world.*

*The consumer world is changing. The time to act is now. Organizations hoping to create resilient legacy brands built on a strong foundation of loyal customers and employees must push beyond products, features, and benefits.*

*It's time to grow toward something greater. It's time for Belief-Led Transformation™.*





# References

<sup>1</sup> Morgan Stanley, 2019

<sup>2</sup> O'Brien et al., 2019

<sup>3</sup> Deloitte Digital, 2021

<sup>4</sup> Sic

<sup>5</sup> Arifi, n.d.

<sup>6</sup> Chatzopoulou & de Kiewiet, 2020

<sup>7</sup> Forbes, 2021

<sup>8</sup> Forbes, 2021

<sup>9</sup> Jukko, 2019

<sup>10</sup> Aziz, 2020

<sup>11</sup> Edleman, 2018

<sup>12</sup> Edleman, 2018

<sup>13</sup> Danise & Aziz, 2020

<sup>14</sup> Welch & Stubben, 2020

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<sup>18</sup> Aziz, 2020

<sup>19</sup> Bina, 2022

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<sup>21</sup> Peters, 2021

<sup>22</sup> O'Brien et al., 2019

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