



the inspiring 40
2018

Business for Good

The case for inspiration

SYNERGIE
inspire action



The Inspiring 40 is the annual search for the most inspiring organisations in the Netherlands. Based on large scale consumer research, case studies, interviews and desk research, this eighth edition contains the insights of 2018. The goal of this initiative of consultant Synergie is to understand how organisations grow. For the Inspiring 40 we analysed which organisations inspire, why they inspire, how they inspire, and how this develops through the years. This year the insights contain a call for leadership more than ever, while, at the same time, being applicable for everyone.

HUMAN

We discovered an intriguing movie and movement: HUMAN. Starting with the question 'What makes us human?' Yann Arthus-Bertrand makes viewers think about the human nature and how we jointly shape our existence. Multiple images in this report come from this movie. They are enriching this edition and we are very grateful to the people behind Human, allowing us to show them here.



The credits for the cover image go to Silvia & Frank (Pixabay).

Initiative of:

SYNERGIE

Partners:



Who inspire and why

The Inspiring 40 2018

What inspires us today is the standard of tomorrow. Which organisations inspire us? What do they stand for? Why do they inspire while others aren't able to? The Inspiring 40 answers these questions. This year's central theme is Business for Good – the ambition to change the world in a positive way from organisations. This year, it became even more clear how important we think this is in the Netherlands. Inspiring organisations work from a win-win situation: They do the right things and are doing this extremely well. A special product is being used as a solution to drive a broader, often social, development. Inspiring organisations work from positive business cases and on positive social cases. Together with their stories we present this year: thee case for inspiration – the convincing proof that inspiration is the basis for growth.

These days, introducing a 'purpose' in the organisation is probably the most important step in each CEO's career. This purpose is an important guideline for leadership and the largest source of inspiration for professionals. That is the essence: it is not about having a purpose by itself, but about unleashing the inspiration that such a purpose brings. Within and outside the organisation. Steer on this inspiration and the rest will follow.

There is still a lot to gain for Dutch organisations. They are being seen as valuable by their employees, but not as innovative. They are people focused, but not sustainable. They deliver quality, but are not leading. They have vision, but are not original. And most of all, leaders in Dutch organisations do not inspire employees. Inspiration creates movement. And it is this movement many organisations claim to look for.

The Inspiring 40 of 2018 demonstrates that Business for Good will be the new normal. Maybe this is new for you. Maybe you already work from a win-win perspective and you are looking for ways to create more impact. In both cases, the Inspiring 40 offers examples and grip. About sources of inspiration. About the translation of these to business cases. About inspiring colleagues and customers. And most of all, about increasing impact. We wish you a lot of success with your organisation!

The team of Synergie



Textile paint factory, at Karachi, Sindh province, Pakistan (From: HUMAN The Movie)

Imagine a world
in which the vast majority of people
wake up every single day
inspired to go to work,
feel safe while they're there,
and return home at the end of the day,
fulfilled by the work that they do.

Simon Sinek



Content

The Inspiring 40 2018

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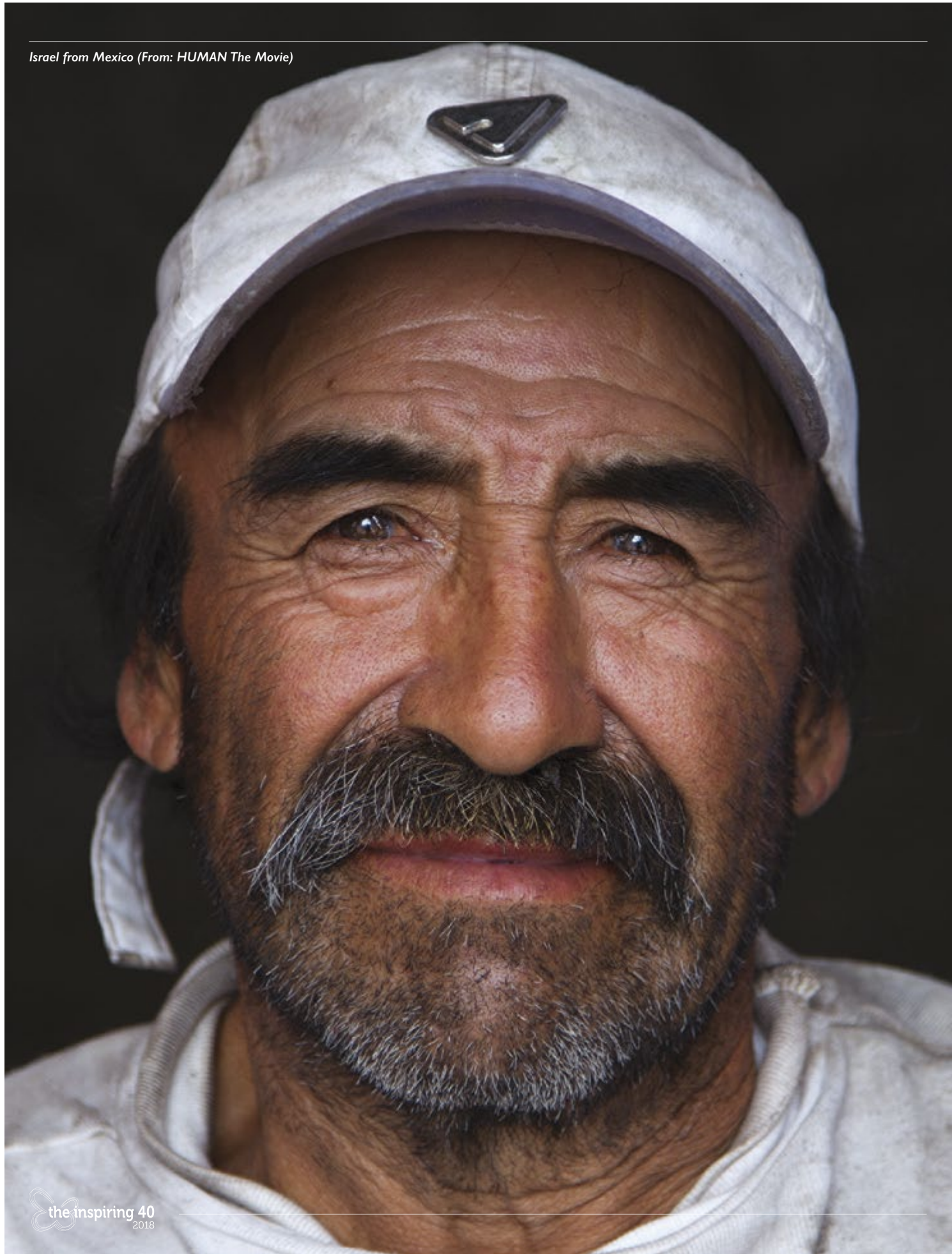
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A boardroom theme

The power of inspiration

In 1994 Nelson Mandela flew with a small group to a meeting in Natal. During the flight, he saw one of the propellers had stopped. He alerted a travel companion and asked him to warn the pilot. The pilot answered that he knew about the problem, already alarmed the airport and emergency services were ready.

One can imagine the huge panic reaction that could have been caused. Mandela however heard it and continued reading his newspaper undisturbed. This reaction calmed down his travel companions in such a way that they remained seated quietly. Later, Mandela confessed he had definitely been scared.

Inspiration is not about the lack of fear. Inspiration is about what we still can do, despite going against the mainstream. And how we influence others positively with this. Business leader, CEO, manager, professional, artist, teacher, doctor or entrepreneur; you are strongest when working from inspiration. Your impact is the biggest when you inspire others. The same goes for organisations: no organisation is more powerful than organisations where people work from inspiration. No organisation brings more movement than an inspiring organisation.

Inspiration: an idea suddenly becoming clear, of which you know it is right and will make everything different. Inspiration is the most powerful form of influence. Inspiration can completely and fundamentally change people's behaviour. Being inspired does not mean you blindly follow your passion. Steve Jobs was very passionate about Zen Buddhism before he went to work with technology. Elon Musk likes to bake cookies at the Sunday morning. Truly inspiring are the people with a passion that means something and an idea about how to realise this.

Myo Su from Birma (From: HUMAN The Movie)

Inspiration: instant positive movement

Inspiration is a trend. Supermarkets are providing us with inspiration for our next meal, magazines seduce us with inspiring weekends off. Each vacancy opens the door to an inspiring future and each and every coach, trainer or leader promises us inspiration. Where did this popularity come from?

Inspiration is the positive opposite of fear. Where fear paralyzes people, inspiration moves. Fear causes freeze, fight or flight. Inspiration leads to creation and change.

Why do we long for inspiration these days? We live in a world with many beautiful things. Our community has never been more prosperous. We know and are able to do more than ever. Almost nine out of ten adults in the Netherlands claim to be happy (CBS). This high level of happiness is constant for years and very high on an international basis. We cherish what we have. But at the same time, we sense this does not lead to satisfaction anymore. Cracks arise in our way of living. Think about the growing gap between poor and rich, and global concerns regarding society and climate. A dilemma follows: we want to keep what we have and in the meanwhile change what is necessary. Inspiration happens from the ideas that make this possible.

Inspiration can originate from many sources and knows many appearances. Not everyone thinks the same people are inspiring, but there are people inspiring large groups. Like Kennedy in 1996 I, with his Let's put a man on the moon-speech. Severn Suzuki in 1992, when she spoke to the UN as a 13-year old girl and made them completely quiet. Or Mamoudou Gassama, who saved a toddler hanging from a balcony in Paris like a true Spiderman.

Some people and organisations do not inspire with one action, but with many actions. These are the people and organisations we will find in the People of Inspiration (Mensen van Inspiratie) and the Inspiring 40. Their ideas are so powerful, that these are copied by many others. This is how inspirations leads to impact. This is how ideas change the world.

**"There is nothing more powerful
than an idea whose time has come."**

Victor Hugo

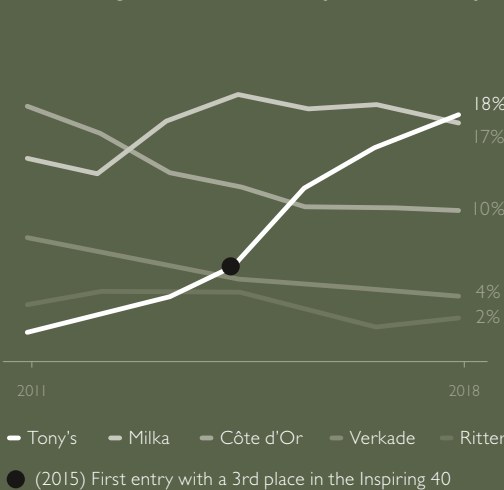
The business case for inspiration

How did Tony's Chocolonely become market leader in the Netherlands in less than ten years? An organisation that started with a handful of people in 2003 and only had 20 people five years later. In an established sector, dominated by international concerns with huge procurement volumes, economies of scale and strong retail channels? Looking at this with a business perspective, it seems an unlogic course of Tony's Chocolonely, with more expensive products and way less advertising than the competition. Still they grew year after year with over 50 percent. How did they do this? Inspiration. The people at Tony's work from inspiration. And they inspire others.

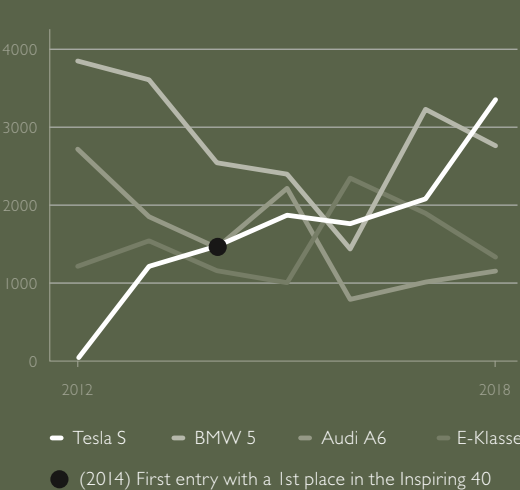
Inspiration is not a standard discussion in organisations yet. Not in the board of directors, not in executive committees, not at HR departments, and also not in supervisory boards. Economical aspects still dominate the board room. Eight years of research into the Inspiring 40 provides enough ground for a passionate plea for inspiration. The topic does belong in the board room and maybe even on the top of the agenda. There is a very strong business case for inspiration with overwhelming proof. We see: organisations working from inspiration have both internal as well as external advantages. It is the key in bringing the best out of people. This is not the whole case for inspiration; social advantages also belong to this. But we will discuss this later. Even purely economically seen, the 'case for inspiration' is convincing.

Market share growth Tony's Chocolonely & Tesla

Percentage market share Tony's Chocolonely



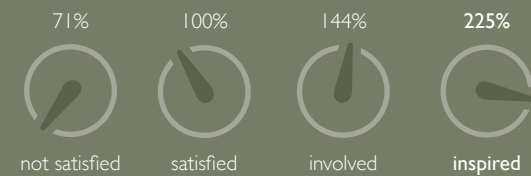
Tesla Model S sales w.r.t alternatives



source: Tony's Chocolonely & Tesla

The Business Case for Inspiration

Inspired employees more productive ¹⁾



Social involvement increases productivity ²⁾

Employees are **13%** more productive when the result of their work (partly) contributes to social projects.



84%

Dutch consumers think that organisations should pay as much attention to society as they do to their business ³⁾

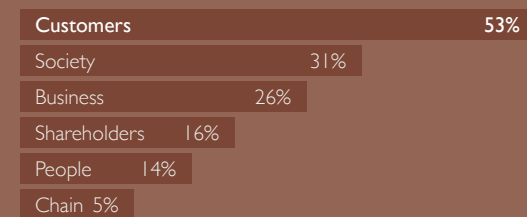
3 of the Big 4 accountants focus their attention explicitly on 'Purpose' ⁴⁾



Positive relation between Purpose and sales ⁵⁾



The direct positive influence of Purpose on ... ⁶⁾



Purpose-driven organisations attract customers ⁷⁾



89% of clients believe a purpose-driven company will deliver the highest quality product/services

72% of consumers would recommend a purpose-driven company

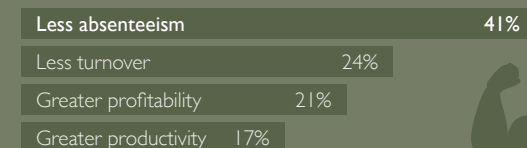
Purpose-driven organisations increase return for shareholders ⁷⁾

Purpose-driven organisations outperformed the S&P 500 **10x** between 1996 and 2011



Meaningful brands connected to human well-being outperformed the stock market with **120%** in 2013

Involved employees more effective ⁸⁾

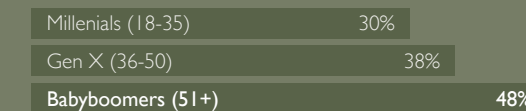


Inspired employees more involved and more likely to stay ⁹⁾

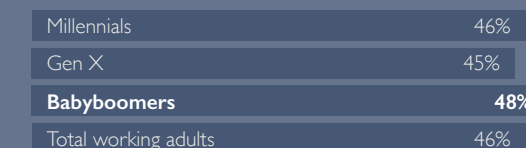
1,4x more involved
1,7x more satisfied
3x more likely to stay



Purpose most important to Baby Boomers ¹⁰⁾



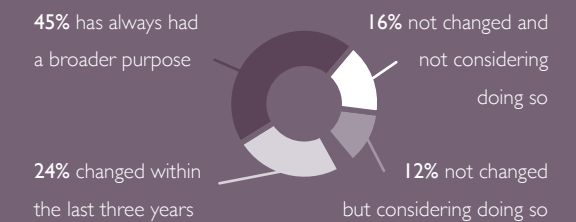
More satisfaction from meaningful work ¹¹⁾



The pyramid of employee needs ¹²⁾



Purpose is a boardroom responsibility ¹³⁾



Purpose adds to Profit ¹⁰⁾

58% of companies with a clearly articulated and understood purpose experienced growth of **+10%** vs.



42% of companies not prioritising purpose



Consumers spend **31%** more at purpose-driven retailers ¹⁴⁾

The three major competences of leaders: ¹⁵⁾

- + Ability to focus intensely on customer needs
- + Ability to collaborate with colleagues
- + Ability to inspire



Sources:

- 1) Michael Mankins en Eric Garton perceptie-onderzoek 300 managers
- 2) April 2014: Corporate Philanthropy and Productivity: Evidence from an Online Real Effort Experiment
- 3) Edelman The Good Purpose Study 2012
- 4) Deloitte: 2030 Purpose: Good business and a better future
EY: EY/The Energy Project 2013 + EY.com KPMG: uskpmgpurpose.com
- 5) Timé Management Zelfevaluatie
- 6) 19th Annual Global CEO Survey 1 January 2016

- 7) Edelman The Good Purpose Study 2013
- 8) Gallup Employee Engagement 2018
- 9) EY/The Energy Project 2013
- 10) LinkedIn Purpose at Work i.s.m. EY Beacon & Harvard Business School 2016
- 11) NetImpact
- 12) Bain & Company
- 13) 19th Annual Global CEO Survey 1 January 2016
- 14) 2018 Accenture Love Index Research
- 15) IBM survey of 1,700 CEOs through 64 countries

Image: Craig Houghton (Pixabay)

The business case for inspiration

Working from inspiration

More talent + Higher labour productivity +
Higher retention rate + Higher efficiency +
Higher creativity + Cheaper capital

Inspiring externals

Higher customer loyalty + Higher quality perception +
Higher attention value + Lower media costs +
Better reputation

Working from inspiration

Working from inspiration delivers many internal and external advantages. Inspiring organisations are places people want to work. In a scarce labour market, they attract talent that makes a difference. If you know how to connect people to a common goal, this means they have found direction. This enables a larger means of autonomy, enlarges creativity and lessens the need for control mechanisms. More autonomy, creativity and less control have a proven influence on employee satisfaction, their productivity and their intent to stay (research Indeed, 2017). Besides that, the unity ensures less resistance. The result is that people jointly work on the organisation, instead of in the organisation. They work with each other instead of beside each other. This combination gives the 'internal inspiration-effect': it results into more talent, better results, less resistance.

Working from inspiration makes people much more productive, in the managers perception even over 225% better (research Bain & Company and EIU Research, 2015).

External advantages

There is a lack of attention these days. To get customers' attention and keep relationships is a tour de force. People are overloaded with messages from organisations wanting something from them. On average, Facebook processes 350 million new pictures per day. That is almost 15 million per hour; 234.000 per minute and 4.000 per second. On average, each Dutch person sees 5.000 messages from organisations per week. Out of the 362 advertisements, which are part of these, only 12 make an impression. These impressions disappear in the ocean of the on average 120.000 thoughts, each person daily has. Organisations fight for attention and this fight becomes increasingly difficult to win.

Inspiring organisations do not advertise more, but less. Take for example Tesla, Tony's Chocolonely and Picnic. They do not fight for attention, but are getting it. Their products are being bought without the need to advertise them. In the customers perception the quality of mission-driven organisations is better than non-mission-driven organisations. People talk about these organisations because their experiences are worth telling; 72 percent of the customers would promote a mission-drive organisation. That is the 'external inspiration-effect': it results into more attention, higher loyalty and better reputation against lower costs.

**"If your actions inspire others
to dream more, learn more,
do more and become more,
you are a leader."**

John Quincy Adams

Investments

Is it simple? No. Is it possible for each and every organisation? Yes.

The beauty of inspiration is that it is for free. It does not cost anything and everyone has the ability to be inspired and inspire others. So, is there a price to pay?

Yes, definitely. It asks for courage, time and space. Courageous leaders to determine for what they stand for. Some market opportunities will pass by. No worries, other will appear. Opportunism probably stimulates, but is definitely not inspiring. It asks for determination, even when the next step is not yet in sight. In essence, inspiration asks nothing more than committing to feelings of fear, opportunism and laziness. Not always easy. But it pays off.

The financial business case is very positive: inspiring organisations are mission-driven organisations. They perform 10 times better than their peers in the S&P500 (1996-2011) and deliver according to another research 120 percent higher results at the stock exchange (2013). Still, inspiration seldomly is a theme in organisations. But it can be. How? That will be demonstrated by the Inspiring 40 this year.

Caravan of yaks in the dunes at Skardu, Indus Valley, Gilgit-Baltistan, Pakistan (From: HUMAN The Movie)



The world changing organisations

Business for Good

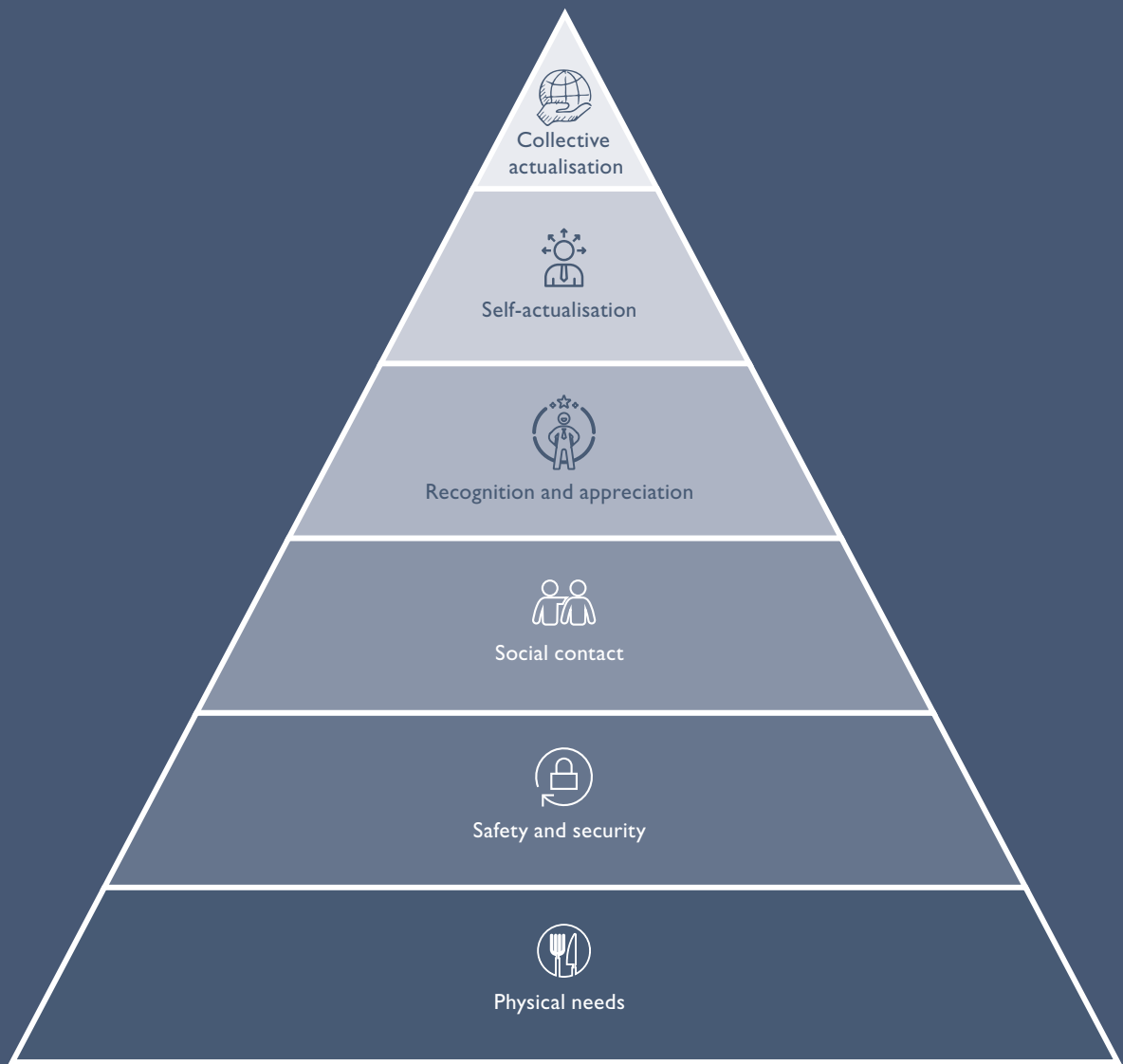
In 2014 Philips placed wellbeing above welfare. A broad electronics company changed into a purpose-driven organisation focusing on 'improving the lives of people with meaningful innovations'. With a concrete goal: improving the lives of three billion people per year in 2025. A goal corresponding with the Sustainable Development Goals of the UN.

Inspiration is about the new normal. The old normal is organisations placing themselves and money above people and their environment. This makes the economy an isolated bubble, disconnected from society. The Inspiring 40 breaks through this automatism. They show how organisations have a role in and for society. The new inspiring perspective is that personal gain can coincide with someone else's gain: Business for Good. This new perspective comes from organisations that create advantages for the customer and know how to combine this with social advantages: they inspire.

Cracks in the current line of thinking

The availability of information seems to play an important role. It looks like we are awakening from a period of wealth to discover the new scarcity. It is another scarcity we knew. For long time, meaning was found in solving material scarcity (in the fifties), making connections (the sixties) and creating wealth and status (eighties and nineties). In the nineties, personal freedom and growth seemed the highest possible goal. Organisations responding to this touched us. Nike with the idea that every person can be an athlete; Apple with the belief that everyone can let technology work for them. Nowadays, this is not needed anymore and does not deliver satisfaction anymore. What is now the highest possible goal? In Maslow's pyramid, we came to the highest level: self-actualisation. But on the top of individualism, it seems people are lonelier than ever. In 2016, 43 percent of all Dutch adults felt lonely, and 10 percent even felt very lonely. Individual freedom is a great good, but more attention for the individual does not necessarily lead to more happiness. Smartphones and digital possibilities do not solve this. Continuous connection is not the same as contact.

New level in Maslow’s pyramid:
from self-actualisation towards
collective actualisation



Internet opened Pandora’s box. It visualises the hidden consequences of our wealth. ‘Ignorance was a bliss’. With our knowledge, the consciousness about the severe energy issue grew. The problem of the enormous amount of CO₂, global warming, rising sea levels and the enormous stifling plastic soup, unfair opportunities for many in society and the unequal division of welfare and wellbeing. These issues cannot be neglected anymore. More and more, we realise that knowledge is not only power, but also responsibility. The durability of our system is under debate. How do we consign the world to our children? A debate focused on the division of welfare between generations does not provide the answer. We or they? Battles never inspire. A win-loss situation is a lousy deal for everyone. And what about the people in other places on our planet, making our welfare possible? How do we relate to them? The disbalance becomes increasingly clear and uncomfortable.

Collective actualisation

From this latent feeling of discomfort arises a new need: how do we ensure that the gain of one person is not the loss of another. How can we all win? We and the generations after us. We and the rest

of the world. This is about broadening wellbeing and welfare. About enlarging sustainability and creation of social equality. We do not want to have less, but do grant others more. This can only be solved by approaching the world from a win-win perspective. This seems to be a new need. The question is not: ‘Who can I be?’, but ‘Who can we jointly be?’ It is a new level on top of Maslow’s pyramid: collective actualisation. One’s profit coincides with the profit of others. One’s growth goes together with the growth of others. What is right for another, is good for ‘business’.

This appeals much more than increasing welfare.

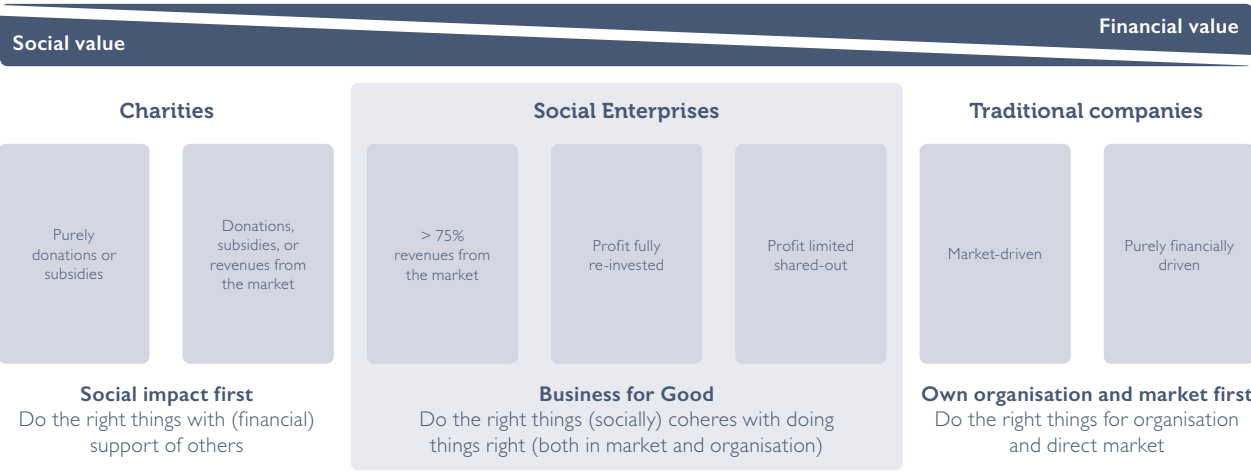
Business for Good responds to the need for collective actualisation

These social themes are too large for one individual to make the difference. But in cooperation with multiple people they can be solved. Not all at once, but issue after issue. This is exactly what inspiring organisations do. They offer a perspective in which both their customers as well as society wins. This movement is visible since 2014 and becomes stronger year after year. In 2018 it starts to dominate the list of the 40 most inspiring organisations.

“Ubuntu: I am
because we are.”

African philosophy

Business for Good: the rise of social enterprises



Based on the definition of social enterprise (www.social-enterprise.nl)

People and organisations who think and work according to this manner; are the current trend. Think about the growth of social enterprises. These organisations are very suitable to solve social issues. They offer the most flexible forms for cooperation and are very decisive. Tesla combines design and speed with a sustainable perspective for the world. Fairtrade Original combines good food with a better life for the ones working for them. By approaching business through this perspective, we should be able to stop child slavery in the chocolate industry, to ensure everyone can still drive a car because there is plenty of energy, and to clean up the plastic soup.

We do not claim that this new way of thinking and working is already the new standard. There is still a long way to go. These ideas inspire especially because they are not normal. The ideas of inspiring organisations demonstrate that everyone working with these, gets attention. Because they touch a deeper need. The roots of this are already visible for a longer time. Strong brands from the nineties focus on lifestyle and luxury products, the digital brands offered freedom. The well-known brands colouring our lives already since 2000, focus on 'democratizing something'. IKEA democratised design, Apple

user-friendly technology, Google the availability of information, Nike the idea that in every person there's an athlete, Samsung innovations and Picnic made home-delivered groceries within reach for everyone.

Inspiring organisations even go a step further: they make something available for everyone, here, now and in the future. Whether it is about electrical transportation, slave-free chocolate, honest prices, humanity in every situation, a plastic-free ocean; are we able to offer something that is timeless? With this, we implicitly state that we long for broadening and anchoring our welfare. This development is also visible for a longer time. Ever since 2013 Unilever works on doubling their revenue while halving their 'footprint'. Based on this, Paul Polman took unpopular financial decisions, but he stole the hearts of employees, customers and investors and also improved the operational margin in the last three years. This double ambition motivated managers, employees and shareholders to take the extra mile. In those days, Unilever was leading. Nowadays, their example is followed. Win-win is the new normal. New organisations combine the different ambitions of doing business seemingly effortless: profit for the customer coheres with profit for the environment and profit for the organisation: win-win-win.

The Global Goals for Sustainable Development ...



... how do organisational targets relate to these?

Image: Claire Droppert – www.claireonline.nl

The rise of Business for Good

Indicators for the rise of Business for Good, the rise of win-win organisations:

- The most important characteristics of inspiring organisations are about their role in society. Especially sustainability gains importance;
 - New organisations in the Inspiring 40 are social enterprises (Triodos Bank, De Vegetarische Slager, Fairtrade Original) and purpose-driven organisations (The Body Shop, Dove);
- Large, well-known organisations disappeared from the Inspiring 40: Friesland Campina, BMW, Mercedes-Benz, Marktplaats and KLM;
 - In 2013, the Inspiring 40 consisted of 13 purpose-driven organisations and 1 social enterprise. In 2018, the Inspiring 40 consists out of 3 charities, 1 not-for-profit, 11 social enterprises and 12 purpose-driven organisations;
- Out of the 15 most inspiring organisations, most are currently a social enterprise, charity or not-for-profit;
- Organisations of which the inspirational value increased are a social enterprise (Tesla), not-for-profit (Rijksmuseum), charities (WNF, Rode Kruis) and purpose-driven organisations (Picnic, Rituals);
- The ones decreasing the most are the large listed companies like BMW, Mercedes-Benz, KLM, Coca-Cola;
 - 8 out of 11 'ones to watch' (organisations scoring high on inspirational value, but are not yet enough well-known) are social enterprises or purpose-driven organisations;
- The list of most inspiring people is being led by people with an inclusive message for all people: Nelson Mandela, Dalai Lama, Barack and Michelle Obama, Floortje Dessing and Oprah Winfrey. Besides the own father and mother.

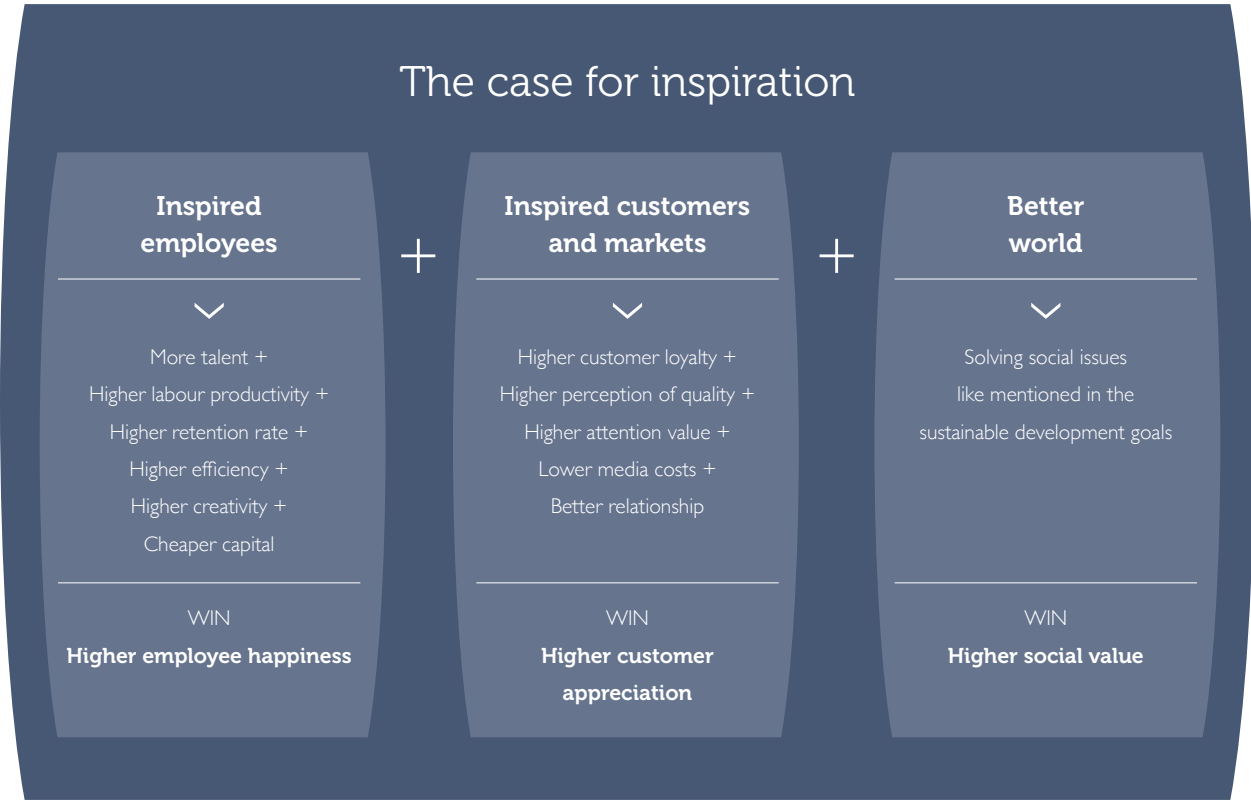
No altruism, but sense of responsibility!

Another one's profit should not be at the expense of yourself. What inspires is that both is possible: a great product / service for you in such a way that it brings well-being and welfare for everyone and is above all also future-proof. All social enterprises in the Inspiring 40 offer both a special and a unique product: Tony's Chocolonely 'sea-salted caramelled' the chocolate-industry and introduced happy chocolate for adults. Tesla introduced design, speed and electronical gadgets. IKEA combines design with low prices. These products excel and combine this with the ideal being placed on top of it. Like Triodos Bank once became the most customer-friendly bank, to bring sustainable banking under the attention. Doing right is the

means for doing the right things. This inspires employees to take the extra mile and is the key to win the hearts of customers and to find new markets. It is the new 'normal'.

'The case for inspiration'

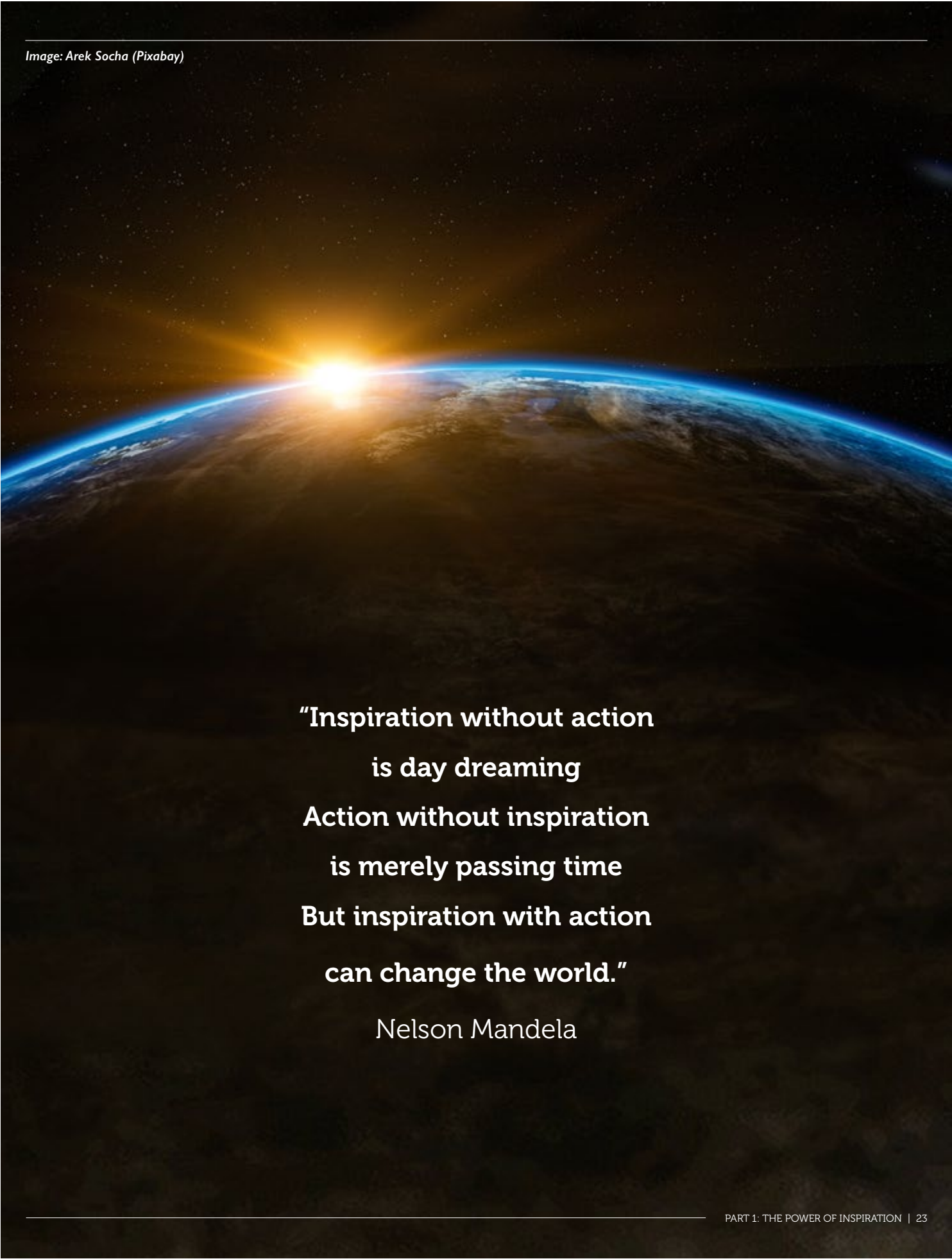
The plea for inspiration goes beyond the business case only. The business case focuses on the benefits for the organisation. The total 'case' also contains the benefits for society, now and in the future. This is a win-win combination. This is what inspires us in 2018. The advantages to work from inspiration, anytime, anywhere, can only be underestimated.



"Money is the oxygen on which you run the race. But it is not the finish. The finish is that you make the world a better place, solving a social issue, an environmental issue, that you do something."

Henk Jan Beltman, Tony's Chocolonely

Image: Arek Socha (Pixabay)



**"Inspiration without action
is day dreaming
Action without inspiration
is merely passing time
But inspiration with action
can change the world."**

Nelson Mandela



Textile dry cleaners in Bahawalpur, Punjab, Pakistan (From: HUMAN The Movie)



The Inspiring 40 2018

Who inspire and why

IKEA is once more the most inspiring organisation of the Netherlands in 2018, just like it was in 2017 and earlier in 2014 and 2013. IKEA works from its DNA on win-win. Products in which better design is combined with quality, sustainability, functional advantages and a lower price are already beneficial for their customers. Driven by ambition to create a better living for the many, IKEA democratised design.

In 2012, IKEA decided to take an extra step to integrally include profit for society in their strategy 'people and planet positive'. They centrally positioned the belief that a better life should be made possible not only now, but also for future generations. In order to do so, IKEA focuses on three pillars: energy & raw materials, people & societies and support for customers to live sustainably. As fits with IKEA, they did not only talk the talk, but also walked the walk. Since 2015, IKEA invested over 1 billion euro in the development of renewable energy and other measures in order to tackle climate change. They made LED available for every Dutchman, with a price per lamp of less than a euro. IKEA sells solar panels and from 2020 in Amsterdam, transport will be done only per electrical trucks. It goes fast, visibly and with ambitious steps. This is how IKEA uses Business for Good: good for people now, but also in the future. And just as it inspired the people in the Netherlands in previous years, it still attracts in 2018.

These are the Inspiring 40 of 2018 according to the Dutch



Tesla is the second most inspiring organisation of the Netherlands for the average Dutchman. It is the first organisation that has been able to stay in the top 3 of the Inspiring 40 for five consecutive years. This was measured this summer, before the 'Tweet-gates' Elon Musk caused around the stock listing and the dramatic event of the young Thai soccer players stuck in a cave in Thailand. Even then, Tesla was under fire, but Tesla kept inspiring and persevered. Despite the criticism, Tesla offers a clear win-win: the intention to create a CO₂ emission-free future, the determination to make this happen, whatever it takes. By delivering cars which are in their category more beautiful, faster and more advanced than any car of the competition. It is a conscious choice with which you can or cannot agree, but which is difficult to criticise.

Notable appearances in the top 40

Fairtrade Original innovated from a label to a food brand. With a new design, renewed focus was brought to market. It seamlessly connects with the trend we start seeing nowadays. The 'Vegetarische Slager' ('Vegetarian Butcher') enters at the eighth position. The win-win? Skipping meat, but at the same time not missing the nice taste of it. Other newcomers are The Body Shop, Dove and Triodos Bank (back), which are all organisations that place or seem to place the benefit of another equal to their own benefit. Dille & Kamille, WNF and Picnic increased the most in inspirational value. The organisations making room for them are the big corporates that dominated the market by focusing on product experience: KLM, Marktplaats, Friesland Campina, Mercedes-Benz and BMW. BMW, Mercedes-Benz, KLM and Eneco lost the most in inspirational value. Except for Eneco, they focus mostly on the direct product experience. Customer experience, however, contains more than product experience alone. It is also about what the product does for the world.

"A change is brought about because ordinary people do extraordinary things."

Barack Obama

Case
The girl that lives
above the Albert Heijn
and orders at Picnic

Living above the Albert Heijn and ordering your groceries at Picnic? That's what Wilma does. Her back door is practically next to the entrance of the Albert Heijn. But the majority of her groceries are from Picnic. And when listening to Wilma, it seems that this will remain so for quite some time. Why?

Ordering at Picnic is easier for Wilma, and additionally cheaper and way more fun. Easy because the groceries are brought to her front door. She isn't forced to carry big bags up the stairs. It appeals to her that the deliverers offer to bring the groceries all the way to her kitchen, but it's not necessary. She accepts the bags at her front door whenever possible. No problem at all. Picnic is cheaper than the Albert Heijn in her experience, and that also has an influence.

But moreover, Picnic knows how to cheer her up. The small, funny vans that are always near the point of flipping over during windy days, the deliverers that are required to wave when you wave at them, and the familiar 'hello, here I am!' greeting when they arrive with your groceries. She herself says: 'They make a whole deliver experience from the delivery of groceries. That's what makes me happy.' It's not like she never walks down to the Albert Heijn. For example, when the mayonnaise is empty and that's just the one thing she needs. But the majority of her groceries? Let's just say that Albert Heijn hasn't seen the last of the funny vans parked next to their door.



The Picnic deliverer at the house of Wilma, in front of the Albert Heijn

These are the Inspiring 40 of 2018 according to the Dutch



Ranking		Developments percentage *	Shift in ranking **	Total score ***
2	Tesla	0% ▶	0 ▶	1084,19
3	Apple	-1% ▼	0 ▶	1080,91
4	Rode Kruis	0% ▶	1 ▲	1080,50
5	Bol.com	0% ▶	-1 ▼	1079,07
6	Fairtrade Original	new		1076,56
7	Rijksmuseum	0% ▶	2 ▲	1068,20
8	Vegetarische Slager	new		1064,03
9	Tony's Chocolonely	0% ▶	-1 ▼	1063,02
10	Rituals	1% ▲	3 ▲	1062,78
11	Samsung	1% ▲	4 ▲	1057,14
12	Efteling	-1% ▼	-2 ▼	1057,01
13	Dille & Kamille	4% ▲	17 ▲	1056,83
14	WNF	3% ▲	15 ▲	1052,61
15	Dopper	-1% ▼	-4 ▼	1050,76
16	Picnic	3% ▲	15 ▲	1045,73

* The developments percentage shows the development of the organisation compared to 2017.
** Shift in ranking of this organisation compared to 2017.
*** The scores are annually based on index scores in which the average of all measured organisations amounts to 1.000 points.

17	Lego	-3% ▼	-10 ▼	1041,53
18	KWF	-3% ▼	-4 ▼	1024,00
19	Bugaboo	-1% ▼	4 ▲	1023,55
20	Velux	-1% ▼	2 ▲	1022,39
21	The Body Shop	new		1018,91
22	Coolblue	-2% ▼	-4 ▼	1018,29
23	Netflix	new		1017,70
24	ANWB	-1% ▼	1 ▲	1014,97
25	Nike	-4% ▼	-13 ▼	1014,09
26	Philips	-6% ▼	-20 ▼	1010,54
27	Lidl	-3% ▼	-11 ▼	1008,72
28	Gazelle	-3% ▼	-8 ▼	1007,87
29	Albert Heijn	1% ▲	10 ▲	1007,05
30	Campina	0% ▶	6 ▲	1006,76
31	Adidas	-1% ▼	1 ▲	1006,15
32	Douwe Egberts	-1% ▼	1 ▲	1005,63
33	Ben & Jerry's	-4% ▼	-12 ▼	1000,09
34	Auping	-3% ▼	-8 ▼	995,57
35	Google	-4% ▼	-11 ▼	989,67
36	Innocent	-2% ▼	1 ▲	985,16
37	Starbucks	0% ▶	9 ▲	983,59
38	Greenchoice	-4% ▼	-11 ▼	983,21
39	Dove	new		973,29
40	Triodos Bank	-1% ▼	15 ▲	967,74

Disappeared from the Inspiring 40 in 2018: Friesland Campina, BMW (biggest drop), Mercedes-Benz, KLM, Marktplaats.

2018: Business for Good

The Inspiring 40 2018 ushers in a new perspective on organisations. A perspective that's all about win-win and Business for Good. The transition is new. In 2011 the Efteling was the most inspiring organisation, in 2012 Apple: organisations that were able to make an art out of the care for customer experience. The value that these organisations offer remains. They're still part of the Inspiring 40, just like bol.com and Coolblue. But they are not the eye-catchers that surprise. The eye-catchers are organisations that wield a win-win perspective. Organisations become inspiring when they're able to answer large themes. When they offer perspective on society,

continuously innovate to do so, offer products that are very special and know how to enter into a relation in an open and stimulating way.

A new way of thinking about organisations is developing faster and faster: from organisations as a means for flourishing economically, to organisations as a means for a better world. Tesla, De Vegetarische Slager, Tony's Chocolonely and Triodos Bank make it evident that this is not just a whim of several small and idealistic organisations. Business for Good is becoming the new norm. This is what we recognise in the characteristics of inspiring organisations. This results in the question: *For what is your organisations a means?*

The current normal

- Financially driven
- Organisations have a business goal
- Prosperity over well-being
- Doing things good stands central
- Deepen prosperity
- CSR is our societal responsibility
- Sustainability is people, planet, profit
- Property and high positions are financially appreciated
- Lead on purpose
- Steered by control
- Innovating is expensive but necessary
- Customer relations are a series of transactions
- Loyalty is about that of the customer to the organisation
- The gain of one is the loss of another

The new normal

- Purpose driven
- Organisations have a societal role
- Well-being over prosperity
- Doing the good things stands central
- Broaden prosperity and well-being
- In society lies our reason for existence
- Sustainability is people, planet, purpose and persistence
- There is appreciation for everybody
- Lead with purpose
- Steered by inspiration
- Innovation is a chance and a means for working on purpose
- Customer relations evolve by sharing a common goal
- Loyalty is about that of the organisation to the customer
- We gain or lose together

“There is no persuasion without inspiration.”

Barack Obama

Nike learns how it can make a positive difference in the world by just doing it



In 2010, Nike's CEO Phil Knight posed in the Nike Better World film that, through the years, he started realising what an organisation with the size of Nike can do for the country, society, for sports people and for employees. It raised the question who is actually responsible for the environment and, for example, keeping sports accessible for all children. 'Who should find a better way to grow a successful business', Knight wonders in the movie. He ends with the words: 'A company becomes an example, which becomes an inspiration, which opens the world's minds to the potential we all have.'

Nike's 2018 Kaepernick-campaign had a rather large impact: in America, where President Trump predicted the brand's downfall and some customers started burning Nike products. But also in the Netherlands, where numerous forms of online support were given for Nike's courage and statement. Their shares increased, just as the positive attention Nike received on social media (+1.300 percent). In a short time, the ad was watched more than 25 million times, the attention from journalists peaked, and the online sales increased in that particular month with more than 30 percent.

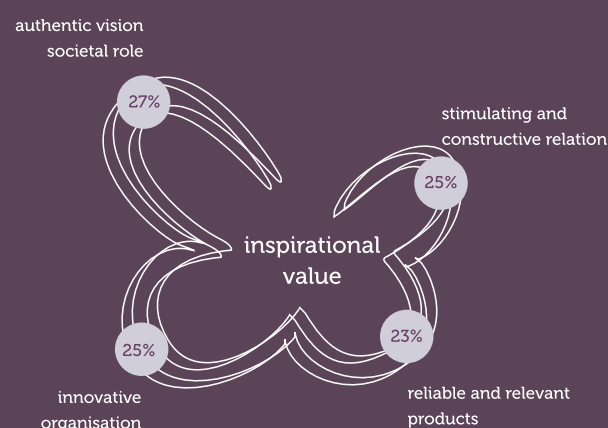
Smart marketing? This was without a doubt also the case. But if you take Phil Knight's statement in 2010 into account, then this was not just a marketing play. Nike's inspirational power goes way further. The organisation has chosen to take part in the public debate through campaigns for some time now. The 'Equality'-campaign during the time that Trump took office is a good example. The organisation (number 25 in the Inspiring 40 of 2018) made it its mission to be more than just a sports brand. It appears that campaigns aren't the only way of doing so. The transparency of Nike in its societal role in the past also helps the company to become more. Earlier, the organisation commented publicly about wrongs concerning child labour and bad working conditions on production locations, and addressed the mistakes the organisation had made.

Nike produces campaigns about women rights, the elderly, obesity, stereotypes, and the minority. Nike will, without a doubt, keep doing so, if one is to believe the message of their current CEO Mark Parker: 'What keeps us going is this simple belief: when Nike creates meaningful change within our own company and within the communities that we influence, we make a positive difference in the world.'

How inspiration develops over time

To get a grip on inspiration, we perform multiple annual researches. These researches give us the four pillars of inspiring organisations. These have remained the same for several years and are (1) vision, (2) organisation, (3) product and (4) relation. Increasingly valuable become the insights in the power of these pillars. The development of these knows how to catch the spirit of the age. The graphs on the next page show this development.

In 2018 we see a lot of evidence for the approach of this year's edition: 'Business for Good'. The pillar 'vision' steadily gains in importance. Here the increase in importance of sustainability is eye-catching. Organisations that have been newly nominated are social enterprises such as Seepje and De Vegetarische Slager. Additionally, we see the importance of innovation increasing.



Four pillars of inspiring organisations

Scores on the four pillars form together the inspiration value of an organisation. Each pillar asks a simple question that needs to be answered by every organisation:



Vision

Why do you deserve my attention?

In 2018 this is mainly about the extent to which an organisation is sustainable, fulfils a societal role and has an authentic vision.



Organisation

Why would I believe you?

In 2018 this is mainly about the extent to which the organisation is innovative and is able to be a frontrunner.



Product

Why would I choose you?

In 2018 this is mainly about the quality of products.

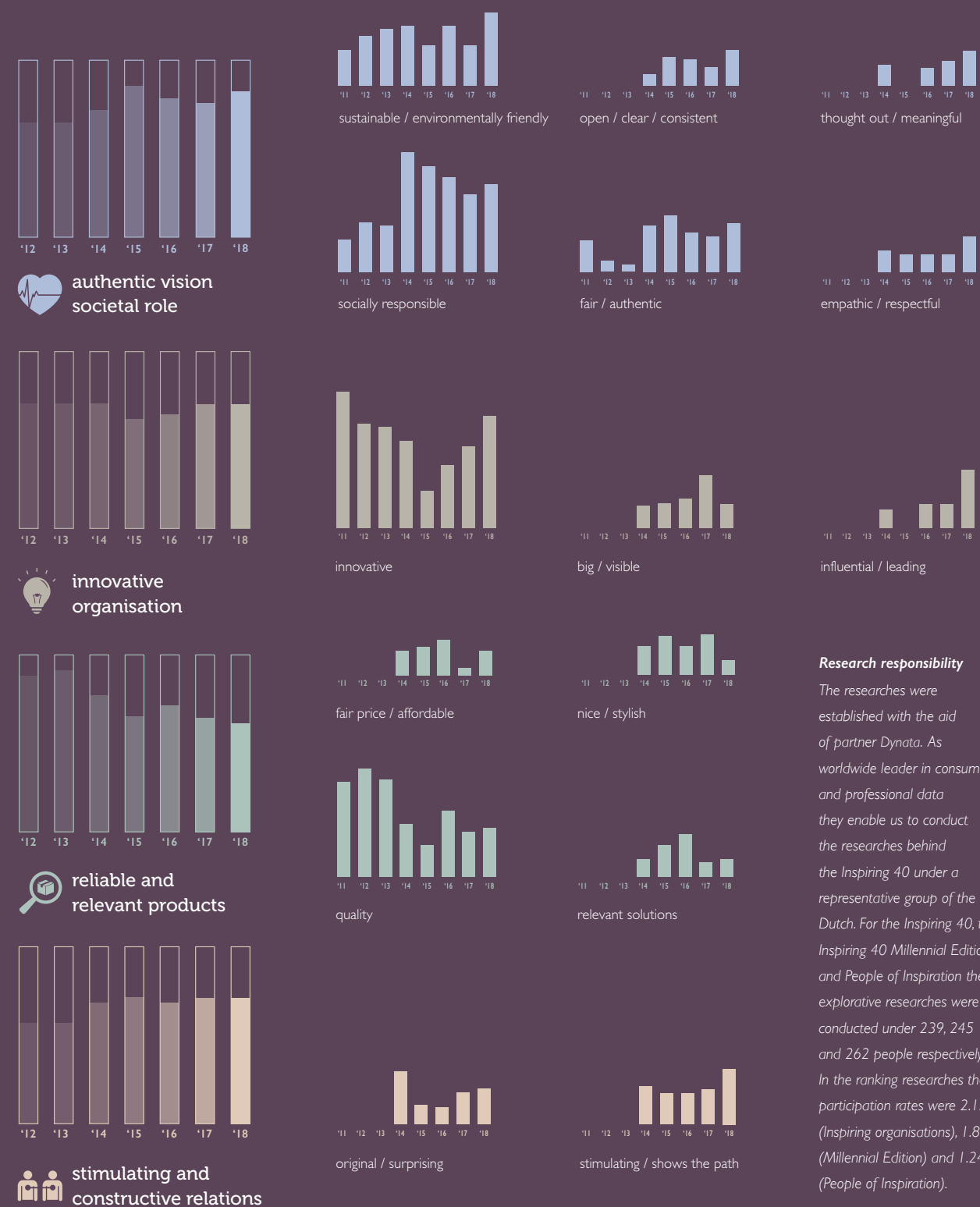


Relation

Why would I stay with you?

In 2018 this is mainly about being a role model and having a constructive relation.

The four pillars of inspirational organisations and the importance of each pillar in the total score in 2018



Research responsibility

The researches were established with the aid of partner Dynata. As worldwide leader in consumer and professional data they enable us to conduct the researches behind the Inspiring 40 under a representative group of the Dutch. For the Inspiring 40, the Inspiring 40 Millennial Edition and People of Inspiration the explorative researches were conducted under 239, 245 and 262 people respectively. In the ranking researches the participation rates were 2.153 (Inspiring organisations), 1.801 (Millennial Edition) and 1.249 (People of Inspiration).



The Inspiring 40-impact award 2018 goes to ...

Tesla, the first organisation that ranked in the top 3 for 5 consecutive years and can be found in three rankings: Inspiring organisations, the Millennial Edition and People of Inspiration (Elon Musk).

On the 31st of March 2016, thousands of people lined up in long queues to pay \$1.000 for a product that they hadn't seen, of which they didn't know what it was capable of doing, when it would be delivered or even what it would cost. All around the world alarm clocks were set so people were able to do the same online. This was about a product that would be delivered by an organisation that was known for missing deadlines. One week later, 325.000 people had made a down payment. Without posting a single ad. Elon Musk and Tesla is able to show where to inspiration can lead.

Elon Musk is also described as the living Tony Stark, better known as Iron Man. He knows how to realise big dreams like no other. He was able to transform three industries with his visionary view: electric transport, solar energy and space travel. Why? Because he thought: 'I have a better way.'

With the money that he earned at a young age by selling Zip2 and PayPal, Elon Musk was able to truly realise his dreams. First, he wanted to build a greenhouse on Mars to grow crops. This project didn't last. However, this project did lead to the launch of SpaceX, a company with the long-term vision to enable population of outer space.



Shortly after that came Tesla, with the mission to accelerate the global transition towards a future with sustainable energy. Together with others, Musk saw the impact CO₂-emissions had on the world through global warming. But unlike many others, Musk actually took action. He saw that human kind had a need for transport, so it was necessary to find a way for transport without emissions.

Elon Musk formulated a very clear strategy for Tesla. First, make an electric sports car. The consumers in that market are able and willing to pay more. Use the profits from there to make an affordable sedan. Use those profits to make an affordable car for the mass: the soon-to-come Model 3. And while working on that, offer an option for zero-emission electric power generation. This strategy was posted online in 2006 with the words: 'Ssst, don't tell anybody else'.

This is innovation with clear milestones towards a compelling goal, in which Tesla formulates clear, realistic sub-goals. Eventually, Musk wants to go to self-steering cars. And the Sedan shouldn't be a moderate civil car, but extremely fast. This was proven when it raced against a jet fighter. Toys for boys. Another remarkable campaign was launching a Tesla into space. Its contribution to space debris is in this case something minor standing along the side-lines. And now we're shifting our focus towards the Model 3 and the first electric truck.

Clear sub-goals and great campaigns result in a constant stream of positive messages that constantly bring Tesla in the picture. Especially on social media. Elon Musk has, therewithal, a very pronounced idea on the way of organising:

- the way to a customer is through the department of engineering, not through marketing
- build the factory as a factory (mega factory)
- production hell

This is how Tesla elevates innovation as a means to reach a set goal: a zero-emission future. With this, innovation gets a clear goal.

When the research for the Inspiring 40 was conducted, the stream of negative messages hadn't started yet. Musk's 120-hour workweeks asked too much from him and he resorted to sleeping pills. The role as CEO and COO was perceived by many as irresponsible. His response: let me know if you know someone better. The production of the Model 3 endured some obstacles, resulting in delay in deliverance. Also, the hassle surrounding the Thailand cave rescue didn't prove to be very helpful. Musk offered, perhaps with good intentions, to fabricate a submarine that could aid in saving the children. A British diver called this a PR stunt, after which Musk called the diver a paedophile. With that much sleep deprivation, everyone has a short temper. But most of us aren't that central in the media. Our 'faux pas' doesn't receive as much publicity.

Nevertheless, Musk knew how to keep standing firm. Until he sent a tweet of nine words begin August: 'Am considering taking Tesla private at \$420. Funding secured.' The SEC immediately responded to this. Musk settled with a payment of 20 million dollars and had to step down as chairman of the board. He still is CEO though.

We're very interested in seeing where Tesla would end in the Inspiring 40 if the ranking was measured again. We expect that the company wouldn't shift too much. Although it is pleasant for customers and employees when a company is led with minimal disturbances – processes that run smoothly, deadlines that are achieved and forecasts that are correct – we keep enjoying the epic in which everything seems to go wrong, and the hero saves the day once again. This is also apparent in the business world. These 'heroes' are the ones getting promoted. They receive the attention, while the silent performer that lets everything run smoothly in a sublime way is less visible. Maybe not through its organisation, but definitely through its vision does Tesla earn its second place. Because the whole world becomes a better place with a zero-emission future. Business for Good!

Image: Capture This for Synergie

“Someone filling shelves in a supermarket plays World of Warcraft back at home in five parallel worlds. There is so much of who we are that is not used in organisations.”

Oscar Hundman – bol.com



Why and how bol.com
introduced self-management

Organisation for impact

How is bol.com able to keep surprising their customers? This year, bol.com achieved a fifth place in the ranking of the Inspiring 40. In the eyes of the average Dutchman, bol.com scores especially on the pillars product (high quality and relevant solution) and relation (gives me a good feeling and stimulates me). Notable is the scale on which bol.com inspires. That makes bol.com's impact huge. How do you organise inspiration on such a scale? Oscar Hundman, director of commerce at bol.com, was involved during a large transformation in which 42 autonomous teams were formed with each a responsibility for its own shop. Building on the belief of doing things together, he was able to respond to customer needs and experiences, and bring this to a new level together with his team.

The ambition to offer customers the best shop in the Netherlands and Belgium asked bol.com to renew itself multiple times in the past. In his book 'Het geheim van bol.com' ('The secret of bol.com'), Michel Schaeffer (former marketing director of bol.com) gave an extraordinary view on this past. The combination of characteristics stands out and are retraceable in the conversations with Hundman. An enormous drive to improve each and every day, 'because everything can be done so much better', a big heart for customers, the craft and entrepreneurship, a sharp notion in leading principles and a pragmatic mentality. That is how a business flourishes. A growing market does the rest. And with success. Turnover in 2017 was 1,6 billion euros, and it seems that this will only increase in 2018 (the second quarter alone was 23,2 percent higher).

Cooperation as key factor

The reason that bol.com's results are so interesting is because of the human stories behind the organisation. Organising for impact was infused in the organisation's DNA since the beginning. A theme that is often talked about at bol.com is 'the founder's mentality' and the 'feeling of the Portakabin'. Working from a building that others would rather call a shack, the first online book store was launched. At that time bol.com already had the ambition to offer customers the best and most complete store in existence. Early on, bol.com saw that the traditional retail laws wouldn't hold in an online world and expanded from an online bookstore to a media store. The strive had always been to make the customers' lives easier by making sure they had the best offers with the most relevant solutions at the right time and the right place. From this ambition, bol.com learned to trust on algorithms, was one of the first in Europe to allow other stores and suppliers, and thus grew into a platform. Cooperation is the most important factor in this. The growth that followed laid, indirectly, the fundament for the most recent transformation. And as often the case with most transformations, the reason for transforming was not solely positive.

Lonesome in growth

Three years ago, Hundman organised a two-day activity with his team as director new categories. In a short while, the new stores/product categories had an enormous contribution towards the growth of bol.com. A lot of thought had been put in building the team. Commercial people were selected on the combination of passion for products in 'their own store', online retail and for the bol.com-mentality that captures entrepreneurship, data focus, and a serving attitude. A lot of work had been put in guiding and facilitating this team. During the two-day activity, the next step would be determined. That is what eventually happened, but not quite in the way that they had initially thought.

Although everyone present was responsible for growth between 20 and 200 percent, a euphoric atmosphere was lacking. What's more, everyone present felt very lonely. Despite all successes. Even though bol.com tried its best to create a good environment for good people,

something substantive was lost. The silos in which the commercial organisation was operating, had created walls between people and departments. Motivated and good people became frustrated by the near impossibility of doing good. For Hundman the feeling of loneliness was the worst. 'What followed was eight hours of listening and trying to understand. At the end of the day we especially knew that something fundamental was wrong, despite our growth and all good intentions. 'This no longer' was the only possible outcome.'

Self-management as base

But how? Hundman, now commercial director, continues: 'To think of a solution, we had to go deep. Understand how the system currently works, what it causes and return to the energy that existed during the foundation. In the Portakabin people felt part of a team. Joint responsibilities. This was almost lost due to the scale in which we had grown.' And that's how the idea came to create 42 independent stores/product categories and that these should be organised through autonomous teams. For the customer, bol.com is one store that offers a range of products. The market situation and customer journey, however, differs from product to product. To create the best possible shopping experience, the organisation works in 'store teams' (e.g. computer store, sports store, Dutch books or toys store). These teams would become even more significant for the development of bol.com after the intensification of the autonomy.

A transformation that couldn't have been planned

What followed was a process that is a school example of organising inspiration on scale. Hundman: 'People want to do very good. And they're able to do loads. But so many people leave so much of what they're capable of at home. Someone filling shelves in the supermarket plays World of Warcraft back at home in five parallel worlds. There is so much of who we are that is not used in organisations. How do we invite people at bol.com to include everything they have in the job?' Three spear points form the base to do so: trust, responsibility and craftsmanship.

Trust is what you give

It starts with giving trust. 'You can't work the other way around, asking responsibility, stimulating craftsmanship and only giving trust when things are going well. Trust is at the centre. When trust is felt, critical conversations can be held in which development is made. To organise trust a lot of rethinking is needed. For example, we've restructured the MT-structure. The MT-meeting occurs at the end of the week. After all the individual team meetings took place. In this way, the MT doesn't dictate what others must do, but we focus on the questions that arose in the organisation earlier that week. We're working on organising 'upward feedback'. Because if employees make a difference, managers are often not present. It's different when looking from the opposite: employees are present when managers need to make a difference. So who is better able to evaluate who? We have to turn this around to go forward as a whole.'

In cross functional teams, trust is truly able to come forward. Every team is responsible for a store. With these teams as cornerstone, the foundation has been laid to bring back the belief in organising internally together. 'The most powerful thing that I am able to do, is to invite people to brainstorm with us about how we can do even better,' explains Hundman. 'The ideas and plans that follow are almost always surprising. Thinking from the different stores' / product categories' perspective allows us to get a better view on what the next steps are in fulfilling the customers' needs and also how to improve our offers in their situation. The customer journey stands central. Additionally, bol.com works on innovations that improves the shopping experience as a whole. Some recent examples are voice-controlled shopping via Google Home, the expansion to liquor, the pilot in Amsterdam with PostNL in which orders are delivered within two hours with an electric bike, and the possibility for loyal customers to order products without shipment fees. This is the result of keeping the eyes on their final goal and of setting the first step time after time.

The uncomfortable moments of self-management

Leading a process that enables energy creation and dynamics on such a large scale also knows its uncomfortable moments. 'The most difficult part is the moment during which everything is running smoothly. I also want to feel useful. I had to get used to thinking of questions in these scenarios instead of launching ideas. People are the success factor of a fast-growing company, definitely in a fast-changing environment. That's why I try to hire people that make me nervous by being able to perform better in certain fields than I can. This is possible by keeping in mind what the greater good is that we're pursuing.' To keep the feeling with the stores, Hundman joins a different store meeting every week. 'Letting go is not the same as not actively participating. If I didn't do that, I'm not sure what would be occurring in a few years.'

Organising for impact

The self-managing store lays the base to believe in jointly stepping up to the next level. Both internally and externally. 'Together is also something we do externally. We are able to help our partners so much better in retailing through bol.com. Currently, one out of three orders is through one of our partners. This results in multiple initiatives on how this can be improved.' At the moment, bol.com has 21.000 sales partners, that offer an assortment of 16 million articles together with bol.com. It works. On average, there are 2 million store visitors on a daily basis. On the busiest day of 2017, 17 articles per second were ordered.

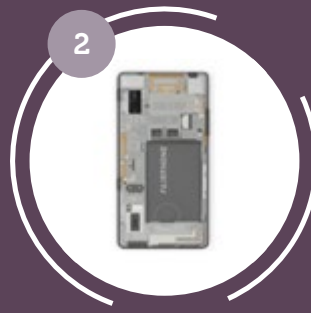
It's clear that thinking from a win-win perspective is in the DNA of bol.com. Herein the gain of the customer and the partner go together before the gain of bol.com. Hundman is sensitive to the development of organisations that start embracing purpose. He believes that it is possible that business and doing good for the surrounding go together. For bol.com this is making the Dutch and Belgian retail sector future-proof by working together and making things even easier for people. A lot is still possible.

The ones to watch



seepje

You can do your laundry
in a natural way



FAIRPHONE

With your phone you can make
a whole industry fair



VANMOOF

Making biking
city-proof



Farm Brothers

Offering the best of the countryside



ace & tate

Variate with your glasses
as with clothes



SnappCar

Share transport and give the
streets back to the people



Riksja Travel

Organising travels that bring you
closer to your destination



VIVERA

Making meat alternatives
as usual as meat



patagonia

Make the best product, prevent unnecessary
suffering, conduct inspirational business,
and implement sustainable solutions

There are organisations with a high inspirational value that aren't known nationally yet. These are organisations that have the potential to become increasingly famous in the future. They are, in general and in their market, the ones to watch. They are Seepje, Fairphone, Van Moof, Farm Brothers, Ace & Tate, Snapp Car, Riksja Travel and Vivera. They inspire with a new perspective.

The ones to watch and their impact (Inspirational value x Reach)

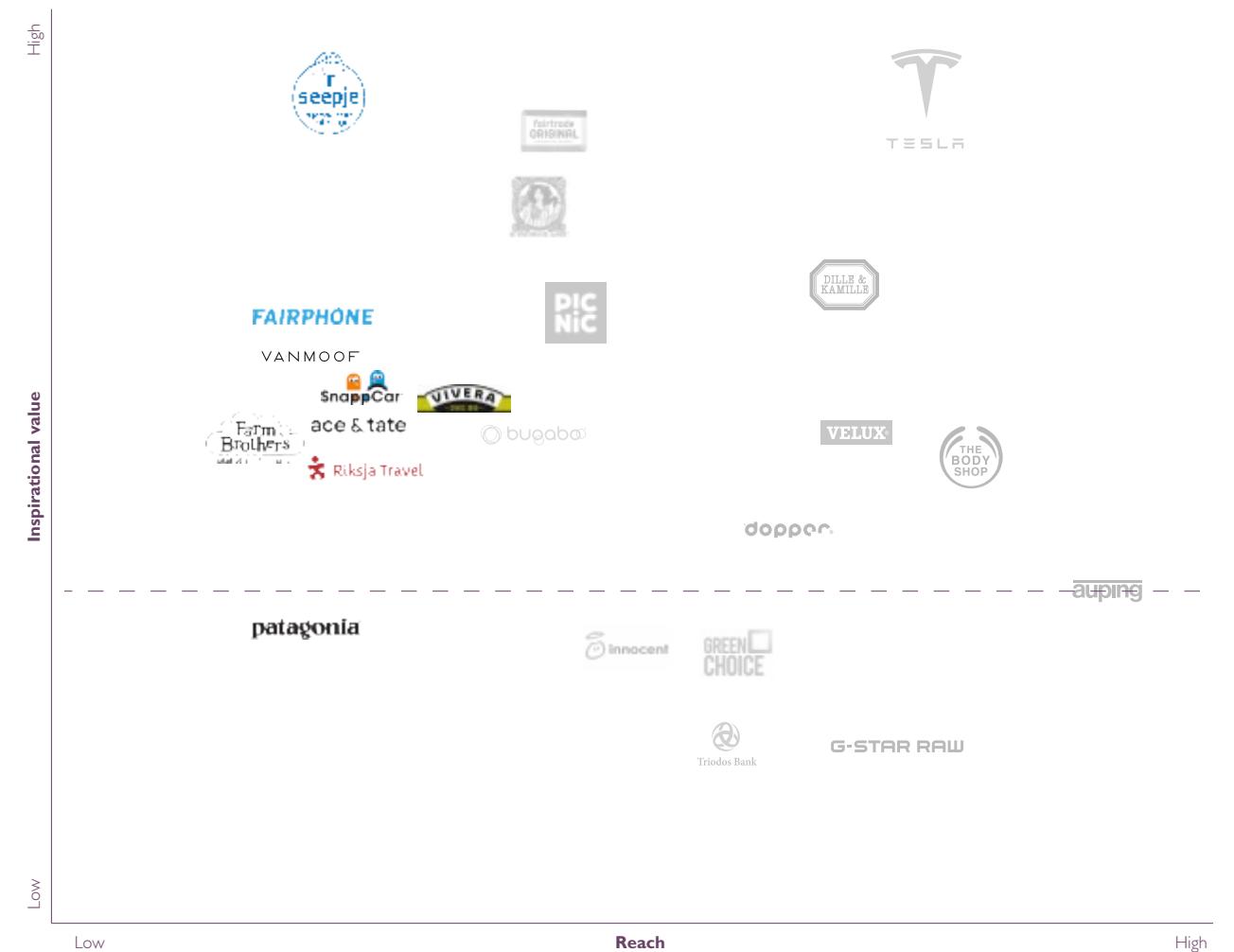


Image: Fairphone

"If it's possible with food
and clothes, why not
with technology?"

Bas van Abel – FairPhone



The story of Bas van Abel from Fairphone

The personal leader dilemmas in an unfair business

'If clothing, food and energy can already be produced in a more fair and sustainable way, why isn't this the case for electronics?' This was the question with which designer Bas van Abel started to investigate how the production chain of smartphones was made up exactly. Van Abel decided to make a fair phone himself that focused on minimal exploitation on man and nature (VPRO Tegenlicht, October 2016).

Fairphone is one of the ones to watch in the Inspiring 40. It's a company that is still too unknown, otherwise it would rank 16th in the Inspiring 40. The story of Fairphone is a story that shows inspiration in real life. Including the harsh reality that currently is the case. Bas van Abel is the living proof of how one person can make a difference. His work shows what persistence is, but also that alienation is just around the corner. That changing the economic system from within the system is full of paradoxes. And eventually that positive change, which was the point all along, is truly possible.

As social enterprise, Fairphone's mission is to produce a smartphone with the highest possible positive impact on ecological and social aspects. To do so, Fairphone looks at the whole value chain. In other words: Fairphone wants to make a fair phone. Not an easy task. Issues are present in all fields: in the metals and materials that are needed as raw material, but also the considerations during design, production, distribution and life cycle. Fairphone attacks all these challenges in the technology sector directly.

Fairphone's mission is about the search for metals and minerals that are free of conflict and child labour. It's about the decision for coating or not coating a phone - which protects the phone against fingerprints, but also results in more waste during production. 'To make a sustainable phone, which is the heart from which our company works, we will need to use materials that we actually want to eradicate in phone making. Because the phone has to look good to create a bigger market. But wasn't it waste that we wanted to prevent? And when are we going to start with that?' is what Mulan Mu, one of the first employees, asks herself in the VPRO-documentary. Besides this, the working conditions present in China are a difficult dilemma. Especially when at the same time the cash flow makes it difficult to pay the own employees.

Collective alienation

'For me, the phone has the ultimate paradox' Van Abel explains in Tegenlicht. 'The phone is such a personal object. And we're constantly in contact with everyone. A phone is about connecting with the whole world. And on the other side, we know absolutely nothing about it.' It's an important theme for Van Abel. He often refers to the millions of deaths due to conflicts in Congo, which are directly related to the extraction of raw materials for our electronics. The Tegenlicht-journalist asks him if this frightens him. 'We *know* it don't we?' he responds. 'We just don't realise it. We don't feel it. It doesn't hurt us. Because we've lost all connections.'

Changing the economic system from within

Van Abel thinks that the crux to come towards new insights and relations lies within the economy. 'The system of market, nothing's wrong with that. I think we're able to do a lot because of it. But the

driver of it, those should change. And that's only possible if everyone in the chain, from consumer to investor, tries to assure that we set up the system in another way.'

Fairphone is in multiple ways similar to another social enterprise in the Inspiring 40: Tony's Chocolonely, which resulted from the program 'De Keuringsdienst van Waarde' (the Health Inspection Unit). In this program, the producers made, as a form of protest, the first chocolate bars of the company. To show that the production of slavery free chocolate actually is possible. Fairphone also started under a campaign. 'We didn't start as a company, we started as a campaign' Van Abel tells the BBC. 'The question behind the campaign was how we could create visibility surrounding the situation in East Congo.' The telephone was the means through which this was possible by walking step for step throughout the whole chain and discovering where the raw materials came from.

Still Van Abel decides to make a company out of Fairphone. 'A successful commercial enterprise is the best way to create an impact', he says in an interview with Tech.eu. 'That's how more people than we are able to supply hear about these things. These consumers will then express their concerns to the bigger, more mainstream phone companies. They will demand fairer phones and put pressure on the core issues: circumstances in the mines, factories and throughout the chain.' Fairphone doesn't intend to become the biggest in the world. Fairphone wants to show that there is a market for fairer products. Just as Tony's Chocolonely. Fairphone has chosen a position as role model for a sector: 'And if the demand grows, then the rest of the market will follow. That's the way this world works.'

Fairphone's strategy

When it comes to making our phone, we're doing things a little differently.

We aim to create positive social and environmental impact from the beginning to the end of a phone's life cycle.

Bron: Fairphone

For this article, we gratefully made use of several earlier interviews with Bas van Abel. These can be found by visiting <https://inspirerende40.nl/ranking/fairphone>

Between ideals and reality ... the unruly truth

Van Abel's idea caught on. KPN became launching customer with 1.000 devices. A crowdfunding-action followed, and in no time, there were 10.000 customers with a revenue of 3,5 million euros. In 2016 Bas van Abel won the prestigious Deutschen Umweltpreis. The Fairphone 2 was the first modular phone in the world. The phone has currently been sold 160.000 times.

Inspiration is never a fait accompli. The truth is unruly. 'You encounter all the shit every company encounters in the economic chain: everyone and everything thinks in short term and about money' signals Van Abel in the episode of Tegenlicht. That's not only the case for the mines in Congo, but also for the factories in China. The whole value chain is drenched with this thought.

How do you lead without losing yourself? How do you last?

'When you're so full of passion and so intensely trying to make something happen, then you're also able to completely lose yourself. Because you want it to succeed. Before long, you're creating something that isn't in line with what you stand for,' Van Abel states in Tegenlicht when looking back. 'Your path towards the mission and the things you were initially working for almost seems to deviate. You start focusing on the company. Because suddenly this company is growing, and you have 100.000 customers that result in ten to twenty million in profit. You have responsibilities for your employees. There are problems with the product, and you're only focusing on money and surviving.'

He continues: 'You get into it and it's as if you're a rocket after launch. You give everything. You keep giving everything. And of course, there are moments during which you feel like you're doing things you've never done before. But until that moment [it lead to a burn-out] I thought: "It's possible. Aren't we doing the impossible right now?"' It was when I fell over that I realised that I've been busy with something that I didn't want and was not able to do. I wanted to create change, but I had created a monster.'

The answer came in two forms. The first was professional support, through which Van Abel got the chance to become a designer with a mission again. The second was by choosing for another perspective. In an interview with Nieuwe Revu (2017) he explains: 'I decided to see Fairphone not as a company, but as an art project. [...]' The system was no longer a windmill against which I was fighting as Don Quichotte. I can see the playing field again. A playing field full of possibilities.'

Eva Gouwens

Van Abel's search resulted in the decision to stop as CEO of Fairphone on November 1st, 2018. Eva Gouwens, former First Lady at Tony's Chocolonely, will take over his role in the company. Under her leadership, Tony's Chocolonely's profit grew annually with an average of 50 percent. Now she has been given the chance to lead Fairphone to the next phase. Bas van Abel has not left the company. He's still involved as commissioner within Fairphone.

Who changes the world?

Companies and their leaders have, more than ever, received an important role to play in changing the world. When Fairphone won the Deutschen Umweltpreis in 2016, chairman Dr. Heinrich Bottermann of the jury stated: 'The idea behind Fairphone is groundbreaking. It is a new vision that will enable us to give nine billion people on this planet a human life while approaching 2050. It will be those entrepreneurs that guide the implementation of such future-oriented vision, that are the leaders in the world economy.'

How personally deep the unruly practice is able to touch people is evident in the conversation with Mulan Mu in the same Tegenlicht episode. 'I know that the company needs money to survive, and to do that phones need to be sold. That's why we solve several issues quickly within the system. So, we'll be able to deliver the product on time, as promised. We start ignoring certain things that we see in the factories. Because if we focus too much on it, it might damage the relation with the factories. We want to be part of the system, so we can learn how to change the system. [...] I've come to China to do something that was good in my mind. And it doesn't help when you're there all by yourself. And you have to see the reality all by yourself. I thought I wasn't achieving and didn't know what was the next thing that I could achieve. And I started realising that it wasn't possible because we had become part of the system ourselves.' Mulan Mu doesn't work for Fairphone anymore.

Attabad Lake (or Gojal Lake), Hunza River, Gilgit-Balistan, Pakistan (From: HUMAN The Movie)



More than purpose alone

Four perspectives for inspiration

Belief that humanity is possible in each and every situation (Rode Kruis), keep pushing and innovating to realise a future without emissions (Tesla), the belief that craftsmanship still has a place in the Netherlands (Auping), delivering a smile to every customer (Coolblue) ... Inspiration comes from countless sources. It's about a vision of the future, an emotion and an intention to realise this. But inspiration in organisations goes beyond purpose alone. It's about the scalability of creating an impact, how boundaries are moved by innovation and how you can look differently towards solutions and relationships with customers.

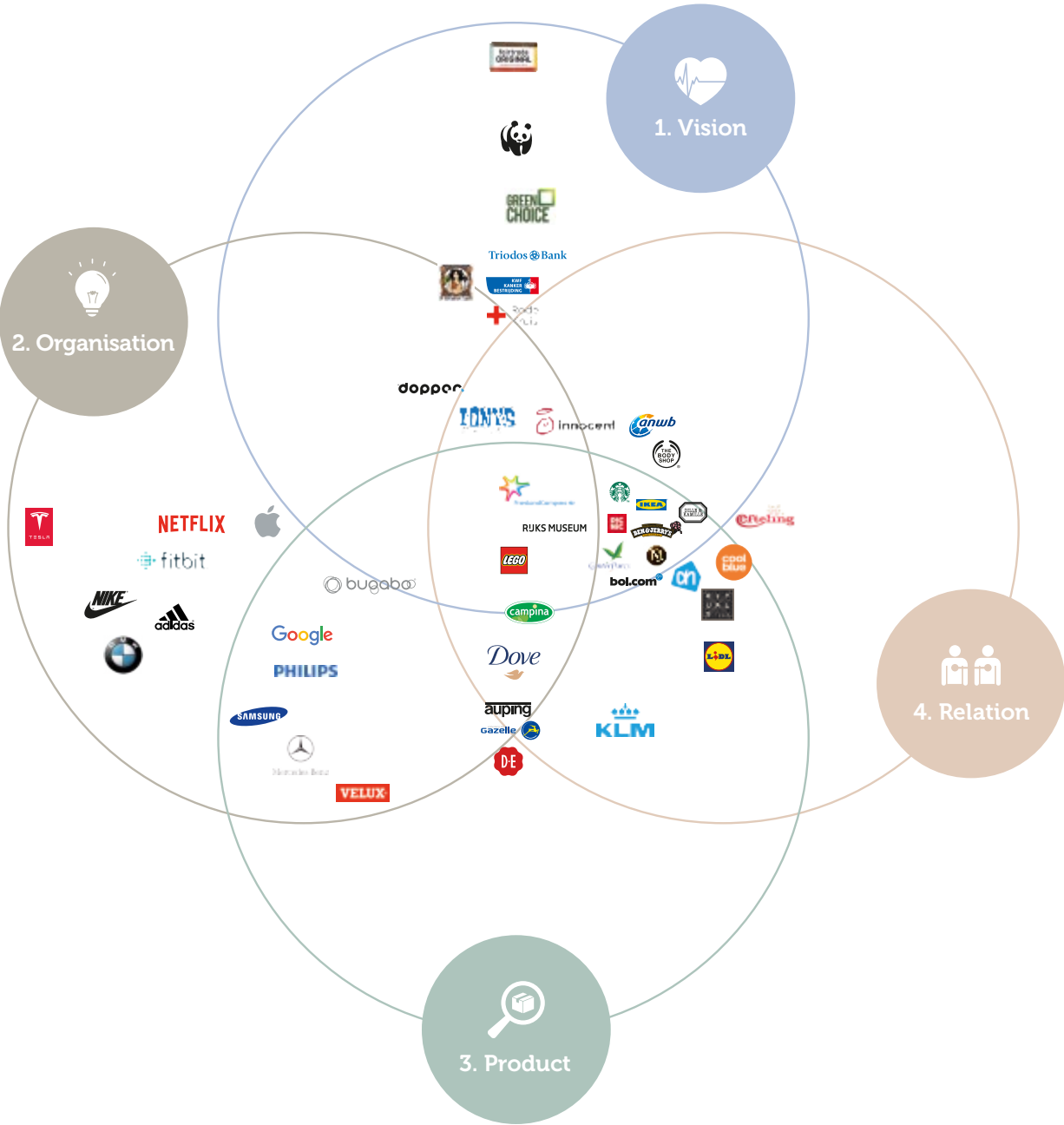
In our research we discovered four perspectives of inspiration that stood out:

- why do you exist? (vision)** a new way to look at the community, market or organisation;
- how do you innovate? (organisation)** a new way of looking at organising;
- what do you deliver? (product)** a new way of looking at a product; and
- how do you cooperate? (relation)** a new way of looking at relationships with customers.

The organisations in the Inspiring 40 combine all four perspectives. Picnic innovates for example, in all possible ways to make delivery of groceries accessible for everyone. From the way they purchase their products (one day before delivery), to the way they pick the groceries (with wrist- and finger scanners) and the way they deliver the groceries (algorithms that determine the driver's route). That's why they drive in those funny cars and why they greet anyone who waves at them. In the eyes of the outside world organisations often excel in one or two of the inspirational perspectives. That makes it possible to reveal the most inspiring examples.

What would happen if you could create an organisation with the vision of Fairtrade Original, the ability to innovate like Tesla, the products as special as VELUX's, and create the same feeling within customers as Efteling does?

Four perspectives for inspiration



1. Vision – Why do you exist?

The idealists

Average organisations have a vision on their market, idealists on the world.

Vision as a means to inspire others. Fairtrade Original, WNF (WWF), Greenchoice, Triodos Bank, De Vegetarische Slager and KWF are driven by this idea. They are all purpose-driven organisations. They offer a perspective on the world, not an alternative in their category. The personal driver (Simon Sinek's Why) of idealists goes together with meaning for the surrounding and external positioning. The story of De Vegetarische Slager is a perfect example of this.

The risk is that the vision of these organisations is more appealing than the solutions themselves. 'Love alone is, at a certain point in time, not enough. The distance between a vision of the future and the intention to realise this on the one side, and the actual solution on the other side, can't become too big. With these organisations, this isn't the case. But not all idealists are able to reach the Inspiring 40.



2. Organisations – How do you innovate?

The innovators

For the average organisation, innovation is the goal. For innovators, innovation is a means.

Tesla, Apple, Nike, Samsung, Philips and Google are purpose-driven and excel in innovation. Remarkable: they're all technological organisations. A research that was conducted in cooperation with the University of Tilburg uncovered that a high score in this area is linked to exposure on social media. Innovations score in the news. All these organisations create a continuous stream of news items. Purpose creates a binding story between these messages. And that explains exactly why not every technological organisation reaches the Inspiring 40: it asks the minimal combination between purpose and continuous innovation. It also shows where there is a chance for vision-driven organisations: don't focus solely on the necessity, but also show in which way innovation takes place.



3. Product – What do you deliver?

The product champions

Average organisations tell stories *about* their products; product champions tell stories *with* their products.

VELUX, DE (Douwe Egberts coffee), Gazelle and Auping, are product champions. Their products are almost a category by themselves. DIY stores almost never receive questions about skylights, but about VELUX. All of them have become a symbol for the meaning of their product. VELUX brings daylight into the life of people and makes a living space of the attic. DE stands for sociability, Gazelle for the freedom of cycling and Auping for an energetic day through an improved night's rest. They are icons.

That's also the challenge for product champions: how do you create dynamics in the market where you've become a symbol? The potential hides in transferring the value of the whole category, not just the advantages of every product. That's exactly what Auping did in their new campaign 'With love'. Auping asks attention for everything that happens in the bedroom besides sleeping. Because rested people are able to have way more fun during their days.

Fairtrade Original
Making fair food and drinks accessible

WNF
Live in harmony with nature

Greenchoice
Bringing green energy closer

Triodos Bank
Helping people by facilitating investments in a sustainable world

Vegetarische Slager
Let meat lovers experience that they're not missing out when they eat one or multiple days meat free

Why Coolblue distinguishes itself in relations

During the ING Business Boost of December 2017, Pieter Zwart (founder of Coolblue) said: 'E-commerce is the most stupid business model this world has seen.' And yet, Coolblue is on the path to become the Netherlands' biggest online retailer. This is what Pieter Zwart meant: 'Every web store looks exactly the same. It's always something with a picture, something with a price and something with a button. And that is exactly the problem. That picture is something you didn't invent yourself. That button should just work. So eventually there's just one thing where you can distinguish yourself: the price.' But competing on the price on the internet is a race to the bottom.

What becomes evident from the Inspiring 40 is that the secret of Coolblue isn't found in the figure, price, or button, but something entirely else: Coolblue distinguishes itself in relation. 'Alles voor een glimlach' (translated: 'everything for a smile') can be read above the door of the office, and everyone lives this mission to the fullest. It has been chosen to focus 100 percent on the customer. Every minute given to the manager, is a minute less for the customer. So that's something you should minimise as much as possible. Employees get total freedom in solving complaints and even send a personal card afterwards. What's more, the company builds on jokes. An example is a wordplay on the delivery note about the delivery have taken place. With this, even the invoice results in a smile.



4. Relation – How do you cooperate?

Relation makers

Is loyalty about how loyal your customers are to you?
Or about how loyal you are to your customers?

Relation makers choose very consciously for the last. They don't rest before they have given the customer the feeling that they envisioned. Each reaction counts, and it's only good when the desired result has been achieved. Whether it's about submerging people in stories (Efteling), delivering a smile to everyone (Coolblue), or creating havens of peace in all the fuss (Dille & Kamille). A large degree of freedom for the employee is needed to organise this. A strong example is Coolblue's starting point where every minute that an employee is focused on its manager, is a minute that can't be given to a customer. The personal budgets for employees to give customers a present are an example of this. This is how you empower your employees to make a difference and emphasise their importance for the organisation.



Image: Where The Food Is

De Vegetarische Slager (The Vegetarian Butcher)

Jaap Korteweg is ninth generation farmer and founding father of De Vegetarische Slager. How does someone that grew up on a farm between the cows on the Dutch country side decide to become a vegetarian butcher? When the swine flu and mad cow disease held the Netherlands in its grip, Jaap was asked whether his cold stores could serve as a storage site for tens of thousands of corpses. After beholding this disaster, Jaap considered keeping cattle himself. In a biological and animal friendly way. That idea sounded pretty okay with Jaap. But he resented the thought that the cattle, eventually, still went to the slaughterhouse.

From that moment on, he decided he would become a vegetarian. He missed the taste of meat so much, that he decided that he would only be allowed to eat meat outdoors. The result: he went out way more often. It became clear that he needed to find something that could fulfil his desire for meat, without harming any animals. After a quest of ten years, Jaap found and developed innovative meat substitutes with a spectacular bite and structure. In cooperation with amazing chefs, it was possible to give the products the taste and experience of real meat. Additionally, he saw a lot of potential in the biological lupine on Dutch soil with high levels of protein. Together with concept designer Niko Koffeman, chef Paul Bom and a devoted team, he worked on a great turnover from animal meat to vegetable meat. Their big ideal is to show meat eaters that they are not missing out when they skip eating meat once or multiple times a week. It's their ambition to become the biggest butcher in the world, on short term.

Source: website De Vegetarische Slager



Image: Greenchoice

**“People work
on the organisation,
not in the organisation”**

Evert den Boer – Greenchoice



Sustainability by Greenchoice & Evert den Boer

Greenchoice for members

‘Three years ago, when I started at Greenchoice, the organisation just had a turbulent time behind it. The own house had to be put in order before anything else. Luckily, I also discovered a lot of positive things, such as a corporate culture with an enormous focus on customers and employees with lots of autonomy. There was a foundation on which I could build’ says Evert den Boer, CEO of Greenchoice. I spoke with him on October 1st, 2018, in the very hip Qurrent building in Amsterdam.

A lot has happened under Evert’s lead. For example, the number of employees has more than doubled in the last three years. Also unique is the transformation from energy supplier to energy movement, where customers feel like members.

‘Immediately after my study Geophysics in Delft, I became a project manager for the search for gas in the Waddenzee. A controversial project, but I’m still proud about it nevertheless. I’ve learned a lot, and with that knowledge I’ve very consciously chosen to contribute towards making the world a more sustainable place.’

‘At Greenchoice we believe in transparency. Thanks to media and social media, we’re able to become informed in no time at all, form an opinion, and share our views. We want that people are able to look into our organisation and see exactly how we really are. The story we’re bringing to the world is real. I don’t believe in a made-up marketing story that disguises the truth. Internal is also external. For example, we see an increase in the amount of traditional energy companies that claim they’re green, but actually aren’t from the inside. I don’t think that they’ll be able to keep that up on the long run.’

According to Evert, a disruptor such as Greenchoice is not always needed to move an industry. His former employer, DONG (Danish Oil and Natural Gas) made the change from a traditional company to a complete green one. With that, they proved that ‘the Establishment’ can make a change. You just have to want it. DONG changed its name into Orsted, because the old name didn’t resonate with the new green character the company had assumed. When Evert lived in Denmark, the houses were already being detached from gas pipes. A transition in which the Netherlands has just begun. ‘In that sense, we can still learn a lot from the Danes.’

After DONG, Evert and his family made a long trip. It was characterised by insecurity. No home, no job. ‘The great thing about traveling is that you always take yourself’. But it also became pretty clear that security was an important need. After a month, Evert started applying for jobs. That’s how Evert ended up with Greenchoice. The application rounds at the Rotterdam-based energy company were conducted through Skype from three different continents. With the only shirt he had in his trunk, but often with shorts and slippers beneath. And that’s how the geophysicists who started with drilling up gas became CEO of Greenchoice.

After Evert started, Greenchoice focused on local energy generation. A big step that asked for a lot of guts and turned out all right. ‘Energy is traditionally a centralised world. We believe that something fundamental is changing. People want to be less independent from the large corporates and increasingly want to take matters into their own hands. They install solar panels on their roof or build – together with several local residents – a sun park on the roof of the local supermarket. They generate their own energy. To support these local initiatives, the company needs to cooperate well: with municipalities, with local organisations and energy cooperations, with financiers, and so on. And that’s where we excel. It asks some flexibility from your organisation and it becomes apparent that the bigger energy companies aren’t used to work in that way.’

A lot of consumers choose for the cheapest energy suppliers. ‘We might not be the cheapest, but we believe in sustainability and the power of DIY. When the electricity you consume is self-generated, it enlarges the involvement with the product. This makes people more efficient with it. That’s why we help our customers in generating as much as possible and give them an app that gives them insights in their own energy use. That’s how they can save energy. For example, when you install solar panels on your roof, you’re proud about that. It’s a huge compliment when customers say: ‘I’m a member of Greenchoice.’”

Besides sustainability, Greenchoice also focuses on customer satisfaction. ‘Sustainability alone is not enough. You also need to be a fantastic service provider. In our service centre, highly educated people receive the autonomy they need to make decisions. They’re not obligated to go to a supervisor for approval to return money that has been paid too much. We’ve organised ourselves according to the larger part of our customers that is honest, rather than the few fraudulent exceptions. That results in happy customers. We even win prizes with it.’

Greenchoice scores highest in the Inspiring 40 on the pillar ‘vision’, which is communicated clearly through their manifest: You can do something about it! You can make the Netherlands sustainable! And the organisation also scores high on the other pillars. Employees have autonomy and are led from the positive. Not by pushing on the negative and looking over employees’ shoulders, but by giving them responsibility and autonomy. That’s how people work *on* the organisation, not *in* the organisation. The relation aspect has also changed from customers to ‘members of Greenchoice’.

Already during his college days, Evert den Boer was typified as placid and decent. In that sense, he hasn’t changed a bit. We searched for adventurous stories where people went through hard times to fulfil their mission. Stories where you improve as person and as organisation. Like Elon Musk that exploded three rockets with SpaceX before the last one worked with every last bit of money invested in it. Stories of heroes with peaks and troughs. Mountains and valleys. But Evert’s story is different. Evert started with a thought-out plan and executes this diligently. Of course, he encounters bumps on the road, but he takes them on fully and learns from them. It might be less sexy than any hero story, but it results in success. Success for employee, customer, investor and society, that’s what it’s all about for him.

Open Sapphire Mines, Ihorombe, Madagascar (From: HUMAN The Movie)



The Dutch believe in their own organisation

Your own organisation for Good

The business case for inspiration shows why inspiration should be a subject for every organisation. That's not entirely the case, according to the organisations' own employees. Yes, lots of employees think their organisation is inspiring. But no, that's not the case for the direct and highest manager within the organisation. They barely inspire. Dutch managers are, according to their own employees, mainly managers that manage companies. Not leaders that move people. For CEOs, directions and management teams that have the wish to make the organisation creative, more original, more innovative, and more sustainable, this is a huge opportunity. Inspiring people is not the same as instructing people. Leading people is not the same as managing organisations. It requires other attention and focus. The positive thing: it's possible to learn how to inspire.

Valuable, not innovative

On average, employees rate their company's inspirational value a 7,3. At the same time, they make a small caveat. Because the organisation is valuable, but not innovative. It's focused on people, but isn't sustainable. It delivers quality, but isn't leading. It has a vision, but isn't original. Admittedly relevant and valuable. But not innovative and sustainable. It's good. Decent. But a long way from sparkling.

Valuable? Yes. Innovative? No. This is different from the words that many organisations use to describe themselves. Leading, innovative, people-oriented. Those are the words that are frequently used. Not just on websites, but also during strategy sessions, ambitions and plans. We wonder why. These words do not resonate within the experience of the employee, let alone the people outside of the organisation. If you can't convince your employees, what's the chance that the people in the environment become convinced? And if you can't convince, how are you ever going to inspire? That's how organisations become alienated from their employees and their surroundings, instead of creating a movement (which is most likely their intention). Big thoughts are not the same as big words.

Change, not development

In light of numerous reorganisations, it becomes painfully clear that organisations give huge amounts of attention to change but do not develop. What is real development? The 100th change? Or a continuous development to a more meaningful mission and using innovation to realise this? Internally, the story does not fit. When one succeeds in making everyone go to work inspired, this results in an increase in labour productivity of about 50 percent (for all employees). Any organisation can do the math.

A call for leadership

Dutch employees perceive their organisation as inspiring. But that's not how they think about managers. There are barely business leaders to be found in the list of the 40 People of Inspiration. Of the six business leaders, the only three Dutch ones are also linked to media (Joop van den Ende, Alexander Klöpping and John de Mol). This absence could also mean something good. Maybe managers primarily focus on their organisation over their own image. That could be an indicator of the serving leader that stays on the background. This might be the case in part. Ingvar Kamprad, for example, barely gave any interviews, because he thought other things were more important. There are more leaders that think their organisation and people are more important than their own position and vision.

Sadly, this is only part of the story. Because the simple truth is that the average Dutch manager does not inspire. The inspirational value of the average direct and highest manager is in the eyes of the own employee extremely low. We have researched the people who inspire us the most, and they dangle at the bottom of it on all pillars: personality, skills, vision, appearance and impact. They might manage organisations, processes and department, but they don't lead people.

This characterises how managers fulfil their role, not who they are as person. Mothers and fathers score high on inspirational value. So anyone has the power to inspire. The fundamentals of inspiring people hide in a combination of simple, human characteristics with abilities that can be trained. Simple characteristics as being involved, trustworthy, empathetic, good of will, friendly, committed, optimistic and progressive in combination with skills such as creativity and communication. All of this can be trained or developed.

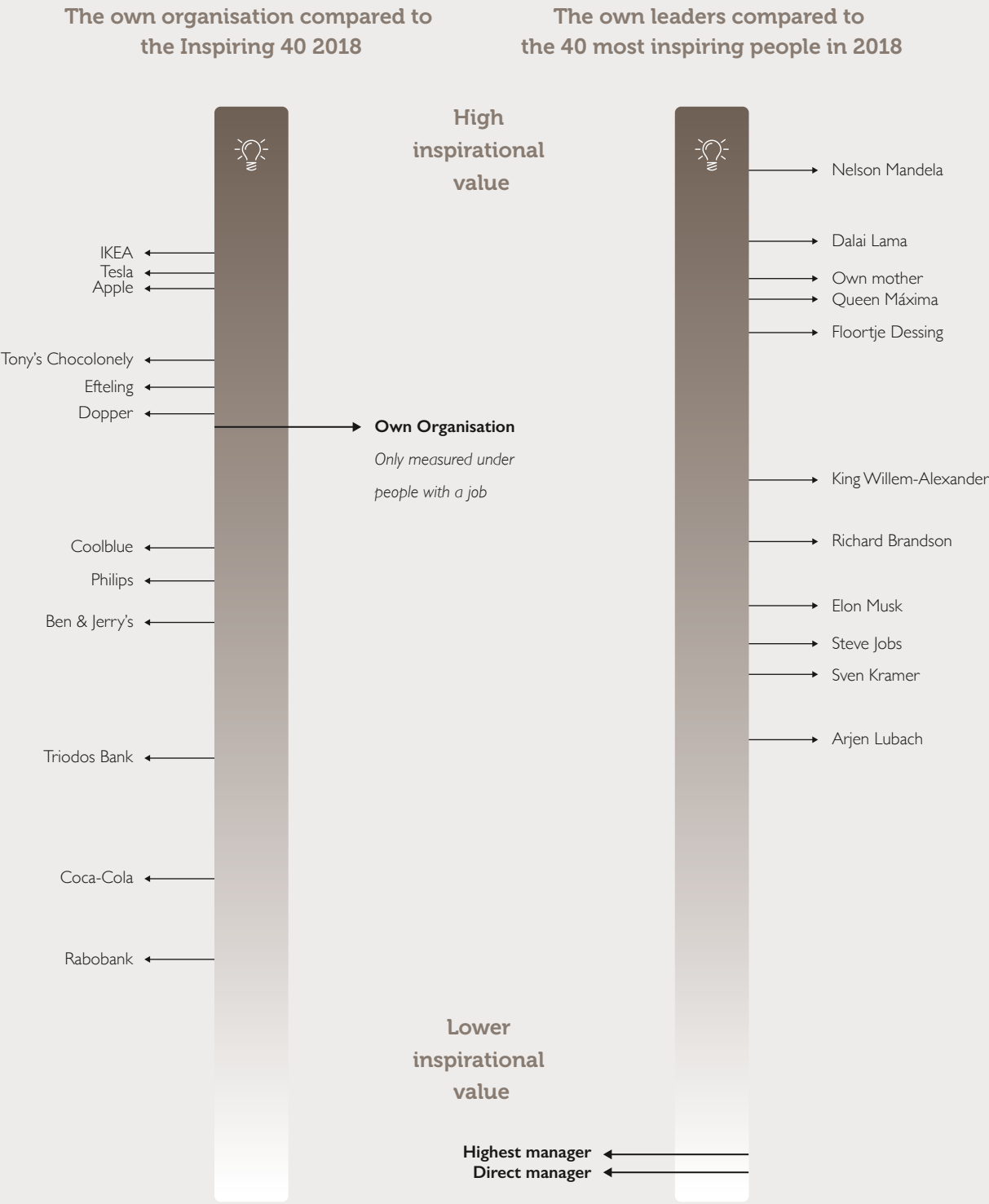
The Achilles heel of management

Managers are good people, selected on their intellectual and social skills, that are rewarded considerably, supported by advisors and are available 40 hours a week. But the result is that they're less inspiring on the job than they are at home. Where does it all go wrong? Does it come from their responsibilities? Managers are often made responsible for the organisation, and rarely for the people or purpose of the organisation. Only the latter two can inspire.

Of course, there are differences between mothers, fathers and managers. The most important question is how you can inspire on a larger scale. Parents spend lots of time with their children. Managers have to divide their time and attention over a lot of people. But there are good ways to scale inspiration: speak from intention, paint pictures, tell stories, activate emotion of employees, involve them. It can't be hard to share an inclusive message with a win-win perspective for organisation, customer and society. In a time where change has become a constant, vision offers guidance. Although organisations seem to have a vision, it's no longer the managers that carry this. There is a clear need for inspiring leadership.

Feeling inspiration is power, inspiring others is impact.

Inspiration in the average Dutch organisation



Does your own organisation inspire?

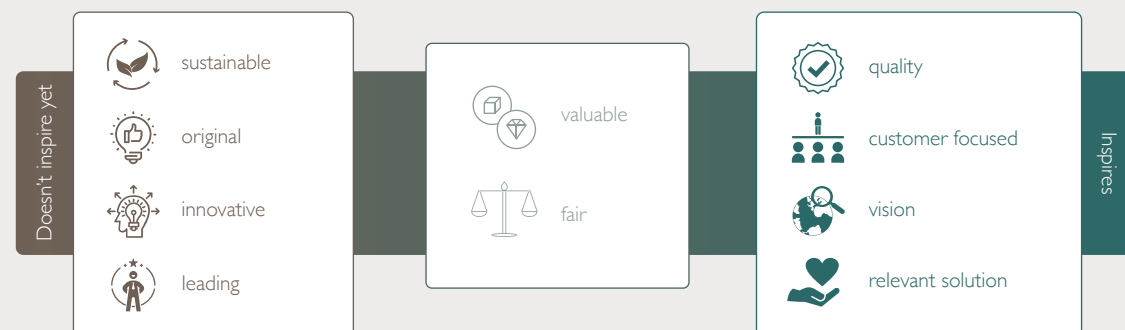
About 50 percent of the Dutch think so



What inspires people in their own organisation?

Sustainability and innovation is missed

Customer focus, quality and relevance is appreciated



Aminata from Burkina Faso (From: HUMAN The Movie)





Castellers in Vilafranca del Penedès, Catalonia, Spain (From: HUMAN The Movie)



Get started

Organise inspiration

We hope we have inspired you to give inspiration a place into your life and organisation. Or at least convinced you of the value of it. You work approximately 65.000 hours in your life from within an organisation. This is a lot, really a lot of time. So, you can better make the best out of it. Work from inspiration and create impact by inspiring others. That's how you can get started.

#1 Find your purpose

Purpose means intention, meaning. It is the meaning of what you do for yourself and others. This is rarely making money. Money is a means, not the goal. What is the goal? Purpose can also very well be found in existing organisations. Three thoughts help you to do this and to make this inspirational:

- **Go from ‘what do you do’ to ‘what’s your meaning’**
Think of what you do for existing customers and wonder what this means for others. What do you solve? Take serving coffee for example (what do you do). Then it could be very well that you are meaningful in that you enable people to have a short holiday of fifteen minutes during their working day.
- **Go from meaning to unsolved problem**
If you know what you mean for another; think by yourself: who else could be in need for this. What is the unsolved problem in the world? An example is the many people in the world that have stress and only have time off during the weekends.
- **From unsolved problem to perspective**
Subsequently, the perspective is what you offer when the unsolved problem would be solved. In this example: enabling short holidays in the working days of all working people.



Make it personal

Purpose becomes strong when it connects to the personal motives of leaders in the organisation. There is an easy way to discover when a ‘purpose’ becomes personal. Ask leaders to share what motivates them. You can do this in many ways. An open conversation, ‘The hour of the truth’ for each team member; vision conversations or the usage of visuals on cards. Ask for the reasons to come out of bed every morning. What do they see happening in the market and the country around them that they would like to change?

Collect all themes that are mentioned and plot these in a large version of the quadrant above. Doing this, you rank them on how much they mean to the organisation and how much they mean for society / the country / the market (what appeals to you most).

#2 Wat is a good purpose?

Three-question-checklist

What is a good purpose? What is a good Why? This question is often asked to us. We handle three simple questions. If you can answer all three of them with Yes, you are on the right track. Is there somewhere a No? Or are you doubtful? Strengthen it.

1. Is it logical & simple?

In a complex world, simplicity works best. Is it logical and can it simply be explained?

2. Does it matter in the world?

Does it make a difference for your customers, markets and society? In that case, it has impact.

3. Does it provide drive to start working on it?

If it is already there, it’s not innovative. Therefore, there will be questions. If you have the drive to answer these questions by becoming innovative and creative, it brings movement.

#3 Use the Why to find purpose

The Whydentifier

With the ‘golden circles’, Simon Sinek introduced a convenient model in order to develop the purpose from personal motives. It seemingly simple model touches the essential question of every organisation: Why do you exist? And as Sinek powerfully states: ‘And why should anyone care?’



Using ‘Why’ is often simple. Discovering this appears to be more of a challenge. As Sinek states: ‘The why comes from the part of the human brain that has no capacity for language.’ Often, the search for it results in a writer’s block. We notice that people mostly want to talk about what comes after the ‘Why’. In that case, it is often difficult to notice what brought someone into motion at first. The Whydentifier visualises intentions. Combine purpose and personal exercise in the scheme below.

	We are	Name organisation
	We see	What do you see happening on a distance of your market or society of which you think this should change?
	We believe	What do you believe can be done differently
	That’s why we want	This is the why/purpose
	How we do this	Position here three to five pillars

#4 Share inspiration

Five tips

One of the most important tasks of every leader is to clearly communicate the goal of the organisation. These five tips make a message inspiring.

- 1 Start from their world**
To be understood, one should start to understand. Join your colleagues and listen before you start to talk. You will find connection much faster.
- 2 Communicate from intentions**
Tell your story from your intentions. Not like great deeds. Big words are not the same as big thoughts.
- 3 Visualise**
‘I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.’ ... visualise.
- 4 Use a story**
There are stories about the legendary thrift of Ingvar Kamprad which still go around. Although being a billionaire, he replaced a bottle of coke in the hotel by a bottle from the super market, in order to save money. Let your stories go around just as long.
- 5 Be open and vulnerable**
Sharing doubts and insecurities make authentic what you stand for. And everyone wants to help.

#5 Inspire as leader

Five characteristics anyone can learn

If you want to go beyond communicating inspirationally, you can grow your inspirational value. Good news: anyone can inspire. In the list of the 40 most inspiring people, the own father and mother are in the top 10. Anyone has the ability inside him to inspire others. Unfortunately, managers lose a lot of these capabilities in organisations. The highest manager and direct manager are both far below the 40 most inspiring people.

So, who are the most inspiring people? Mandela, the Dalai Lama, Michelle and Barack Obama ... these are the people who inspire. Dutch people who inspire are Queen Máxima and Floortje Dessing. They inspired many people. What are their characteristics?

First of all, they have an inclusive message to all people, which fits with collective actualisation. In their story, there is always space for anyone to be free, to grow, to bring change. They have an inclusive message. But this vision is only one of the pillars which makes them inspiring. The good news is that the other characteristics can be developed. Personality, for example, is the most important pillar. This is about doing your best for someone else. About reliability and perseverance. Also, skills such as creativity, communication and wisdom can be developed. Only for charisma (part of appearance) this is different. Each of these characteristics makes use of different competences than the performance competences organisations focus on. But one can learn to inspire.

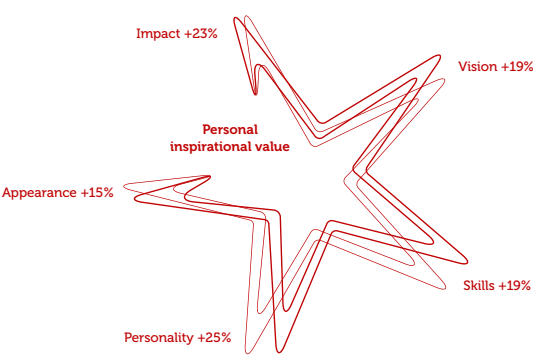
#6 Give it time

10, 25 or 50-year goal



One of the most important elements is time. Triodos Bank became inspiring after the campaign 'My money is doing good'. Before that, the marketing team worked for eight years on the organisation before having the guts to take the step outside. Until last year, Eneco was one of the fastest risers in the Inspiring 40 and worked for a long time on making 'sustainable energy' available for everyone. Even before this became popular in the market and the demand rose. Good things need time.

A very special example of this is the Lean Consultancy Group. This organisation has a 50-year goal: 'Make the Netherlands happier.' They translated this very concretely into three sub-goals: 1. It is fun to be the customer; 2. work is inspiration; 3. the economy is healthy. It provides direction, peace and power. With result. LCG won the 'great place to work' award four times, is on the rise and is being valued by customers on average with an 8,8. So just try it. Develop a 10-, 25- or 50-year goal for your organisation. You will see for yourself, it creates room for inspiration. Whatever you do. Give it some time.



#7 Create cohesion

Obeya-board

The largest lack in organisations we see, is the lack of cohesion between goals, activities and results. At team sessions, goals are being discussed and noted. At a very rare occasion, one looks at these again, but mostly they are being considered as 'known'.

During the day, one talks a lot about activities, projects and processes. MTs and other meetings are all about these topics. In the end, there are the financial monthly reports. Many people however miss the cohesion between all these activities. Inspiration at the team sessions stays at the team session. Work stands on itself and the results deviate what the organisation does.

One can easily solve this issue with an 'obeya'-board. Being inspired by LCG's example, we developed a simple version of it, which visualises

the cohesion between purpose, activities and results. The example is from Camps Food for whom we developed this with the team.

The left panel demonstrates both purpose and the long term meaning at the top. Below this, the 3- to 5-year goal and the annual goals are formulated. The mid panel comprises of a collection of processes, projects and activities. Employees form the fundament and are literally so at the bottom of this panel. The right panel comprises of the hard results. At the top stand the KPI's, measuring the long-term goal. In the middle are the business-performance and at the bottom are the indicators demonstrating how the employees are doing.

In one view the cohesion between inspiration, action and impact becomes clear for everyone. Convenient.



People of Inspiration
The top of 2018



Nelson Mandela



Dalai Lama



Own mother



Michelle Obama



Queen Máxima



Barack Obama



Martin Luther King



Own father



Floortje Dessing



Oprah Winfrey

#8 Make it a process, not a project

‘You’ll only see it when you understand it.’

This wisdom of the famous Johan Cruijff is very applicable when introducing purpose. After inspiration, the desire to involve others follows. Some see it immediately and participate. Others need some more time. The largest pitfall is to expect others to feel exactly the same after they heard it. Inspiration is not a rational process. Sharing knowledge is not the way to someone’s heart. Convincing does not help. So, how should you do it? Make it a process. Share reason and urgency, not the result. Give time to discover. In the meanwhile: go to work and let your hands speak.

Make time for heart and mind. Make time for inspiration. Every leadership team and every organisation need three kind of contact moments: about inspiring others and about the own inspiration. The first two are about ‘what’ and ‘how’. This is about daily and weekly management in which daily activities are being aligned. ‘How’-meetings are quarterly meetings, in which also year plans and half year evaluations are made. For specific topics, ‘ad hoc’ theme meetings can be organised.

‘Why’-meetings reactivate the own inspiration. In these meetings the own motives are discovered. Maybe nothing new, but very needed. In most of the organisations that we visit, these kinds of meetings are lacking. These meetings are meant to make an inventory whether the people are still doing the right things, instead of doing the things right. Golden tip: rotate the organisation among the team members.

These three contact moments should not be mixed. Therefore, give them a separate place. This saves a lot of repair work at a later stage.



#9 Repeat, repeat and keep on repeating

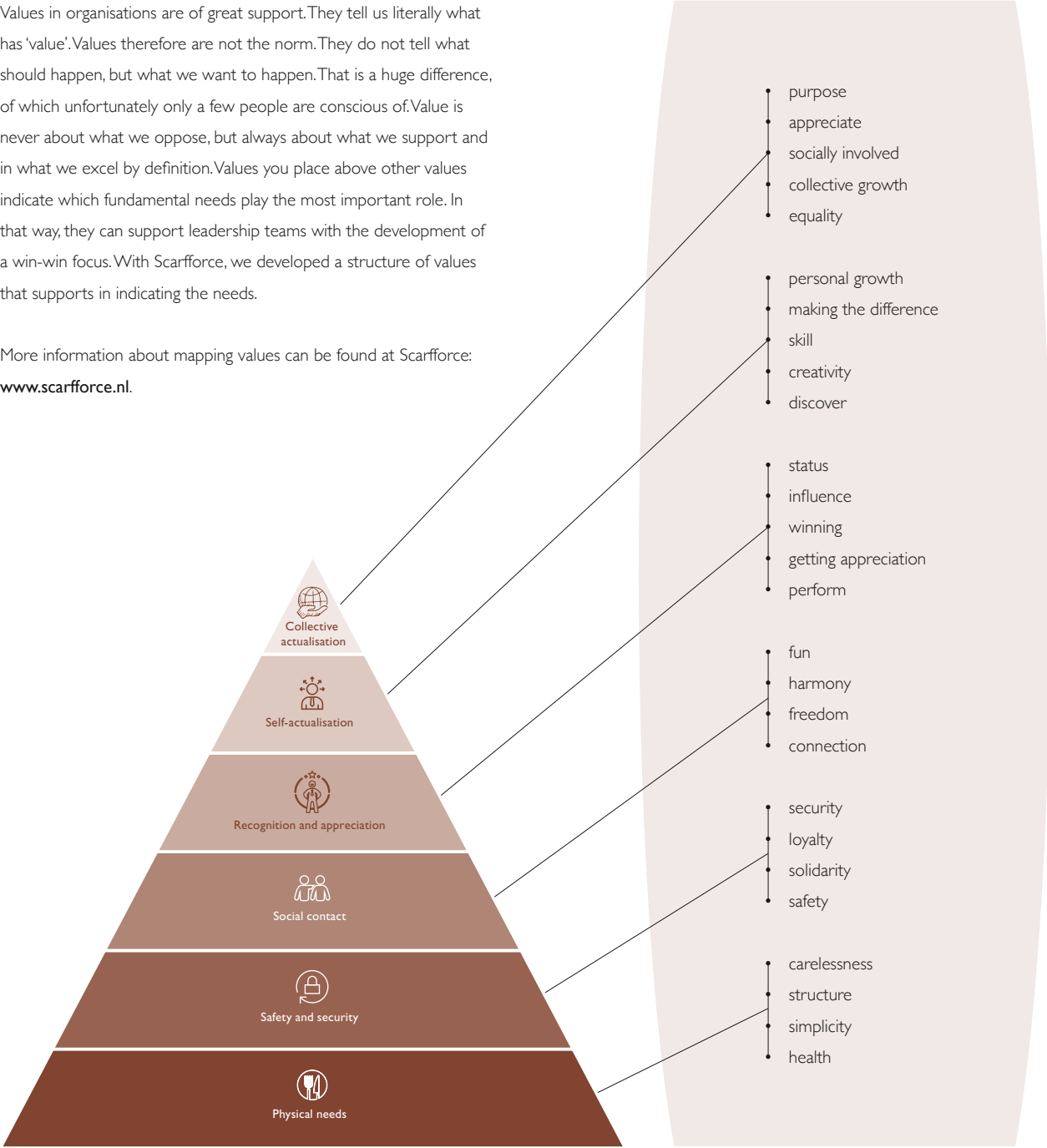
At every marriage ceremony, people share that they love each other and why. Suppose the partner would never repeat this after the ceremony. Would you still know it, believe it, and even more important: feel it? Why do organisations share their goals so rarely? While everything that happens in each MT and in each meeting should be the direct result of this. Even more than people, organisations suffer from noise by external influences. Customer questions, market developments, regulations, etc. It seems as if everything is aimed at letting you become reactive and forgetting your focus. Repeat, repeat and keep on repeating the purpose.

#10 Find suitable values

Scarfforce-values in the Maslow-pyramid

Values in organisations are of great support. They tell us literally what has ‘value’. Values therefore are not the norm. They do not tell what should happen, but what we want to happen. That is a huge difference, of which unfortunately only a few people are conscious of. Value is never about what we oppose, but always about what we support and in what we excel by definition. Values you place above other values indicate which fundamental needs play the most important role. In that way, they can support leadership teams with the development of a win-win focus. With Scarfforce, we developed a structure of values that supports in indicating the needs.

More information about mapping values can be found at Scarfforce: www.scarfforce.nl.



#11 Kick the ball far away ... and innovate!

The first LED-lamp for less than one euro (IKEA), the first full electric middle-class car (Tesla), selling the first pretzel bar of slave free chocolate (Tony's Chocolonely), enabling people with bronchitis to live at home just like any other person (Philips) ...

In their endeavour to give substance to their purpose, inspiring organisations are very ambitious. They raise the bar; in order to solve social questions. This drives innovation, but is internally not always pleasant.

The team at IKEA that was responsible for the development of LED-lamps priced below one euro had a challenging task. Every cost aspect was analysed to make the LED-lamp available for everyone. From the packaging to the design, from procurement of materials to the production. And all of this several times. Cost savings of 50 percent would have been a celebration for every team. But at IKEA it was simply not good enough. The team almost surrendered. Working on innovation is not always fun.

Tony's Chocolonely almost got hung up on the pretzel bar. Why did the development of this bar matter? Simple. At Tony's they know that every new taste drives the sales of slave free chocolate. The idea for the pretzel bar appealed, the taste was good, but the production was very complicated. How do you crunch pretzels in such a way that the pieces are small enough to process, without them becoming grit? It cost months of thinking, and several times the team wanted to give up. But in the battle against slavery, giving up is not an option. So, they continued. No pain, no gain.



#12 Trust people, create conditions

The search for innovation will inevitably encounter disappointments. And there is a thin line between preventing paralysis by fear and maintaining ambitious goals. This combination can go together when there is trust in the competences of employees, their knowledge and when there's sharpness during performance reviews. 'You are good, however your performance isn't yet.'

Logically, the next question is which conditions are needed to get to a good performance. It's remarkable that leadership in inspiring organisations focuses most on creating conditions in which people can make a difference. Tesla believes in the power of engineers and builds on the best conditions in order to let them perform. This attitude creates an environment in which missing a target becomes a learning experience instead of a settling moment.

Very often the opposite occurs: performance is not openly criticised, but people are. It is this mechanism that is an important determinant for the creation of a learning organisation or a culture of fear. Inspiration flourishes where fear doesn't exist and longing is stowed.

"One, remember to look up at the stars and not down at your feet.

Two, never give up work. Work gives you meaning and purpose and life is empty without it.

Three, if you are lucky enough to find love, remember it is there and don't throw it away."

Stephen Hawking, 2010



13 Make it visible

What would happen when IKEA would be a simple store in a furniture mall instead of the blue boxes besides the highways? Or when Tony's Chocolonely would look like an ordinary chocolate bar? Tesla like a Trabant? A Doppler-bottle like a standard water bottle? An iPhone like an LG?

Standard is boring. Getting attention because of the attention is never a good idea. However, receiving attention for a needed solution is valuable. Be valuable.



The Abuna Yemata Guh church on the Gheralta massive, Zuid-Hawzen, Tigray-region, Ethiopia (From: HUMAN The Movie)



Grow and keep growing

Keep finding inspiration

The Inspiring 40 emerged from the desire to understand who receives attention today. Each year, we learn to better understand how much value there is in following inspiration. With partners SSI and DatalM, we map inspiration. Piece by piece. Besides the eighth Inspiring 40, there are three 'special editions' this year: People of Inspiration, the Inspiring 40 Millennial Edition and the Inspiring 40 Retail.

At the base of each of these editions is the same approach. All were assembled by a combination of large consumer researches, case studies, interviews and desk research. The insights are summarised in separate editions. These are not as extended as the Inspiring 40, but contain each by itself valuable insights about what is becoming the new normal in leadership, among young people and in the retail landscape.

Lots of reports are shared on www.inspiring40.com and www.inspirerende40.nl. There you can also find an online scan. Do you want to know how inspiring your own organisation or leadership is? A free scan is available at www.inspirerende40.nl. Do you want to do this with your whole organisation? Please ask for the options at Linda de Groot: linda@synergie.nl / +31 (0)30 275 90 30.

Other research in the Inspiring 40



With Tony's Chocolonely, Heineken, Center Parcs, Mazda, Gazelle and Triodos Bank we also mapped the Inspiring 40 in 2018 among 2.000 Millennials. There are similarities and differences between Millennials and the average Dutchman. A separate Millennial-team analysed this and made a report. A sneak preview of the outcomes is published in this Inspiring 40.

This complete Millennial-report is available for € 495.
Do you want to request a copy? Please contact Alexander Swagers, alexander@synergie.nl



Inspiring organisations move markets. Inspiring leaders move organisations. Which people inspire and why? With two researches (N = 1.700) we mapped who inspire and why. Inspiration can be found both close by as well as far away. More important: one can learn to inspire!

The list and insights become available January 31st, which happens to also be national compliments day. Do you want to join this or receive the report automatically? Please send an email to linda@synergie.nl



Crossmarks asked us to develop the Inspiring 40 Retail Edition for them. Janneke Zuidhof and Joris van Zoelen from Synergie took on this assignment and supported Crossmarks with the analysis of the outcomes. Crossmarks will publish these, with our support, in January 2019.

For more information, please contact Kristie Habraken from Crossmarks, www.crossmarks.nl

Jun from Japan (From: HUMAN The Movie)



Hi! I'm a Millennial

I'm known as being elusive. I don't want other things, but I am triggered by other things. Want to understand me? First step in to my world.

I was born between 1984 and 2000.
With 3,4 million others I form the Dutch Millennials. In 2018 we were as large as 21 percent of the Dutch population. And I was raised in a different world than you.

You're a digital immigrant, I was born in a digital world. I don't know any better than that a world of possibilities is just one click away. I grew up in a world of connection. There's no generation that shops more through their phones than I do. And the power of networks is a given. I don't wait. So don't be surprised when I'm impatient. My world isn't patient either.

Your parents had to divide their attention over 3,1 (baby boomers) or 2,1 (generation X) children. My dad and mom over 1,6 children. I was given more attention without asking for it.

The chance that your parents are divorced is five times lower than mine. I know less securities.

You knew immigration from television. I saw it in in my classroom.

You were raised up in a world where women had to fight to participate. In my life they already did. For me, diversity is normal.

You were raised up with the cold war, I grew up in a world of possibilities.

You were raised up near a strip mall, for me AliExpress is just as far as bol.com. I also receive as easily news from Sulawesi as from Leeuwarden.

You were raised with news about depleting oil reserves, I was raised with the depletion of a liveable earth.

You were raised with the assumption that you'd have a better life than your parents. I know mine won't be.

You were raised in a world that believed in state and church, I was raised in a world that believes in organisations.

The five most inspiring organisations for Millennials



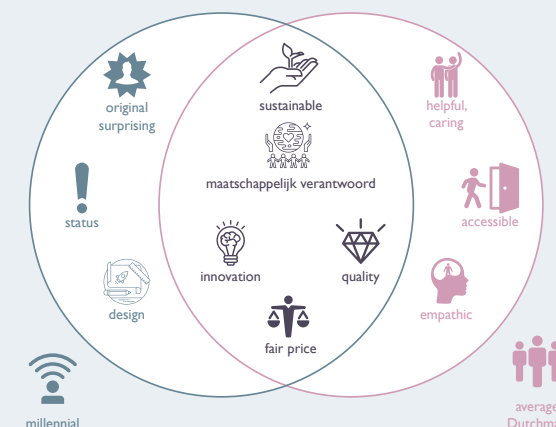
All of this made me who I am. I'm not driven by other things. But I am triggered by other things. And certain things are more important to me than previous generations. Sustainability is the most important driver for me. But please make it easy for me. A lot is happening in my life. I have a lot of possibilities and you have less time to get my attention.

I look at organisations differently. I have more trust in organisations to solve today's issues than I have in political or religious leaders. That's why social enterprises take up a prominent position in my list of the 40 most inspiring organisations. Charities, on the other hand, less.

But we're not a unity. There are differences between older and younger Millennials. Sometimes they are surprising, sometimes logical. The last can be explained by the moment at which I orient myself on certain products and services.

The same ideals that drive the average Dutchman also drive me. I don't think differently about the inspirational value of my own organisation than you. But I do have a different relation with authorities. Back at home I was involved in certain decisions such as what was for dinner; which movie we would watch and where we would go to on holiday. I was encouraged to form close bonds with my parents, teachers and mentors. During my education, I participated in projects where I had to find my own way. All of this is in contrast with the more authoritarian attitude that you're used to. In short, I'm used to receiving attention and standing on the same footing as the people around me. My opinion matters. I matter. And because of Social Media, I'm also able to share this with anyone. In five years, we'll be the generation that holds the greatest purchasing power globally. We're ready. Are you?

Alexander Swagers, Synergie



Want to know more about the Inspiring 40 Millennial Edition? Receive the whole ranking? Know which values are important for Millennials or know how they look towards their own organisation? Then you can order the report from Alexander Swagers for €495 or request a presentation: alexander@synergie.nl.



Okay, now what ...

Business for Good is a sustainable theme for organisations. Whether you want to do something with it, or not, purpose stays. Because it activates people. And this activates organisations.

We try to compose the Inspiring 40 as objective as possible. Nevertheless, this year we were very happy to see the outcome. The theme: Business for Good, fits us like a glove. Because we believe in the power of organisations to design the world we want to live in. Ever since the start of Synergie in 1994, we focus on the growth of organisations. And since 2008, we actively work from the intention to make the positive impact of organisations as big as possible for society.

Back then, purpose wasn't a standard word in organisations. In 2011, Simon Sinek, with the introduction of the Golden Circle, made it possible for everyone to place motives and intention in the heart of every organisation. With the help of his model, we supported dozens of organisations to become why-driven. Often, actually always, purpose was a part of this. Follow inspiration and discover purpose.

This last year during workshops, we saw people who, more than ever, firmly stood for their beliefs. With tears in their eyes, they pleaded for sustainability, justice and honesty. Together with them we developed strategies, aroused from ambition to do the right things, combined with doing these extremely right. It creates energy, movement and creativity. And this is exactly what so many organisations are looking for. It is already there. You do not need to think it up. It only needs to be unleashed. To find a reason for being is not the largest challenge. Every leadership team can develop an inspiring reason for being. Be it within one day or after several months.

We do not see the largest challenge in finding this reason for being. We see the largest challenge in what follows: in leadership. In organising purpose. How do you lead an organisation in which purpose is unleashed? When the lid is from the well, this energy is a force to stay. It brings questions about the balance between activating and dosing. Between now and later. Between profit for the customer, profit for the world and profit for the organisation. It asks leadership to walk this fine line in a way that does not extinguishing this inspiration, but rather strengthens it. Inspiring leadership is purpose driven leadership. In this, we often see

"I use a very simple measure: are you working on something that can change the world?"

Larry Page, Google

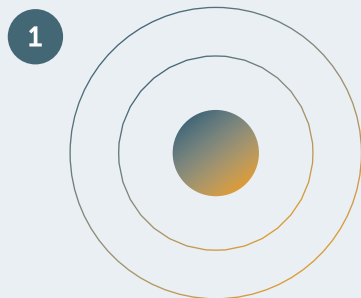
enormous amounts of energy crash and burn. This is unnecessary. Purpose driven leadership is different from traditional leadership in which many managers are trained. It asks for a different focus, attitude and skill set. The good news is that everyone can learn to inspire. Already, for a long time, people are talking about this. But the time of talking is over. When purpose is being introduced in the organisation, you better be ready for it. There are four building blocks to come from inspiration to impact. They are summed up below.

The stories in this eighth Inspiring 40 are about organisations and people succeeding to develop these four building blocks and to put them in place. We hope that the inspiration and insights inspire you to action.

So that benefits will arise for your colleagues, customers, society and yourself. To talk in the terminology of Sinek: 'That is why we get out of bed in the morning ... and that is why everyone should care.'

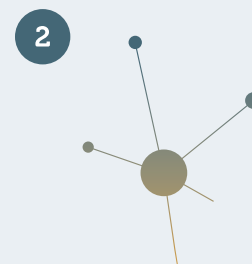
We wish you inspiration and action.

Ariane, Janneke, Linda, Alexander, Jelmer, Joris, Peter



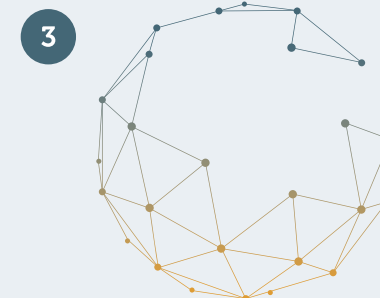
Start with inspiration

Find your purpose



Lead with purpose

Inspire employees



Empower employees

Innovate for impact on customers & society



Enlarge impact

Become an inspiring organisation

The Inspiring 40-award

The Inspiring 40-award is the annual exchange trophy for the most inspiring organisation of the Netherlands. This year, it goes to IKEA for the fourth time (before in 2013, 2014 and 2017). In 2015 and 2016 Tony's Chocolonely won the 'light bulb trophy'. In the years before Efteling (2011) and Apple (2012) were the big winners.

For the first time this year, there is a second lamp: the Impact Award. This is for the organisation which shows extraordinary scores for an extended period of time in the Inspiring 40. This year, the Impact Award goes to Tesla. Because the electrical car brand is the first to be in the top three for five consecutive years. And because Tesla is the most inspiring organisation among millennials and the first organisation to appear in three lists (The Inspiring 40, The Inspiring 40 Millennials and People of Inspiration [Elon Musk]).

Personal Epilogue

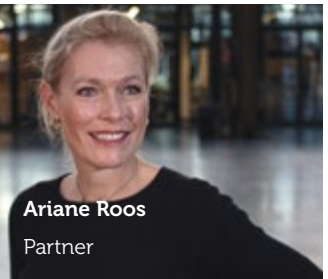
Jelmer van der Meulen
Partner

How much impact can one single man have? How much impact can one organisation have? If you get this little twinge that there's more in you and your organisation, then you are right. What's stopping you? Begin.



Janneke Zuidhof
Partner

'Develop a message that's placed in people's lives, not in the category' was the message of the Inspiring 40 of last year. The focus switches from competition to customer value. The Case for Inspiration takes it a step further. As organisation or leader, it's not only about the question 'is there a market for it?' but mainly: 'Is there a society for it?'



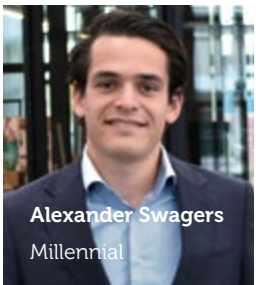
Ariane Roos
Partner

The Inspiring 40 exposes that leaders in Dutch organisations don't inspire their employees. People spend more time on the job than they see their families. That's why I wish everyone would work in an inspiring place with inspiring managers. Great people deserve great managers. The good news: anyone can inspire. That's what I focus on.



Peter van Steensel
Partner

Positioning has always been about finding a position in the market that was as clearly formulated as possible. It's becoming clear that it's not about finding a position, but discovering what your position is. It all comes down to the question: 'who do you want to become?'



Alexander Swagers
Millennial

Hi! I'm a Millennial. And I hope that two things occurred. First, I hope you enjoyed reading our search for inspirational organisations. But most of all, I hope that you recognise how much hope exists. In doing good. In the potential of organisations. And how we can move towards a brighter future. Together.



Joris van Zoelen
Partner

For me, inspiration is not just a ground-breaking insight, good idea, or guiding ideal. It's also the energy and conviction that, yes, it's possible to do it different. 'Not possible, doesn't exist' ... we just have to find out 'how'. It's great to see what people are capable of, let alone when they're organised. Inspiration brings people and markets in motion.



Linda de Groot
Vibe manager

Live contact goes above all. Have you become intrigued? Have a question, remark, or something else? Call or e-mail Linda. She'd be glad to help you further!
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linda@synergie.nl



The BETTENCOURT SCHUELLER FOUNDATION presents
a GOODPLANET FOUNDATION project

HUMAN

A FILM BY
YANN ARTHUS-BERTRAND

#WhatMakesUsHUMAN #HUMAN

The first feature film led by two non-profit foundations



BETTENCOURT
SCHUELLER
FOUNDATION



GOODPLANET
FOUNDATION

HUMAN A FILM BY YANN ARTHUS-BERTRAND PRODUCED BY HUMANKIND PRODUCTION
DIRECTED BY YANN ARTHUS-BERTRAND EDITING BY FRANÇOISE BERNARD & ANNE-MARIE SANGLA
ALBUM PAUL-GRANT BRUNO CUSA EXECUTIVE PRODUCER JEAN-YVES ROBIN COUNTRY PRODUCER FLORENT GILARD PRODUCTION MANAGER ERIC SALEM

Special thanks to

HUMAN

Imagine a world in which the vast majority of people wake up every single day inspired to go to work, feel safe while they're there, and return home at the end of the day, fulfilled by the work that they do (Simon Sinek). That's the conviction with which we open this edition, work on the Inspiring 40, and make the case for Inspiration. And although we believe in the progress, we also see a world in which this isn't a reality for everyone. That became very clear thanks to the documentary HUMAN, a film and project of Yann Arthus Bertrand.

"I am one man among seven billion others. For the past 40 years, I have been photographing our planet and its human diversity, and I have the feeling that humanity is not making any progress. We can't always manage to live together. Why is that?

I didn't look for an answer in statistics or analysis, but in man himself. It is in faces, looks, and words that I find a powerful way of reaching the depths of the human soul. Each encounter brings you a step closer. Each story is unique.

By exploring the experiences of the Other, I was in search of understanding. Do we all have the same thirst for love, freedom and recognition? In a world torn between tradition and modernity, do our fundamental needs remain the same? Deep down, what does it mean to be human today? What is the meaning of life? Are our differences so great? Do we, in fact, share more values than we might have imagined? And if so, why can we not manage to understand one another?"

Yann Arthus-Bertrand

#WhatMakesUsHUMAN

HUMAN is a collection of stories and pictures of our world. Bertrand conducted 2.020 interviews in over two years. Human shows the human being from a collection of stories about love and happiness. But also about exploitation and the dark side work can be for people. These stories let us feel the difference between what is and what we want this to be. It invites us towards self-reflection and reflection about who we jointly are and can be.

31st of January: HUMAN in Synergie Movie Night

Thursday January 31st, after the launch of People of Inspiration, we will organise a Synergie Movie Night in which we show the movie. During this movie night, we will actively seek the discussion.

Welcome! You can join for free. You can sign up by sending an email to Linda (linda@synergie.nl).

