Tool: Enemies / Supporters

This exercise can help broaden your perspective. It gives you context in order to consider purpose options going fwd. Companies usually look only to their customers for seeking feedback and direction. But looking into your "haters" can be invaluable especially during times of turmoil.

Below are the steps to follow:

- **Enemies**

STEP 1. List your "haters"
Select an adequate number of them, ideally from different areas

STEP 2. Ask them one-on-one "What are the 3 top reasons why you don't like our company"

STEP 3. List and group the most frequently given answers

Tool: Enemies / Supporters (cont.)

- **Supporters**

STEP 4. Select a few fans of the company both users & non-users of your product and service.
The latter are equally or sometimes more important than the former.

STEP 5. Ask them "what makes our company unique, best in class"?
Note that, especially the non-users, will likely mention more reputational aspects of your company.

- **Lessons**

STEP 6. List and group all answers.

STEP 7. Then ask the same audience, the Supporters, a contra question sourced from the "enemies" negative list. "What can we do, about XYZ? How can we improve or reverse this negative fact or perception?"

STEP 8. List all proposed solutions. They could be organized into an impact vs cost (or ease of execution etc.) matrix.

Tool: Enemies / Supporters (cont.)

- **Use**

The outcome can become a crucial repository of ideas that will help you design your purpose.
Remember: Purpose is Impact on Others. It can stimulate discussions within the organization, the management team or any strategic or design unit within the company.

Enemies: Reasons to hate (5 Whys)	Supporters Users: Reasons to love	Supporters Non Users: Reasons to love	Supporters: Likely remedies
• Waste	• Product/Service	• Reputation	• Alternative packaging
• Health	• Attitude	• Give Jobs	• Reusables
• Employment	• ……	• Charities	• Give jobs to people in need
• ……		• ….	• ….

keep   keep   Input for Purpose Design