



**(RE)DEFINING
PURPOSE:
SHIFTING
FROM IDEAS
TO IMPACT**

RED SKY THINKING

INTRODUCTION

2024 is all set to become the year of reckoning for corporate purpose.

Not so long ago, purpose was viewed to be the safest, most effective way for a brand to connect with its consumers, employees and other stakeholders. During and after the pandemic, it became a powerful connector, particularly with the younger and more socially conscious audiences, spurring a new wave of companies talking about purpose.

Many of these companies have since been drawn into contentious, high-stakes conversations about social issues. Several brands — from entertainment giant **Disney** to retailer **Target** to the brewer of **Bud Light** — have found themselves in the crosshairs due to controversial or otherwise divisive campaigns. After a Starbucks workers union **took to X** to express solidarity with Palestinians, Starbucks' stock **plummeted 8.96%** — equating to a nearly \$11 billion loss. Other corporations are being called out for “virtue signaling,” whereby a corporation makes a statement about a social or political issue but doesn't appear to take action on it.

In other words, purpose has become a powder keg.

In our post-pandemic world, brands have been challenged to find the right cause at the right time and the right place — and communicate about it the right way. With **DEI** (diversity, equity and inclusion) and **ESG** (environmental, social and governance) becoming the latest dirty words in corporate America, an increasing number of business leaders are making a conscious effort to avoid the once widely used acronyms for their corporate initiatives. However, companies haven't abandoned their related commitments — they are just talking about those less or differently. Last year saw a **steep drop-off** in mentions of ESG and related terms in corporate earnings calls, but not so much in their written reports. This year is seeing this trend nicknamed “greenhushing” continuing, but an August **analysis** of corporate climate actions found that nearly three quarters of commitments announced in 2021 had since been fully or partially realized — just not widely



promoted. Companies are shifting instead to terms such as “responsible business” and focusing on connecting any stance they make back to their values to avoid being caught in the crosshairs of a fresh controversy. Yet the need for a transparent way to connect a company's financial performance with its ESG performance remains. So, too, do the social challenges — including climate change — that businesses must play a role in addressing.

Additionally, there is just as much of a minefield inside a company's walls when it comes to speaking up. A recent Out & Equal survey highlighted that **72% of U.S. employees** don't think their company responded sufficiently to the anti-LGBTQ+ legislation in their state, and 40% didn't feel comfortable discussing the impact of legislative changes on them with their supervisors. Another survey by Indeed and Harris Poll found over **one-third of employees** would consider leaving their jobs if their CEO expressed political views they don't agree with. The survey also discovered that talking politics in meetings makes 56% of employees uncomfortable and that 40% say politics have affected team morale. Some companies have gone as far as issuing an internal ban on employees talking about controversial topics.

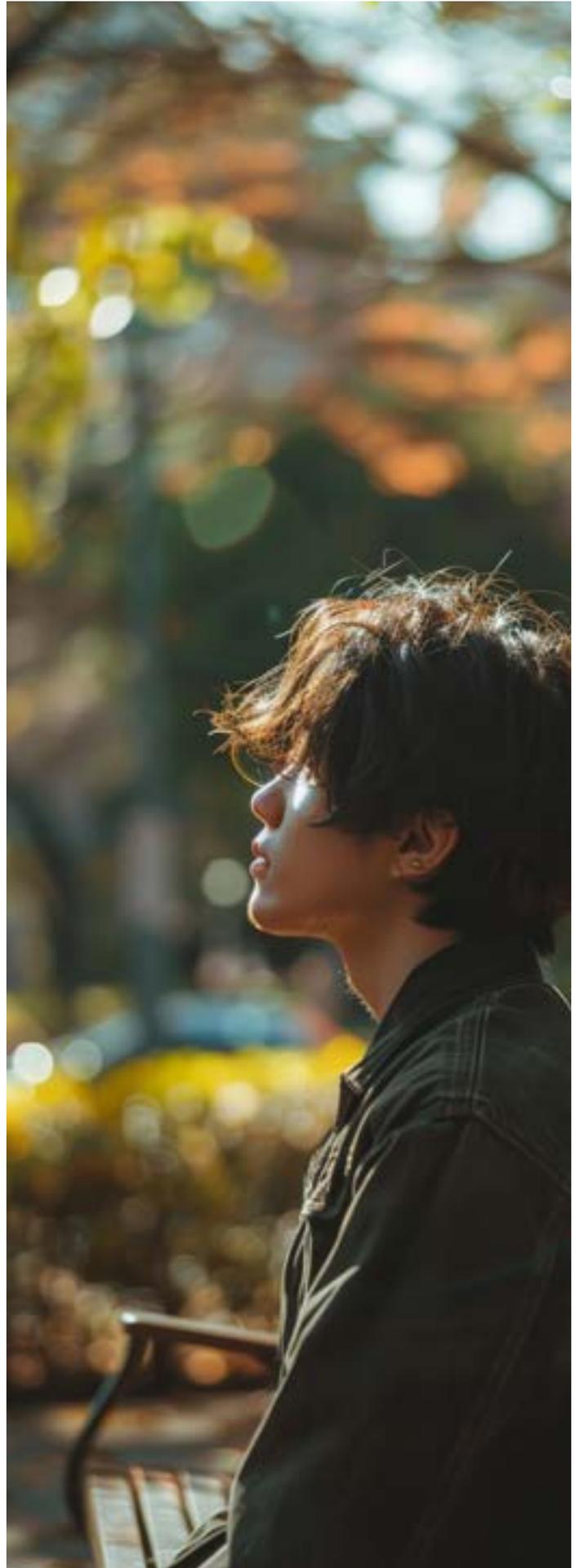
The ongoing **ESG debates** are increasingly becoming a futile contention, fueled by differing definitions of ESG and political agendas from both extremes. Beneath the heated debates lies a crucial question: What is the role of corporations in society? Some argue companies aren't doing enough for societal betterment, while others

accuse them of pushing a progressive agenda that overlooks shareholder value. A more constructive approach could be a bipartisan discussion on what defines a “responsible business” — one that creates long-term shareholder value while fully appreciating its impact on society.

The one-year anniversary of the Bud Light boycott also prompted **reflection on company purpose** and societal engagement overall. Following the “brew”-ha-ha, the focus has shifted to looking at how some companies have translated their **purpose statements into reality** by being truthful, fully committed and consistent, and greatly benefiting from turning their commitments into standard operating behaviors. Because while others may try to attribute their rollback attempts to political and regulatory factors that they claim are outside their control, stakeholders — especially employees — often perceive them to lack ambition instead.

Internally, abandoning commitments or merely paying lip service to employee care can both damage a brand’s reputation and erode internal morale — introducing a new trend called “carewashing” that describes the misalignment between what leaders portray as cultures of care versus employees’ actual daily experiences at work, quoting a Gallup survey that found the percentage of employees who strongly agree that their organization cares about their well-being has plunged from 49% in 2020 to **21% in 2024**.

Staying on the sidelines and avoiding controversial topics altogether isn’t an option. Instead, businesses need to get comfortable being uncomfortable, as they are unlikely to achieve unanimous support among all stakeholders.



HOW PURPOSE HAS PROGRESSED SINCE 2019

Purpose is part of our DNA at HAVAS Red, and this is our fifth year studying it more closely. Always searching for new ideas and fresh perspectives that help propel the conversation forward, we are actively and continually listening — to our clients, our thought leaders and our industry.

Even before the global pandemic erupted in tandem with social justice protests, we found purpose to be a trend that transcended borders and industries — something that HAVAS Red forecasted in our [Red Sky Predictions 2020](#). It became the year when more companies began leading with values — not only offering more to consumers beyond the products they sell but also seeking to make meaningful contributions to society at large. We also examined [Leading Through Crisis](#), highlighting key imperatives that balance realism with optimism, empathy and

purpose-driven action to guide their organizations through challenges and set them up for future success.

Since then, we have witnessed a move from performative pledges to demonstrating actual, tangible progress, as described in [Proving Brand Purpose in 2021](#). Then, with continued shifts in the substance, style and tonality of brand communications, we dug deeper into how brands have responded to increased pressure to take a stance, [From Pledges to Progress](#). A year later, we pivoted to the idea of being purposeful about corporate purpose versus taking a plain vanilla, one-size-fits-all approach in [Five Ways Brands Can Do Corporate Purpose on Purpose](#) in 2022.

In 2023, we examined how [Purpose Gets Personal](#), digging deeper into ways brands are (or should be) responding to increased pressure to demonstrate their purpose, this time from wider, save-the-world causes to more personal, day-to-day matters. Additionally, our [Red Sky Predictions 2024](#) forecasted the corporate purpose buddy system, suggesting businesses that pull together to advocate for causes will create more impact and better safeguard their brand against backlash.



(RE)DEFINING PURPOSE

In today's complex and ever-changing world, brands are increasingly expected to take meaningful stands on critical — and contentious — environmental, political and societal issues. It is no longer just about the money. Showcasing robust ESG commitments, whether through reducing carbon emissions, adopting sustainable supply chain practices or implementing thoughtful DEI policies, is now essential for fostering a purpose-driven culture, attracting top talent and building brand loyalty.

Nearly six in 10 U.S. employees cite respect, health benefits and work-life balance as their **top motivators** at work, with salary being a priority for only 42%, according to the Argyle-Leger Confidence Report. Moreover, eight out of 10 employees in the U.S. and Canada believe that **company values should align** with their own, and 75% expect their employer to be a force for good in society. This places a significant responsibility on employers to clearly communicate and visibly demonstrate their principles and purpose.

At the same time, consumers are increasingly discerning about the purpose behind the brands they support, with trust playing a pivotal role especially among younger generations. According to recent insights, **over 60% of Gen Z and millennials** believe that a brand's trustworthiness hinges on its authenticity, transparency and commitment to social and environmental issues. Moreover, a significant portion of consumers expect companies to lead the way in addressing global challenges like climate change, with 70% stating they would **stop buying from brands** that don't align with their values. A recent study also found about 20% of younger employees say they have **changed jobs or industries** because of environmental concerns, and more than 70% say green credentials matter when they are job hunting.

The challenge for brands lies not just in choosing a clear stance but in doing so authentically and consistently, in a way that

truly resonates with both internal and external stakeholders. Purpose should infiltrate every part of the business inside and out, from recruitment to HR strategies, tech, operations and sales. To navigate this challenge, it's essential for brands to have a clear, strategic and relevant approach that aligns with their core mission and values, while remaining susceptible and adaptable to their evolving landscape.

To inform this white paper, we looked at key themes that dominated corporate communications news in the last 12 months. We also co-hosted roundtables with **Meltwater**, a leading global provider of media, social and consumer intelligence, and engaged in on-on-one discussions with clients, CCOs and CMOs from a diverse range of B2B, B2C and B2B2C companies across multiple industries and regions — some with a global footprint, others operating within a single market. These conversations offered valuable insights into how the dialogue around purpose has evolved since 2023. Our goal was to understand which dimensions of purpose are gaining or losing significance. With the increasing politicization of ESG and DEI in certain markets, we were particularly interested in how the language around these topics has adapted. Additionally, we explored whether expectations for brands and leaders to genuinely live their purpose differ when considering internal versus external audiences.

This is where HAVAS Red's five Ps of purpose came into play. We've previously identified five elements — Platform, Process, Position, Perspective and Plan — to form a comprehensive framework that enables brands to articulate and sustain their purpose-driven initiatives. By following this step-by-step process, brands can move beyond reactive measures and develop a purpose strategy that is both authentic and impactful. Our discussions revealed that all our clients are using a similar framework — some more formally than others — which has been evolving organically in recent times. In the following sections, we'll explore the elements these frameworks have in common, highlighting how they collectively empower brands to make a genuine difference while maintaining the trust and loyalty of their key stakeholders.



01

PURPOSE CAN HAVE A NORTH STAR, BUT THE JOURNEY MUST BE FLUID.

We've seen our previously outlined approach reinforced: An authentic purpose framework must begin with clarity. A clear purpose should be anchored in something more than a single goal. Brands must ensure that their purpose aligns with their mission, values and business operations, creating a foundation that supports authentic and relevant stances, while ensuring both longevity and adaptability. From here, small, incremental changes can serve as the pathway to progress. Even when reevaluating targets or resetting goals along the way, as long as the intentions are communicated clearly, the purpose journey can stay fluid.

Defining a company's purpose also requires precision, avoiding broad or vague mission or values statements that could apply to any organization. Instead, purpose should highlight material ESG issues that directly affect value creation, acknowledging that not all stakeholder concerns align with shareholder value. Trade-offs are inevitable, and a clear purpose helps navigate these challenges effectively.

Clarity is achieved by answering four critical questions: What are the company's capabilities? What societal impact does it aim to make? What are its employees and other stakeholders passionate about? And how can it create economic value?



Purpose has evolved from being a 'north star' to a 'compass,' which guides dynamic, real-time decision making in response to volatile events. While supporting purpose-driven initiatives is crucial during periods of growth, it's in moments of scrutiny and pressure that leadership and authenticity are really tested. This is about purpose being a dynamic process, not a static statement.

Nhan Chiem

Head of Corporate Communications,
Fujitsu Asia Pacific

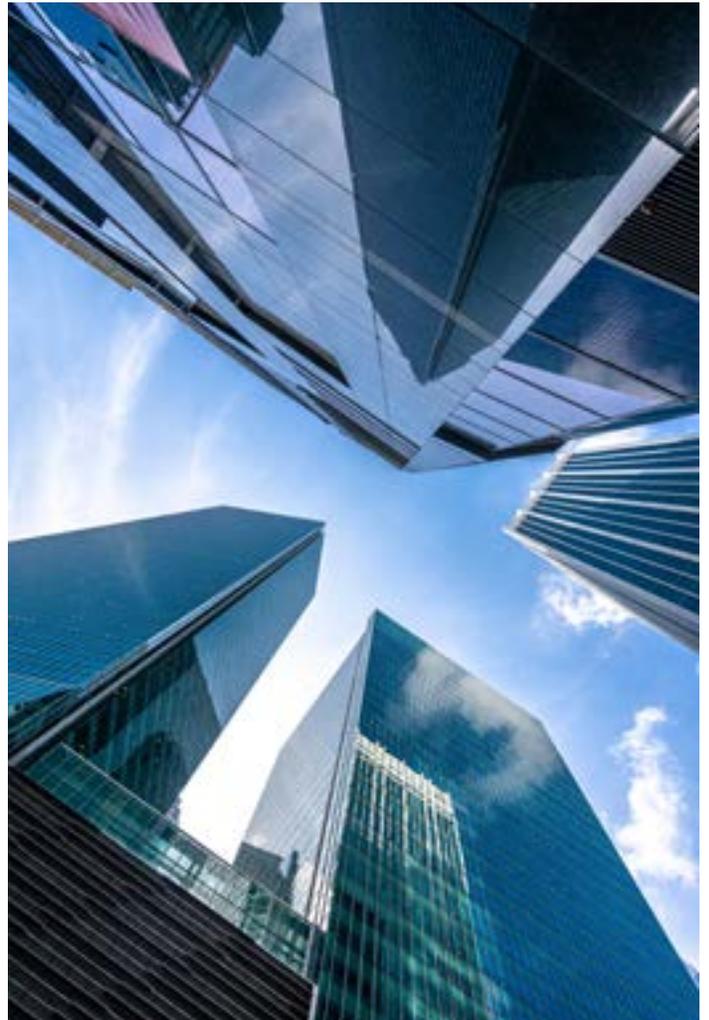
When navigating purpose-driven initiatives, brands often focus on safer topics — those that resonate with their values and avoid polarizing debates. However, what makes a topic safe is its ability to be anchored to the brand's core values while being contextualized to the current global landscape. As dynamics shift and new information emerges, brands must be prepared to pivot and adapt, maintaining a focus on areas where they can genuinely make a positive impact.

Clarity of purpose also requires a dual perspective, balancing internal views from employees and associates with external expectations from customers, business partners, shareholders and other stakeholders. Five years ago, the Business Roundtable issued a statement pledging to "lead their companies for the benefit of all stakeholders." Since then, **stakeholderism** has gained wider acceptance and helped many corporate leaders take the first step in a long journey to rewire their companies to create value for all stakeholders, rather than just for shareholders.

Knowing what was once considered progressive in ESG and DEI is now increasingly seen as essential, it's crucial to understand the effectiveness of these initiatives. When addressing topics under the purpose umbrella, brands should prioritize substance, intentionality,

speed and agility, as opinions and circumstances can rapidly change. It's not just about the initial statement or response but also the ability to reassess and adjust positions as needed. Planning for potential risks, focusing on impactful work over mere words, and ensuring actions are driven by a commitment to positive outcomes rather than ideology are all key to sustaining credibility and effectiveness.

The importance of brands taking a clear stance on current events remains a divisive issue, with generational differences further widening the gap. A Gallup poll highlights that **only 38%** of U.S. adults believe businesses should speak out, a decline of 10 percentage points since 2022. While 53% of younger Americans aged 18 to 29 support corporate activism, only 35% of those aged 45 and older agree. This generational divide underscores the need for brands to approach purpose with careful consideration of their diverse audiences, ensuring that their actions resonate meaningfully across different demographics.



02

EMBRACING AUTHENTICITY DRIVES MEANINGFUL ENGAGEMENT.

A well-defined process is essential for purposeful engagement on societal issues, ensuring that brands take deliberate, value-aligned stands rather than reacting impulsively to gain popularity or meet external pressures. However, a common challenge is the “say-do” gap, where lofty purposes articulated by leadership fail to resonate or manifest within the day-to-day operations. For instance, while CEOs may rate the importance of a strong corporate purpose at **9.1 out of 10**, they often admit that their purpose is only brought to life at a level of 6 out of 10. This gap reveals a disconnect between the company’s stated purpose and the reality experienced by its stakeholders, starting with its employees.

To bridge this gap, companies must focus on enabling their frontlines to fully embrace and connect with their stated purpose and values, ensuring that these ideals are genuinely reflected in their actions. Purposeful engagement is about visibly and consistently living company values, where genuine authenticity, measured through a “**certificate of authenticity**,” can help leaders stay accountable and guide their impact, driving stronger engagement and trust in- and outside their organizations.



At the heart of authentic engagement is the ability to gather the right inputs and include the right voices. Bringing in diverse perspectives — both from within the organization, such as employee and business resource groups (ERGs and BRGs), and from external community partners — enables companies to get a comprehensive understanding of the issue at hand. This not only helps in avoiding “analysis paralysis” but also ensures alignment at all levels of the organization, from the front lines to the executive team. Companies must also think beyond a single market and consider the ripple effects of their stance on all locations where they operate.



ManpowerGroup’s purpose has always been clear: to place people into meaningful work and build their employability. With a 75-year legacy and a presence in 75 countries, our company’s commitment to this purpose remains steadfast. Instead of changing the way we talk about our purpose, something that we try to do more of is to be really mindful of what’s going on in this moment and see how we can adapt our purpose to make sure that it’s relevant for all of the things that the world is experiencing right now.

Emma Almond

Global Head of Strategic Communications & Partnerships, ManpowerGroup

Having a robust plan for responding to potential pushback is crucial. This includes being prepared with clear and compelling messaging that explains the rationale behind the brand’s stance. Companies that respond quickly to social issues are more likely to shape the narrative and resonate with their audiences, but the response must also align with their core values to avoid appearing opportunistic. Timing and authenticity are key to maintaining trust.

Companies should also consider the impact on stakeholders, their long-term values and especially whether their response will foster

positive change before weighing in on controversial topics. By having a plan in place, companies can engage in societal issues with confidence, knowing that their position is well-considered, authentic and supported by a thorough decision-making process.



03

A PEOPLE-FIRST APPROACH FOSTERS STRONGER CONNECTIONS.

In 2024, the evolution from environmental promises to a people-first approach to purpose is gaining momentum, recognizing that one size does not fit all. Instead of taking away from any environmental impact brands and businesses might seek, this approach only acknowledges that people and planet need equal attention — and actions start with people.

While a global framework provides essential guidance, it's crucial for companies to tailor their purpose to reflect the unique needs, priorities and cultural contexts of each region and market in which they operate. This approach ensures that purpose-driven initiatives resonate deeply with local audiences and address their specific pain points, whether related to DEI, ESG or other critical areas, truly meeting people where they are.

The world's most valuable companies are driven by a strong sense of human-centered purpose, which fosters innovation, resilience and long-term growth. What is striking about purpose-driven brands like Microsoft, Mastercard and Marriott is the immense emphasis they place on the **human aspects of management**, by putting people first, while visibly caring and serving our world in unique and meaningful ways in each market they set foot in.



To effectively embed purpose and foster strong connections, organizations must pursue it in a way that impacts every department, every level and every market. This means adopting a people-centered approach, where purpose is not just a lofty ideal but a practical, actionable strategy that guides day-to-day operations. By employing iterative design processes and continuously refining their people management practices to tailor those to local needs, companies can ensure alignment with their overall purpose in every function at every level around the globe, driving understanding, engagement, operational efficiency and long-term success.



At STV, our Communications team has become more selective, focusing on where we can make a meaningful impact rather than relying on symbolic gestures. For us, it's about backing up our values with tangible actions — like ensuring our projects are inclusive, such as creating gender-diverse bathrooms and maintaining year-round partnerships with the LGBTQ+ community, for instance — rather than just changing our logo or sharing a social media post. We believe purpose should be a year-round conversation, not a one-day event.

Aaron Jones
Director of Media,
Communications at STV

Building a team that is fully committed to this localized purpose is equally vital. A purpose statement gains power when everyone within the organization is on the same page, working toward a common goal. This requires a willingness to make tough decisions, including organizational restructuring and the creation of new partnerships, to align all stakeholders with the company's mission. As seen with successful transformations in leading companies, such commitment to purpose not only revitalizes the organization but also strengthens its ability to deliver value to customers, employees and communities alike.

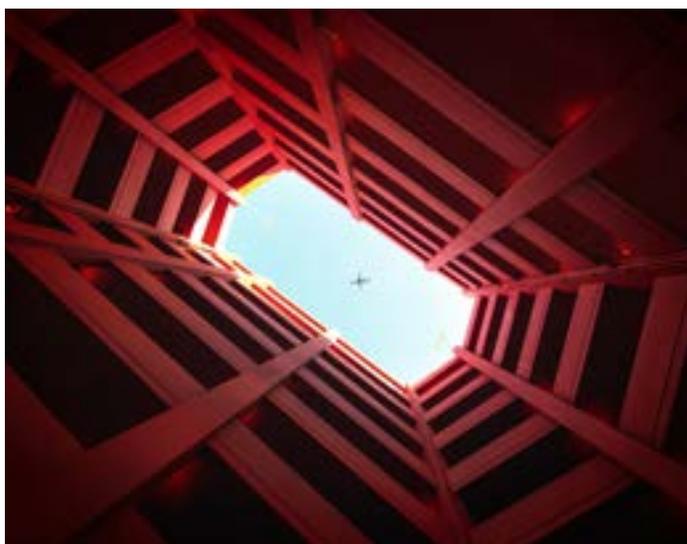
MEANINGFUL BRANDS™ 2024 SPECIAL REPORT

Unlocking the Full Potential of Diverse Consumers

In its 16th year, the HAVAS **Meaningful Brands™** global report explores how brands tangibly improve people's lives, enhance their well-being and contribute to society. It helps companies to identify how and where to meaningfully engage with consumers through brand experiences.

This year's report highlights the increasing diversity seen across many regions. The U.S., for example, has morphed into one of the most diverse nations in the world. If you chose two random individuals off the street, the likelihood that they'd hail from different racial or ethnic groups is 61%. In 2010, that figure was only 55%. This phenomenon extends far beyond the U.S., with many communities, countries and continents experiencing similar trends. What does this mean for brands?

Understanding microcommunities and catering to diverse audiences has become a necessity. And it will pay off. Brands that champion DEI authentically and locally will resonate the most profoundly, fostering meaningful consumer connections and creating loyalty that used to take generations to achieve.



04

A SHIFT FROM REACTIVE TO REFLECTIVE ENGAGEMENT BUILDS AGILITY.

The right perspective demands that brands move beyond a reactive approach to stakeholder engagement and embrace a more reflective, proactive stance. Instead of waiting for crises to emerge, companies should actively seek out opportunities throughout the year to connect with both internal and external stakeholders on issues that matter to them. By doing so, they can gather valuable insights that will allow them to anticipate challenges and respond thoughtfully when issues do arise.

This shift from reactive to reflective engagement enables brands to build stronger, more authentic relationships with their stakeholders. Purpose-driven businesses that maintain a consistent dialogue with their audiences are in turn better positioned to navigate volatile situations, as they have already established trust and a clear understanding of stakeholder expectations. This approach not only strengthens the brand's purpose but also ensures that its actions are aligned with its core values, even in times of uncertainty — which is especially important in 2024. Even companies with an established purpose can expect the coming months to serve as a pressure test for their commitments, making authenticity and reflection of utmost importance to their success.





At CSAA, we take a thoughtful and systematic approach when deciding whether to engage or speak up on societal issues, making sure that the perspectives of our stakeholders are carefully considered and reflected in any proposed statements. By tapping into diverse voices, both internally through employee resource groups and externally through community partners, we can ensure that a broad range of insights inform our narrative, allowing us to stay relevant and responsive to the needs of our stakeholders, including employees, customers and the communities we serve.

Linda Goldstein
Chief Marketing Officer, CSAA

An increasing number of companies approach their corporate purpose with a focus on issues that are directly relevant to their business, operations and the areas where they can make a positive impact. For example, CSAA has created a '**Mission Moments**' series to showcase employees and experts from around the world as they share — in under 5 minutes — how they are living the company's values and highlight the tangible impact of their efforts. BCG also highlights its impact stories in an '**Impact in 60**' video series. By focusing on measurable impact rather than flashpoint phrases, initiatives like these create an always-on filter that consistently aligns who they are with what they do, prioritizing substance, authenticity and intentionality.

Moreover, by engaging in ongoing, reflective conversations, companies can avoid the pitfalls of superficial ESG initiatives that prioritize optics over impact. We are beyond the point where brands can aim to do less bad or a little good — true, purpose-driven leadership requires a deep commitment to meaningful change, not just superficial, reactive gestures. By integrating continuous stakeholder engagement into their purpose strategy, brands can reflect on their impact and make more informed, purposeful decisions that resonate with their audience and contribute to long-term success.

There is also strength in numbers. By aligning with like-minded partners on high-profile or sensitive issues, brands can amplify their impact and share the risk of potential pushback. Just beware: While you may unite the majority, some stakeholders or customers will inevitably be alienated.

Ultimately, adopting a reflective engagement approach allows brands to be more agile and resilient. By fostering an environment of ongoing dialogue and reflection, companies can better anticipate emerging issues, adapt their strategies and reinforce their commitment to their purpose, ensuring that they remain relevant and impactful in an ever-changing world.



05

ALIGNING PURPOSE AND PROFIT IS OKAY.

In today's continually shifting landscape, businesses need to understand that moving from purpose versus profit to purpose with profit is not only acceptable but also advisable. Finding the right balance between the two can deliver even greater investment into purpose-driven activities, which in turn drives stronger performance for both people and commercials. Purpose also doesn't have to be at odds with business success, as organizations these days can boldly communicate the impact of their purpose initiatives on people, society and the bottom line.

A well-defined measurement plan is essential for tracking progress and demonstrating impact against purpose-driven goals. Clear metrics and transparent reporting are key to ensuring internal accountability and building lasting credibility with external stakeholders. Without robust measurements, even the most ambitious goals risk falling short, leaving a brand's reputation exposed.

As the traditional ways of measuring ESG performance continue to evolve, companies must adapt by setting clear, actionable targets that go beyond surface-level metrics. This means developing a plan that not only tracks progress but also genuinely reflects the brand's commitment to its purpose. By doing so, brands can demonstrate that their actions are more than just words, reinforcing trust and loyalty among stakeholders.





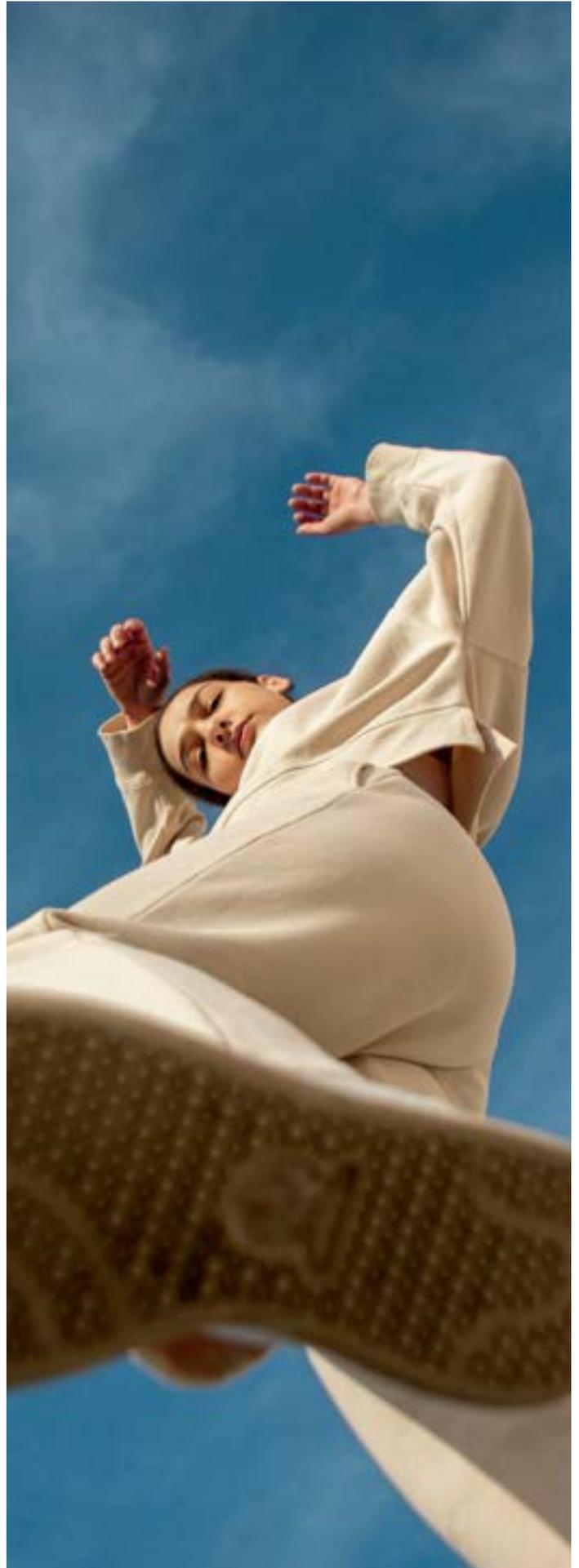
At our core, it's not just about setting goals — it's about consistently measuring our progress and understanding the real impact of our actions. Whether it's through our internal DEI initiatives or external partnerships, we ensure that our purpose-driven efforts are both measurable and meaningful. Purpose needs to be more than just words — it has to be backed by tangible results that benefit both the business and society.

Alice Sox

Head of Corporate Communications,
Americas at Covestro

However, it's not just about setting and tracking goals — it's about understanding the impact of those actions. Poorly conceived measurement strategies can undermine the very initiatives they aim to support, particularly in **areas like ESG** and DEI, by solely focusing on what can easily be measured, overly simplifying metrics or trying to distill rich, multi-dimensional data into a single number. **Confirmation bias** is another pitfall to avoid, along with only thinking in terms of quarters, not generations. Brands need to ensure that their plans are rooted in meaningful, measurable, long-term impact, rather than getting bogged down by metrics that don't tell the full story.

Finally, a well-structured plan for tracking and reporting progress allows brands to continually refine their strategies and amplify their impact. By regularly assessing what's working and what isn't, companies can pivot as needed, ensuring that their actions align with their stated purpose and lead to tangible, positive outcomes. This commitment to ongoing evaluation and adjustment is key to not only achieving goals but also sustaining a brand's credibility in the long term.



HAVAS' CONRAN DESIGN GROUP PRESENTS CITIZEN BRANDS

Earlier this year, HAVAS announced the launch of the Conran Design Group, a new global offering dedicated to brand and design, marking the occasion with the release of a new proprietary study. **Citizen Brands** is an evidence-based brand and design framework that identifies which brands are achieving balanced growth in an unbalanced world.

The study examined how contradictory consumer, societal and economic demands are making it harder for companies to succeed, suggesting the answer lies in evolving their brands to better balance self and society by becoming 'citizen brands.' It offered a new Citizen Brands framework to help brands balance conflicting demands and achieve balanced growth, identifying six drivers of success for the top performers.

The Citizen Brands study found that the top 20 citizen brands — those able to meet the needs of both individual and society — earned £8 billion (\$10.6 billion) more in average yearly revenues than their lowest-performing counterparts. They also achieved equity price increases that are on average five times higher than those of the lowest performers.



CLOSING THOUGHTS

As corporate purpose continues to evolve in an increasingly complex landscape, businesses and brands must redefine their approach to purpose-driven strategies. The stakes are high, with both internal and external audiences demanding authenticity, transparency and impact. To navigate this challenge, companies must ensure their purpose is clear, deeply aligned with their values, and backed by meaningful actions that go beyond performative gestures.

The path forward requires a commitment to continuous evaluation, where clarity of purpose is regularly measured, and actions are adjusted to stay relevant and impactful. Leaders must prioritize consistency in purpose, engage thoughtfully with societal issues and actively involve diverse perspectives across their organizations. This shift from ideas to impact is not only necessary but also the foundation for building trust, loyalty and long-term success.

Now is the time to take bold, values-driven actions that not only communicate authentic purpose but also bring it to life in a way that fosters positive change for all stakeholders.





CONTRIBUTORS

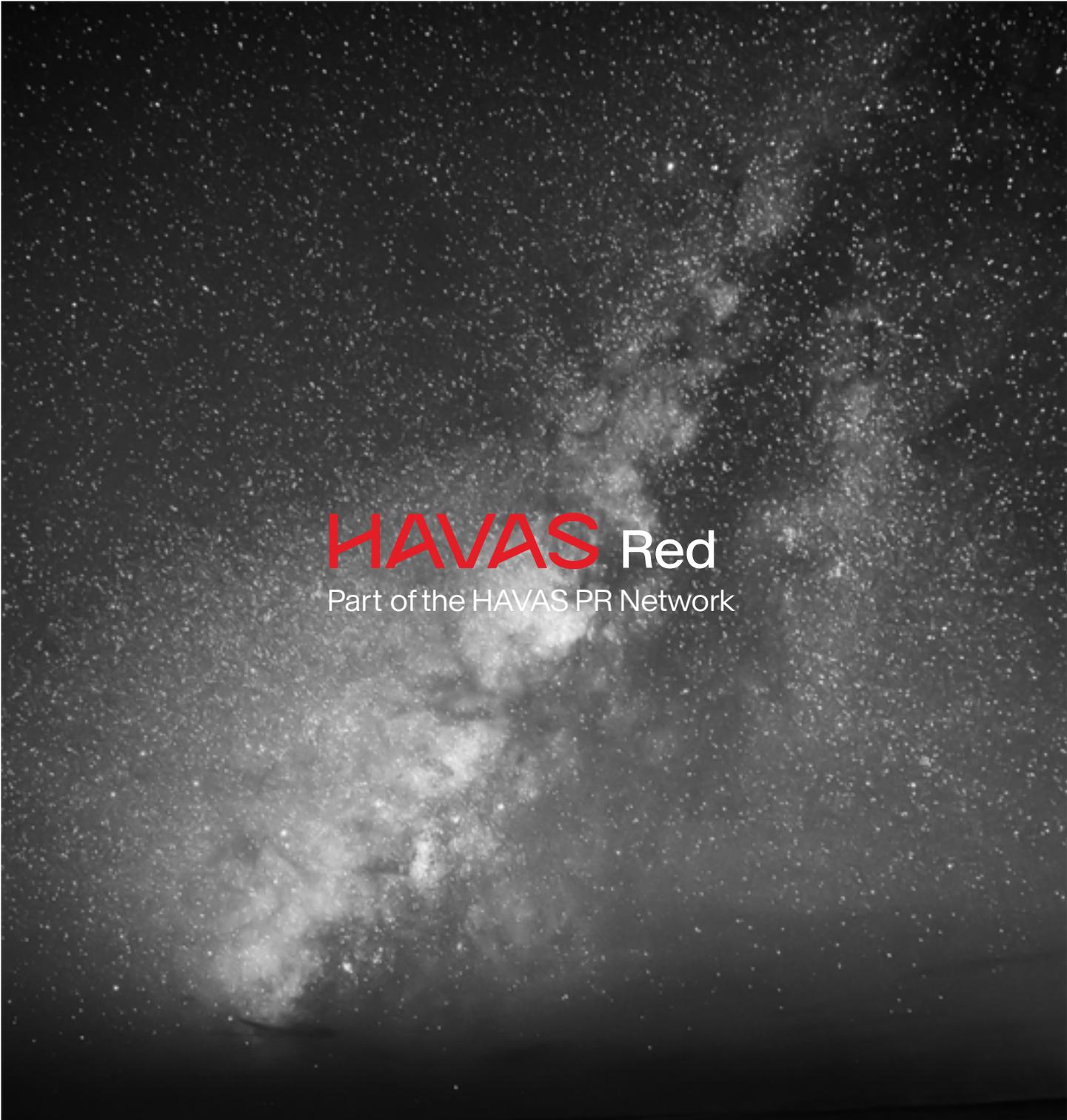
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