

On — Purpose

Associate —

— Programme

Details of the day-to-day roles
of Associates

What is the Associate job? What is the day-to-day role?

The short version

The On Purpose Associate Programme takes talented professionals with on average seven years work experience and works to turn them into leaders capable of scaling purpose-driven businesses. What Associates do in their two six-month placements is there to serve that end. Associates are tasked by senior staff in purpose-driven organisations to move forward projects of strategic importance, often with large degrees of autonomy and through building relationships with senior or external stakeholders. We have refined a matching process that aims to find a great fit between Associates and placements, so Associates have a large degree of choice over their placements, with many valuing learning new professional skills or working with a variety of organisations.

The long version

Our six month placements have included:

- Building the business case to use discarded fishing nets as plastic for carpets, reporting to the head of innovation at Interface is the world's leading designer and manufacturer of carpet tiles:
 - Research into the supply of fish nets and how that matches the demand of Interface
 - Managing stakeholders such as the London Zoological Society
 - Financial modelling to set out the final business case

This placement has been written up into a case study interview question [here](#), [here](#) and [here](#).

- Building a new body care brand, The Soap Co. for Clarity EFBP, a social enterprise employing blind and disabled people, reporting to the CEO::
 - Cost and revenue modelling to build a viable proposition that created social value
 - Creation of brief and selection of agency to create brand identity
 - Market research to ensure product offering appealed to the target demographic
 - Project management of production specialists to manufacture the product
 - Creation of sales and marketing strategy and management of Digital Mums team
- Managing a climate activism campaign at Ben & Jerry's reporting to their European Head of Social Mission::
 - Delivering partnerships with NGOs and stunts to raise climate awareness, contributing to idea generation all the way to execution
 - Being Campaign Manager for Join Our Core across UK, Germany, Netherlands, Sweden and France
- Building an operational plan for regional centres for the food waste charity FareShare, reporting to its CEO:
 - Meeting regional managers and understanding their needs
 - Financial modelling to set out the operational structure for the next three years
- Helping set up a new fund and analysing impact investment deals at Big Society Capital:
 - Supported launch of a social investment programme aimed at getting large corporations to invest in social innovation
 - Analysis of the positive social and/or environmental impact of potential investments

- Managing a collaboration with public bodies and businesses to reduce plastic waste in Indonesia for sustainability consultancy SystemiQ:
 - Research into successful plastic-reducing initiatives in developing countries
 - Meeting government officials and business leaders in Indonesia to agree approach
 - Creating successful implementation strategy and plans
- Working on core course content strategy for online learning platform FutureLearn, including:
 - Review and development of content strategy and related course review processes
 - Meeting with educational partners to encourage new course development

What links these placements? Here are our criteria for selecting placements:

- Combine commercial ways of working with social/environmental impact. We don't look at the type of organisation, we look at what work the Associates will be delivering.
- Have an appropriate level of challenge. Associates are bright, generalist problem-solvers and have on average seven years' work experience. So we look for a level of responsibility befitting this.
- Add real value to your organisation. The programme aims to prepare Associates to lead in purpose-driven organisations in their future careers so we look for placements to be working on things that are important for the organisation's growth or survival.

“The work I've done in my placement has been interesting and meaningful – I feel like I've had a positive impact that will continue after I've gone.”

Michael Hilton

Formerly a fast-stream civil servant for seven years and current On Purpose Associate

“On Purpose gave me the opportunity to apply my professional skills and experience in different ways to help build and develop two outstanding organisations as well as develop a large network of inspiring people.”

Eimear Toomey

Formerly an investment manager for a decade including at Rothschild and Merrill Lynch. On Purpose Associate in the October 2015 and now Associate Director – Institutional Relations at Sustainalytics.