



Audacious Together:

A Guide to
Success
in the Next
Economy

Junxion has been advising clients on strategy, sustainability, and social impact for over 20 years.

During that time, tens of thousands of our peers around the world have been doing their own inspiring and innovative work. But it simply hasn't been enough.

An Invitation to Audacity

For most of our two decades in business, we've worked with a quiet and dedicated focus, largely behind the scenes, in some of the world's most respected organizations. Our times are calling us to be more vocal. More audacious. It's time to work differently.

Our clients are leaders of organizations and institutions that see time is short. Their stakeholders need them to show the way forward—confidently, intelligently, compassionately. Expectations are high. And they're rising. We need bold ideas, bold leaders, and bold organizations to take on bold, new work.

Is this guide for you?

We wrote this guide for leaders of organizations and institutions that are built on deep public engagement and trust. This often means healthcare, finance, education, and professional services, but it could be any organization where public trust and stakeholder engagement are essential and foundational.

These are the organizations and institutions that truly influence the long term—the trusted advisors, the teachers, the care-takers and stewards of our communities. Their products, services, and policies are an expression of our shared values and represent opportunities to make changes that ripple through the whole economy.

If you're looking for ways to apply the assets and resources in your organization to achieve real and lasting change in your community, your region, or even globally, then this guide is for you.

How to use this guide

We are not 'ivory tower' consultants with quick responses and quicker answers. We are engaged citizens, thoughtful advisors, dedicated partners, and master facilitators. We support, extend, and amplify our clients' capacity.

In this guide we offer some key questions you can ask yourself and your colleagues, some practical things you can try, and some examples from others who have taken similar steps.

Need help? When you feel like you would benefit from Junxion's support, we'll be happy to help you decide on the next steps that make the most sense for you and your organization.

Purpose

Welcome to the purpose revolution. As a new generation of leaders rejects the ‘winners take all’ capitalism of the past, meaning, connection, and purpose are returning as essential pursuits of organizations.

Can you articulate your organization’s purpose? A clear statement of your purpose, vision, mission, and values will help to build trust with stakeholders, clarify your *raison d’être*, and focus your work.

We help clients develop clear and compelling purpose statements as they strive to become the TrustBrands™ the world needs. This is an important foundation for development of a robust organizational culture that drives lasting impact.

[McKinsey & Company’s Corporate Horizon Index study](#)

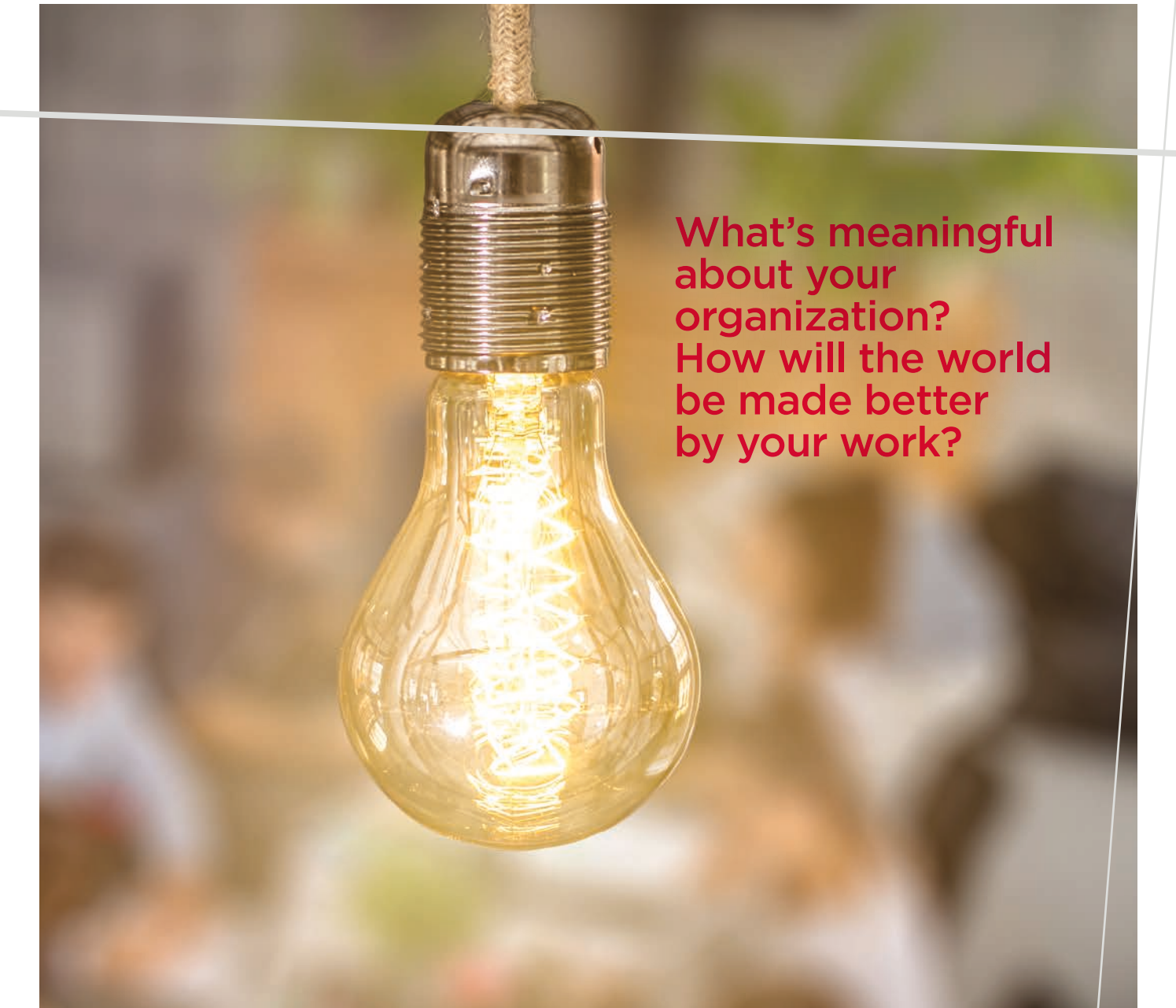
affirmed that companies that take a long-term approach to value creation showed “superior performance for revenue and earnings, investment, market capitalization, and job creation” than all other companies over the last 15 years.

[CDP’s Climate Performance Leadership Index](#) showed that “corporations that are actively managing and planning for climate change secure an 18% higher return on investment (ROI) than companies that aren’t—and 67% higher than companies who refuse to disclose their emissions.”¹

While the social, moral, and ecological case for a paradigm shift to purpose-led business is both clear and global, the business case must be established case-by-case, with respect to local markets, cultures, sectors, and bio-regions. There is no one-size-fits-all approach to building a purpose-led business, but there are some manageable first steps that any leader can take.

A narrow focus on profit maximization is a self-defeating premise for business.

¹ Source: <https://www.theguardian.com/sustainable-business/2014/sep/23/business-companies-profit-cdp-report-climate-change-sustainability>



**What's meaningful
about your
organization?
How will the world
be made better
by your work?**

Case Study:
Nordea



Purpose: *Enabling dreams and everyday aspirations for a greater good.*

Nordea is the largest financial services group in Scandinavia. Their "priority as an employer is to support our people on our transformation journey, creating a high-performance culture, building a future-fit organization and equipping our people with the skills they need for the future."

Case Study:
WJS Canada



Purpose: *We take a personalized, trauma-informed approach to care in an environment of cultural respect and support.*

WJS Canada is an employee-owned company with over 700 employees across Canada. They provide social services to children, youth, adults and families facing difficulties. Their commitment to continuous improvement and high standards in care is invaluable for clients and employees alike.

Three Steps to Reshape Your Organization Around Purpose

Step One: Clarify Your Purpose

Every organization has an impact on community and life. Smart organizations of the next economy make sure this impact is positive—and they start by articulating a purpose beyond 'profit.' This is done best in a workshop format with a group of colleagues. In a small firm, bring everyone together to work on this exercise. In a bigger firm, strive to be representative of the diversity in your organization and among its stakeholders—across genders, ethnicities, ages, departments, and geographies.

At least a week ahead of a meeting, invite participants to consider this pair of questions, and to come prepared with three answers:

- If your organization closed its doors tomorrow, who would miss you?
- Why would they miss you?

These deceptively simple questions can unlock powerful insights into your organization's purpose. Perhaps it builds on your founders' sense of their own personal purpose. Perhaps it responds to a clear and growing need in the world. Whatever the case, it will expand your definition of the value you deliver, going beyond the merely transactional to the truly transformational.

Typically, one or two essential and valuable reasons to exist become clear... And in most cases, it's awfully close to a clear statement of organizational purpose.

Step Two: Envision Your Impact

To anchor in purpose, you must think about your organization's impact beyond its own walls—on customers, of course, but also on suppliers, on the environment, and on the communities where you do your work.

Start by exploring this powerful question: Ten years from now, how will the world have been made better by your work?

Then shape your answer using these guidelines for successful vision statements:

- **Aspirational:** You'll inspire by reaching for the stars. Give your people something worth working for... and a reason to jump out of bed in the morning.
- **Actionable:** You'll make progress by making right action intuitive. Can you use the statement to track your progress, week to week?
- **Concise:** Keep it short. Aim for seven words.
- **Clear:** No jargon. Every newcomer should understand what you're about.

Step Three: Design Your 'How'

It's no longer enough to have a clear 'why.' Tomorrow's leaders concern themselves equally with the 'how.' Once you're clear on the positive impact you aim to deliver, next you must clarify the values, principles, and behaviours that will give shape to your organization's culture—how you'll be as you navigate toward your vision of impact.

Through a facilitated internal discussion, seek to clarify where the values you aspire to hold differ from the values that are actually experienced in the organization. A good discussion process will bring clarity to the values, the principles that define those values, and the specific identifiable, trainable, and coachable behaviours that reflect those principles.

Get this right, and it's a powerful, enduring differentiator. Get it wrong, and you'll understand clearly what's meant by the old adage, so often attributed to Peter Drucker, "Culture eats strategy for breakfast."

Plan Your Impact

Strategy is simple: It's a plan of action to achieve a desired goal. On the other hand, strategic planning can be complex: engaging diverse stakeholders, weighing possible futures, and building consensus around the outcomes and the process itself often drive a dizzying range of options and possibilities.

Add to this that most business strategy approaches are poorly equipped to deal with balancing social, ecological and financial outcomes, or the context of dynamic global issues like mass human migration or climate change. But in the end, it doesn't have to be complicated.

Do you know how to prioritize your work to pursue your vision? A clear strategic plan will help your organization to take action, to enact your purpose, vision and mission, to develop new capabilities, and to break through to new levels of impact.

Next economy leaders are asking how can strategy reach beyond the bottom line? To do something bigger? To make a real impact?

Making a difference—especially in the context of the climate emergency—is everyone's business.

This is the essence of the shift from 'shareholder primacy' to an acknowledgment of interdependence that makes stakeholders' interests the context for leadership decision-making.


Adapt to a Changing Context....

Over the past decade, Junxion's approach to planning has shifted dramatically. Static plans no longer serve, because customers' preferences, industry dynamics, and society itself are all changing at too fast a pace. Effective plans must flex and evolve as they're implemented, responding to their changing context.

There are of course some 'stakes in the ground'. A well-articulated purpose and vision combine to make clear what you're striving to achieve. Likewise, maintaining a focus on specific actions year-to-year, month-to-month, day-to-day will ensure you're on the most direct path to success. But what we're recognizing is that the most direct path can itself change through the implementation of a plan.

Clients that embrace the agility necessary to thrive today are developing 'evergreen plans,' and embedding strategy as a discipline of management. This is neither simple nor easy. It's a new way of thinking about strategy and planning. And it's being embraced by all of our most ambitious clients.

No margin? No mission. Strategy is only effective if it can be sustained, so implementation must drive the revenues and margin to make the mission possible.



What new capabilities must your organization build in order to deliver on its purpose? What milestones must you reach on the road to success?

**Case Study:
BC Cancer**



The BC Cancer Foundation raises funds to ensure leading-edge cancer research and patient care in British Columbia. It is among the most successful fundraising organizations in Canada. Recognizing the transformative power of a well told story, BC Cancer is developing a new capability of 'Inspirational Storytelling,' including tools and methodologies to connect donors to BC Cancer's spectrum of activities in fundraising, research, and patient outcomes.

**Case Study:
ORS Impact**



This Seattle-based evaluation consultancy has a national reputation for its outcomes-based planning and evaluation work with luminary philanthropies, government agencies and departments, and corporate clients. As their work finds new legitimacy and uptake in a wide range of organizations, ORS Impact is developing a new capability of 'Equity & Social Change,' integrating racial equity and a social justice lens throughout operations, services, and relationships. They aim to 'show their work' to partners and clients, advocating through example and 'walking the talk' of shared power.

Three Steps to Embracing Agile Strategy

Start Inside....

Yes, “culture eats strategy for breakfast.” So why do so many strategic plans ignore the role of organizational culture? Building on the ‘how’ of deeply understood shared values, effective planning starts with deep, internal engagement. In short, co-write your plans with your teams.

To be fair, this isn’t exactly new. What is different is to entrust staff throughout the organization to define the strategy and plans that will serve the whole. Think of it as ‘trusting the wisdom in the room.’ Your internal teams’ engagement is essential to successful carry-through, and they’re the group most directly affected by your collective work. As a leader, your job is to make space for their inspiration, ideas, and commitment.

Start by helping them to assess and understand how their own personal values and sense of purpose align with your organizational vision and values. An important part of Jim Collins’s exhortation to “get the right people on the bus”² is ensuring that your team is committed to the organization’s purpose. They need to see themselves in a brighter shared future. This is the key to unlocking inspiration and passion, and to liberating their best work. It should be the ambition of every leader.

Be Clear on How Far You Can Reach....

What’s the work your organization is uniquely capable of doing? For many leaders, this is a profound and liberating question, because it implies a strengths-based approach, and because it helps describe how you’ll distinguish yourself from the crowd. Do the work with your colleagues and team to develop a shared understanding of your unique capabilities—and what you can truly commit to deliver.

Any well defined vision implies change. If you’ve articulated a vision that reaches beyond the bottom line and describes an impact beyond the walls of your organization, then it’s quite likely so aspirational your organization cannot achieve it working alone. This doesn’t mean the vision is wrong; pragmatism can be devastating to ambition and innovation!

Yet it’s also true that a grand aspiration can be frustrating if we think it’s ours alone to achieve. So it’s equally important to decide what outputs you’ll deliver, what outcomes you’ll aim to bring about, and to what you can really hold your organization accountable.

Grand aspirations can be frustrating if we think they’re ours alone to achieve. Focus on what’s realistic, inspiring, and drives essential outcomes.

This makes space for three things: It will help you to prioritize your activities (outputs)—and reprioritize them as time goes on. It will help you see and understand the realistic role you can play in bringing about your vision (outcomes). And it will help you clarify what work belongs to others who share your vision, effectively putting a boundary on your own accountability.

² Collins, J. (2001). *Good To Great*. New York, NY. HarperCollins Inc.

Build New Capabilities....

Plans used to be like maps—a route to success, to be reached one objective or milestone at a time. As the world has accelerated though, traditional planning has struggled to keep pace. Why follow a flat, static map in the age of GPS?!

We designed our TurningPoint™ approach to ensure plans are more dynamic. In his seminal book, *The E-Myth*³, Michael Gerber distinguishes between “working in the business” and “working on the business.” (He talks about entrepreneurial enterprise, but the lesson applies equally well in nonprofits and giant corporations.) Most of your organization’s capacity and your colleagues’ time is already committed to developing and delivering the products and services you already deliver. This is your work ‘in your business.’ Your strategic plan should guide the work you’ll do ‘on your business’—making it stronger and more effective, so it’s better equipped to achieve your vision.

Plans are empowering and inspiring when they’re built around new capabilities you’ll develop across the organization. What are the capabilities you need to build in order to thrive? In order to achieve your vision? In order to work in full alignment to your purpose?

3 Gerber, M. (2004) *The E-Myth Revisited*. New York, NY. HarperBusiness Inc.

Tell Your Story

Nearly 20 years ago, Junxion pioneered an approach to values-based branding that's now being used by social ventures and nonprofits on four continents. It starts by defining brand more broadly—as the public face of strategy.

Your brand is a powerful tool of engagement for stakeholders both inside and outside your organization. And it's stakeholders you need to engage—your customers, your staff, vendors, investors, and partners. Each of them will have a say in your success, so make them all a part of your story.

"We put a lot of time and effort into communicating and evolving what "banking with purpose" looks like and we continue to attract members that are coming to us for that values focus."

— Ben Janzen, Director, Values Integration, Kindred Credit Union

Brand: The public face of strategy.

Engagement Leads to Activation

Including stakeholders in the story of your growing brand drives engagement and support—and that in turn inspires action. Whether you're enticing donors to give to your cause or encouraging customers to choose you for the products and services they need, you must first be in conversation with them. This is the essence of marketing in the 21st century—but it's a crowded, busy world. How will you stand apart?

As in any relationship, transparency and vulnerability inspire trust. So they're the first steps in healthy, productive engagement. Yet leaders' comfort with organizational transparency varies immensely. Rest assured, the more open you can be, the more trust you'll build. This is why our approach to values-based branding is called 'TrustBrand.'

AVID Brand Architecture

Great brands stand out in four different ways:

Authenticity:

Consistently demonstrate adherence to stated values.

Value:

Improve the lives of customers, staff, and other stakeholders.

Inspiration:

Give stakeholders the opportunity to be part of something bigger.

Distinctive:

Build a unique ability to meet important customer needs.

How will you inspire trust and support from the stakeholders around you? What makes you invaluable to your communities?

Case Study: UN Principles for Responsible Banking



The United Nations Environment Programme Finance Initiative (UNEP FI) engaged Junxion to develop a global communications strategy to generate awareness, excitement and commitment to the Principles for Responsible Banking. We designed a coalition of support, before developing the overarching narrative about the Principles, the value propositions and key messages for each audience, and the overall PR strategy. Our Activation Toolkit made it easy for all founding banks to communicate consistently about the Principles.

Case Study: Delphi Group and GLOBE Series



The Delphi Group, alongside sister company GLOBE Series, has long been recognized as a national leader and trusted advisor to corporations on issues of sustainability. Drawing on our expertise in social innovation and on frameworks for collaboration amid complexity, we recommended a new approach, uniting the four brands in a 'constellation.' The brands are united by a singular vision of "A sustainable, prosperous and socially just future for our children within a generation," and each 'star' in the group is distinguished by its own unique purpose.

Three Ways to Activate Your Social Purpose Brand

Uncover Your Values and Put Them to Work

Values are much more than words on a wall in a meeting room—they are the essential cognitive building blocks for how we understand ourselves and navigate our work—and our lives. Now is the time to have an open conversation with your team about their values, and what values and principles really guide decision-making throughout your organization.

We can understand values conceptually, but we experience them emotionally, and stories are the language of emotions. Shared stories, then, are the building blocks of culture.

You can't force a culture of purpose to take root by confronting people with facts, or by putting a group of smart minds around a whiteboard. But you can consciously curate stories with an understanding of how they speak to our values. This is a very powerful and often misunderstood foundation for all purpose-led brand and communications work, both within and beyond the walls of any organization.

Shift from 'Marketing Messages' to 'Shared Stories'

Think of your brand as the expectation of an experience. What will your customers' experience be? From their first interaction with you, to what they remember afterwards, how will they feel each step along the way?

When you promote yourself with marketing and communications efforts, are you pushing out information, or are you inviting people into a conversation? Especially in this era of uncertainty and anxiety, a clear purpose is an invitation to move from fearful stasis to hopeful action.

How are you part of your stakeholders' stories? Thinking in terms of bigger shared stories and overarching social narratives can be a more powerful way to engage your stakeholders than focusing only on "key messages" and "calls to action." In short, purpose provides a bigger context.

Take a Smart Risk on Transparency

Our strongest instinct in brand storytelling is for control—of the message, the medium, the timing... Is it “on brand?” But this ‘manufactured image’ sits in tension with being transparent and accountable. With transparency comes vulnerability, but that is precisely what’s needed if you’re to make authentic connections with others that share your goals and vision for impact.

Your approach to managing your brand should unite a sound, evidence-based approach to sharing your purpose and insights into your impacts with a meaningful overall narrative that puts you together with your stakeholders in pursuit of a common cause to which you can be held accountable.

Be Accountable

Measurement and reporting with an integrated multi-capital approach helps you to ‘close the loop’ in your strategic management approach. Junxion provides tailored evaluation and reporting services for large corporations and institutions, seed-stage startups, and many nonprofit and ‘social profit’ organizations.

We often start with a simple question: ‘Can you prove your claims about impact with data?’

Telling a clear and compelling story about the impact and value of your work, backed up by credible evidence, helps you to make the (business) case for impact, demonstrate that you are living up to your stated purpose, and build and reinforce trust, by showcasing the difference you’re making.

**No stories without evidence,
no evidence without stories.**

“Funders and investors we work with want to see “systems change” in the North, but there isn’t always clarity on what this really means. How might Indigenous entrepreneurship reinforce identity, culture, and values, and meet community goals? With a strong evaluation framework in place, we have more leverage to assert the value of our approach in new funding agreements.”

— Benjamin Scott, Project Director, EntrepreNorth

Junxion is an active member and contributor to several global communities of practice that are pushing the frontiers of evidence-based ‘impact storytelling’ by organizations:

- Social Value International
- r3.0
- UN Global Compact
- B Corp

Can you measure and report on your progress? What are the challenges you're struggling to resolve?

Case Study: EntrepreNorth



The EntrepreNorth project, supported by TIDES Canada Foundation, works “to catalyze the incredible entrepreneurial potential and talent inherent in the people and communities of the Canadian North. Junxion helped EntrepreNorth develop a robust Theory of Change as a first step in a Developmental Evaluation process that will engage their staff, community advisors, and the entrepreneurs in their cohort-based training program. The evaluation will help ensure the program fulfills its purpose of seeing Indigenous-focused businesses strengthening northern, self-determined ways of life.

Case Study: adidas



Like many large companies with global supply chains, adidas Group needed to heed calls for more transparency about their sustainability strategy and performance. Junxion's London partner Adam Garfunkel was lead consultant and writer on the first 15 annual social and environmental reports. Starting with the year 2000's report, in which the company openly listed major breaches of its code of conduct it found in its supply chain, adidas has built a best-in-class reputation for transparency and performance. The sportswear giant is now recognised as a global leader for corporate transparency in general and for labour and human rights in particular.

Four Essential Practices for Accountability

There are “four plus one” essential practices for effective impact measurement.⁴ Engaging stakeholders is the “plus one” because it is part of all four practices, and the most essential practice for holding yourself accountable to the goals you have set for yourself.

Set Objectives

Setting impact goals should be part of your strategic planning process, and not a standalone exercise. Aiming for ‘improvement’ is not enough if you’re not asking what is needed, what is adequate, and what is fair. Take a context-based approach like the ones described in [r3.0](#) (formerly Reporting 3.0)⁵ the [One Earth approach](#)⁶, or [Doughnut Economics](#)⁷. The ultimate goal is to live within the sustainable thresholds of natural and social systems; every business must interpret this ‘big picture’ goal into an approach that makes sense in their local market and bioregion.

Measure Results

Try to find the right place between meeting ‘the gold standard’ for evaluation and measurement, and ‘the minimum standard,’ while also recognizing that public expectations are shifting quickly and will continue to do so.

Your approach to measuring impact should increase the chance your findings, and the process you follow, will inform decisions and improve performance. This ‘utilization focused’ approach will help you to maximize your return on the resources you invest in measurement.

Consider using a shared measurement framework like the Sustainable Development Goals (SDGs), now used by thousands of enterprises to focus their efforts toward purposeful impact.

Through Junxion, you can connect to an international community of practitioners doing leading work in this field.

4 <https://carleton.ca/commonapproach/common-foundation/>

5 <https://www.r3-0.org/>

6 <http://www.oneearthweb.org/>

7 <https://www.kateraworth.com/doughnut/>

Assess and Value Impact

Measuring and managing to non-financial outcomes is now a critical competency for all organizations. The next wave of integrated impact management practice will see financial accounting methods and packages fully integrated with non-financial measurement and data management. There are several commercial tools and platforms (Sametrica, Demonstrating Value, Impact Dashboard, SoPact, SocialSuite, etc.) as well as bespoke dashboard and 'impact intelligence' tools that can help you. Become familiar with them and their uses.

Respond: Communicate and Adapt

Learn from your own experience and improve your results. Variations on applied learning and creative adaptation come under different names, whether it's [Design Thinking](#)⁸, [Lean Flourishing](#)⁹, or [Developmental Evaluation](#)¹⁰. A skilled facilitator can help you answer the question "What now?" in a structured way, once you've gathered information about the impact of your work.

There are many ways to showcase how you're doing your part—from thought and action leadership to engagement campaigns to more formalized annual reporting. A sound approach to choosing material issues and developing report and campaign content helps to avoid the risk of 'greenwashing,' and the potentially greater opportunity cost of understating the value you have created or contributed.

8 <https://www.ideo.com/blogs/inspiration/what-is-design-thinking>

9 <http://www.flourishingbusiness.org/>

10 https://www.betterevaluation.org/en/plan/approach/developmental_evaluation

Reporting to the Power of Four

How can your company use its report to move the dial? To produce a strong sustainability report, you'll need to tell a coherent, honest and complete story across four interrelated areas:

Context

You'll need to establish how your company sees the 'state of the world' and what you're going to do about it—or at least how that state influences your business strategy. The SDGs are a good go-to list of what the global community needs to fix, and they present companies with clear ideas on how they might focus their efforts on real and pressing needs.

Purpose

As you consider your company's purpose, you'll need to ask some important questions: Will we look at the root causes of the problems we see in the world, or seek only to respond to the symptoms? What is our leadership's understanding of the scale of the challenge? And what is the company's level of ambition? The greater depth and clarity in your answers to these questions, the greater the potential to build trust with your stakeholders.

Innovation

There should be a balance here: a company with a vaunted purpose statement risks being guilty of over-promising and under-delivering if its programmes are run-of-the-mill. On the other hand, reports have to be honest about the company, its capacity, and its opportunities to advance. Whatever you choose to say here, it must be authentic: it must link back to your company's stated purpose and how you're meeting the challenges of your context.

Impact

Companies must get better at telling us how they are making the world more sustainable through their efforts – not just how much less carbon they might be emitting. Too much reporting is limited to inputs and outputs—this many health and safety courses saw that many people trained, for example. But this tells us nothing about outcomes or longer-term impact. Has health and safety training led to a drop in the number of accidents? How much value do people place on the difference that has been made?

Pulling It All Together

Smart reporters will be able to stitch all this together: set the context, articulate their purpose, demonstrate innovation and showcase their impact. This is not a rubric of all the things to include in a [sustainability report](#)¹¹, but connecting these four elements will create a strong thread running through a company's report.

Tell this story with a healthy blend of humility and verve and you'll have an engaging report that genuinely adds value to your business and society.

¹¹ We have written that list, though! Find it here: <https://junxion.com/ten-things-to-include-in-your-sustainability-report/>

A woman with short dark hair and glasses, wearing a white blazer over a dark green top, is sitting at a desk in a bright office. She is smiling and looking towards the left, where a laptop is open. Her hands are on a notebook and a pen. The background shows a large window with a view of a city building.

Being Accountable: B Corp Certification

Junxion has facilitated more B Corp certifications globally than any other consultancy.

Becoming a **Certified B Corp** is a recognized way to convey the essential commitment of your business to producing a public benefit, and to differentiate from others in your sector. Joining the community of Certified B Corps engages your staff around a desire to be better and makes them aware of other ways they can be more impactful through their work. Beyond that, senior leaders gain a new platform to measure the success and sustainability of their business, with a roadmap of areas to improve their performance in the future.

Never has it been more true that the one constant in life is change. The future is hurtling toward us, putting many of us on our heels, stretching our capacity, and testing our resilience.

The problems of the future—imagined for so long to be on the distant horizon—are already here. Will we have the courage to respond?

Let's be audacious, together....

At Junxion, we work with leaders of organizations who want to change, who are courageously facing these challenges, and creating organizations that will survive and thrive in the next economy.

Does this sound like you?...
Let's talk: BeAudacious@junxion.com

✚ Know Your Purpose

- Visioning
- Values & Culture
- Leadership Coaching

✚ Plan Your Impact

- Stakeholder Engagement
- Strategy & Planning
- Agile Implementation

✚ Share Your Story

- Branding
- Marketing
- Digital Campaigns

✚ Be Accountable

- Measurement & Evaluation
- Impact & Sustainability Reporting
- B Corp Certification



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