

# a branded world

PODCAST

with  
**Luiza Campos**



030 | YOU NEED THE RIGHT TEAM TO  
CHANGE THE WORLD WITH RAFAEL  
ACHONDO FROM MATTERIA

**EPISODE TRANSCRIPT**

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## A BRANDED WORLD PODCAST – 030 | YOU NEED THE RIGHT TEAM TO CHANGE THE WORLD WITH RAFAEL ACHONDO FROM MATTERIA

- Luiza Campos: [00:00](#) You're listening to a branded world podcast, episode number 30.
- Announcer: [00:08](#) Welcome to a branded world podcast where we explored great brands and give you tips, tools, hacks and guides to create brands that captivate clients and drive growth in revenue. And now your host, Louisa Campos.
- Luiza Campos: [00:27](#) Hello everyone and welcome to another episode of a branded world. A branded world is a member of the Alberta podcast network, powered by ATB Delbert. A podcast network is putting on a live show on June seventh during the inventors conference that is taking place here in Calgary. It's called podcasts. Connect a talk fast about the future. During that show, you'll get to see four podcasts that are part of the network and the four podcasts are that so maven, the work, not work, show future chat, inaction, and of course a branded world and we'll be talking to some fascinating people about all kinds of innovations and of course our friends from atb will also be on hand to answer questions about all sorts of transformative things that they are up to. And these are really interesting things like ai, blockchain, robotics, and more. You can come for as many shows as you like, you can watch all four if you like, and there's no cost to attend, but you do need to register and to do so you can go to podcasts, connect dot eventbright, dot ca, and I'll have the link in the show notes so you can go through that link and register directly from there to learn more about these shows and the Alberta podcast networks events.
- Luiza Campos: [01:43](#) You can do so at Albertapodcastnetwork.com. I hope you can attend the June seventh event and I hope I'll see you there. Now talking about our sponsor at ATB, ATB has an entrepreneur center, so if you're thinking of starting or building a business atb's entrepreneur center, he is a great place to go. Of course they can help you with your banking needs for your business, but they also have workshops and networking opportunities, so it's a really good place to go. They can also help you by setting you up with a mentor, so you should really check it out and you can find out more@Atb.com. Now in today's episode, I am talking to Rafael Achondo from Matteria . Matteria is a headhunting company and also a

platform that helps find the right team members for your organizations, but they only work with high impact purpose driven organizations from all industries in all sizes, but organizations that have that high impact and that defined purpose and that are genuinely living by that purpose.

- Luiza Campos: [02:54](#) And this is a really important topic as Rafael will share with us. Not only this is important because there is an every increasing demand from consumers who want to purchase from purpose driven organizations as well as from the labor force who wants to work for organizations that are doing good for the environment, for the economy and for the community, but there's also many research data proving how this is beneficial from a bottom line perspective. So listen to all that referral has to say because this is really important. So here we are with Rafaella Achondo from Matteria.
- Luiza Campos: [03:32](#) Hi Rafael. How are you?
- Rafael Achondo: [03:32](#) Very Good and you Luiza?
- Luiza Campos: [03:36](#) I am great and I am very happy to have you here at a branded world today and to talk about the work that you're doing in your company of course, because I think you guys are doing some amazing work and I can't wait to hear all about it. So in the podcast we obviously focus a lot on how to build a remarkable brand and remarkable brands are purpose driven brands, so brands that their purpose is, is a higher purpose, so it's to accomplish more than just making a profit. And that's exactly, I think the title clients that you work with and the type of company you work with. If you could set up for us, tell us a little bit about you and, uh, your background and how came to found this company method. Yeah.
- Rafael Achondo: [04:23](#) Okay. Luiza, I thank you for this opportunity. Glad to be talking with you about the we're doing and, and, uh, maybe we can share some, some of these ideas with your audience. So thank you for the, for, for this, space. Uh, well, my name is Rafael Achondo I was born in Chile. Um, I have a degree in advertising in business in Santiago, Chile, and, uh, one of the main professional experiences that I have in the past years is a position that I have in Techo that is Techo sober mi Pais, that is a nonprofit organization that work with families in extreme poverty in 23 countries in Latin America. And during that, uh, that

experience, we and our partners have the chance to start with a Matteria, uh, that is, um, in basic terms is a headhunter and a platform, uh, to recruit talent that pretty focused on sustainability.

Rafael Achondo: [05:26](#)

I mean, we just want to work with a private civil and public organizations that are committed to generate a positive economic, social and environmental impact in the context that they are operating. So, um, we're refocusing recruiting, I mean by headhunting processes. So, uh, we, um, we develop the profile, we, we screen the whole market a seeking for the best candidates and after many filters for the potential interviews, some, uh, a psycholaboral tests as some technical skills tests, we delivered a shorter list, uh, to the, to the client. Uh, so that, that will be our main, our main service. And uh, beyond that, we also do, um, uh, we help organizations to broadcast or their vacancies. We do provide a field service delivery, we do a candidate assessment and we also have a consulting, a methodology in terms of organizational DNA. Um, so that, um, that is, that is that area. Um, we are, we have our operations right now in Argentina, Colombia, Mexico, and uh, also we have the ability and the capacity to do had, had some processes around the whole region. So in that endeavor we, um, we have over 400 roles placed for high impact organizations. I mean 400 headhunting processes with a 90 clients in 11 countries and we have a platform that is my, at that coal, uh, with over \$25,000 professional registered from a 30 countries.

Luiza Campos: [07:18](#)

There's lots of things that I want to ask you because tell me why. For me, I think it's, and of course this is one of the topics that we talk as I mentioned a lot about on the podcast, the importance for, for companies nowadays to have that higher purpose, but tell me a little bit about the importance of course, which is, where were my data in your company fits in of finding the right team members for companies that have that higher purpose. Right? So why, why engaging white? What is exactly that you're trying to find is that people that share the same values that those companies do, you know, why is it different from any other search? Why not only look for the skills and experience for the specific positions they were looking for?

Rafael Achondo: [08:06](#)

Luiza, one of the main reasons why we started with the is that after talking with, uh, with many people, we figured

out the talent today is a real, real challenge for, for any kind of organization, private, uh, public civil organizations or maybe big companies, medium companies or interpreters or small companies. So they're really having a hard time and telling these like a headache for, for every CEO or every team leader. And at the same time, um, the frustration for many profiles, especially the, the, the group that we call today, millennials, that they are all like between 20 and 35 years old that are, that they will represent the 40 percent of the, of the, of labour market by 2025, um, is, um, they are really frustrated with the conventional market from the conventional labour market. Uh, the way that, that with the business, a business as usual, they are a little tired of competitive and collaborative environments.

Rafael Achondo: [09:16](#)

Uh, in many ways, they are frustrated with poor leadership and they want to work with organization with the same values and align with the society that they want to live in. So that is, uh, that is a really an increasing seek of purpose for, for many of these professionals that they really want to, um, to work in organizations that, that can demonstrate and an impact in terms of economic, social and environmental, um, over environmental, a way of doing business. Uh, so, um, uh, they went with that information. We started by creating our own platform with a job board in which candidates can apply to, to, in too many organizations that have that focus and uh, after that all the organizations start asking us for more consulting services. So that's why we shift from a platform to a headhunting consulting firm. And I'm with the other services bad. The main reason why is that, uh, is um, we have a niche that is, uh, this, this profile of that one to work in this high impact organizations, but it's turning to mainstream, uh, as soon as we evolve as, as humankind. And we try to do business that affect all the, all the stakeholders and all the community that we are working on.

Luiza Campos: [10:42](#)

It makes perfect sense to me because of course there is an increased demand from a consumer perspective in working with companies or organizations that they believe are truly committed to having a positive impact. And in these areas, as you mentioned, both economic, social and environmental. So it makes perfect sense that this same consumers, which are also in the workforce, we want to work with companies that they feel have that focus. Right. So for me it makes perfect sense and one

thing that you said that I think is really important is there's a talent pool that you work with to, to attract to for these companies they want to see or they want to work with companies that can demonstrate their commitment to this causes. Because I think in the past we have seen, and correct me if I'm wrong or if you think otherwise, but I think we've seen a lot of organizations are saying that they want to be, you know, a good corporate citizens or that they are doing good to the economy or the environment or that they are about diversity, but it just doesn't really a lot of the actions or they're not a lot of proof points to a lot of what those companies are saying. So I think the key difference here is that your talent pool, one to work with organizations that can truly demonstrate that, that have proof points to it, is that accurate?

Rafael Achondo: [12:14](#)

Abosolutely, I have the same idea. And that is one of the reasons why we have been changing the language in terms of sustainability from a long time. You heard many companies talking about corporate social responsibility and, and many, many items or many areas of the companies that they were focused on showing to the community. They impact that, the, that the company was doing and a bad. This have to be a main focus on the business. I mean you will, um, the many of the reasons why right now we're talking about sustainability is that, uh, for example, you cannot just have one area of the company talking about corporate social responsibility. The sustainability topic or, or, or concept. It involved the whole value chain of the company. I mean, in terms of the or the way that you are managing your talent in the way that you are managing your job, your logistics or operations or marketing or your accountability and all that is pretty focused on the way that you manage your, your company. And that is a big difference between the companies that want to make like a kind of greenwash or all of their reputational image a or their reputational capital with the companies that can demonstrate by their own indicators, by their own Kpis, um, about the impact that they are delivering. But it's, we, this is a conversation that we have to do. We need to have this conversation around business. I mean the way that this way of management, um, improve, uh, the, your, your kpis and the profitability of the, of your company.

Luiza Campos: [14:02](#)

Yeah. And that's a very good point. You're so right. Right. So it, it can't just say you, you want to be this way. It has

that commitment. You know that a corporate social responsibility has to be both a filter by which you make all your decisions as well as a reference point or a way to, or a metric in terms of evaluating how you, how are you growing as a company and how you involve in and are you meeting those goals. Those are the types of companies that are truly invested writing in, in this higher purpose, you know, but I would love for you to maybe you can provide some examples, but I would love for you to talk to us a little bit more about why should a company be focused, you know, have that higher purpose and have that as a true focus and commitment. And we've talked about how, you know, there's, there's growing demand in terms of consumers as well as from a talent pool perspective in being able to attract a better talent pool or, or, or team members that would have that same focus. But I mean, it's hard enough to be an organization to be, to be successful and focusing on your day to day and producing and selling your product or service. So what are some of the other benefits that you think come from, from having that focus?

Rafael Achondo: [15:24](#)

It's a really good question because if, uh, if we really want to talk about sustainability, um, and, and we want to have to have the conversation about business. You, uh, you want to be able to communicate and to show to the decision makers of, uh, of the main companies in the world, the, the, um, the improvements or the main benefits that you, uh, the, the outcomes that you will receive or do you get a, for more sustainable policies or more sustainable management. And, and uh, for, for us, the first one is like the more rational way to see the problem. I mean, in terms of, uh, we, if, if you see the society that we, um, that we have today, we have many improvements that we still have a great economic, social and environmental challenges we have created as a huge social gap and unprecedented concentration of wealth level of corruption that destroys trust in many countries.

Rafael Achondo: [16:28](#)

Embarrassing humanitarian prodigy prodigies and level on consumption for a far more ambitious that they can handle. But if you do not believe in that, uh, maybe a more concrete way to face it is that today you have more educated and demanding customers and they are aiming to reward or punish your products where their consumption, depending on your sustainability standards and from the other hand, you have a more demanding talent that may want to work or not with you. And they

are seeking for employers with a healthy leadership, the correct set of values and, and an alignment with the society that they want to live in. And so, and they are many efforts to really measure the. If we talk specifically about the Arrow, why that the return of investment of this policies, um, for example, the b corporations that maybe we can talk about that later.

Rafael Achondo: [17:27](#)

They have a program that calls measure what matters and in which they are focused on, on measure the sustainability standards and how and the outcomes of that kind of, of management. But that is a specific, uh, publication. Uh, that, I, that I, uh, that is pretty concrete about that numbers is called project Roy air or I, uh, that is the, uh, it was developed by Babson college and many big corporations like verizon, southwest airlines, a kpmg among others, and, and in which the, they demonstrate that the companies that can meet or approach to this kind of, uh, of sustainable policies, they have many a positive outcomes in terms of the value of the company, the sales reputation and, and especially in terms of human resources or talent management. So they, they, uh, release this, um, this project one year ago I think, and in which they demonstrate that this companies can increase their market value, uh, by up to six percent.

Rafael Achondo: [18:41](#)

Um, uh, they also demonstrated that over a period of 15 years they can increase the shareholder value by \$1.2 billion. In terms of reputation, they can increase their revenue by up to 20 percent. And, and actually they can build what they call a reputation asset . Based on this sustainability policies, uh, worth up to 11 percent in the total value of the firm. And especially this is crucial for us in our industry, uh, in terms of, of, of talent management. Many of these companies have reduced their staff turnover by over 50 percent, um, and, and also they have increased their employee productivity by 13 percent and they have increased their employee engagement by between eight point five and nine percent. So, uh, we can also, we'll share all this information, but, uh, if you do not think from a human perspective that we have to change society, you can just, uh, read or just a follow up with this information to figure out that as a today to be sustainable, it is, it is not only the best way to be more competitive, but from our perspective is the only way to be competitive in the future.

- Luiza Campos: [20:08](#) Wow. Impressive numbers. And I would love to, if we can, I'll have the link for this project for results in the show notes because this is, this is remarkable. I mean, some of the numbers that you're giving there are very impressive.
- Rafael Achondo: [20:24](#) Yeah, absolutely. Especially if you, if your thing that today, one of the main gaps that decision makers have in terms of their teams or their management is about the talent management and uh, and so if you can demonstrate that with that alignment in purpose, I mean that, that people in your company that have your same set of and they are and they are, they want to be a part of your team. If you can demonstrate that you can, for example, reduce the company turnover, the staff turnover, but by 50 percent that are impressive, a number. So, uh, and, and there are many other efforts from a big four consulting firms, from universities and other companies, especially big corporations focus us on demonstrate from our from a really pragmatic business perspective. How, how sustainability payoff
- Luiza Campos: [21:24](#) I love that you are you saying all of this? Because I feel that from my perspective, from a branding perspective, this is not, this is not just about sounding or looking like a nice organization. This is about being truly being committed to that higher purpose. And it is about also being a very successful organization. So when we talk about a successful brand in the podcast, I'm not just talking about a brand that looks good or sounds it sounds nice. It is. It is a successful business, a successful a nonprofit or an organization that really achieves their goals because they have that higher purpose. And I think everyone understands the importance of having the right team with you to be able for any organization to be able to achieve their goals. But when you truly attract talent that share the same values you do as an organization, they're there not just because it is a job, they're there because they want to really help you achieve those goals. And that commitment alone will, as you mentioned, will benefit you so much more because there's less absenteeism. There's more dedication and commitment. There's probably last a non productive days are days that they don't come because they're sick or, or whatnot, and less turnover. And all of those do reflect in terms of, of the bottom line.

- Rafael Achondo: [22:52](#) And you will find many articles and many efforts from different entities that they are. They want to really share this. And, um, they are, um, they are enlightening, the importance of purpose. I mean, uh, people want to be proud of the companies that they were with and, and, and people really want to have this sense of ownership that they are part of a company that is trying to make a better society. And, and this will say time, I mean you can not ask. I mean, for us, we're, we're, we're a small company where we started startup, uh, and we can make decisions and um, and implement them in a, in a really short time. But we know that, that for the multinationals or like the biggest corporations in the world, it takes a lot of time to change that rules. And especially from a cultural, uh, because uh, uh, because uh, the in, in, in many ways we forgot that, uh, that companies are communities of people with the same values and beliefs. And so to change that from, from the whole structure and to focus people in sustainability standards, this is a hard road to, to, to, to go. So, uh, so yeah, but, but it's important and I think that we are making some great advances in this issues.
- Luiza Campos: [24:13](#) Yeah, I hope so. And I, and I agree with you that I think as, as you were mentioning, consumers are more demanding and they are bettering forum. They are and they want to see that change and I think it's a refreshing thing for organizations to think about how important it is and the role that they play in really shaping the community that they live in and really shaping the future that we want to have. I think organizations play an incredibly important role in, in doing that and it's something that's beneficial for the community that they're in for the planet and for themselves.
- Rafael Achondo: [24:49](#) Absolutely. Absolutely.
- Luiza Campos: [24:51](#) Can you tell me a little bit more Rafael about Matteria's own purpose and because I know you are also a b certified orientation, so can you tell me a little bit about that?
- Rafael Achondo: [25:03](#) One of the, of the main reasons or the reasons why we were doing what we're doing with, uh, with my idea is that we want to be a platform in which we connect the best talent in the market with organizations that they are changing the world. So we want to be a, an, an option for this company is that one, not only telling them with

technical skills, but also with this alignment in terms of purpose with the society that they want to build. Um, and also we want to be an option for the candidates that are in our platform. They will find the more sustainable companies in the, in the market, in the market that we're operating a, we want to do this in a really human professional and more way and obviously a price. And uh, one of the main things that we're trying to be difference is that, um, we're open to sacrifice profits in terms to work with, uh, with the current company.

Rafael Achondo: [26:06](#)

I mean, we only want to work with impact driven organizations. You don't have to be perfect. I mean, any organization, you have their own issues, a bad, we won some commitment of the companies in terms of the impact that they want to, to, to see in the world. And, uh, I think that we are trying to be different in terms of the way that we understand the impact DNA of or culture of these organizations. Uh, we miss your kick a competing system skills that also would try to measure the, the, the impact DNA and that alignment with, uh, with the company. Uh, we think that we understand purpose driven trends of the, of the liberal market today. And we have a platform that is based in Latin America, our website, but with a global rich that, that allow us to do recruiting processes and other service and in many other countries.

Rafael Achondo: [27:00](#)

And um, so our, if we have to talk about our own DNA, I think that we tried to be really emphatic a try to put in the shoes of our clients and to really understand that they need a specific, uh, uh, profile of talent. Uh, we really, we really believe in the evolution of society that we need to make a business in a more sustainable way. Uh, one of the key parts of our DNA is that we have, are really modern way to, to manage people. I'm the we thing that when the team clearly understand the common strategy and everyone's roles on it, you avoid a lot of complexity and bureaucracy of the, of the micro management and distrust that, that represent the complexity of, of a company. Uh, and we think that freedom and responsibility are two sites of the same coin. So, uh, we're pretty flexible in terms of the, the, the people that were, were with us and for us the a job is what people is doing, not where they are doing it.

Rafael Achondo: [28:14](#)

Uh, so, uh, we have a really modern way to manage our team and we, we have a really entrepreneurial attitude in

which we were always in a better version, a dealing with randomness and helping everyone. We'd all kind of duties. I'm always open to learn from, from each other. And, and also our wee lad that we try to have a global mindset, I mean there is no more limits or boundaries in terms of geography, a ideology or, or the way that we see society. So, uh, that, that will be the, our heart, our DNA if I made myself clear.

Luiza Campos: [28:54](#)

Absolutely. I love everything that you really mentioned that. And I think there's so key to these organizations of the future really two organizations that will be successful in the future with the demands of the market that we all trying to see as consumers and as, as part of the workforce. And I love this concept of having an entrepreneurial mindset because I think in the past a lot of organizations have failed when they have stopped. To have that entrepreneurial spirit or mindset wind when they feel too comfortable with what you're doing already. I love this idea of always being in a Beta stage. I love that because what that is that you, you don't get too comfortable where you are, you always looking for ways to improve. You always looking ahead and what are the future demands and the needs. So you can continuously be relevant to your audience and I think most of the companies, and we can think of Kodak or we can think of blockbuster and a lot of those companies and organizations, they have failed to do that. So I, I love that, that, uh, that concept as well.

Rafael Achondo: [30:09](#)

Yeah, I'm a, I think that that is a key competence or skill in this day say mean the society and the market are there, are changing so fast that and that you need to be able to deal with, with randomness and with different situations. And to adapt yourself to, uh, to think fast about about solutions. I mean this market will not the way to anyone and, and you will see like the examples that you gave in terms of big companies that have been a couple of years. They way they, they go out of the market, uh, because they, they were other interpreters or other companies that see that, that opportunity. And, and, and you will see that many, many of our customers, one of the main skills that they, that they asked us in terms of the, of the profiles that we recruit, they are pretty much a focus on that entrepreneurial attitude.

Rafael Achondo: [31:10](#)

I mean they do not want more like a to corporates have profiles that, that just one or know how to do one thing.

They want to be open to, to anything. I mean and to, and uh, the CEO is serving coffee to the, uh, to the rest of the team and his will be box from one place to another and they cleaned the office. I mean everyone is doing every kind of duty to, to support the strategy and the purpose of the company. So, and, and you, and you own the, your leadership for your example and for your commitment and not just for a structure or hierarchy.

Luiza Campos: [31:53](#)

It's interesting that you mentioned that because we have an episode on the podcast where we really talk about how important it is for leaders of an organization to how important their actions are, how their actions can really demonstrate. In set the example of the right culture for the organization, so it's not just what they say, but the actual actions that they take and, and, and you are giving some examples there of course, because people are looking at leaders and really paying attention to, as I said, not just what they say, but what they do, how they act, how they behave. Can you tell us a little bit more referral in terms of both the organizations that are hiring that work with you, that you work with them to, to hire talent. What are they looking for? You mentioned a few things. What are they looking for in terms of these talent base and on the other hand, you know, from, from the talent that you are recruiting, what are they also looking for in terms of the right fit, the right organization for them?

Rafael Achondo: [32:56](#)

Yeah. And we, we work with many kinds of clients, especially private and civil organizations. And so we have more like, uh, that uh, organizations or companies that we call that have like a more obvious impact. Uh, I'm referring to companies are related to renewable energies, organic or sustainable agriculture, sustainable production of pesticides for agriculture, access to water, a healthy, sustainable tourism impact investing, social entrepreneurship, inclusive business for trade and all that. I mean, there are like the main obvious, a purpose impact driven organizations that we were with. We also work with many nonprofits focus on, uh, topics like poverty, social housing, community work, immigration education, productive development, climate change, coulter discrimination and human rights among others. But we have many other interests in examples about other companies that they are not that obvious, for example, companies that they're working on, on democratization of commerce, digital banking, uh, access to financial

tools or crowdfunding, uh, how the technology affect the, especially rural and a marginalized areas.

Rafael Achondo: [34:18](#) Gastronomy companies, uh, restaurants and also some, some banks in which we, uh, we were with them. And so that many of this, of this companies, uh, the, one of the, as we as, as we were talking earlier, uh, they are, they are having a hard time attracting and retaining the best talent. And, uh, so, uh, one of the things that they ask us in many times, there are four profiles that can match their technical skills for the position, the main responsibilities and all that data competed disease, but they also want this purpose alignment with, uh, with the strategy and the purpose, the impact purpose of the, of the organization. And also, uh, we asked a lot about that cultural fit. Every time that we develop a profile we done not only asked for the technical skills but for the added value of their culture. I mean, how is to work in this organization, how our old that that personality traits of every single a member of your team, what are the things that really make your team unique and, and how would you celebrate the victories, how, what kind of habits you have to, to, uh, to gather your team together.

Rafael Achondo: [35:40](#) A project and the kind of tools of collaboration that you use to communicate, to communicate better with each other. And uh, and so that is really important not only to fit the culture of the organization and so to find for the company, the right talent. But also to be really transparent with the candidates, uh, by the time that we have the interviews with them and tell, tell them everything about the, the, the employer that they are applying for. So that is pretty important in terms of transparency. They are looking also for this and entrepreneurial attitude. People that can adapt themselves to do anything. Uh, and one other key things that we figure out a dealing with our clients is that today is crucial, uh, high doses of emotional intelligence, especially if we're considering the, the, the race of artificial intelligence and the automatization of many of the processes, uh, replacing, uh, operative but also strategic jobs.

Rafael Achondo: [36:47](#) Uh, one of the things that companies will need right now in terms of skills is that kind of skills that make us more human, that are skills that the robots will not have an a in the short term. So that emotional intelligence, the way to deal with problems, the way to figure out some problems

that you have with a partner or another member of your team. And, and, and another really important skill, his skill is to be, to have a global mindset, I mean to, uh, to really think as the world today as a global community and not just to be focused on your own market and that will give you the opportunity, uh, to be more inclusive to diversity to other kinds of leadership. And so the changes that we are seeing today in the world.

Luiza Campos: [37:38](#)

I love that. And it's really interesting that some of the things that you're talking about, uh, having that global mindset, which I think is so important, especially now because there's still so much work in so much transaction can really take part anywhere in the world. You know, it's, we are all connected so much easily right now. We would go on the Internet and, and purchase a product for many ways or a service from anywhere. So that, that global mindset, I think it's really important. But I'm also really interested in, in this aspect of the emotional intelligence, because it's not, it affects obviously not only how the team and the culture of the organization, but as well as on the right experiences that you provide for your audiences. That's something that robots would, would not be able to very easily at least to replace. Right? So that's a very important aspect. How you make someone feel when they interact with you.

Rafael Achondo: [38:35](#)

Yeah, that's absolutely true. And uh, uh, technology today is growing a lot in terms of how to deal with data and, and, and they have the, the, the ability that machines today have the ability to process a lot of data that humans will, will never, uh, uh, get to that. But, um, but the things that make us more human as the technology, you have the opportunity yet to improve in terms of, of consciousness for example, or, or, or how machines can, or a bot or an algorithm can create something new. So they respond to our orders, but they do not have the ability yet to be creative. So every single skill that make us more human in terms of empathy, in terms of creativity, in terms of the, the teamwork and, and, and all the things that, that, uh, that make us more, more human, they are printed irrelevant in this, in this, in this time.

Luiza Campos: [39:40](#)

I completely agree. I completely agree. Know I think we could talk for hours about this topic because I believe it is so incredibly important and your organization that has a higher purpose and I hope if they don't yet, I hope they figure it out and really committed to this higher purpose,

but then you need to have the right team behind you to really be able to achieve it. So I think this is incredibly important. Not to mention all the numbers that you have given us. This is not, as I said before, not just be, you know, not just for your reputation, not just to try to sound nice, but there's real positive impact that you can cause socially, environmentally, and economically for your own or any station as well. So I think this is an incredibly important topic. Rafael, what would you recommend for organizations? Don't they're in the right path yet. What are some of the first steps that they need to do, if you have any recommendations at all? It regardless of the size of the organization, what are some of the first things that they need to do to be able to have that alignment, uh, with, with the right team?

Rafael Achondo: [40:49](#)

Yeah, that is a really good question. Uh, I always said that we're not experts in this topic. I mean, we're always learning and try to get as much information as we can from candidates and companies. I think, uh, that, uh, if decision makers, uh, have the chance to demonstrate the impact in terms of competitiveness and profitability of the company for a more sustainable management of the companies. I think that that will be like the, like the best, um, the best advice because we know that that many ceos of different companies, they have the pressure of their boards to, uh, be more profitable. Uh, so, uh, if, if with that with a really concrete and pragmatic way of see business and you can show to your, to your shareholders, especially that, that you can make the company grow even more with this kind of, of decisions.

Rafael Achondo: [41:52](#)

Um, I think that you will need the doors or did you, will receive the Dorsman nor have the support of your or your directors to make changes because if the head of the company's not committed, it's not convinced about this. There is no way that that can flow to the rest of the, of the organization and when you were convinced you can convince others and, and you can see this as a more competitive way of thinking. So it's not just an effort of an area of the, of the corporate social responsibility team. It's an effort of the, all of the value change of the, of the organization. So, and, and if you can set up a pragmatic kpis that demonstrated that outcomes, uh, I think that you can convince the rest of the team and, and your, your, your board members to, uh, to get to that kind of a strategy.

- Rafael Achondo: [42:47](#) And the strategy for us is way beyond just good words and I don't take idealistic future or, or numbers is a four for that kind of strategy, you will meet a diagnosis of the, of your management, you will meet really concrete goals and you will need a really good plan to deploy that strategy. So it's not just about a good words and, and, um, and, and offers to, to change the society, you have to, um, you have to face this as a business challenge and I think that the only way to do it is to have the CEO and the board of the company committed to that endeavor
- Luiza Campos: [43:34](#) I could not agree with you more. I think it is extremely important and I completely agree with you as a leader of an organization, you obviously have to be able to make a case to become this purpose driven organization. And obviously your board or shareholders will want to see that you will not only have a positive impact in the environment or in society, but also you will be able to grow and be successful and have a positive impact on the bottom line. So I think creating and demonstrating those kpis are a really important thing and then of course, living by those values and making sure that it's not just as you were mentioning the this idealistic or aspirational messages, but these are very concrete actions and decisions that you take to drive you towards that purpose. So I think those are very, very important.
- Rafael Achondo: [44:27](#) Yeah. I, I will, uh, I will add to that, Louisa, that uh, uh, in, in many ways a decision makers of companies, they confuse a sustainability with corporate social responsibility or philanthropy, uh, any kind of donations that, that, that they are like a short term actions for, for, for a more sustainable strategy. But, uh, I, I, we think that, that we need to start, uh, through this with a really a business, a way of thinking. I mean, today, Louisa, if you as a company, do you just pay the taxes that you have to pay if you just pay to your suppliers at the agreed time, the time frame that, that, that you agreed with, with your suppliers. A, if you pay a fair salary, so your team, if you are making a huge difference in this, uh, in this, in this market, because there were a lot of companies that they are not doing even that.
- Rafael Achondo: [45:27](#) So, uh, maybe you can start by, by, by um, uh, unless uh, ambitious program in which you just, um, uh, figure out the way to, um, uh, to, to manage your company focused on, on four main stakeholders. I mean the way that you deal with the government. So if your, of your

company, the way that you will manage your company in terms of your team, your collaborators, the way that you, the, the impact that your company is having in your environment and also in the, in the community and, and that, that is um, is one of the, there are the pillars of the, of the main principles of the, of the b. So that we are certified on a bigger operations is a certification and all that. It's also a community, a community that today have all over 2000 corporations around the world in 50 countries in 130 industries.

Rafael Achondo: [46:30](#)

And they're pretty focused on that, uh, they're purpose driven and committed to create benefits for all stakeholders and not only for the show hoarders and they are actually, they want to demonstrate that even changing their own corporate, the corporate bylaws, uh, to demonstrate a positive economic, social and environmental impact. So, um, uh, this had to be part of your bylaws and have to be part of your strategy that can involve the whole value change of the company and not just some short term practices to show that your brand is more sustainable, but also that your company is committed to that standards.

Luiza Campos: [47:13](#)

I couldn't have said it better. That's exactly what he has to be an integral part of your organization in every way, in every way. It's, it's not just lip service, it's not just a message that you'll stick at the to communicate externally. It has to really, genuinely be part of who you are as an organization, as you say, part of your DNA. Right. This has been amazing ref. Ella, really thank you so much for your time and for the work that you guys are doing is exceptional. I, I, I really admire what you do and your company, uh, the values that they, that you guys hold. So I really appreciate that. Any, any final thoughts?

Rafael Achondo: [47:56](#)

Thank you for, for this, uh, for this space. I think that every time that we sit down for a talk and debate about new ideas and good practices about sustainability, we are, we are changing the world in really way. Uh, so, uh, we have to talk more. We have to collaborate more. We have to share more ideas. So this is a really important opportunity for, for us. And uh, uh, just so we invite people to, to visit my website is my dad had that call with, uh, with two t's, is materia with two with a wet too, to see the vacancies that we have for organizations for impact revitalizations in the website, uh, to follow us in, in, in all the other social networks. And we are open to,

to have more conversations like this and also to, uh, to invite other interpreters and other companies that do, are doing a really a great job in terms of sustainability. That to invite you to, to this, uh, to this space so they can share this, uh, their experiences as well.

Luiza Campos: [49:01](#) Perfect. And I will have the links to your website and your social networks on the show notes as well.

Rafael Achondo: [49:08](#) Excellent. Excellent. Thank you. Thank you Luiza, for this space.

Luiza Campos: [49:11](#) Thank you so much.

Luiza Campos: [49:13](#) And there you have it. I hope you enjoyed my interview with Rafael Achondo. He shared some really important data with us and you will find all the links to these studies and more on the show notes. So please go to a [brandedworldpodcast.com](http://brandedworldpodcast.com) to find the show notes and all the links and information that referral shared with us. This is a really important topic. As you know, I'm passionate about creating and developing brands that are purpose driven brands and I know how beneficial this can be, not just for the people who work in the organization, not just for the environment or the community, but also for the bottom line of organizations. One final request. If you are enjoying the podcast, please share it with your friends and leave a review on itunes. It helps others find podcasts like this one, and to find out more about the podcast and marcus strategy, please go to a [branded world podcast.com](http://brandedworldpodcast.com) and of course, [market strategy.com](http://marketstrategy.com). Thank you so much. And until next time.

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And until next time.