

# CSR Europe's Sustainable Marketing Guide



What it is, why it makes  
good business sense  
and how to do it.



## 4 Ps for 3 Ps

Product, Price, Place, Promotion  
People, **Planet**, Profit



## About the Authors

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The best practice examples integrated within the Guide were provided by CSR Europe's Business to Business Working Group on Sustainable Marketing.

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# CSR Europe's Guide to Sustainable Marketing

## Prologue

- 4 Foreword
- 5 Introduction

## 6 **Part I. The Business Case for Sustainable Marketing:**

- 6 1. What is Sustainable Marketing?
- 9 2. What can Marketers do?
- 10 3. The Customer Wants Action
- 14 4. What can Sustainable Marketing do for Business?
- 16 It's Shopping Time!

## 17 **Part II. The Sustainable Marketing Toolkit:**

- 18 Sustainable Marketing Audit
- 20 Checklist 1 – Green Claims
- 22 Checklist 2 – Let's Talk Tactics
- 24 Checklist 3 – Embedding Sustainable Marketing
- 26 Example Decision Tree: Promotional Items

*What it is, why it makes  
good business sense  
and how to do it.*



*"It is not the strongest of the species  
that survives, or the most intelligent,  
but the one most responsive to change."*

*--- Charles Darwin*



Is it the place of financial directors and managers to consider sustainability? *'The business of business is business'* they might say – a maxim dating from a time when climate change, expiring fuel resources and forest depletion were science fiction yet, which is still routinely offered as an answer to people who raise the question of sustainability.

This view is no longer acceptable. If steps are not taken to make our business future sustainable, there'll be no business future. The WWF estimates that we would need three earths to sustain current patterns of consumption. With statistics like these, it's no longer acceptable for companies to ignore their responsibilities to a sustainable future for everyone.

There is an opportunity now for marketers to be at the heart of what has been termed the *Triple Bottom Line* process where, alongside the normal financial bottom line, business is also required to think about both its environmental and social impacts, creating a complex arrangement of bottom-line deliverables.

Why marketers? Because, it's customers who are driving the demand for companies to be more accountable and marketers are at the front line building relationships with these customers, identifying with them. Putting them in a strong position to take this customer insight to the rest of the company. Marketers impact on those areas critical to engagement with sustainability – processing, packaging and distributing a product. Their communication skills keep the customer and the rest of the company informed on the viability of sustainability practices.

Some marketers will argue they have enough to do already without saving the planet. But if the whole point of marketing is putting the customer at the heart of your business and responding to their needs and wants, it's vital to change your mindset to reflect how today's customers feel about sustainability.

Financial directors are unwilling to commit significant resources to sustainable practices, seeing sustainability actions as a cost driver. Well-intentioned sustainability initiatives have been slowed or abandoned because of the belief that sustainability is a cost, with no return. The increasing interest shown by customers, however, means that this is no longer the case. Evidence shows that by including sustainability as part of normal business activities, the financial bottom line is enhanced, not diminished.

We welcome CSR Europe's initiative in bringing this issue to the forefront of its activities and in seeking to educate its own stakeholder companies and the wider business community across Europe. This booklet and the online 3D game are excellent starting points for grasping the complex, interrelated issues that contribute to the sustainability debate – a debate that is certain to become the defining commercial issue for our generation of businessmen and women, and which will impact directly on the lives of all the generations that will follow.

Sincerely,



David Thorp  
Director of Research & Information  
The Chartered Institute of Marketing

Carlos Manuel de Oliveira  
Chairman of the Board  
The European Marketing Confederation

Nathalie Hervé  
Executive Director  
The European Marketing Confederation

# Introduction

Until recently, sustainability has been the primary focus of a company's CSR (Corporate Social Responsibility) department. But as the global community struggles with the issues of over population, increasing energy demands, loss of bio-diversity and the wide-ranging impacts of climate change, the sustainability issue is now a priority across boundaries; political, cultural and professional.

Examining ways in which our marketing practices can become more sustainable is an industry issue of key importance and one which all organisations, large and small, must tackle if they want to thrive.

Pioneering companies have proved that moving towards more sustainable marketing practices can be a shrewd business move. For many, operating in an ethically and environmentally responsible way is proving to be a cost-effective hit with customers.

But how do you start? Just how do you make your marketing more 'sustainable'? Academic marketing concepts are one thing, but what does this look like in the real world? Written by practitioners, for practitioners, CSR Europe's Sustainable Marketing Guide is designed to help you take the first steps in the right direction.

For those that like to see the numbers, we've included the latest market data along with some inspirational examples from companies that are proving that sustainability is good for business as well as the conscience. Furthermore, the Sustainable Marketing Toolkit contains the tools and techniques which will help put it all into practice.

"Concerns about social and environmental issues provide opportunities for brands to connect with their consumers at a deeper level and, in doing so, gain competitive and sales advantage."

--- Patrick Cescau, CEO of Unilever

## A note about sustainability

Sustainability is a necessarily broad church for it encompasses all of those issues which impact our lives: population growth, biodiversity, human rights, social inclusion, equality and diversity... to name but a few. The list contains a combination of social (e.g. human rights, equality, diversity) and environmental (e.g. waste, energy use, pollution) issues which are inevitably intertwined and connected.

Both are equally deserving of the attention of the marketing profession but, as a first step towards more sustainable marketing practices, the focus of this first booklet will be on the minimisation of environmental impacts.

# What is Sustainable Marketing?

We only have one planet and the Earth's resources are finite. The Problem is, we're using them much faster than they can be replenished and some, like unpolluted land, fossil fuels and the thousands of plant and animal species going extinct each year, will never be replenished. If the Earth's ecosystem was a bank account we'd be seriously overdrawn!

Living beyond the limits of the planet is the reason for environmental degradation, climate change and many of the humanitarian crises in poorer nations as they struggle with scarce resources like clean water, habitable land, food and energy.

The further we stretch these scarce resources, the more uncomfortable life will become for those in the developed world and the harder it will become for those in some developing countries to survive at all. In short, the situation is unsustainable.

Some businesses had been reluctant to tackle the issue as the sustainability agenda was felt to be a threat to profitability and business growth. But that paradigm no longer holds and sustainability is fast becoming the most critical business issue since industrialisation.

In a business context, sustainable development means taking a triple bottom line approach so that the business measures its success not just on financial performance, but on its environmental and social performance too. The goal: to meet the needs of this generation without jeopardising the ability of future generations to meet their own needs.<sup>1</sup>

So where does marketing fit into the equation?

Fuller defines **sustainable marketing** as:

*"The process of planning, implementing and controlling the development, pricing, promotion and distribution of products in a manner that satisfies the following three criteria: (1) customer needs are met (2) organisational goals are attained, and (3) the process is compatible with ecosystems."*<sup>2</sup>

Sustainable marketing is the contribution that the marketing profession can make to sustainable development.

<sup>1</sup> Brundtland Commission Report, World Commission on Environment and Development, 1987

<sup>2</sup> Donald Fuller, Sustainable Marketing, Managerial-Ecological Issues, 1999



"Business has three issues to face:  
what it takes, what it makes and  
what it wastes."

--- Paul Hawken,  
The Ecology of Commerce 1993



In the United Kingdom, France  
and Germany, we'd need 3  
planets to sustain our current  
rate of consumption. The US  
would need 6.


--- Let them Eat Cake,  
WWF Report 2004



## Commonly used Excuses for Ignoring Sustainability



"I don't have time!"



"Using less packaging for my products will add 10% to my costs in the first year. I wouldn't get it past the board"

"Consumers want these products, who am I to say otherwise?"

"My job is to sell products not save the world"

"It's up to Government to clean up the environment."

Do you recognize yourself? Are these excuses used within your marketing department when discussing sustainability? Explore the following chapters and see how sustainable marketing can create new opportunities for you.

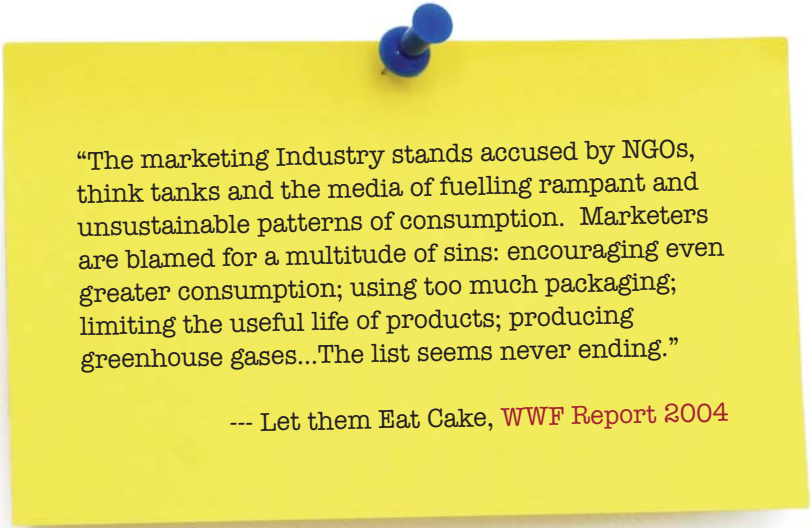


# What can marketers do?

The marketing profession may have been painted as the 'bad guy' for glamorising consumption. Producing goods and services does indeed use up resources which generate waste and pollution, so, what can marketers realistically do to minimise their impacts?

As influencers, communicators and shapers of culture, marketers have it within their gift to ensure that they make a significant difference both to their customers, the planet and to the bottom line.

In practice, it's simply about looking at your products and/or services, assessing how they impact the environment and then taking steps to minimise those impacts. The checklist contained within the Sustainable Marketing Toolkit on page 19 has been created to help you take the first steps.



“The marketing Industry stands accused by NGOs, think tanks and the media of fuelling rampant and unsustainable patterns of consumption. Marketers are blamed for a multitude of sins: encouraging even greater consumption; using too much packaging; limiting the useful life of products; producing greenhouse gases...The list seems never ending.”

--- Let them Eat Cake, **WWF Report 2004**

## Opportunity Knocks

Technology is often hailed as a solution to our environmental problems, but equally as important is creativity and the marketing profession is well placed to rise to that challenge. The argument, until now, has been that 'doing the right thing' for society and the environment will always be at the cost of profits and market share; but as the Stern Report on climate change proved, this is not necessarily the case.

Stern noted: 'The cost of doing nothing could reach 20% of gross global product by mid century, with conservative estimates suggesting at least 5%, resulting in the worst economic depression in history. ...The cost of action now would amount to around 1% of gross global product.' In short, to ensure that businesses and economies continue to thrive, it makes sense to act sooner rather than later.<sup>3</sup>

<sup>3</sup> HM Treasury, Stern Review on the economics of climate change, 2006

# The Consumer wants Action

Many marketers will remember the 'green boom' in the 90s which saw a great swathe of 'environmentally friendly' products and services sweep onto the market. Acid rain, deforestation and the hole in the ozone layer were key concerns. Ozone depleting CFCs were banned and even products which had never used CFC were proudly labelled 'CFC free'. Understandably, many consumers felt cheated.

Sceptics argue that the cyclical (and fickle) nature of markets and consumer interests means that this latest focus on the environment is just the most recent turning of the wheel and that like the 90s, the bubble will soon burst and consumers will again stop worrying about the impacts that their lifestyles are having on the environment.

The difference this time however, is that the risks to life and lifestyle are now far greater and far more immediate. This is fuelling a growing sense of urgency in the drive to find solutions. Far from being a problem for 'other countries' it's becoming almost impossible for consumers anywhere in the world to ignore the changes brought about by climate change and environmental degradation.

Business leaders too, concerned about their own families, lifestyles and professional legacies are acting to ensure that this is no passing fad.

The upside is that marketers have learned a lot from both the mistakes and the triumphs of that 90s brush with mass market environmentalism and those lessons will have placed profession in good stead for the challenges ahead.

**"You can't build a reputation on what you are going to do."**

**--- Henry Ford,  
US Automobile Industrialist**

**"Every client sees sustainability as a priority issue and every employee and consumer wants to be part of a bigger idea. No brand will be truly loved by anyone it touches unless it shares an inspired, sustainable benefit."**

**--- Kevin Roberts,  
CEO Worldwide of Saatchi & Saatchi**

**Customer expectations are changing.** Consumers are looking for companies and brands they feel have genuine commitments to environmental and social issues; and they're voting with their wallets.

According to a recent report from the Cooperative Bank, the current value of ethical spending in the UK has grown 9 per cent in the past 12 months, to £32.3billion.<sup>4</sup>

Although still a small proportion of total household spending, the growth in the ethical sector is enduring despite tougher economic forecasts and a squeeze on household's disposable incomes, indicating that consumers are increasingly putting their values before price.

Sales of Fair Trade products in the UK grew by a staggering 81% from 2006 to 2007 – another indicator of consumers' desire to 'do the right thing'.<sup>5</sup>

<sup>4</sup> Ethical Consumerism Report 2007

<sup>5</sup> Fair Trade Foundation, Feb. 2008

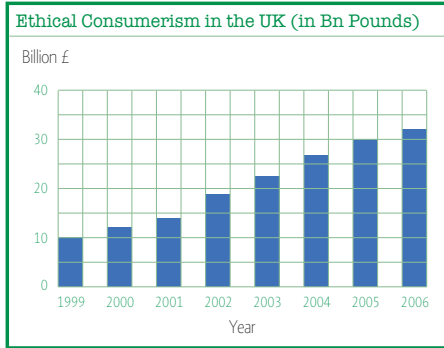


Figure 1: Source: Ethical Consumerism Report 2007, the Co-operative Bank

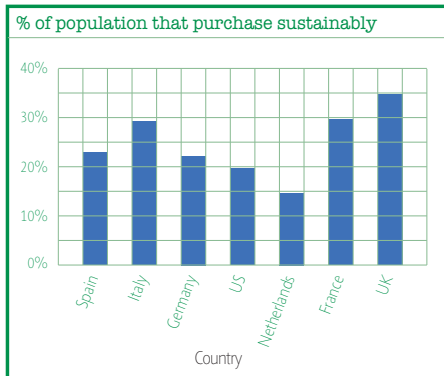


Figure 2: Source: GMI Polls 2005

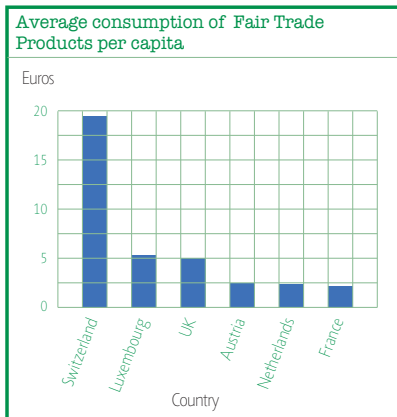


Figure 3: Source: Max Havelaar, 2006/FLO

As the illustrated in Figure 1, consumer's ethical spending has experienced a steady increase over the past decade. In 1999, ethical consumers spent a total of £9.6 billion pounds. By 2006, this had grown to £32.3 billion. Interestingly, even during the years of economic 'slow down' (2000-2001), sales of ethical products continued to rise.

In Europe, favourable attitudes towards sustainable purchasing are also becoming widespread. Figure 2 shows the percentage of individuals from EU member states that consider sustainability to be in their purchasing decisions. Approximately 1/3 of Italians and French and 22% of Germans and Spanish take environmental aspects of products into account when shopping.<sup>6</sup>

Fair Trade is also a barometer of consumer attitudes to sustainability. Figure 3 demonstrates that average per capita consumption of fair trade products in Europe is becoming economically significant. Austria's fair trade consumption per citizen for example, is of 2.4 €, while the Netherlands is in fifth place with a fair trade market of 2.2 € per capita. Furthermore, according to the European Fair Trade Association, the Austrian fair trade market is estimated to represent 32% of the Austrian population.<sup>7</sup>

### More Facts & Figures

17% - the increase in 2007 of ethical food and drinks in the UK, up from £4.1 billion to £4.8 billion<sup>8</sup>

\$227 billion - the size of the US market for ecological products<sup>9</sup>

66% - the number of US consumers that have considered switching brand due to issues of CSR<sup>10</sup>

43% - the percentage of consumers who consider product information on packaging very important when judging companies<sup>11</sup>

20% - the growth in clothing boycotts in 2007 to reach £338million<sup>12</sup>

21% - the percentage of consumers that not only say they are willing to pay more for ethically produced and environment-friendly products but actually do buy these products."<sup>13</sup>

81% - the increase in UK household spending in line with ethical values from 2002-2007. Up from spent £664 in 2006 compared with £366 in 2002; a 1% increase<sup>14</sup>

<sup>6</sup> GMI Consumer Polls, 2005

<sup>7</sup> FTA in Europe 2001, European Fair Trade Association  
<sup>8</sup> Ethical Consumerism Report 2007, The Co-operative Bank

<sup>9</sup> Let them Eat Cake, WWF report 2004

<sup>10</sup> Let them Eat Cake, WWF report 2004

<sup>11</sup> Accountability, "What assures consumers?", 2006

<sup>12</sup> Ethical Consumerism Report 2007, Co-Op

<sup>13</sup> Addressing Consumer Concern About Climate Change, The McKingsley Quarterly (March 2008)

<sup>14</sup> Ethical Consumerism Report 2007, The Co-operative Bank

“The lesson for companies is that selling is hard work. And it is no good to get too far ahead of the customer. Half a step ahead is about right, much more and you won’t sell. Any less and you won’t lead.”

--- **Stuart Rose**,  
CEO Marks & Spencers<sup>15</sup>

### Taking Action before Regulation

With public concern around environmental issues growing, tougher regulation of business and marketing practices is a possibility. As was seen in the United Kingdom, the perceived lack of self regulation by industry led to a ban on advertising junk food to children during key times. When the government feels that industry isn’t doing enough, regulation is introduced to help remedy the situation.

### An issue of trust

As demonstrated by the market statistics, although consumers increasingly want to do the right thing, they’re not entirely convinced yet that the motives of businesses are completely selfless.

The role of the marketer is therefore to convince the consumer of the company’s genuine commitment to responsible and sustainable business, while acting as an ‘influencer’ within the organisation to ensure that promises made on sustainability issues are honoured.

### Avoiding Boycotts

Consumers appear to be increasingly willing to boycott products if they feel that they don’t meet their values. A recent report revealed that boycotts of food and drink products increased by 22 per cent in 2006 to reach £1,214million.<sup>16</sup> Consumers also have long memories, illustrating that once a brand has been tarnished, it’s incredibly difficult to repair the damage.

Globally, more than a third of consumers boycott at least one brand and on average men are more active boycotters than women. Amongst the keenest boycotters in Europe are Denmark (49%) and France (46%).<sup>17</sup>

“Companies whose brands rightly become synonymous with sustainability will be the ultimate winners. By committing to the sustainability agenda, customers will soon learn to trust your brand and realise that you’ll do the right thing by society and the environment on their behalf. That’s when you can offer customers something truly valuable and you’ll be rewarded through their loyalty.”

--- **Adrian Hosford**, Director of  
Corporate Responsibility, BT

<sup>15</sup> The Economist Special Report, “Just Good Business: a Special report on CSR”. January 2008 edition

<sup>16</sup> Ethical Consumerism Report 2007, Co-Op

<sup>17</sup> “More than a Third of Consumers Boycott at least one brand” Written by GMI, Inc [www.sustainablemarketing.com](http://www.sustainablemarketing.com)

“Brands will not be able to opt out of this. Companies which do not live by a green protocol will be financially damaged because consumers will punish them.”

--- Lee Daley, Chairman and Chief Executive of Saatchi & Saatchi

“It takes 20 years to build a reputation and five minutes to ruin it.”

--- Warren Buffett, American billionaire investor, businessman and philanthropist

### Consumer Backlash

Packaging is required to protect goods, ensure food safety and avoid waste caused by product damage. However, there is packaging and there is OVER packaging, which is increasingly becoming an issue for customers. A recent survey by Mintel found that as many as two-thirds (66%) of UK consumers believe retailers should do more to reduce the amount of packaging they use. Over half (55%) said that retailers and producers should only use packaging materials that can easily be recycled. As for plastic shopping bags, in France for example, 83% of consumers approve of no longer using plastic bags in retail shops.<sup>18</sup>



### Green Wash

The booming consumer demand for more ethical and environmentally friendly products and the new found enthusiasm for the sustainability agenda within companies can tempt some into trying to make short term gains from ‘green’ claims.

A word of caution: Unless the claims can be verified and a genuine commitment to green issues demonstrated throughout the company, steer clear of short term ‘green campaigns’. Customers want, above all, to trust the companies they’re dealing with and any hint of ‘bandwagon jumping’ or green wash can be harmful for a company’s brand.

Sadly, some companies don’t appear to be heeding the warnings. In the UK the Advertising Standards Authority banned 19 such campaigns between January and September 2007 – double that of the previous year.

This isn’t to say that you shouldn’t communicate your CSR story or indeed the environmental merits of your product or service. This type of communication is absolutely necessary if the sustainability agenda is to remain high on the priority list for industry and consumers alike – but it needs to be done strategically and honestly.

Use the Green Claims checklist on page 20 of the Sustainable Marketing toolkit to check the validity of any green claims.

<sup>18</sup> Food Miles: Miles more progress to be made” Mintel Press Release, [http://www.mintel.com/press\\_releases/289890.htm](http://www.mintel.com/press_releases/289890.htm)

# What can sustainable marketing do for business?

## Differentiate the brand

**Danone** has been working on a project with added value for health and the environment, which also cushions higher milk prices through increased productivity in dairy farming. Centered around enhancing milk quality by the use of flax in animal feed, Danone partnered with Bleu Blanc Coeur, a European association dedicated to health-oriented farming.

Adding flax to feed increases yields by an average of 10%, presenting. But it also helps to increase cows' fertility and bolster their natural defenses. Milk from cows fed with flax offers health benefits for consumers, since its fat content is lower and it is rich in omega-3 fatty acid.

The product differentiates, not just by its healthy characteristics but it benefits the environment, since flax crops require limited quantities of water and pesticide, and on average cows fed on flax produce 20% less of the greenhouse gas methane.



## Create new market opportunities & win new business

Within months of its launch, **Canon's** new 'green' calculator range accounts for 25% of the sales volume of the total non-printing calculator segment. Made from re-used plastic from other Canon end of life products, the new design, as well as having a solar cell, has a replaceable battery which helps to extend the product life span. The packaging was reduced in weight and both it and the instruction manual were printed on recycled paper.



## Mitigate risks & Identify Opportunities

At **BT**, the CSR risk register identifies and quantifies the most significant social, ethical and environmental risks to the business. However, CSR presents many opportunities for BT and not just as a means to strengthen its brand and reputation. New technological solutions are required

to help companies, governments and individuals find more sustainable ways of communicating, working and living. In 2008, BT created a new 'Opportunities Map' to help identify, quantify and develop those opportunities across its business.



## Increase customer retention & brand loyalty



The 2008 **Sony BRAVIA LCD TV** range includes various measures to reduce the environmental impact of the

products. Some models have a power consumption of just 0.19W in stand-by mode, around 97% less than 10 years ago. A brightness sensor in most models also automatically adjusts the brightness of the picture in accordance with its surrounding, meaning that energy consumption is reduced when being watched in a darker, evening setting. As "eco friendly" slowly becomes a more important influence on the purchasing decision as well, investing into this also might have an influence on sales.

For women for example, 'eco friendly' is a more important purchase decision factor than features.\*

\* (Source: European Maia TV Research, Knots)

## Drive innovation and creativity



**SONY Playstation** has partnered with Pli Design, a company that specialises in manufacturing eco-friendly furniture, to give old Playstation 2 consoles a second life as chairs.

The ribs of the REEE chairs are made from around 8.5 recycled PS2s. In 2008, the company plans to recycle around 7.2 tons of plastic to create 3,000 chairs.

## Protect reputations & build strong brands



**Innocent** became the first company in the world to use 100% recycled plastic bottles for its smoothies in September 2007. The company, which was established 9 years ago and has a turnover of over £100m and has almost doubled its market share since 2006.<sup>19</sup>

## Delight customers

P&G's new Ariel "Cool Clean" technology is symbol of sustainable innovation, creating significant environmental progress. It allows to wash at low temperature, whilst achieving the same great wash results. The lower energy bills appeal to consumers, but P&G also partners with the Energy Savings Trust, Ademe, Consodurable, Enel, and many others to get the energy-saving message out. For the UK, electricity savings to light up more than 500,000 homes for a year could be achieved if everyone "turned the dial to 30". Market research confirms that 17% of UK households now wash at lower temperatures, up from 2% of households in 2002.



## Attract investment



In 2006, **Coca-Cola** Beverages Austria, together with other industry partners, finalized a € 15 million investment partnership to build the country's first bottle-to-bottle recycling plant. The plant, scheduled to be in full operation in 2007, has the capacity to provide 6,000 tons of recycled PET annually for use in new bottles.

## Motivate Employees

Since 2006, **Volvic** has worked in partnership with Unicef on a program to improve access to safe drinking water in developing countries. From its beginnings in Niger, the "Drink 1, Give 10" campaign has helped dig and maintain wells that give local populations reliable access to 40 litres of safe drinking water per person per day. The programme has rallied support from employees. In France more than 300 employees took part in events organised in stores with Unicef volunteers to promote the program and the brand.



## Save costs

A partnership between **02** and **Nokia** has helped save an excess of 1.5 million miles, reduced paper weight by 23%, avoided the manufacture of surplus charging units and cut carbon emissions and increased delivery rates to 98%.

By giving customers the option of receiving their new mobile phone without a charger, new boxes were designed that can be posted through a standard letterbox. The move also means customers no longer have to wait at home for a delivery or need to travel to a sorting office to collect a missed delivery.

## Retain the best staff

66% of **BT** employees say that the company's CSR activity makes them feel proud to work for BT.

## Head off potentially restrictive legislation

"It may not be too alarmist to say that the future of the self-regulation system, on which depend many of our marketing and advertising freedoms, may rest on our ability to respond to new responsibilities."

**Mike Longhurst**, EACA Executive Board Member

<sup>19</sup> [http://www.innocentdrinks.co.uk/AGM/annual\\_report/](http://www.innocentdrinks.co.uk/AGM/annual_report/)

## It's Shopping Time!

The 4ps for 3ps Sustainable Marketing Online Game, developed by Dassault Systemes, using their 3DVIA technology - 3D: See What You Mean -, is an interactive 3D marketing tool with the objective of showing marketers that environmental criteria can be a part of consumers' choice of product, and that in view of the vast amount of information that consumers must deal with, these criteria should be clearly communicated.

Set in a shopping mall, the game puts the marketer in the shoes of the consumer during a **virtual shopping experience**. The player will be given a shopping list and have a limited time frame to purchase the most environmentally-friendly version of each product. The game is a brainstorm starter – how to help consumers shop for more environmentally friendly products? Let's make it easier for them!



To play the **GAME** please go to [www.csreurope.org/sustainablenmarketing](http://www.csreurope.org/sustainablenmarketing)



4 Ps for 3 Ps



# The Sustainable Marketing Toolkit

It was probably a marketer who coined the phrase 'time poor' and he was probably reflecting on his own situation. Nobody wants another thing on the 'to do' list, so that's why this section has been created to show you how you can integrate the principles of sustainable marketing into your day job quickly and simply.

The sustainable marketing checklists have been created to arm you with the sorts of questions you need to ask yourself, your business and your partners and suppliers.

"The business schools reward difficult complex behavior more than simple behavior, but simple behavior is more effective."

--- **Warren Buffett**,  
American billionaire investor,  
businessman and philanthropist



# Sustainable Marketing Audit

The following is a basic audit tool for assessing the impacts of a product. Although service providers may not have a tangible 'product' as such, the checklist can be used to assess the impacts of supporting materials and processes.

Use the checklist simply by answering the questions and then thinking about how the 3 R's – Reduce, Re-use and Recycle-can be applied.

Example: What's it made from? If the answer is paper, then there is scope to reduce the size, re-use post consumer waste in the stock of recycled paper and leave the paper uncoated to ensure it's easily recyclable. Just keep in mind the need to reduce impacts all along the line and you'll be off to a good start.

## The 4 Ps

1. Product	Answer	Reduce?	Reuse?	Recycle?
What's it made from?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Who makes it?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How is it packaged?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the packaging re-useable/recyclable		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What's the product lifespan?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can it be repaired/re-used?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What happens once it's no longer useful?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How will it be disposed of?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Place/Distribution	Answer	Reduce?	Reuse?	Recycle?
Where is the product made?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How is it transported?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the transportation as efficient as possible?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is packaging for transportation re-useable or recyclable?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where/how is the product sold?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How does the product reach the final customer?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Price	Answer	Reduce?	Reuse?	Recycle?
Does the price include a warranty for repair or replacement?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the price adequately reflect the sustainability values of the organisation?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are pricing incentives being used to encourage over-consumption of the product?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Promotion	Answer	Reduce?	Reuse?	Recycle?
Are the products attributes accurately and honestly communicated to the customer?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do distributors and re-sellers understand the sustainability credentials of the product and are they able to disseminate this to their own customers?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What resources are being used to communicate the products attributes to customers?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What does the product say about the values of the organisation?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there an opportunity to use this product to enhance the reputation of the organisation?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What aspirational hooks are being used in the advertising and promotion of the product?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## Green Claims: Checklist 1

In the UK, the DEFRA Green Claims Code sets out the standard of information that the public can expect to be given about the environmental impacts of consumer products. Visit the CSR Europe website for further details of this and other European guidelines. [www.csreurope.org](http://www.csreurope.org)

### A green claim should be...

**Truthful, accurate, and able to be substantiated.**

*Although there is no requirement to have information independently verified, it is prudent to follow the guidelines set out under the ISO14021 standard if in doubt.*

**Relevant** to the product in question and the environmental issues connected with it.

*For example, a fair claim could be that 'this paper comprises 75% post-consumer waste'. But it would be misleading to claim that it 'contains no tropical hardwood', as this is not a material used in making paper.*

**Clear** about what environmental issue or aspect of the product the claim refers to.

*For example, environmental information about the packaging of a product - such as its recycled content - can be relevant and helpful. But it would be misleading to give the impression that the product as a whole was 'recycled', if that was not the case.*

**Explicit about the meaning of any symbol** used in the claim - unless the symbol is required by law, or is backed up by regulations or standards, or is part of an independent certification scheme.

**In plain language** and in line with standard definitions.

*The international standard ISO 14021 provides detailed guidance on the use of several terms which commonly appear in environmental claims e.g. compostable; recyclable; reduced energy consumption, reusable and refillable. Businesses wishing to use these terms are strongly recommended to follow that guidance.*



# SO GREEN!

A green claim should not be...

## Vague or ambiguous

Claims should always avoid the vague use of terms such as 'sustainable', 'green', 'non-polluting' etc.

**Imply that it commands universal acceptance** if there is actually some significant doubt or division of scientific opinion over the issue in question.

**Imply more than it actually covers**, if the claim is only about limited aspects of a product or its production, or does not deal with a significant issue for that type of product.

**Make comparisons**, unless the comparison is relevant, clear and specific. For example, it would be wrong to claim that a product is 'now even better for the environment', or 'uses less energy', without further qualification. But it could be fair to say that the product 'uses 20% less electricity in normal use than our previous model'.

**Imply that a product or service is exceptional** if the claim is based on what is standard practice anyway. For example, it is unhelpful to claim that a product is biodegradable, if all products used for that purpose share that characteristic.

**Use language that exaggerates** the advantages of the environmental feature the claim refers to. For example, it is misleading to say 'contains twice as much recycled content than before', if the original amount of recycled material was very small.

**Imply that the product or service is endorsed** or certified by another organisation when it has not been.

## Sustainable Marketing: Checklist 2

The best laid plans (and reputations) can fall apart through flaws in tactical planning. Use this checklist to make sure that the tactics match the strategic vision of sustainability.

### Let's Talk Tactics!

#### 1. What works?

*If you know your customers, you'll know what works well and what doesn't so focus your efforts and don't waste time and resources on the things you feel should be done. E.g. launch events that are always poorly attended.*

#### 2. Make the case

*Make sure everyone involved including senior management accepts the business case for sustainability; you don't want to be arguing details at a later date. If they're not convinced, share the information in the 'market data and trends' section.*

#### 3. Waste not, want not

*Marketing's reputation for waste is, on some levels justified. Fluffy gnomes, throw-away pens, promotional carrier bags, 'goody bags' extravagant hospitality.... If you must use promotional items, choose things people will actually find useful. Disposable items are false economy –as your brand message gets disposed of with the item!*

#### 4. Ask irritating questions

*Do we really need it poly wrapped? Where's that sourced from? Is there a recycled version? How far has that printing travelled? The good news is that you'll probably only need to ask these questions of your suppliers once.*

#### 5. Smart briefing

*No marketer is an island so brief all parties involved in the campaign that they need to be asking questions about the sustainability impacts of each element of the campaign.*

#### 6. Good printing

*You don't need to rule out printed collateral as part of your campaigns. Paper, if sourced from well managed forests is a sustainable industry. Task your designer and printer with minimising the impacts of any printed items, specify a recycled/part recycled FSC or PEFC certified stock.*

### 7. Location, location, location

Although air travel only accounts for 2% of the World's total carbon emissions, it's the most carbon intensive way to travel. So before booking meetings, photo shoots or events overseas, consider whether doing so will force people to fly to the destination or whether alternatives can be considered e.g. train or substitute travel for things like audio or video conferencing.

### 8. Make it easy for customers

Make it easy for customers to do the right thing. Make collateral, packaging and merchandise as recyclable as possible and then clearly state that on the item itself. E.g. 100% Recyclable – please recycle after use. (See the Green Claims Code on page 20).

### 9. Across the miles

Just like food miles, products, marketing collateral and merchandise can clock up thousands of miles on its way from manufacturer to distributor and then on to the final customer. So, ask one of your irritating questions 'Where does it come from?' Assessing overall environmental impacts can be complex and it's too simplistic to say that all overseas sourcing is a bad thing, but make sure you ask the question and then, if you don't like the answer, ask for a more local alternative or a more efficient mode of transportation.

### 10. Plan ahead to save miles

Our 'want it yesterday' culture often puts additional pressure on resources; the last minute products air-freighted from the far east, the rush job on printing that means it needs to be couriered across the country. You'll never avoid these situations completely, but planning an activity in good time can often minimise the environmental impacts – not to mention save your valuable budget.

### 11. Play devil's advocate

Before the launch, put on your cynics' hat and evaluate your campaign from the point of view of a committed environmentalist. What would they say about your product and its impacts or claimed green credentials? Your method of distribution? Your promotional tactics? Be honest and then, be willing to change anything that doesn't reflect your brand values or your commitment to sustainability. Testing the concept or campaign with opinion formers before launch may also be helpful.

### 12. Share the knowledge

Finally, if you've found a novel way of minimising the impacts of your campaign, then share it with marketing colleagues and others.

## The Next Step: Embedding Sustainable Marketing: Checklist Three

This checklist is for those marketers who feel that the basics have been covered and are now ready to use their influencing skills within the organisation to further embed the principles of sustainability.

### 4Ps for 3Ps: People, Planet, Profit

#### 1. Is the business committed?

*How seriously does senior management take the sustainability agenda? The backing of the leadership team will be needed if significant, strategic changes are to be made. If the support isn't 100%, then more will need to be done to make the business case.*

#### 2. Avoid 'green' offerings

*Sustainability isn't a marketing tactic, it's a business ethos. So your reputation will not be enhanced by presenting a 'green offering' to the market while the rest of the portfolio remains unchanged. If the business is committed, sustainability impacts will need to be assessed and addressed across the board. It may take time, but that's fine – as long as the commitment is genuine and backed with action.*

#### 3. Does the business see the market opportunity?

*If the business is convinced of the benefit of sustainability to the bottom line, then there's more chance that it will embrace the opportunities that a market focus on sustainability creates.*

#### 4. Is the business willing and able to adapt?

*A hefty degree of honesty is needed here. In order to take advantage of the opportunities presented by the sustainability focus, the organisation must be willing and able to adapt its business models, processes and systems.*

#### 5. Where are the skeletons?

*No organisation is perfect, so before using sustainability overtly in messaging, conduct a SWOT analysis to assess any areas of weakness which may potentially undermine the message and damage the brand. External assessors can often provide a more objective view.*



### 6. Sustainability as a USP

*Using sustainability as a unique selling point in product messaging will invite scrutiny from all quarters. Unless the proposition is robust enough to withstand that level of analysis, the sustainability issue should not be used overtly as a USP.*

### 7. Build bridges

*Marketing and CSR teams have historically been poles apart, but things are changing. So take the time to build the bridges and make the contacts. Many organisations also build specialist cross-functional task forces to bring in the expertise of CSR, Procurement, R&D and technical specialists to help develop and market new products and solutions.*

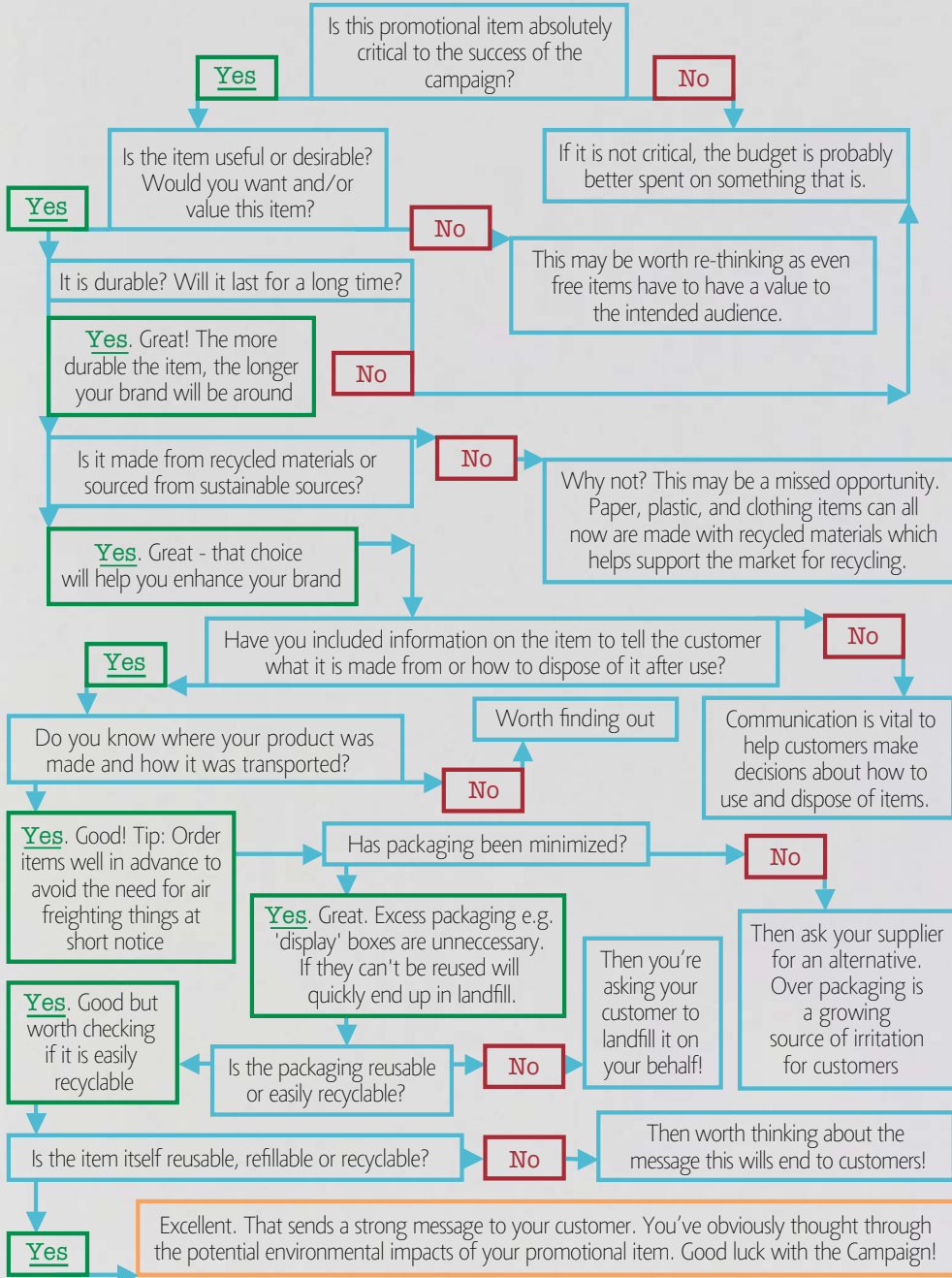
### 8. Finger on the pulse

*One thing your CSR team will undoubtedly be is well connected. Use those networks and contacts to ensure that you stay up to date with the real debates and latest thinking on social and environmental issues – don't just rely on what's reported in the media.*



# Example Decision Tree: Promotional Items

Decision trees, like the example here, are a useful tool for tactical decision making. Visit CSR Europe's website for more examples: [www.csreurope.org](http://www.csreurope.org)





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