

# strategy™

bold vision **brand** new ideas

## DECONSTRUCTING GOOD

BRAND PLANS  
THAT ARE  
CHANGING MINDS  
AND MATTER

## PERCEPTION VS. REALITY

WHO'S REALLY  
GREEN &  
WHO GETS NO  
ECO RESPECT



# IN THE BAG

SUNCHIPS TOPS THE CAUSE + ACTION AWARDS

Canada Post Publication Agreement No. 40090265



## INTRODUCING OUR NEWEST BABY



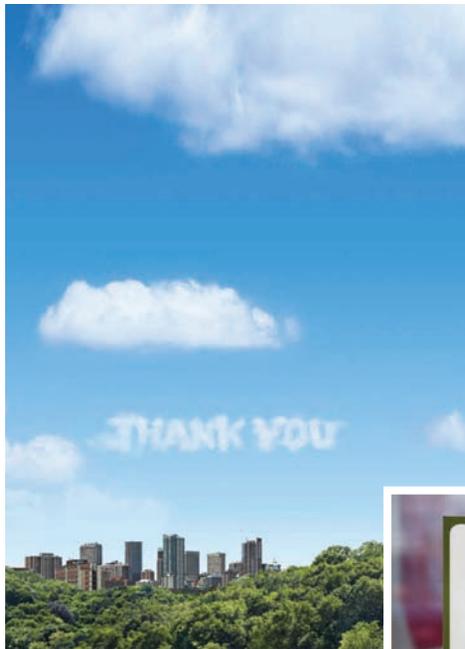
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**ON THE COVER** This year's Cause + Action winner isn't afraid to get a little dirty. Frito-Lay North America's SunChips brand, and its AOR Juniper Park, won for its eco-loving campaign that showed the difference a compostable chip bag can make. For the cover, Juniper provided this still from the SunChips TV spot that demonstrates how the bag decomposes over 14 weeks. They're saving the planet, one snack at a time.

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## It's (still) not easy being green

Every neighbourhood has a Squirtle. Named after the water Pokémon, these folks are always drenching their greenery – even after rain – then hosing down their lanes and porches.

According to the third annual Canadian Water Attitudes Study, brought to life by RBC and Unilever, Squirtles are not rare. The study finds that we are more concerned about water than any other natural resource, but we're doing less about it: 78% believe "they try reasonably hard to conserve water," yet many run the tap while they do dishes, and 19% of us are driveway hosers.

Our perception of our eco-actions doesn't mesh with reality. Hmm, perception versus reality. Traditionally, fertile ground for marketers.

RBC is doing its part via its Blue Water Project – a 10-year, \$50-million investment supporting organizations that protect watersheds. Unilever is also involved in Canadian sustainability programs such as Ecovoyageurs, a school-based mission to reduce "environmental footprints," and "Go Blue," a national effort to teach consumers how to conserve water.

When it comes to sustainability issues, like protecting natural resources, should this be government's role? Maybe, but let's face it, who has the better powers of persuasion? And who is best positioned to make things easier for the consumer?

The Biz feature this issue examines the gap, sometimes vast, between brands' CSR activities and consumer awareness of their achievements. While a slow and thoughtful approach to CSR makes sense, being bashful doesn't help. Consumers need to hear more about your sustainability steps, to help them make better purchase decisions. Witness the success of Levi's eco-tags (p. 13).

If you put aside the heightened cynicism, scrutiny and the double-edged sword of social media, it's not a new role for brands. When discussing Unilever's plans to step up CSR communication efforts, John Coyne, VP legal and corporate affairs, mentioned that sustainability fed the very roots of Unilever, attributing the DNA-level cause-marketing focus to its founder Lord Leverhulme.

The original product in the vast portfolio was Sunlight soap, developed to promote hygiene in Victorian England. In 1926, Lever Brothers launched a "Clean Hands" campaign as part of its child health policy, encouraging pre-mealtime washing by teaching kids about germs.

Brands have always played a practical role in moving things forward. And this is where the efforts of retailers like Walmart are invaluable. Karin Campbell of Walmart told *strategy* that the retailer is "looking at its business every day through the sustainability lens," and since Walmart serves over one million customers a day, "we have an opportunity to make a real change by changing their behaviour."

Every little step helps. Like the world's first fully compostable chip bag from Frito-Lay rotting away on our cover, the overall winner of *strategy's* Cause + Action awards (p. 31). Congratulations to all the winners, and to all the companies singled out in these pages for doing good.

As Fairmont's VP marketing Brian Richardson says, "We do it because it's the right thing to do, not because we want to exploit it from a commercial perspective." Their sustainability practices are increasingly becoming a purchase influencer, and rightly so. The folks at Bullfrog Power (p. 24) are betting we'll pay a little more if they make it easier for us. So for all those companies wrestling with when and how loud to trumpet CSR efforts, don't wait. The handwashing program is coming along nicely now, but it's still ongoing, so get started.

Cheers, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

PS: Our intrepid associate editor Carey Toane is leaving *strategy* and Toronto behind for new adventures. We'll miss her voice in these pages, as well as her contributions to *Media In Canada* and *stimulant*, and we wish her all the best. Joining us is new AE Melinda Mattos. Melinda was an editor with *Eye Weekly*, and previously co-editor and co-founder of *Shameless*, a magazine for young women. Please join us in welcoming her aboard.

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CONFIRMED SPEAKERS  
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TAKE ONE

STEFAN SAGMEISTER

5:25



STEFAN SAGMEISTER



## The greatest show on earth (or at least in Toronto)

At last year's Eurobest Festival in Amsterdam, I caught an intriguing session with Stéphane Xiberras, creative director at BETC Euro RSCG, France's biggest agency. He and his team had just put the finishing touches on C.A.I., or Creative Artificial Intelligence, a machine that generates print advertising based on a set of user-generated inputs like product name and category, target demographic, that sort of thing. On stage, he put the machine fully to the test.

As the audience shouted out the inputs, Stéphane plugged in the data. The results were anything but predictable – at times dreadful, at times hilarious, at times even a little frightening in their realism. In fact, several of C.A.I.'s creations could easily have subbed in for some of the billboards that peppered nearby Dam Square.

Stéphane explained his point in creating C.A.I., and it's worth considering: technological innovation, he argues, has not led to an explosion of advertising creativity. Quite the opposite. Innovation has yielded to convention because much of what's now created is merely a blend of previously existing elements. Given that we're at a point where a machine can instantly make advertising by recombining elements at little cost, what, he wondered, was the value of an agency?

His self-directed response: nothing. Nothing, that is, unless you're aiming for the moon and encourage your clients to take chances. It's those agencies that live on the edge and fail (and succeed) bravely that will live on and thrive in the future.

Sure, it may all sound a little trite, a little idealistic, and sure, it's just print. But my point is this: Stéphane is a true Shift Disturber – someone who's pushing hard against convention and trying stuff out. You may disagree with him, but he's definitely worth hearing out. Which leads me back to the headline for this column.

On May 25, we're bringing a group of speakers (including Stéphane) to Toronto who are all Shift Disturbers in their own right. The level of talent is actually a bit dizzying. To wit:

- **Nick Law**, RG/A's visionary CCO, will deliver "Storytelling + Systematic Design = A Complete Creative Brain," and argue that a story is hollow without a behaviour, and a behaviour is dry without a story. He'll even discuss who you should hire, how they should work together and what they'll create;
- former BBH chairman **Cindy Gallop** will give us her controversial take on the fate of the business in "The Future of Advertising...and Porn";
- **Robert Rasmussen**, CCO at Tribal DDB in New York and one of the top, top digital guys in the world, will explain how you can infuse digitally led thinking into your agency;
- **Stefan Sagmeister**, one of the most influential graphic designers who's ever walked the planet, will discuss achieving happiness through design and ensuring that work remains a calling without becoming simply a job.

It's hard to imagine a more exciting lineup of speakers even in Cannes. Essentially, in half a day the lucky folks who attend will be exposed to some of the greatest thinkers out there talking about challenging, forward-reaching stuff – and really exposing themselves by putting it all on the line.

If you haven't yet registered, check out [Shiftdisturbers.ca](http://Shiftdisturbers.ca) or contact Joel Pinto at 416.408.2300 x650. As an inexpensive, creative team building exercise, you'd be hard-pressed to find anything more valuable or exciting.

Until next time,  
Laas Turnbull, executive VP, Brunico Communications  
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## UPCOMING SUPPLEMENTS

### June 2010 Newspapers/ Community Newspapers

Promote the power of your publication(s) to agencies and marketers.

### July 2010 Shopper Marketing

As many top brands in Canada and around the world put more and more of their budget toward shopper marketing, this is an excellent vehicle to align your services with the new mandate of many of Canada's top retail clients – and educate those that are just getting on board.

### July 2010 Integrating Interactive

Does your interactive/creative agency excel at increasing brand recognition and delivering ROI? Tell your story to the nation's marketing leaders.

WHAT NEXT?

# understandingyouth (& mom)

From transmedia storytelling to leveraging your brand's social Q, learn what's next from leading youth marketers. The day will feature research into Canada's digital youth from Decode, transmedia demystified with marbledmedia, insight into the new global Adidas campaign, straight talk from our youth panel and sessions that share global best practices such as **Pop & Chips**:



**Pepsi** is launching something BIG that combines groundbreaking innovation in social good, social media, celeb engagement and the power of ideas. **Dale Hooper**, VP Marketing PepsiCo Beverages Canada, shares the thinking behind "Refresh Everything", and delves into the 'hows' and 'whys' of customizing the global push for Canadian consumers.



**Frito Lay** returned to crowd-sourcing to brand a new Doritos flavour. **Claudia Calderon**, Marketing Manager, Frito Lay Canada will explain how "Viralocity" engineered the deployment of contestants' social troops - mastering transparency and the M.O. for going supremely viral.

Learn how to raise your brand's social standing from the folks who've been perfecting transmedia campaigns . . .

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\*Offer expires May 7th. Full registration rate is \$650. All pricing in CAN dollars.

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2010

## HELLMANN'S PAYS FOR REAL FOOD IDEAS



Hellmann's is evolving its "Real Food Movement" by giving Canadians grants for good eats.

The brand's "Real Food Grants" program will dole out portions of a \$100,000 nest egg to individuals and organizations actively seeking to educate or connect people with healthy, locally grown nosh. Interested parties can apply by June 30 at [Realfoodmovement.ca](http://Realfoodmovement.ca) – where they can also access info on real food and recipe ideas.

Stephanie Cox, senior brand manager for Hellmann's, says

both big and small endeavours will be supported, from a neighbourhood picnic to a farmer's market field trip to the creation of a real food festival. "It'll be interesting to see where Canadians take it," says Cox. "The most exciting part is we're not trying to prescribe what it's going to be."

The program was unveiled at Toronto's St. Lawrence Market in April, where resident Hellmann's chef and Food Network host Chuck Hughes was on hand to demo recipes. The brand has also simplified the ingredients in its ½ the Fat mayonnaise-type dressing and switched to 100% Canadian free-run eggs, changes supported by TV ads and in-store. **JP**

## DROOG HEADS NORTH



Amsterdam-based design company Droog is trekking to Canada to study sustainability in Pond Inlet, Nunavut.

It's part of a lab exploring eight locations around the world over four years, based on the insight that "the next

generation of global design will respond to contemporary issues by investigating them on a local level."

Pond Inlet was chosen for its extreme conditions to examine how global warming is affecting the area. Sending a team of designers and consulting experts, and working in partnership with the University of Alberta, the "Luxury of the North" project kicks off at the end of June with a brainstorm session, then the team goes on location to observe day-to-day life and encounter locals for about 12 days.

The outcome of the project, which could be anything from a product to a business model to a piece of software, will be presented as an exhibition in Toronto and a publication in January 2011. **EW**

## FIVE WAYS TO DO GOOD

BY EMILY WEXLER

Must have been Earth Month. It seems brands across Canada celebrated spring by sprouting new CSR efforts.

Burlington, ON.-based **Ikea**

**Canada** has created a "Never Ending List" of over 100 of the furniture co's eco-achievements, as well as green tips for its customers. The list can be found in stores and at [Ikea.ca/theneverendinglist](http://Ikea.ca/theneverendinglist).

In Alberta, **Future Shop** has launched its "Electronics Take Back" program, which allows customers to bring in up to two products per day to any Future Shop location to be recycled. The program had test runs in Calgary and Ottawa last year, and the Burnaby, B.C.-based

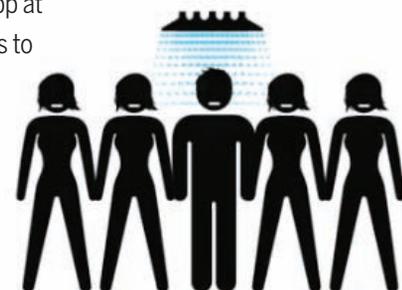


retailer will be rolling it out in other provinces in the coming months.

In its ongoing effort to encourage bikers to saddle up for Rethink Breast Cancer, **Deeley Harley-Davidson Canada** launched the "Pink Label Collection" of bike gear for women (pictured top). And on May 11, the motorcycle co will hold its second-annual ladies-only Precious Metal Gala in support of the charity.

Offering everything from guitars signed by Moby and Metric (pictured above) to VIP passes to Luminato events, Montreal-based **Aeroplan** recently introduced a new group of rewards called "Money Can't Buy" with all redemption proceeds going to one of its charity partners, War Child Canada.

Finally, **Axe** has launched a cheeky campaign for "Showerpooling" – conserving water by showering together. Developed by Zig, and partnering with the WWF, a Facebook app at [Facebook.com/AxeCanada](http://Facebook.com/AxeCanada) allows users to invite others to join their Showerpool and introduce mutual friends to each other. The effort is being supported by online banners, a video and PR.



# MARS COMMITS RANDOM ACTS OF CHOCOLATE

BY MELITA KUBURAS AND CAREY TOANE



The only thing better than chocolate is free chocolate, and the only thing better than free chocolate is free chocolate from “someone special.”

This is the idea behind the new goodwill campaign from Mars Canada’s chocolate division, “Random Acts of Chocolate,” which is giving out more than eight million coupons for free bars this spring.

“The origins of the program are about enabling the consumers to create their own random acts of

kindness,” says T.J. Kanaris, brand director for Mars Canada.

People are encouraged to pay the chocolate forward via retail and national and community newspaper ads, as well as at Marsacts.ca, where 100,000 coupons will be sent to those who sign up.

Consumers can also nominate a charitable organization for the chance to have \$10,000 donated in their name. Three such prizes are up for grabs in the campaign, which wraps mid-month.

The post-recessionary campaign, Mars’ first foray into corporate brand-level awareness, leverages both value for a dollar and societal values, says Kanaris.

“Mars as an organization doesn’t mean anything to consumers. If you ask a consumer, ‘What brands do they sell?’ you probably hear back ‘Mars bar’ and that’s it,” says Kanaris. Mars also makes M&Ms, Snickers and Dove chocolate, as well as chewing gum and pet food, among other products. “If the consumer takes away which brands are part of Mars Canada, that would be a wonderful form of success.”

# PEPSI REFRESHES EVERYTHING

Pepsi is giving \$1 million to “ideas that move the world forward” through the “Refresh Project.”

Starting June 1, ideas for social change can be submitted at Refresheverything.ca in six categories: health, arts and culture, food and shelter, the planet, neighbourhoods and education. Voting starts July 1, letting Canadians decide what gets backing.

Canada is the second country to launch the global initiative, following the U.S. An evolution of the brand’s “Joy it Forward” platform, the seeding phase launched in April with TV spots in French and English asking Canadians how they would refresh the world. The English version (adapted by Canadian AOR BBDO from the original by U.S. AOR TBWA\Chiat\Day) features a cool little rap ditty that uses split-screen choreography to show that positive



change can affect the world. A Quebec-tailored version, by BBDO’s Montreal office, builds on last year’s “Wordplay” spot, with text spinning across brightly coloured backgrounds anchored by the grinning logo.

At the Juno Awards in St. John’s, artists like July Black and Hedley stopped by the Pepsi Refresh Cafe to explain, on camera, how they would refresh the world. The footage will be used in an online video and possibly during the voting phase.

“Every story will inspire a different creative execution and we’ll find ways to bring them together in the national campaign, or we’ll bring them to life with a more local feel,” says Dale Hooper, VP marketing, PepsiCo Beverages Canada. **JP**

## “There are a lot of different ways to help”

# BEN & JERRY’S MARKETS IN CHUNKS

BY JONATHAN PAUL

Look up in the sky over Canada and you might see Ben & Jerry’s caped cow.

Following the success of last year’s Canadian concoction “If I Had a Million Flavours,” an ode to Canuck music icons the Barenaked Ladies, this year, the ice cream co is introducing four new chunk-filled pints to Canada, supported by the largest domestic marketing push ever.

B&J crowdsourced the brief for a cinema ad to Poptent.net, XLNTads’ network of 15,000 semi-pro and indie filmmakers. A Canadian video won out over 105 other submissions, and features the bovine mascot soaring over green pastures, promoting four chunky new flavours: Milk & Cookies, Chocolate Macadamia, Caramel Hat Trick and We are Waffling.

The marketing team is still, well, waffling on the final moniker for the latter, so Canadians can suggest



their own name for the dithering pint, with the winner immortalized in freezers across Canada.

To get the word out about Milk & Cookies, chunk crusaders doled out samples at universities, providing comfort after exams. The flavour also has its own Facebook page and an iPhone game.

Hockey-themed promotions for Caramel Hat Trick begin in June, while Chocolate Macadamia will kick off in September.

“We’re making the brand relevant for Canadians,” says Shoshana Price, brand building manager, Ben & Jerry’s and Popsicle, Unilever Canada. “The strategy is a hub and spoke. Everything we do will tie back to Benjerry.ca.”

Toronto-based Capital C developed the web creative and mobile app, with Mississauga, ON.-based Mosaic handling in-store and Harbinger responsible for PR. Print was created in-house at Ben & Jerry’s HQ in Vermont.



# BRANDS HARNESS **THE POWER OF THE HOUR**

While volunteering may have eclipsed the environment as the U.S. media's new darling cause thanks to Obama's star-studded "United We Serve" campaign last year, up here in Canada corporate volunteerism has been slowly gathering speed for some time.



The Home Depot was the catalyst for the council, formed in 2005. The latest TV creative features 10 senior execs in heavy rotation on BNN.

Bon Jovi may not be the spokesceleb, but the Corporate Council on Volunteering boasts a roster of 23 Canadian companies, from founding members like The Home Depot to newcomers like Microsoft, coming together in a non-competitive environment to donate PR, media and employee time to promote volunteerism.

"The industry is moving away from just being simply about cash. There are a lot of different ways to help," says Paulette Minard, manager of community affairs at Home Depot Canada.

Following a TV campaign on BNN in January, phase two of the council's "Power of the Hour" campaign went live during National Volunteer Week at the end of April, with 10 TV spots featuring senior execs and staff from Home Depot, UPS, SAP Canada, Microsoft, Deloitte, Investors Group, Direct Energy, CIBC, Manulife and Molson Coors building playgrounds, picking vegetables and challenging other Canadian companies to do the same. At press time over 3.3 million hours had been pledged at Powerofthehour.ca, and 34 businesses had joined.

Fourteen companies formed the council in 2005 after Home Depot Canada president Annette Verschuren saw a similar program in the U.S. and reached out to Ottawa-based Volunteer Canada. In 2008, Volunteer Canada and the council partnered with TVO series *Get Involved*, 50 short documentaries on what Q Media Solutions executive producer and series creator Dorothy Engelman describes as "a new generation of people turning to social entrepreneurship

and innovation, what we like to call 'the new volunteer.'" The TV drives to social networking site Getinvolved.ca, which is "the point of action and connection for people," says Engelman.

Home Depot appoints captains in its 179 stores across the country to lead activities in the neighbourhood. The teams determine the charities that will best benefit from their DIY expertise, from community centre refurbishments to gardening programs and affordable housing projects, using products from their stores. September is the company's annual month of service, with 21,000 hours donated last year.

UPS Canada has been working with Volunteer Canada since 2001 to create a link between financial contributions and employee volunteerism. Aside from Global Volunteer Month efforts every October, employees who have donated more than 50 hours can nominate a charity for a UPS grant for \$25,000 to \$50,000. So far in 2010, \$257,000 has been donated to six organizations.

"We just thought it was a better, more encompassing way to give back," says spokesperson Tara Smith. "We had found that, not that it's easy to write a cheque, but sometimes charity organizations would benefit more from hands-on volunteer hours."

**POWER**  
**OF THE HOUR**

2000000

[Share Your Goal For 2010]

Molson Coors Canada has a similar linkage between dollars and hours. If employees recruit five other staffers to volunteer, the company will donate \$2,000 to their charity, and a national mentoring program hires summer students to implement solutions for chosen charities. MC launched the Molson Coors Volunteer Program in 2006 and named April 2010 its first global month of action (2,515 hours were committed on the first day). Employee stories are promoted on [Blog.molson.com/community](http://Blog.molson.com/community) and other internal communications like Yammer, a microblogging tool.

"Our model is born out of the grassroots, because our business is local," says chief public affairs officer Ferg Devins. "It's good business to be involved in the community, and it's most powerful for the company at the local level where beer is being sold." **CT**



tomorrow's thoughts,  
today

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and **Debbie Travis** as they share their marketing  
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## Talking 'bout my (green) reputation

Whose perception lines up with their reality? *Strategy* talked to four leading companies in the environmental space, at varying stages of building their eco-reputations, about how they're communicating their actions, the challenges of remaining authentic in the eyes of consumers and what they're doing next to bolster their images

BY EMILY WEXLER

Above: among its green initiatives, Unilever has made a commitment that its tea will come from sustainable sources by 2015.

It's one thing to be an environmental leader, but it's another thing entirely to be known as such by consumers. Companies like Levi Strauss, Fairmont Hotels, Unilever and Walmart have been implementing a broad range of green policies for years, and while some of them have received accolades for their efforts, it seems that in most cases, the public is largely unaware. According to the recent Planet Care study by Toronto-based market research consultancy Ifof North America, 43% of Canadians cannot identify a sustainable brand or company, while 20% cannot even identify a sustainable industry.

Why is that? A lack of consumer-facing communications could be blamed – but it's not that simple. As most of these corporations explained, when it comes to communicating their greenness, they aren't in the habit of shouting it from the rooftops. Communicating green doesn't play by the same rules as pushing low prices or high quality – it's a delicate dance that requires years, sometimes decades, of work at the back-end, making sure that you practice what you preach.

But as the public becomes more conscious of green issues, these corporations are ramping up their green marketing, and starting to change their reputations.

*Strategy* examined results from MapChange, a study commissioned by Vancouver green agency Change (now the Vancouver office of Elmhurst, IL.-based Maddock Douglas), in partnership with Climate Counts and Angus Reid Public Opinion, that examined over 90 North American corporations and surveyed over 2,000 people in the U.S., giving two scores out of 100 – one for the co's actual climate change actions and one for the public's opinion on them – and compared the two.

*Strategy* also commissioned its own poll with Toronto-based Delvinia, asking 1,000 Canadians how they rate certain brands in terms of their respect for the environment.

Read on to find out how these companies fare when it comes to their green reps and what they're doing to improve them.

## Unilever takes a big green step

Global CPG giant Unilever is leading the way in green in its industry. After implementing a greenhouse gas strategy in 2008 with the goal of reducing carbon dioxide emissions by 25% by 2012, the company has invested in more efficient technology, worked with Greenpeace on climate-friendly refrigerants and started the “Green IT” program to reduce the impact of

IT operations. Two years ago it embarked on consumer-facing water-saving program “Go Blue” and commissioned the Water Attitudes Survey (see sidebar p. 15) – and that’s just scratching the surface.

The company has resided at the top of the Dow Jones Sustainability Index since its inception, notes John Coyne, VP legal and corporate affairs for Unilever Canada.

“It’s been part of our DNA since we started the company [over 100 years ago],” says Coyne. “Sustainability is not something that just dropped into our laps 10 years ago. We had a founder who believed in sustainability. When you’ve got roots like that, you can take all those right decisions and move yourself in that space.”

Unilever scored high in actual action (79) in the MapChange study, but was below average in its perceived score (32), categorizing it as a “bashful” company. Here in Canada, according to the Delvinia poll, nearly 60% of respondents were unsure how they would rate the company (29% scored them “average,” 5.5% “very green” and 5% “not very green” with only 1% “not green at all”). But this perception, or lack thereof, may be changing soon.

Unilever’s global chief executive Paul Polman recently unveiled a new strategy to double the size of its business without increasing its environmental footprint. “It’s going to focus the entire enterprise and every single brand within [it] in that particular challenge, because we can’t have one without the other, and we must be successful in both areas,” says Coyne. While it’s too early to gauge how that will translate in terms of campaigns, Coyne notes that Unilever will be upping the consumer-facing ante, citing as an example a commitment to the Rainforest Alliance, which promises that all tea will come from sustainable sources by 2015. “Some of that [activity] will ladder up to Unilever, and some of it will reside with just our tea brands such as Lipton.”

Coyne believes that a positive green reputation is more crucial than ever: “I suspect that will be one of the markers consumers use to make

choices, and it will increasingly be so,” he says. “In part because we’re making it that way because it’s the right thing to do, also because the world out there is making it happen as well. The Walmarts of this world are making it happen. We’re being measured constantly, and as soon as people start to measure things, you need to make sure that you’re not only on the scale, but you’re tipping at the top.”

## Walmart goes public

The Walmarts of the world are indeed making it happen. When it comes to green, manager of corporate affairs for Walmart Canada Karin Campbell says the company has three long-term goals: to produce zero waste, to be powered by renewable energy and to sell products that sustain themselves and the environment – lofty goals to be sure, but if any retailer has the power to make it happen, it’s Walmart.

At the Walmart Canada Green Business Summit in Vancouver in February – a conference that brought together 300 executives, government officials and NGOs to discuss the business case for going green – the retailer announced several new initiatives to add to its already-long list of green programs. Among them was the Sustainable Product Index that will assess the sustainability of suppliers, create a database and scoring system and then develop a consumer tool that will help them identify how sustainable a product is.

It can be argued that Walmart has a big challenge in terms of reputation. It can’t be easy to be one of the biggest retailers in North America, selling goods at low prices and convincing people that you’re green while doing it. In the Delvinia poll, the majority voted Walmart average (47%) or very green (5%), but 21% rated the retailer “not very green,” despite the company’s efforts.

“Our customer-facing communication is in an evolution right now,” says Campbell, noting that it’s still early to judge consumer perception since the focus thus far has been on changing sustainability within Walmart’s operations, with a focus on the consumer being the next step.

In the fall, Walmart did its own research into consumers’ green behaviour and found that while they’re engaged, there are three key barriers stopping them from doing more: the perceived high cost (69% said green products were too expensive); confusion about what the right choices are; and habit – recycling is still the top behaviour they refer to, because it’s what they’re used to doing.

“When it comes to communication, we took those three barriers into consideration,” says Jennifer Stahlke, director of field marketing, Walmart Canada. “It made the most sense for Walmart to be focusing on making green easy



You have to **assume consumers know much more than you think they do** and that you don't get into a spot where you're greenwashing, because you'll lose their loyalty forever

and affordable for our key target, which is price-sensitive Canadians.”

Last month, Walmart launched a national green campaign that included its first consumer-facing TV ad about sustainable merchandise on offer, which features a man using several eco-friendly products with a voiceover explaining the green and price benefits. The campaign, created by AOR JWT, also included in-store materials, online ads and a presence on Walmart.ca.

“Our sustainability reputation is in its infancy. We know we’ve made great strides, but we have many strides left to make,” says Campbell. “That being said, we’re looking at our business every day through the sustainability lens... We serve over one million customers a day, and we have an incredible opportunity to make a real impact by changing their behaviour too.”

### Levi’s labels itself green

How do you know a product is green? It can come down to a label on a pair of jeans, as is the case for Levi Strauss.

According to MapChange, while Levi’s scores above average on the “actual” scale (58), its perceived eco-reputation is even better at 86 – far outscoring all other apparel companies studied, including Nike. You can chalk this positive rep up to a history of do-gooder behaviour and some little labels that could.

Levi’s has been active in the green space since the early ’90s, when it implemented



Above: Walmart’s latest TV spot adds a green product push to its low price messaging for the first time.

Opposite page: Unilever’s Red Rose tea packaging touts the company’s commitment to the Rainforest Alliance.

global sourcing and operations guidelines that included setting maximum contaminant levels at manufacturing plants. Patti Johnson, country manager and brand director for Richmond Hill, ON.-based Levi’s Canada, also notes that Levi’s was a leader in terms of child-labour restrictions, working conditions and human rights – no doubt saving the brand from the negative press other apparel cos received when these became hot-button issues around Y2K.

Today, the green ethos pervades the company, down to the “Boot the Bottle” anti-plastic water bottle campaign in Levi’s offices.

Canada is part of a region with the U.S. and South America, so programs created for that region or globally are implemented here with local applications. “Levi’s Eco”-branded jeans

were introduced back in 2006, made primarily with organic cotton or recycled denim and distributed in recycled packaging. While no specific sales numbers were available, Johnson says that products with an eco-bent tend to do better in Canada than in the U.S. – especially on the West Coast.

Last year, Levi’s Canada partnered with Roots to sell its jeans in Roots stores. “We thought it would be a good idea to bring our Eco jeans to them because they shared the same philosophies,” says Johnson. “You want a consumer to walk into a store like Roots and say, ‘Why is Levi’s here? Because they think the same way.’” The partnership was supported with in-store material explaining the enviro-friendly nature of the jeans.

Levi’s also partnered with P&G brand Tide for a cross-promotion exclusively in Walmart stores in Canada last spring (it was introduced in fall ’08 in the U.S.), placing Tide’s Coldwater product in a display with Levi’s Signature jeans to remind consumers to wash their jeans in cold water to save energy.

In 2007, Levi’s did a third-party lifecycle assessment to determine the environmental impact of two of its best-selling products: 501 jeans and Dockers khakis. The results led to a consumer-facing push.

“The most negative impact to the environment was at the cotton production stage and at the consumer-use stage,” explains Johnson. On the cotton side, new strategies reduced the amount of water used, reduced pesticides and improved working conditions for farmers. Levi’s also joined the Better Cotton Alliance with companies like Ikea and Marks & Spencer to mobilize and consolidate buying power to influence the global cotton industry.

At the beginning of this year, the company reduced paper packaging on every product from three pieces to two and launched the “Care Tags for our Planet” program in the U.S., which will roll out in Canada this summer. Enviro-friendly care instructions and suggestions like washing

## Consumers: (not) practicing what they preach

While consumers think some brands are greener than they really are and vice versa, it turns out that they also tend to have dodgy self-awareness skills. According to Green Gap, a study commissioned by Cossette and Toronto eco-consultancy Summerhill Group last summer, there is a gap of as much as 40% between Canadian consumer self-perception and the real actions they take to help the environment.

When asked to rate themselves generally on areas such as fuel consumption, home energy and recycling, the respondents gave themselves an average score of three out of four or higher. But when asked about specific actions taken in these categories, the scores were much lower – a difference of 40% for fuel consumption, 20% for CPG certification and food & household items, 17% for home energy and recycling and 9% for reusing.

Similarly, in the third-annual Canadian Water Attitudes Study commissioned by RBC and Unilever, 78% of respondents believe they try reasonably hard to conserve water, but 44% leave the tap running while washing dishes and 29% don’t know what they pay for water.

So what does this discrepancy mean for brands? “For marketers, this gap is not simply a call-to-action to do more marketing and advertising about green initiatives,” says Alma Obeid, marketing director at Summerhill, “but rather a call-to-action to find innovative ways to reach consumers in their homes, their workplaces [and] their social circles, make it simple to take that environmental action and empower them to proliferate that message to their neighbour, their coworker, their friend. That is what makes the action sustainable.” **EW**



This POS in Walmart stores paired up Levi's and Tide Coldwater to conveniently deliver energy-saving tips.

in cold water and donating old jeans to charity are put on every pair of jeans (Johnson notes that there are about 68 billion pounds of jeans in landfills in the U.S.).

"Our research told us that consumers care about the planet, of course, but they're not really open to paying more for organic unless they can get an intrinsic value," says Johnson. "That's the rub – people have to understand that this isn't just a fashionable thing to do, it's necessary to restore the planet. You have to constantly talk to the consumer, and that's why we did this dialogue with the care tags."

No surprise, Johnson notes that the key to a great reputation is authenticity. "You have to assume consumers know much more than you think they do and that you don't get into a spot where you're greenwashing, because you'll lose their loyalty forever," she says. "You have to back it up on all levels with consumers. You certainly wouldn't want to talk green and then have a store that's air conditioned so much that it's freezing cold and have the doors wide open. You wouldn't want to have an office building with the lights on all night long."

While Levi's has been successful with its in-store and on-product communications, Johnson says it's not their style to shout out their enviro-bent in a big campaign, noting that there have been debates within the company that perhaps they should be more vocal about it. But,

she says, "we don't do it to get more sales, we do it because it's the right thing to do. That sounds unbelievable, but I've been here a long time, and that's what this company is about."

### Fairmont keeps it subtle

"We have a very progressive green agenda," says Brian Richardson, VP brand marketing and communications at Fairmont Hotels. That's putting it mildly.

Since introducing the first known green program across an entire hotel chain in 1990, Fairmont has been a casebook study in how to run a green business, literally writing the book on eco-hospitality with its Green Partnership Guide – a resource for companies looking to expand their eco-policies.

From organic waste diversion in its kitchens to energy-efficient lighting, to community projects involving endangered species conservation, there's barely a touchpoint in Fairmont's 60 hotels that hasn't been greened. Last year, Fairmont joined the WWF Climate Savers program, committing to significantly reducing its carbon dioxide emissions.

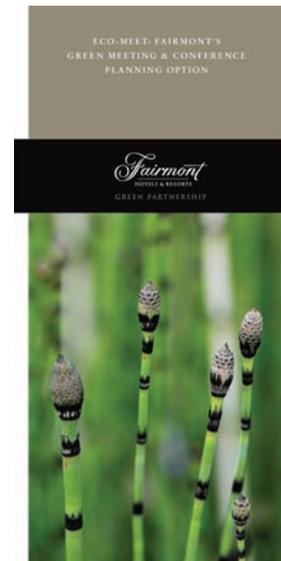
Most recently, in March and April Fairmont chefs highlighted their favourite sustainable seafood entrees, encouraging diners to donate a dollar to the National Geographic Society. Other "green cuisine" endeavours include removing endangered fish from the menu and

purchasing local, organic and sustainable food items.

Fairmont has racked up awards year after year for its efforts – from the World Travel & Tourism Council, the Professional Convention Association and *strategy's* very own Cause + Action awards (see this year's winners on p. 31) – and according to the Delvinia poll, 0% said that Fairmont was not green at all. But 49% of respondents answered "not sure" when asked how green the hotel chain was – reflecting the fact that Fairmont has thus far opted for more subtle, in-room messaging.

"Sometimes I wonder if there's a price to be paid for being as subtle as we are," says Richardson. "We believe generally that it's the right approach...You're never going to see a full-page ad in the *Globe and Mail* patting ourselves on the back about what we do, because we don't think that will resonate with our customer."

Fairmont is less subtle in its group-related business. Hosting over 5,000 meetings and conventions each year, usually acquired through an RFP process, Fairmont actively educates meeting planners about its "Eco-Meet" program, which involves everything from paperless services to



Fairmont's "Eco-Meet" program lets companies stay responsible.

"disposal-free" food services. It's something that increasingly eco-conscious companies are looking for, sometimes meaning the difference between booking a meeting and losing it to the competition.

And Fairmont's regular guests are starting to clue in. An annual environmental survey sent out to Fairmont's President's Club, which has over a million members, asked how familiar they are with the Green Partnership Program. "Within the last two years, we've seen the numbers really increase from guests being entirely unaware to vaguely familiar to, in the past year, over 20% very well aware," says Sarah Dayboll, manager of environmental affairs at Fairmont, also



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Walmart's new TV spot showcases easy and inexpensive green product choices.

noting that in the last year over 53% of guests consider the environmental programming when deciding to stay at Fairmont – an increase of about 10%.

“We do it because it's the right thing to do, not because we want to exploit this from a commercial perspective,” says Richardson, “but we do believe in the end it pays dividends because there are significant savings associated with what we do and also, increasingly, it is starting to become a point of reference in purchase decisions... We are dealing with a guest today that expects us to be progressive in this area, and if we're not, they might make alternative choices.” ■

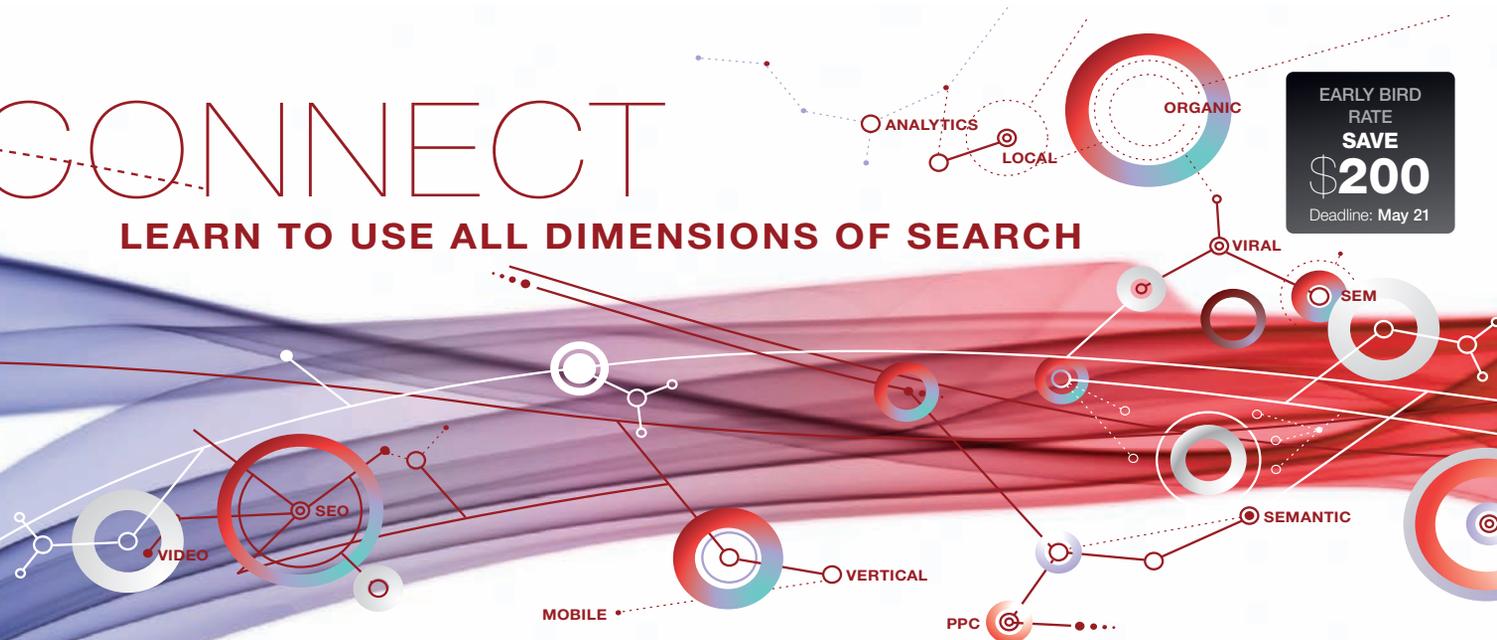
## The five Cs of sustainability branding

Maddock Douglas's MapChange research and five years experience building green brands went into compiling “The 5 Cs of Sustainability Branding” – a tool that outlines how to do it right:

- 1. Competitive.** To compete, brands must innovate – and the best new innovations tend to be sustainable. All other things being equal (price and quality = value), sustainability differentiates and provides durable competitive advantage.
- 2. Consumer-facing.** Get the most benefit out of new sustainability initiatives by making them something the consumer will see. There are plenty of ways to improve corporate sustainability, but consumer-facing changes will have the most immediate impact on public perception and, potentially, financial performance.
- 3. Core.** Tying sustainability to a brand's core business is another way to ensure it resonates. If a brand sells hamburgers, its sustainability has to be about hamburgers, i.e. organic beef, recycled wrapper, etc. Car brands must focus on making more fuel-efficient, cleaner cars, not saving the rainforest. Don't do something that is unrelated to what people know you for, or they won't reward your efforts and you could be seen as greenwashing.
- 4. Conversational.** Sustainability branding is more effective as a two-way conversation rather than one-way communication. Honesty and transparency will go a long way with consumers. Disclosing what you're doing well and what you could be doing better will instill trust. And trust breeds loyalty. Inviting consumers to participate in a conversation about your process will further strengthen the brand-consumer relationship.
- 5. Credible.** Sustainability strengthens brands. But, greenwashing, even if unintended, damages them. The good news is that it is easily avoidable, and the key is sequence. As long as sustainability efforts are in place, functioning and measurable before being announced, they will be viewed as credible. And proven, objective credibility paired with innovation and communication is the key to sustainable brand success.

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# GREEN IS THE NEW PINK

BY CAREY TOANE

Seasoned by successes in women's health and empowerment, Avon Canada is mobilizing its army of Avon ladies for a new cause: the environment

Talking to Roberta Lacey and Karen Simpson on the phone, you can hear the solidarity.

"We are very close as a team. Roberta is in my office, I'm in hers," says Simpson, who, as senior marketing manager at Pointe Claire, QC.-based Avon Canada, works closely with the global HQ on merchandising, supporting new products with field events and adapting U.S. creative for the Canadian market.

"Karen and I work together daily, we collaborate on almost everything," says Lacey, who leads CSR activities as part of her remit as director of communications and events. The two have nearly four decades' experience at the company between them and lead more than 25 people. "And we're very close to our representatives," she continues, "because when you're making programs for them, you have to understand what their needs are."

Since she was made famous as a stereotype in *Edward Scissorhands*, the Avon Lady has changed with the times. Since she set out in New York in 1886, her numbers have grown to six million reps in over 140 countries; moms are still looking to make some extra money as they juggle kids' schedules and part-time jobs, and their ages range "from 18 to 80," says Lacey. (The company's Mark. brand

caters to the younger end of that demo, both as a product line and a recruitment tool.) She's entrepreneurial and highly creative, community-minded and well-connected. She is also more ethnically and culturally diverse than ever, gaining access to what Lacey refers to as "under-reached" groups of women.

While the internet is growing as a communication tool these days, it accounts for a very small percentage of Avon sales transactions; reps are still knocking on doors. "The basic model of person-to-person is as strong as ever," says Lacey, who won't reveal the exact number of reps in Canada, but allows that there are "well over 50,000" proportionately distributed across the country. "Even though women are not at home as much, they still find each other at work and within the community, so that hasn't changed."

It's these connections that uniquely position Avon to spearhead a grassroots movement. Along with bottles of Skin So Soft, these women have been delivering Avon's CSR messages into homes and offices across the country for years, with impressive results. Since taking up the cause in 1992, Avon Canada has raised \$1 million a year for the Canadian Breast Cancer Research Alliance



– in 2000 raising that amount in a single day – as part of the global "Breast Cancer Crusade." In the last few years they've planted 140,000 tulips, ventured into social media to donate \$500,000 to local charities and even painted the HQ pink – all of which has prepared them well for their latest mission.

"Hello Green Tomorrow" is Avon's first consumer-facing global green initiative, in partnership with The Nature Conservancy and the UNEP Plant for the Planet: Billion Tree Campaign, rolling out in 170 countries worldwide in support of the International Year of Biodiversity. Avon reps will collect donations for trees to be planted in the South American Atlantic Rainforest – \$1 per tree – which has been reduced to under a tenth its original size. As Lacey and Simpson point out, if every Avon rep in the world sells three trees, the effort will result in 18 million trees planted.

"In Canada we have a vast network of representatives. Rural and urban, all over the country, Avon is there," says Lacey. "I don't think any company is better suited to spread this message of environmental awareness."

Mobilization here at home coincided with the global launch in March, kicking off with communications to the network of 186 regional managers across the country. Aside from green-themed incentives like energy efficient appliances and e-readers, Lacey

Above: Simpson (left) and Lacey. Left: Staffers paint the Avon Canada HQ grounds pink as part of last year's "Breast Cancer Crusade" activation.



who.

and Simpson are educating representatives to become “green ambassadors,” in the hopes they will enlist their customers in turn.

“She becomes a trusted figure, and now she has this wonderful program that she is supporting, so she is able to pass that message on to her customers,” says Simpson.

To that end, Avon reps are studying up on Avon’s Five Rs of Green Action: replanting trees, reducing paper and packaging by using online catalogues and order forms, reusing delivery bags and shipping cartons, recycling brochures and reducing their carbon footprint by consolidating customer visits and driving less.

Crucial for a company which prints two million brochures every two weeks in Canada alone, March also saw the launch of the Avon Paper Promise, which aims to source 100% of paper from certified sustainable sources in 10 years.

“If each one of them starts to live by these simple steps, it’s an immense impact on the green movement and on all the people around them,” says Lacey.

Last year, *Newsweek* ranked parent co Avon Products 25th among the 500 largest American companies based on environmental impact, green policies and performance and reputation – just above Procter & Gamble and Estée Lauder. The ranking cited the company’s “strong environmental management system” and commitment to reduce greenhouse gas emissions by 40% from 2002 levels.

HGT fundraising efforts began in earnest for Earth Month last month. The campaign was featured in all the company’s primary communications including both April brochures and ongoing through the year on Avon.ca and behind the scenes in the Rep Café internal e-newsletter and blog.

But the strongest tool in the Avon army arsenal is word of mouth. To make it as easy (and paperless) as possible for reps and customers to spread the word, the marketing department created an email explaining the “Hello Green

Tomorrow” mission and how to get involved. “It has a very viral effect, and it can reach a lot of people when all of our representatives start forwarding it,” says Simpson.

Avon’s green activities are saplings compared to its “Breast Cancer Crusade,” which has raised \$525 million worldwide since 1992. Avon Canada develops new home-grown activations every year, such as the “Tulip Tribute” in 2006, which planted thousands of tulips in communities across the country, receiving a lot of press and earning Lacey global recognition within the company.

“We made this analogy between giving money now, for research, and in the fall when you plant the bulbs; nothing happens right away, but you wait and you believe that the tulip will come up, and eventually in the spring the flowers bloom,” says Lacey. “They don’t all bloom, because not all research gives you what you want, but a lot [of them] do. You have to believe that you’re doing it for the long term.”

Last summer the “Paint it Pink” initiative marked Avon Canada’s first foray into social media, inviting people to upload images and stories about how they had been impacted by breast cancer to [Paintitpinkcanada.com](http://Paintitpinkcanada.com). For example, 22-year-old Meredith Roossinck of New Glasgow, N.S. posted her wedding photo, taken on a dragon boat with her team of fellow breast cancer survivors.

For every vote, Avon donated \$2 to breast cancer research, and participants could nominate other charities to a total of \$500,000 country-wide. The Facebook fan page has 1,803 members. Meanwhile, at Avon Canada HQ in Montreal, over 600 employees, artists, breast cancer survivors and friends pitched in to paint 24,000 sq. ft. of the grounds bright pink.

“All of our breast cancer initiatives are conceived and managed here,” says Simpson. “While we are a global company, there is room for local initiatives for the local market.” U.S.-made TV and print are reserved for



Posters promoting Avon’s first environmental CSR effort, Hello Green Tomorrow, have been distributed to reps across the country.

major product launches, such as the spot for Anew Reversalist eye cream that ran during the Closing Ceremonies at the Vancouver Olympics, and annual recruitment campaigns. MediaVest handles Canadian media buying.

Simpson says sales reps are encouraged to make campaigns their own. “We give them templates and guidelines for various pieces they might want to create or send out, etc. but depending on how creative they are, they will massage it and develop it to suit their needs.

“We are careful to protect our brand in terms of use of the logo and materials from Avon, but aside from that, the representatives are encouraged to be innovative and to find ways to reach out in their communities.”

This year the Crusade shifts focus on screening awareness, and while all the details aren’t yet confirmed, Avon reps will be delivering reminders into the hands of women across the country. “Again I don’t think other companies could do this as easily,” says Simpson, referring to the network of woman-to-woman relationships. “But we’re using our representatives to spread the message of, ‘take care of yourself, screening saves lives.’”

Simpson and Lacey are hoping to mark the first tree plantings in June with a special activation here at home. “We’ll certainly do something here in our facility,” Lacey says, “and if we can activate across the country something symbolic to represent that, we would like to do that.”

Meanwhile, reps are out talking about trees. “They’re really energized,” says Lacey. “They love it.” ■

**We asked Simpson and Lacey to answer a few questions about each other.**

**ABOUT KAREN**

**Her greatest accomplishment last year:**

taking over the marketing department

**Her professional style in three words:**

analytical, creative, risk-taker

**Her favourite Avon product:** I would

say anything that’s new! But her favourite would have to be Moisture Therapy body lotion, especially in the winter

**Hidden talent:** fabulous breadmaker and mother of three teenagers, including twins

**Office nickname:** Energizer bunny

**ABOUT ROBERTA**

**Her greatest accomplishment last year:**

launching our first social media program

**Her professional style in three words:**

innovative, energetic, entrepreneurial

**Her favourite Avon product:** any lip product! She loves the new Mega Impact lipstick in Brilliant Berry

**Hidden talent:** makes her own jewellery, accessorizes any outfit in 30 seconds flat

POP QUIZ

A man with dark hair, wearing a dark grey blazer over a black button-down shirt and dark jeans, stands against a teal background. He is wearing black, spiky gloves that resemble the gauntlets of the character Iron Man. He is looking upwards and to the left with a thoughtful expression.

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# OUTSTANDING NEW CAMPAIGNS

BY JONATHAN PAUL



## THE YMCA TAKES BACK COMMUNITY

Why do we have more friends on Facebook than in the real world? That's the kind of reality check the YMCA poses in its new campaign to question the modern notion of community.

Developed by TBWAVancouver, the effort, which launched in April, revolves around the opening of the Robert Lee YMCA in downtown Van City. Messaging throughout the Lower Mainland aims to remind people that in this fast-paced, high-tech world, where making personal connections is often more difficult than in yesteryear, the YMCA can bring people together in positive ways.

"We wanted to modernize the YMCA and make them culturally relevant again," says Paul Little, CD, TBWAVancouver.

"The strategy was to connect on a grassroots, but very emotional level [about] what the YMCA can offer people in a thought-provoking way."

Wild postings asking "Why do we prefer iPods to conversation?" and "When did smiling at someone on the street become creepy?" drive to Wheredidcommunitygo.com.

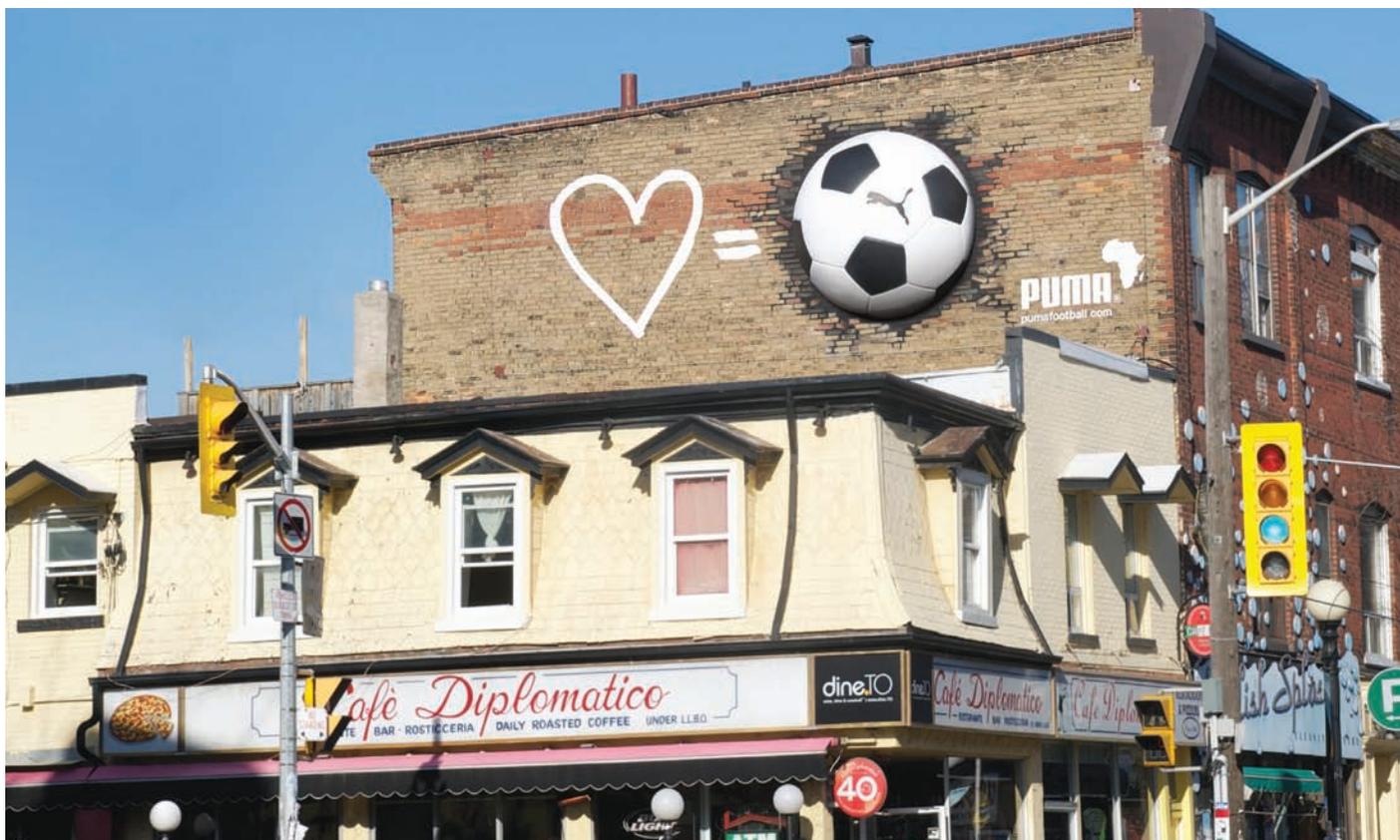
An animated viral highlights how disconnected people have become from one another and positions the YMCA as a place where community can be fostered.

Guerrilla activities are set to roll out over the summer, including spontaneous installations of foosball and ping-pong tables throughout downtown Vancouver.

Over 400 yoga mats will also be hung up around the city, and once removed will reveal a tactical ad driving to the May 3 grand opening of the Robert Lee YMCA, as will print ads appearing in Lower Mainland newspapers.

advertiser: **YMCA**  
 agency: **TBWAVancouver**  
 CD: **Paul Little**  
 copywriter: **Mia Thomsett**  
 AD: **John Williamson**  
 agency producers: **Catharine Chesterman, Jen Mete**  
 director: **Isaac King**  
 production company: **Head Gear Animation, Toronto**  
 producer: **Kathryn Rawson**  
 sound design: **Wave Productions, Vancouver**  
 music: **Apollo Studios**





## PUMA'S BALLS BREAK WALLS

Puma hearts soccer.

So much so that it teamed up with Toronto-based Zulu Alpha Kilo to prominently display the brand's positioning, "Love = Football," in a way that seems to damage private property.

The eye-catching wall mural, located in the heart of Toronto's Little Italy, appears through a trick of the eye to be 3D. It's part of the second phase of activity touting Puma's sponsorship of the Italian football team for the 2010 FIFA World Cup. The first included human foosball, a referee penalizing pedestrians and a viewing of a World Cup qualifier between Italy and Ireland.

"Nowhere will you find more love for the World Cup than in the heart of Little Italy," says Zak Mroueh, president/CD, Zulu Alpha Kilo. "It's amazing to see people's double-take as they pass a larger-than-life football. We thought it would be a great way to kick off the campaign and create excitement that the World Cup is coming."

advertiser: **Puma Canada**  
 agency: **Zulu Alpha Kilo**  
 CDs: **Zak Mroueh,**  
**Joseph Bonnici**  
 AD: **Mark Francolini**  
 copywriter: **George Ault**

designer: **Grant Cleland**  
 illustrator: **Michael Fellini**  
 account executive: **Sarah Jue**  
 agency print producer:  
**Eileen Smith**



You are cordially invited to submit your new, dead clever and previously unrevealed campaigns to editorial director Mary Maddever at [mmaddever@brunico.com](mailto:mmaddever@brunico.com) and CD Stephen Stanley at [ssstanley@brunico.com](mailto:ssstanley@brunico.com), co-curators of *strategy's* Creative space.

# PAYING MORE AIN'T BULL, SAYS FROG

BY JONATHAN PAUL

## It ain't cheap being green.

Toronto-based renewable electricity provider Bullfrog Power recently launched its first national ad campaign, extolling the virtues of higher-priced power.

"Pay More for Energy" aims to sell people on Bullfrog's service offering and start a conversation about how the costs of conventional energy sources like fossil fuels are artificially cheap. Now active in six provinces (B.C., Alberta, Ontario, New Brunswick, Nova Scotia and P.E.I.) Bullfrog felt Earth Week in April was the right time to bring that dialogue to the national stage.

"Now, more than ever, it's important for individuals to lead, to make change at a personal level, whether it's at home or their business," says Bullfrog president Tom Heintzman. "If we can get people thinking about the real cost of energy, that moves the agenda forward."

Developed by Toronto-based John St., Bullfrog's radio and first-ever TV ads depict people explaining why they're happy to pay more for energy, and print, online and OOH feature the tagline and a smiling frog. It all drove to [Paymoreforenergy.ca](http://Paymoreforenergy.ca), a Facebook page housing video testimonials by consumers and a discussion paper about why renewable energy costs what it does.

We asked **Brian Howlett**, CCO at Toronto-based Agency59 and **Richard Seres**, VP marketing of Vancouver-based Vancity, to tell us whether they think Bullfrog's effort will galvanize more green thinking or simply croak.



### THE POSITIONING

**Howlett:** Love the proposition. "Pay more for energy" is bold, provocative and predisposes me to listen to their argument. It's smartly self-selecting: their target is those who can afford to, and are prepared to, pay a premium for a cleaner conscience.



**Seres:** If the definition of an effective positioning solely rests on the criteria "is this unique?" well, check. The message will get noticed, but the evidence is against having it resonate. Recently, a poll by TD Canada Trust [found] that 72% of Canadians are willing to pay more for an environmentally-friendly house and of these, 77% said that cost savings on energy bills is a main motivation (compared to 65% in 2008). People are increasingly seeing cheaper energy as the "prize" for their investments in creating efficiency. If the campaign aims at targeting the mainstream, they probably have missed the mark.

**PAY  
MORE  
FOR  
ENERGY.**



### THE TIMING

**Howlett:** I get that the campaign is coinciding with Earth Hour and Earth Week, and that these events are gaining traction with the public. But as a consumer of energy, I'm also more likely to reconsider my options in the fall as my home energy costs fall off my radar in the spring.

**Seres:** The environment has become such a mainstream issue for people today that the idea of an Earth Hour or Earth Week seems woefully inadequate. Times have changed and consumer focus on the environment isn't confined to any timing window. Timing the media to generate a more cost-effective buy might have been a better alternative.

### THE CREATIVE ELEMENTS

**Howlett:** The transit ads worked for me. I was struck by the proposition juxtaposed against the happy, smiley frog.

The TV is a disappointment. These spots would be more at home as videos populating their Facebook page. Where's the frog? I'm not getting the whimsy that the print brings to the brand. Same goes for the radio. I wish they had taken the core proposition and, rather than simply explaining what it means, milk that stopping power.

**Seres:** They're clearly going for a gritty, honest type of message through the TV ads. But they missed the mark for me because they feel so slick. The promises they've chosen to focus on also feel lofty and are missing a sense of transparency one would expect from an environmental energy company. By little old me paying more for my electricity each month, will I really have an impact? Bullfrog is working against major conservation messages that consistently tell us the best way to save the environment is to use less vs. pay more.



**The creds** advertiser: **Bullfrog Power** agency: **John St.** creative directors: **Angus Tucker, Stephen Jurisic** copywriter: **Jennifer Rossini** art director: **Stuart Campbell**

Strategy asked the top brass at media agencies across the country to give credit where it's due and name their brightest young media minds. The winner will be selected by the *strategy* Media Agency of the Year jury and announced this fall. Stay tuned for the second batch of contenders in next month's issue.

BY JONATHAN PAUL

# NEXT MEDIA STARS

## The airport authority

**Natasha Stevens**, media strategist, OMD Toronto



Right: airport walkway decals draw travellers' attention to Rogers' roaming service.

### Claim to fame

In just three years working in media, OMD strategist Natasha Stevens has become a bona fide authority on airport advertising, thanks to her work on the Rogers account over the past year. Pioneering media executions helped Rogers score a Place-Based MIA in 2009 for its U.S. roaming campaign – on which Stevens was the lead.

"We were asked to target adults who travel to the U.S. at least once a year without their children, and these people really want to stay in touch with their family and friends," says Stevens. "We knew we needed to reach people in airports right before they left, so we wanted to dominate and do things that have never been done before."

That led to glass decals on moving walkways, branded napkins distributed by flight attendants on Air Canada flights and a new medium in airport bookstores: bookmarks.

Rogers experienced five times the number of roaming activations within two weeks of launch and extended the campaign into 2010, growing it from a limited-time execution to a priority with year-round support and ultimately taking it international.

Other first-ever executions this year included digital screen danglers at the Calgary International Airport and new boards at Pearson International

in Toronto. Stevens and her team aren't stopping there, looking into messaging on the back of e-cards, online booking printouts and security bin advertising that's launched in the U.S. but has yet to appear in Canada.

Stevens's frontier-busting isn't just restricted to airports. She's also bringing her DIY media penchant to the streets. For a Rogers consumer wireless campaign launching this month, she led a partnership with Vancouver's Flow Media to bring large-format HD video-screen

in London, ON., for its Business Purchasing program, then came to Toronto for Humber College's Advertising and Media Sales program, graduating in 2006.

Her first media gig was as an account assistant at ZenithOptimedia, where she spent two years on brands like Fox Entertainment and Nestlé Infant Nutrition. But when OMD took on the Rogers account, she saw an opportunity she couldn't pass up, and moved over.

Stevens joined the team at OMD a year ago and has taken



tech Ad Glass to Canadian storefronts for the first time.

"It's never been done, there's audio on it, it's really going to capture the attention of people walking by," says Stevens. "It's a way to get a downtown presence other than cluttered billboards."

### The score on Stevens

For Stevens, 27, the rise to Next Media Stardom was swift. Originally from Brantford, ON., she went to Fanshawe College

flight. "I knew it was going to be a challenge," she says. "It's such a huge account. I really felt like I was ready for something new."

### What's the biggest untapped airport media opportunity?

"We could do kiosks or sampling, where there is someone standing there to have a direct conversation with the traveller," she says. "We have yet to execute anything along those lines."

# The strategic interceptor

**Anne-Marie Buchanan**, media strategist, Bleublancrouge



## Claim to fame

Last year, Montreal-based Laurentian Bank did something to tout its mortgages that it had never done before.

Working with Montreal-based Bleublancrouge, it targeted mobile, 25- to 34-year-old first-time homebuyers by buying a two-hour block on Astral Media radio stations for six consecutive Sundays, creating “Les Visites Libres Banque Laurentienne.” It was an exclusive, integrated program aiming to reach the target during a key emotional moment: when they are out and about on Sundays perusing open houses.

The bank completely owned the 2 p.m. to 4 p.m. timeslot on two top performing Montreal stations, Énergie 94.3 and Virgin Radio 96, supplying advice by way of vignettes that addressed aspects of financing and property ownership. Even the

DJs were in on it, with integrated branding worked into their banter.

“We wanted to create something that would be useful and entertaining,” says Anne-Marie Buchanan, media strategist, Bleublancrouge.

“We had to work in synergy with the creative, the media, the stations and the client to make sure this would work.”

It did. Laurentian increased mortgage commitments by 20%, eliminating a \$100 million shortfall from the previous year, and broke its all-time sales record. Buchanan and the bank took home a gold MIA.

Taking it up a notch in 2010, Buchanan used media to establish a presence with the target at every stage of the

housing search. Laurentian’s relationship with Astral Media was expanded to include sponsorship of home decoration TV shows, rebuilding schedules into Saturday and Sunday morning blocks. The bank also sponsored the Montreal Home Show and Open House Weekends, where Laurentian Bank mortgage advisors and home decoration experts were on site to counsel new homebuyers.

degree in PR, she went to work for Montreal Fashion Week, then to Montreal-based PR and communications agency Casacom and eventually the United Way, where she worked in communications marketing and event organization.

During her tenure at the United Way, Buchanan earned a graduate diploma in marketing communication at business school HEC Montreal. It was there that she met Claude



In addition to targeted radio, the buy included mortgage ads placed on real estate websites and OOH ads, and DM pieces distributed in neighbourhoods where the target was renting.

“We thought about all the other insights we could use that had to do with this target,” says Buchanan. “So, this time around it’s more than integrated, it’s one media driving to another [with] a different role, so we can really follow the consumer in his thinking process.”

## Buchanan’s backstory

Media is not where Buchanan, 30, began her career. After graduating from the Université du Québec à Montréal with a

Lamoureux, director of media at Bleublancrouge.

“He wanted someone who could do strategy, so he chose to hire me based on my five-year experience in communications, even though I had zero media experience,” says Buchanan. “That was a gamble, and my media learning curve had to be super fast as I was building media strategy for my clients a couple of weeks after I was hired.”

## What’s the best part of working in media?

“Good advertising. To do media you have to think about the target, you have to think about where they are.”



Above: transit posters in rental neighbourhoods target first-time buyers.

Top right: Laurentian mortgage advisors discuss options at the Montreal Home Show.

# THE RITUAL

It usually begins slightly after 6 a.m. Whether it's the chime of a laptop or the turn of a crisp sheet of newsprint, the result is always the same – a suspended sense of the present as the journey into the day's news begins. Scandal in Government. Markets in turmoil. We won, 4-2! A strong Americano brings a nice irony to the financial news south of the border. So who are these people? They are the ones who want to know about the entire world, not just theirs. They are individuals who care deeply about the future of their country and of their planet, and they want a part in shaping that future. They are leaders, they are thinkers, they are innovators. The ritual is theirs and it is made up of every word, on every page from world issues to travel, business to fashion, and everything in between. They represent the very best of Canada. And we are proud to have them as our readers. They look to us to help them remain educated, entertained and enlightened, and they do it to the tune of 3,000,000 every week. And, if you believe that this much sought after group of people is beyond reach, you'd be wrong. It's as simple as a visit to [globelink.ca](http://globelink.ca), a call to 1-800-387-9012 or an email to [advertising@globeandmail.com](mailto:advertising@globeandmail.com)

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# The content matchmaker

**Andrea Miliauskas**, communication strategies supervisor, J3 Canada



Above: Splenda-sponsored "Sweet Talk" online video series host Liza Fromer and guest David Adje. Top right: MTV hosts Dan Levy and Jessi Cruickshank in an ad for J&J's *Fora* magazine.

## Claim to fame

Communication strategies supervisor at Toronto-based J3 Canada, Andrea Miliauskas knows a thing or two about hooking brands up with entertainment properties.

She led the April launch of online magazine *Fora*, created by Johnson & Johnson's Clean & Clear brand in partnership with MTV Canada. The aim was to change teens' perception of Clean & Clear from simply a purveyor of acne care products to a specialist in teen beauty care. Leveraging a teen content powerhouse like MTV was a no-brainer.

"At the end of the day, teens are about fashion and beauty as much as they are about gossip and entertainment," she says. "The audience is already there, so why not build something that's ownable by Clean & Clear and brings new users to MTV?"

TV promos, online ads, PR and in-show mentions from MTV personalities drove to [MTV.ca/fora](http://MTV.ca/fora). The digi-mag has three themed issues a year, but content is refreshed on a bi-weekly to weekly basis. Ad space is completely dominated by Clean & Clear, showcasing products not necessarily related to acne care like makeup remover, cleansers and moisturizers.

Back in 2009, Miliauskas turned to Canwest to develop partnerships with Food Network and *Canadian Living* magazine to create a multi-platform program for J&J's low-calorie sweetener brand Splenda. Again, the goal was to change perceptions of the brand and create relevancy as consumers eat healthier, touting its versatile potential as a low-cal baking and cooking option. The result was the online video series "Sweet Talk," featuring



TV personality Liza Fromer, on [Splenda.ca/sweettalk](http://Splenda.ca/sweettalk).

Episodes featured seasonal food trends, such as healthy holiday treats, New Year's resolutions and summer activities like jamming.

Thirty-second promos on Canwest channels featuring snippets of episode content, as well as online and print ads profiling series guests and recipes, drove to the website and full-length episodes. The site also offered recipe downloads, news, coupons and surveys. A partnership with [MSN.ca](http://MSN.ca) resulted in an exclusive Splenda diabetes info hub.

"Sweet Talk" garnered 30% more traffic to [Splenda.ca](http://Splenda.ca), and visitors spent an average of three minutes with the content. By the end of December 2009 there were over 123,000 video views and 148,000 site visits.

The campaign has been extended into 2010, focusing on "aha!" moments where guests including LPGA golfer Lorie Kane and Food Network chefs David Adje and Roger Mooking explain easy food solutions that helped make a change for the better in their diet. The 2010 version also includes a more robust TV presence. Two-minute vignettes during breaks in Food Network's top show in Canada,

*Ace of Cakes*, drive back to the extended online pieces.

"It's taking what worked last year and making it better," says Miliauskas. "It was great content, we just needed to get to more of an audience."

## More on Miliauskas

Miliauskas, 26, graduated from Centennial College's advertising program in 2005. An internship working on the IBM account at Mindshare in Toronto turned into a full-time job, which took her to the agency's office in London, U.K. She returned to Canada in 2008, ultimately landing at J3.

"J3 is really integrated," says Miliauskas. "I talk to my digital team and my broadcast team every day, we all sit together. It seemed so appealing because you get exposure to everything."

## What are you most proud of professionally?

"Going to London. I think it's terrifying to pick up and fly halfway across the world to go try out another market. I may not have lasted that long (seven months), but I don't regret it. It was terrifying and interesting all at the same time."

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2009 Marketing Awards:  
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2009 CMA Awards:  
1 Bronze



2009 Communication Arts



2009 Digital Marketing Awards:  
1 Gold, 3 Bronzes



2009 Marketing Magazine:  
Top 10 Agency of the Year



2009 Strategy BIG Award Winner



2009 Applied Arts:  
9 Winners



2010 AME Awards:  
AME Green Winner



2010 AME Awards:  
1 Gold, 1 Silver, 1 Bronze



2010 Cassies: Grand Prix



2010 Cassies: 4 Golds

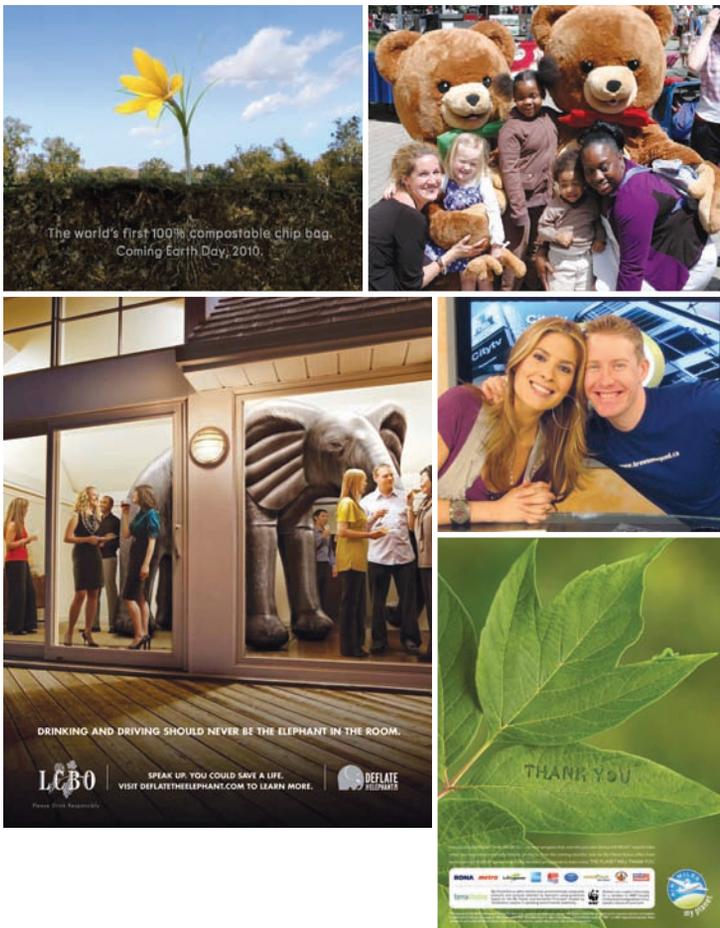


Cheers and thank you to Juniper Park, for all your hard work on our behalf, from your friends at Frito-Lay US.



# CAUSE + ACTION 2010

BY EMILY WEXLER



Between juggling hectic work schedules, busy social lives (both in person and online) and myriad commitments, consumers still strive to be socially conscious. It just has to fit in.

According to Corus' Her Report, around 50% of women say living a "green" lifestyle is important, but has to be balanced with other priorities.

And while consumers have the best do-gooder intentions, their actions don't always reflect it (see p. 15). So CSR programs can help out by being relatively painless to participate in and, of course, ringing true to the brand.

"Consumers can smell it," says C+A judge and Unilever marketing manager Margaret McKellar. "To be successful in social mission marketing, you have to strip it down to the core of what product we offer, why it was invented, how it is made. Only brands that have natural authenticity will be successful."

This year's Cause + Action winners delivered campaigns that did just that. Judged by our panel of experts on brand DNA, uniqueness, awareness, legs and overall commitment to the cause, they proved that items purchased every day – like a bag of chips or a jar of peanut butter – can have a huge impact.

Read on to find out which brands took it to the next level of making a difference...

# SunChips

## grows a greener brand

OVERALL WINNER

**They walk the talk.**  
They changed the process and they changed their packaging to be more in line with the future



### Inspiration

This is the story of the transformation of a brand from a healthy snack into an advocate for a healthier planet. For many years, Frito-Lay North America's SunChips brand enjoyed a reputation as a whole-grain snack. But recently the healthy snacking category exploded with whole-grain crackers, cereal bars and even copycat products. Just having better nutritional credentials was no longer enough. SunChips's growth began to stall.

Meanwhile, people's definition of health broadened as they increasingly recognized a relationship between their well-being and the planet's. From this broader definition of health came the foresight to connect SunChips with the environment: a small step for the consumer and for the planet. Thusly, SunChips embarked on an ambitious

plan to reposition itself as "the pre-eminent green snack."

### Strategy

SunChips made significant capital investments to manufacture their product in a more environmentally friendly way. After adding a solar field to a plant in California to make SunChips with the help of solar energy, they committed millions to launch the world's first fully compostable chip packaging.

The challenge was to make this manufacturing news accessible, fun and connected to the product. The idea "actions speak louder than words" inspired the creative strategy – to let the company's actions speak for them and inspire others.

### Execution

Working with AOR Juniper Park, Frito-Lay VP portfolio marketing Gannon Jones first shared how SunChips

used solar power to make chips. National TV and print in the U.S. connected the idea of a healthier planet with a healthier lifestyle.

Next was the launch of the first 100% compostable chip bag. SunChips set out to create buzz about this powerful news with two statement pieces. First, they released a time-lapse video of a bag actually decomposing underground. This ran once on American television, during *American Idol* on the evening before Earth Day 2009, and was seeded on video-sharing sites on Earth Day.

Second, an actual compostable bag was inserted into *People* magazine during Earth Week, allowing consumers to experience the new bag themselves. (See sidebar, p. 33, for how Frito Lay Canada adapted these ideas north of the border.)

SunChips also created a program to enable the small steps of others to change the world. It partnered with *National Geographic* in April 2009 to create "The Green Effect," a program that solicited and funded consumers' green initiatives to effect environmental change in their communities. In July 2009, the five best consumer initiatives received \$20,000 each to fund their idea.

The effort attracted notable environmentalists, including



Left: the compostable bag appeared in *People* magazine. Opposite: Juniper Park created a video to promote the “Green Effect” program.

Edward Norton, who helped judge the submissions. It culminated in an event at the National Geographic campus in October 2009, with the winner featured in the November issue.

### Results

The results were exceptional for a premium-priced brand in a recessionary economy. Sales grew, unaided awareness increased significantly and overall brand equity metrics surged (results were provided).

Furthermore, SunChips’s green efforts led to success with consumers and media. The campaign garnered over 100 million media impressions, and after just one prime-time airing, the compostable bag ad generated discussion in social media, including unsponsored mentions by celebrities such as Demi Moore to her then-700,000+ Twitter followers. The campaign was covered in mainstream media (such as the *New York Times*, MSNBC and PBS) and websites and blogs (Treehugger.com, SustainableLifeMedia.com, EnvironmentalLeader.com).

But perhaps most rewarding is that SunChips is now perceived as a top five green brand on Brandtags.net and is held up as an example of authentic sustainable marketing.

### JUDGES’ COMMENTS

“How do you differentiate if everything is screaming ‘organic’ and ‘planet friendly?’ By truly integrating green practices into your supply chain and telling people about it. Good effort on their part – definitely stood out.”

– Alex Gill, principal, Mendicant Group

“I like that they walk the talk. They changed the process and they changed their packaging to be more in line with the future. It is not greenwashing.”

– Claude Bernier, EVP marketing and customer innovations, Rona

“Bravo! They were incredibly brave in staying focused and single-minded in their communication on the environmental side. It’s rare that food brands are willing to not talk about the obvious: taste. The clarity and strength of the idea is evident in the results they achieved with limited investment.”

– Margaret McKellar, marketing manager, Becel, Unilever

“Their focus on solar energy is brilliant – both in terms of brand alignment and consumer education and awareness. Same goes for the use of a compostable chip bag. This is an industry leader to watch!”

– Adine Mees, president and CEO, Canadian Business for Social Responsibility (CBSR)



## THE BAG COMES TO CANADA

On June 7, SunChips enters the *Dragon’s Den*.

“Greenvention,” a special episode of the CBC series, will feature the best of a two-month audition process currently underway across Canada, where wannabe entrepreneurs will showcase their eco-friendly business ideas with the hopes of impressing the discerning Dragons for a grand prize of \$100,000. SunChips is the title sponsor of the audition tour as part of the brand integration for the one-hour special, and is also promoting the “Greenvention” tour on Sunchips.ca.

SunChips’s compostable packaging and ad campaign first came to Canada in February with a Super Bowl debut. The Juniper Park-created campaign was adapted by Frito Lay Canada’s AOR BBDO Toronto and MAOR OMD Canada.

The TV creative featuring the decomposing bag continued into the Vancouver Olympics in February, and the campaign also included a content sponsorship with The Weather Network.



# Kraft Peanut Butter

## spreads bear hugs to feed the hungry

This builds on and strengthens what **the brand means in the hearts and minds of users**

### Inspiration

An iconic brand, Kraft Peanut Butter has been part of Canadians' lives for 50 years. When you spread Kraft Peanut Butter you spread the feeling of positive emotions – a positivity that emanates to those around you. Similarly, hugs give people an emotional boost, and it is with these insights that Kraft built the “Spread the Feeling Hug Day” campaign.

Kraft wanted to help spread some good feelings to those in need, and decided to tie the hugs to food bank donations. Peanut butter is an especially important item for food banks as it is a source of valuable nutrients. During the summer months, donations to food banks across Canada significantly decline, drastically limiting supplies.

### Strategy

In 2008, Kraft VP marketing, grocery and beverages Domenic Borrelli and his team kicked-off a mass advertising campaign by Drafftcb and media agency

MediaVest that included OOH, TV, cinema ads, print and digital billboards. Developed by MacLaren Momentum and Edelman Canada, a Toronto street event leveraged the brand's iconic Kraft Peanut Butter Bear mascots, Smoothie and Crunchy, and gave consumers the chance to receive a free bear hug. With every hug, Kraft donated one 500-gram jar of PB to the Daily Bread Food Bank in Toronto.

The 2008 event was so successful that Kraft took it national. The 2009 “Spread the Feeling Hug Day” tour launched May 16, and invited consumers to join the Kraft Peanut Butter Bears in Montreal, Ottawa, Toronto, Edmonton and Vancouver to get a free bear hug and help hungry Canadians. Kraft partnered with local food banks in each city, and for every bear hug received, once again a jar of peanut butter was given to the food bank.

Kraft set a national goal of 50,000 hugs and jars donated. Online, PR, social media, print,

and events were used to hit specific goals in each city.

### Execution

The larger-than-life bear mascots gave hugs to both kids and adults alike. In Montreal, Smoothie and Crunchy were hugging at Atwater Market at the Lachine Canal. In Ottawa, they hugged at the ByWard Market and in Toronto at Ontario Place. And finally, they hugged at West Edmonton Mall and the Vancouver Aquarium.

Event staff, dressed in vibrant “Spread the Feeling” t-shirts and outfitted with bear ears and a tail, snapped Polaroid pictures of families with the bears and handed out branded picture frame magnets.

Those who couldn't make it to the events sent virtual bear hugs to their friends and family at [Spreadthefeeling.ca](http://Spreadthefeeling.ca) and [Dubonheurartartiner.ca](http://Dubonheurartartiner.ca). The microsite featured a map of Canada showing where the bears were headed next and a virtual hug counter tallying the total hugs given.

IN A CORPORATE JUNGLE  
IT AIN'T EASY BEING **GREEN.**



Congratulations on being recognized by **Strategy's Cause + Action Awards** for your achievements in environmental sustainability. Not only do you inspire Canadians to be green through the AIR MILES® My Planet™ program, you are also a leading example of eco-friendly corporate practices.

AIR MILES®, thank you for doing what it takes to be green.



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Above and previous page: Hug Days were a success, donating over 50,000 jars of PB to food banks. Right: virtual bear hugs were sent by email.

**Results**

The campaign was a tremendous success for both Kraft and local food banks. Kraft met the national goal with 50,193 hugs/jars donated and achieved 99% branded media coverage with tier-one outlets such as *Breakfast Television*, *Global* and *CityNews*. Overall,

the program realized over 15 million impressions and 116 stories by means of PR, web, TV, radio and print.

The success didn't end there: Kraft Peanut Butter's share was up three points consistently in the months they were on tour, and consumers spread the word through Twitter and Facebook. Kraft dimensionalized the



campaign promise and made a big impact on those in need. "Spread the Feeling" has come to mean more than just peanut butter on toast.

**JUDGES' COMMENTS**

"Kraft's 'Spread the Feeling' personified the very essence of the brand. The cause they support is core to their competencies and has legs. This was such a unique and heartwarming initiative. They brilliantly executed this campaign by including all the elements of their brand from their messaging to their mascot all while addressing a very serious issue. Dividends were achieved both from a cause perspective and sales – a win-win."

– **Andrea Dil, brand manager, Cisco Canada**

"A fabulous theme for 2009. It was such a difficult year; hugging a bear is so comforting, while at the same time allowing someone [in need] to get peanut butter. What more can you ask?"

– **Natasha Renaud, director, communications and social responsibility, Grand & Toy**

"This builds on and strengthens what the brand means in the hearts and minds of its users. The cause is fundamentally linked to the product as well."

– **Margaret McKellar**

"The hug strategy goes very well with the image of the brand. It's creating a very positive atmosphere, a positive mindset and a fun way of fundraising."

– **Claude Bernier**

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**FOR MORE INFORMATION**

Contact Adam Conrad at 416.408.2300 x248  
or adam@strategy.brunico.com



# LCBO

## deflates the elephant

Above: the elephant appeared on bags (left) and in print ads.

### Inspiration

Over the last 12 years, the positioning of the Liquor Control Board of Ontario's (LCBO) holiday anti-drinking-and-driving campaigns has evolved from guilt and regret to the "friends stopping friends" message currently in market.

The concept for the 2009 "Deflate the Elephant" campaign was born of the simple insight that the largest barrier to stopping a friend from drinking and driving was embarrassment. This was the elephant in the room – the embarrassing issue obvious to everyone but too often ignored.

### Strategy

The LCBO team, led by Bill Kennedy, executive director, corporate communications, used this well-known idiom to create awareness and direct people towards the information and tools needed to help prevent their friends from drinking and driving.

### Execution

Working with Due North Communications and MediaCom, the campaign used traditional and new media to

leverage two of the LCBO's greatest assets: its retail footprint of 611 stores and the popular *Food & Drink* magazine.

The communication goal was to drive partygoers to the companion microsite created by Dashboard Communications, Deflatetheelephant.com.

The site's main feature was a solutions-focused interactive experience that put users in a hosting situation where they needed to stop a friend from drinking and driving. To ensure relevance, different scenarios were created for men and women. Once the visitor made a selection, they were given a variety of options to help them speak up and stop their guest from drinking and driving. Printable tips and facts were seeded throughout the scenario.

Two 15-second TV ads, "Sports" and "Girls' Night," spoke to men and women separately during gender-targeted programming, and digital boards in men's washrooms across the GTA aired the "Sports" spot.

Print ads in *Food & Drink* featured people at a social gathering casually talking and ignoring the elephant in the centre of the room.

Online, a search marketing campaign targeted people searching for drinking and driving tips and information on party hosting. Display ads appeared on sites such as Yahoo Lifestyle and About.com, and pre-roll aired on GlobalTV.com.

In-store material was developed to drive traffic to the site, using the elephant icon and the website address along with the challenge to speak up and save a life.

### Results

The campaign was well received and garnered extensive media coverage (far exceeding the earned media target) resulting in a total of 80 hits in print, broadcast and online outlets such as the *Globe and Mail*, *National Post*, MSN, 24 Hours, CBC Television, Global TV and CFRB 1010.

### JUDGES' COMMENTS

"They really went for a showstopper. They used a big symbol to demonstrate the point. It is very well done and makes the consumer feel better about stopping a friend from driving [drunk]."

– Claude Bernier

Andrew Murie, CEO of MADD Canada, publicly endorsed the campaign, and LCBO received congratulations from Ontario Premier Dalton McGuinty.

Independent post-tracking research showed strong breakthrough and awareness for the TV campaign and point-of-sale materials.

The campaign overall had a positive impact on LCBO's effectiveness to promote responsible consumption. The microsite was very successful in communicating the need to speak up, and those aware of the "elephant in the room" expression (81%) believed it to be effective in communicating the social awkwardness, while 74% thought it appropriately conveyed the message to not drink and drive.

# Maxwell House brews some good

## Inspiration

"Brew Some Good" grew from the insight that consumers often feel popular culture is out of sync with what is important, what is meaningful and what should be valued. It was a way to reverse this trend and instill optimism in the public mindset with the mantra, "It's a new morning. Brew some good."

The goal was to communicate that Maxwell House has changed both functionally and as a brand. The product itself was improved with a reformulation to 100% Arabica beans, which led the Maxwell House marketing team to wonder if the brand couldn't

## Execution

Working with Ogilvy & Mather (as well as OgilvyAction and OgilvyOne), MediaVest for media and Strategic Objectives for PR, the campaign kicked off in April 2008 with celebrity buskers and free coffee and transit token giveaways in Toronto and Montreal, as well as a \$100,000 donation to Habitat for Humanity. A TV spot was produced for only \$19,000, and viewers were urged to go to [Brewsomegood.ca](http://Brewsomegood.ca) to nominate a charity to receive the "saved" remaining funds. A second wave highlighted some of the causes Maxwell House supported.

In 2009, a fourth ad in the campaign featured Hope Air, a non-profit that helps Canadians in need cover flight costs associated with medical treatment, which was a winner from the "Nominations" campaign. Ad tracking indicated that it was the strongest ad yet, maintaining an emotional connection with consumers.

Maxwell House declared March 2 to 8, 2009, as "Brew Some Good Week." Canadians were encouraged to unite in as many random acts of good as possible. Teams of Brew-Gooders took to the streets of major cities to reward people spotted doing acts of good with books and vouchers for two free tins of Maxwell House. For each coffee voucher redeemed, Kraft made a \$10 donation to Habitat for Humanity.

BSG Week was supported through advertising, sampling, event marketing and PR. Spokesperson/author of *Cool To Be Kind* Brad Stokes helped raise awareness and



lent credibility to the mission with tips and advice on how Canadians could increase their kindness quotient.

Jean-Francois Carrey, the youngest Canadian to climb Mount Everest, acted as the francophone spokesperson.

Each day, new half-page ads running in daily commuter papers were paired with custom editorial features that spoke to the Brew-Gooder theme. Ads were market- and date-specific, notifying readers of exactly where the Brew-Gooder teams could be spotted.

Maxwell House also leveraged its long-standing *Breakfast Television* and TQS partnerships, using daily sponsorship billboards and several in-program interviews and integrations.

All activities ultimately drove to [Brewsomegood.ca](http://Brewsomegood.ca). A "Brew

Some Good" widget and e-copies of the book *Cool To Be Kind* were available for free download to further engage consumers.

## Results

Despite low TV GRP levels, the nomination response was amazing, with 4,500 entries. In 2009 the TV support was of the same level but out-tracked the 2008 executions.

The PR program increased consumer and media awareness and surpassed all goals and industry standards with over one million audience impressions and 203 stories. Average cost-per-impression was a fraction of industry standards.

The brand contributed 20% of total R&G coffee retail growth, with dollars up +22% (vs. category +13%). Penetration and household purchases also increased.

Where should we spend the difference?



Instead of expensive TV creative, spots featured a simple cup of coffee (above) and non-profits like Hope Air (top right).

also do something to improve things in the community.

## Strategy

Kraft Canada saw an opportunity to build new meaning into the brand by leveraging a product improvement to symbolize that the brand could stand for making things better, beyond just the coffee in the tin.

## JUDGES' COMMENTS

"This was a creative and original endeavour. We as marketers juggle ad costs vs. impact, and Maxwell House boldly addressed this as a way to capture the attention of their audience. Applause."

– **Andrea Dil**

"Amazing way to impact a wide range of charities and organizations without limitation. Powerful, lasting brand association." – **Ersilia Serafini, CEO, Summerhill Group**

# Air Miles flies green with ‘My Planet’



“My Planet” was pushed with a Smart car wrap (above) and magazine print ads (top).

## Inspiration

For almost 18 years, Canadian retailers have used the Air Miles Reward Program to create and enhance consumer loyalty. With over 10 million active collector households across the country and over 120 sponsors, Air Miles harnessed its reach into over 70% of households to inspire Canadians to live and practice a more sustainable lifestyle through the launch of the “My Planet” program.

## Strategy

Backed by participating sponsors, Air Miles collectors, employees and leading environmental not-for-profit organizations, Air Miles created the “My Planet” program around three components:

First, inspiring by rewarding: Air Miles recognized that mainstream consumers need an entry point into purchasing environmentally preferable products, and that these products are often associated with a sense of sacrifice like higher costs or lower quality. Empowering sponsors to reward their consumers with an incentive – reward miles – was designed to act as an activating tipping point (61% of collectors stated that they would be more likely to purchase green products with this incentive).

Air Miles worked with each participating sponsor to create a set of selection guidelines to help ensure that only authentically “green” products and services were included in the program.

The second focus was on sustainable lifestyle education. Air Miles leveraged the 300

million yearly page views Airmiles.ca receives by creating Airmiles.ca/myplanet for sustainable lifestyle guidance.

Finally, redeeming responsibly: collectors could now redeem their miles for over 140 environmentally preferable reward options passed through a qualification process designed by environmental accreditation organization TerraChoice Environmental Marketing (managers of the Government of Canada’s EcoLogo standard).

Internally, LoyaltyOne, the company that operates the Air Miles Reward Program, appointed a chief sustainability officer to direct and execute a broad set of corporate sustainability initiatives across the entire organization, including the installation of Canada’s largest rooftop solar installation on LoyaltyOne’s Mississauga office.

## Execution

Working with Publicis (creative and mass), Direct Antidote (direct-to-consumer), Teehan+Lax (online) and Ove (brand development), the campaign led by SVP and CMO Neil Everett included over 130 million impressions through print and TV, PR, branding

on Air Miles vehicles, ads in partner flyers and shelf-talkers displayed directly in front of “My Planet” bonus offer products.

The launch also included the creation of a first-of-its-kind “Green Responder” customer segment, which includes over one million Canadians who have demonstrated their concern for the environment through action – in this case, by purchasing a green product that has a “My Planet” bonus offer, redeeming their reward miles for green rewards or spending time on the Learn section of the microsite.

## Results

The campaign resulted in 150% of target collectors engaged, 148% of awareness goal and 121% of target website visits.

It involved 20 participating sponsors (against a target of 10), including Rona, Metro, Safeway, Sobeys, Jean Coutu, AMEX and BMO. “My Planet” impacted sales positively, as demonstrated through a grocery case study which saw an increase of 17.6% in sales year over year.

In total, 140 environmentally preferable reward options were available, exceeding redemption targets for a total of 133%.

## JUDGES’ COMMENTS

“Air Miles offers a significant opportunity for tangible change by empowering a large segment of the Canadian public to make consumer choices that have a positive environmental impact. It goes beyond a ‘campaign’ and actually is a different way of doing business.” – **Ersilia Serafini**

“The ‘My Planet’ program is so well aligned with the brand and corporate strategy, and it engages its large customer base in environmental change in an easy way. I love this program. It is smart, simple and high-impact!” – **Adine Mees**



**Claude Bernier**  
EVP, marketing  
and customer  
innovations, Rona

Since November 2008, Claude Bernier has helmed marketing and customer innovations for

Rona, Totem and Réno Dépôt. He is also in charge of operations for the Totem banner in Alberta. Bernier manages a budget of more than \$150 million and a team of nearly 80. Since 1976, he has worked for companies such as P&G and Sports Experts, and ad agencies such as Planicom PNMD, Publicité BCP and Groupe Morrow. He joined Ro-Na Dismat (now Rona) as the company's director of marketing in 1988.



**Ersilia Serafini**  
CEO, Summerhill  
Group

As CEO of Toronto-based eco-consultancy Summerhill, Ersilia Serafini works with retailers, utilities, manufacturers,

industry, non-profits and government to create programs and strategies that move the market towards sustainability. She lends her expertise on several advisory committees, including the Ontario Environmental Leaders Program, and acts as the environmental representative of the Stakeholder Advisory Committee to the Independent Electricity System Operator (IESO). As well, Serafini volunteers her time with the Foundation for Prader-Willi Research Canada, is a member of The Climate Project Canada and has recently been appointed to the Young President's Organization.



**Andrea Dil**  
Brand manager,  
Cisco Canada

Andrea Dil, who joined Cisco in 2007, managed the "One Million Acts of Green" campaign which was the overall Cause +

Action winner last year. Prior to joining Cisco, Dil built her experience in technology marketing at Richmond Hill, ON.-based enterprise content management company Hummingbird, now rebranded as Open Text Connectivity Solutions.



**Margaret McKellar**  
Brand manager,  
Unilever Canada

Margaret McKellar has over 15 years of management experience in consumer packaged goods, has led such Unilever brands as

Dove, Vaseline, Lipton and Sunlight and currently manages BeceL. She is no stranger to social mission marketing, and has in recent years led multi-platform campaigns winning awards from D&AD, Festival of Media, CASSIES and sponsorship awards. BeceL's "Love Your Heart" campaign was a Cause + Action winner last year.



**Adine Mees**  
President and CEO,  
Canadian Business for  
Social Responsibility  
(CBSR)

Prior to joining CBSR as executive director in 2001, Adine Mees was an exec

within the Vancity group of companies. She was appointed VP marketing and corporate responsibility for Citizens Bank of Canada in May 1998, and has 15 years experience in CSR marketing and branding, communications, strategic planning and facilitation. She was a founding board member of CBSR in 1995, and in 1996 facilitated the development of corporate Canada's first CSR guidelines, CBSR's "Good Company Guidelines." She recently guest authored a chapter in the book *Global Profit and Global Justice*, titled "Better Business, Better World: Leaders who are changing business from the inside out."



**Natasha Renaud**  
Director,  
communications and  
social responsibility,  
Grand & Toy

Natasha Renaud joined Toronto-based Grand & Toy in 2006 with more

than 10 years of experience in corporate communications. In addition to managing corporate communications at Grand & Toy, she is also responsible for the company's corporate social responsibility strategy and programs. Renaud ensures that Grand & Toy's efforts are communicated to its customers and that the company remains on target with its sustainability efforts.



**Alex Gill**  
Principal,  
Mendicant Group

Alex Gill currently heads Mendicant Group, a consultancy that helps charities and nonprofit organizations improve their

social impact. Prior to founding Mendicant, Gill spent more than a dozen years as an executive at a number of large non-profits and associations such as Imagine Canada and the Canadian Centre for Philanthropy. He also serves as the executive director of the Ontario Environment Industry Association (ONEIA), which represents the interests of the province's growing environmental services, technology and products sector. Gill teaches part-time in the Department of Politics and Public Administration at Toronto's Ryerson University and is co-author of the book *AIM: Achieve, Inspire, Make a Difference*.



**CONGRATULATIONS TO THE LCBO**  
FOR HELPING ONTARIANS DEFLATE THE ELEPHANT IN THE ROOM.



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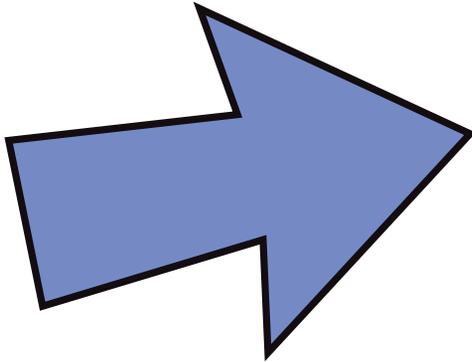
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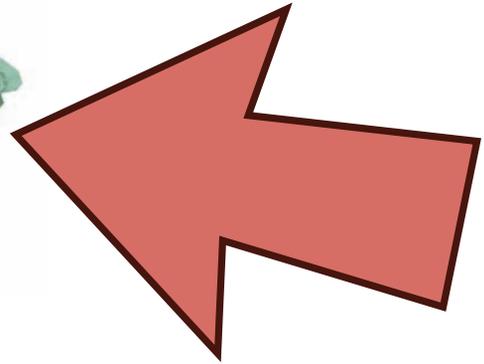
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BY MARC STOIBER

# STORYTELLING FOR SUSTAINABILITY

GROWING GREEN

Climate change has thrown our society into disarray.

There is conflict and confusion over cause, severity and outcomes. A million ideas and solutions drown each other out. Consumers don't know who to believe, what to do or how to feel. At best, we're stressed and confused. At worst, we're catatonic and numb, unable to effect any change at all.

Strange as it may sound, what we need is a good story.

Storytelling is, and always has been, the antidote to information overload. As Edward Wachtman, founder of Bowen Island, B.C.-based market research and narrative analysis firm StoryTellings says, stories are the structures that bring order to our existence.

As humans, we are wired for order and sequence. We intuitively organize the millions of independent events in our lives into a clean, comprehensible structure with a past, present and future, and one of the mechanisms we use to do this is storytelling.

Stories bring an emotional context to the unfamiliar, enabling us to not only process information, but determine if that info should sway us.

Truth is, you can't win anyone over with a superior argument. You need to connect with people on an emotional level. When Aeschines spoke, they said "How well he speaks." But when Demosthenes spoke, they said "Let us march against Philip."

## What's the green story?

Climate change, sustainability and green innovation may be relatively new topics. But as the dusty newspaper aphorism goes, there are no new stories.

When you dig into the disarray, you find many elements of our current situation fall naturally into a story template. That template, described by green PR expert Jim Hoggan, has the following elements:

- foreboding: a vague sense that something isn't right
- triggering event: a moment that causes us to act
- epiphany: the curtains draw back and we see clearly
- reconciliation: we act to bring reality in line with our vision
- transformation: we grow based on the experience
- return and responsibility: we bring our new wisdom to daily life

Let's take the Ray Anderson story. Anderson runs Interface, a U.S.-based global modular carpet manufacturer that is a shining light of green innovation. For years, he answered Interface's environmental critics with "I'm doing what I have to – I'm obeying the law" despite his growing sense of foreboding about his company's impact.

His triggering event was reading Paul Hawken's *Ecology of Commerce*, leading to the epiphany that "business as

usual" would make his legacy a dead planet.

Reconciliation came when he redefined Interface's mission, and brought his managers aboard to create a bold new vision.

This led to Interface's transformation, with incredible product and business model innovations culminating in its number one ranking in the London-based SustainAbility global survey.

The story ends with Anderson's new life as a sought-after speaker and advisor on all issues eco – including a key role advising on President Obama's Climate Action Plan.

## Innovation needs storytelling

Innovation (green or otherwise) is, by definition, new. In a world moving at breakneck speed, new is not always welcome.

Storytelling ensures that your innovation has the momentum it needs to overcome inertia and resistance to change – both inside your organization and out in the real world.

Vancouver's "Green Capital" story does this masterfully. Created to galvanize the city prior to the 2010 Olympics, Green Capital took on the doubters and skeptics. It laid out mayor Gregor Robertson's vision for creating the greenest city in North America and gave examples of green capitalists who were going to lead the way.

From its catchy title to its simple and enticing essence ("Green Capital is Vancouver's currency and its economy; it's our focus and our future"), Green Capital gave us all a common

language and vision. We could all relate to it, feel a part of it and pass it along.

Getting all these pieces right is critical. A staggeringly large number of things have to go just right for a new idea, service or business model to ever see the light of day – and many of them involve changing or expanding consumer thinking. Without the glue, context and inspiration of storytelling, the odds are stacked against you.

Without a story, a great innovation can be reduced to a clever invention among a million clever inventions. With a story, it can help educate consumers, drive them to positive behaviour change and perhaps even inspire greater, more fervent climate action. Not bad for a new product or service.



Vancouver mayor Gregor Robertson, pictured here in a "Green Capital"-branded Mitsubishi electric vehicle, rallied the city to his green vision before hosting the Olympics.

*Marc Stoiber is VP Green Innovation at Maddock Douglas, a leading North American innovation agency. He has 20 years experience building brands, and is passionate about innovation and sustainability. He can be reached at [marc.s@maddockdouglas.com](mailto:marc.s@maddockdouglas.com).*



BY WILL NOVOSEDLIK

# CORPORATE KARMA

Of all the literature I have encountered on the subject of social responsibility, the most potent encapsulation can be found in the Bible: "You reap what you sow."

Business needs society. Society needs business. Society is the source of healthy, educated, motivated people. Business is the source of jobs and prosperity. A healthy society creates demand for business. It's a win-win and a no-brainer.

And yet when one reads the pages of some CSR reports, social responsibility often feels like a perfunctory obligation. Like having to file your income tax.



Director Sarah Polley pulled her name from short film *The Heart* after learning that BeceI was a sponsor, proving that even the best brand intentions can be misconstrued and that the safest bet is aligning CSR with competitive strategy.

In fact, a sense of moral obligation is one of a handful of classic arguments in favour of corporate social responsibility. The rest, according to Harvard Business School guru Michael Porter, include sustainability, license-to-operate and reputation.

Porter argues that moral obligation fails as an argument because morality is absolute, while business is about trade-offs.

Sustainability, while undeniably noble and necessary, confounds the spreadsheet and so its costs tend to be postponed until it's too late.

License-to-operate is the most pragmatic approach, because it is driven by stakeholder concerns, but often results in ceding the agenda to outsiders. And the reputation argument is weakened by its obsession with how one appears to external audiences.

The answer, he says, is to align your CSR objectives with your competitive strategy, thus reinforcing your corporate strategy through the social progress it engenders.

As an example, he cites the opportunity a dance company presents to an elite credit card company. Stands to reason

that if you're competing with other banks or cards for the dollars people spend on high-end entertainment, you should support the entertainers, no? No brainer. The social issue is keeping the arts alive. The whole community benefits, whether they use credit cards or not.

Toyota has been a great example of social progress through competitive strategy. The Prius runs on half the gas and spews out as little as 10% the emissions. Saves the customer money and minimizes pollution – that's a win-win by anybody's standards. Judging by what Ford and others paid to license the technology, it was also a great business decision.

Another example of careful alignment between a brand and social responsibility is BeceI. In an age of obesity and mounting medical costs, it competes on having 80% less saturated fat than butter. As the company story goes, it was created in 1960 by Unilever in response to a group of physicians who asked for a butter substitute that would lower blood cholesterol.

Naturally, BeceI's CSR focus is heart health. So it supports the Heart & Stroke Foundation, among other coronary causes, and even sports the tagline "Love Your Heart." Seems like a smart and mutually beneficial arrangement. Yet in March of this year, Canadian director Sarah Polley, whose short film *The Heart* was made to promote the same foundation, withdrew her name from the project when she found out BeceI was the sponsor. She did not want to promote a corporate brand.

Can social progress be tarnished by its dependence on a corporation? This is the question Polley raises. Her action reads like a moral stand against the very idea of CSR. It implies that corporations are inherently bad and their lucre filthy. Ouch.

What about Toyota? How does the competitive advantage and brand equity rendered by its environmental innovation withstand the recall of 3.8 million vehicles due to a faulty fit between a floor mat and an accelerator? The U.S. Dept. of Transportation fined the automaker \$16 million (the largest fine allowable) for failing to respond to the complaints of a serious flaw in many of its models. Toyota may have fallen into Porter's reputation trap.

CSR is fragile, buffeted as it is by the risks and uncertainties all brands are subject to, as well as the lack of trust some people have in business due to its commercial motives. And little wonder. Look at Google in China. Back in 2004, lots of folks saw the conflict between a company based on freedom of access to information and a country that abhors such freedom. Google, despite its all-American democratic values, saw a business opportunity that it couldn't resist. Now it has been forced to decamp from Beijing as Chinese authorities aggressively censor customer traffic.

This case simply validates Porter's argument: align your CSR program with your competitive strategy. If you compete on freedom of access, avoid business opportunities susceptible to censorship. His approach is just common sense, no morality required.

You don't do CSR because you should; you do it because you must. BeceI's carefully nurtured support of heart health gives it an authentic and legitimate defense against anti-business sentiment. In other words, its alignment of CSR and competitive strategy allows it to reap what it has sown.

Will Novosedlik is VP brand + communications at Wind Mobile. He can be reached at [novosedlik@gmail.com](mailto:novosedlik@gmail.com).

BRAND EXPERIENCE

# LOGO NO?

**A CERTAIN TOME CELEBRATED ITS TENTH ANNIVERSARY RECENTLY, RE-ESTABLISHING ITS AUTHOR AS ONE OF THE COUNTRY'S MOST RECOGNIZED AND RESPECTED CULTURAL CRITICS. AMAZING, ISN'T IT...THE POWER OF A GOOD BRAND.**

Seems everybody recognizes the value of brands these days – even those who would in good conscience shoot the messenger. But is having a socially responsible outlook incompatible with accepting brands into the cultural fold? Well, before you go off into the night, spray bomb in hand, to deface Nike billboards, be assured society is safe without your efforts. Guess what? If companies are behaving badly, consumer reaction to their brands will let everyone know. Quickly. If you lie, if your product design and your product ethos don't align, it gets back to you ASAP. Sometimes sooner. Introducing the self-tarnishing brand – no spray paint required. Imagine, the messenger you choose to shoot is actually a double agent, quite willing to report back everything anyone needs to know about a company's behaviour. Brands today are truly – to paraphrase one from years ago – their master's voice.

Brands have always identified, differentiated and, most importantly, promised that a bill of goods would live up to expectations. What is different is that they have become things in and of themselves, and yes, brand and product often no longer share the same address. Irrelevant. They still have value – real, quantifiable value. As such, they must be protected. Social media make for a conversation with thousands, even millions, overnight. Talk about the need for transparency. While some companies are slower to get this than others, most recognize that their adherents love them because there is an ethos, they do deliver, and that their value is directly tied to their willingness and ability to continue to do so. They won't take chances with their good name. Win. Win.

So, counterculture rebels and social do-gooders – cut the poor logos some slack – they're on your side.

This self-fulfilling CSR manifesto is brought to you by Toronto-based CD Dean Martin.

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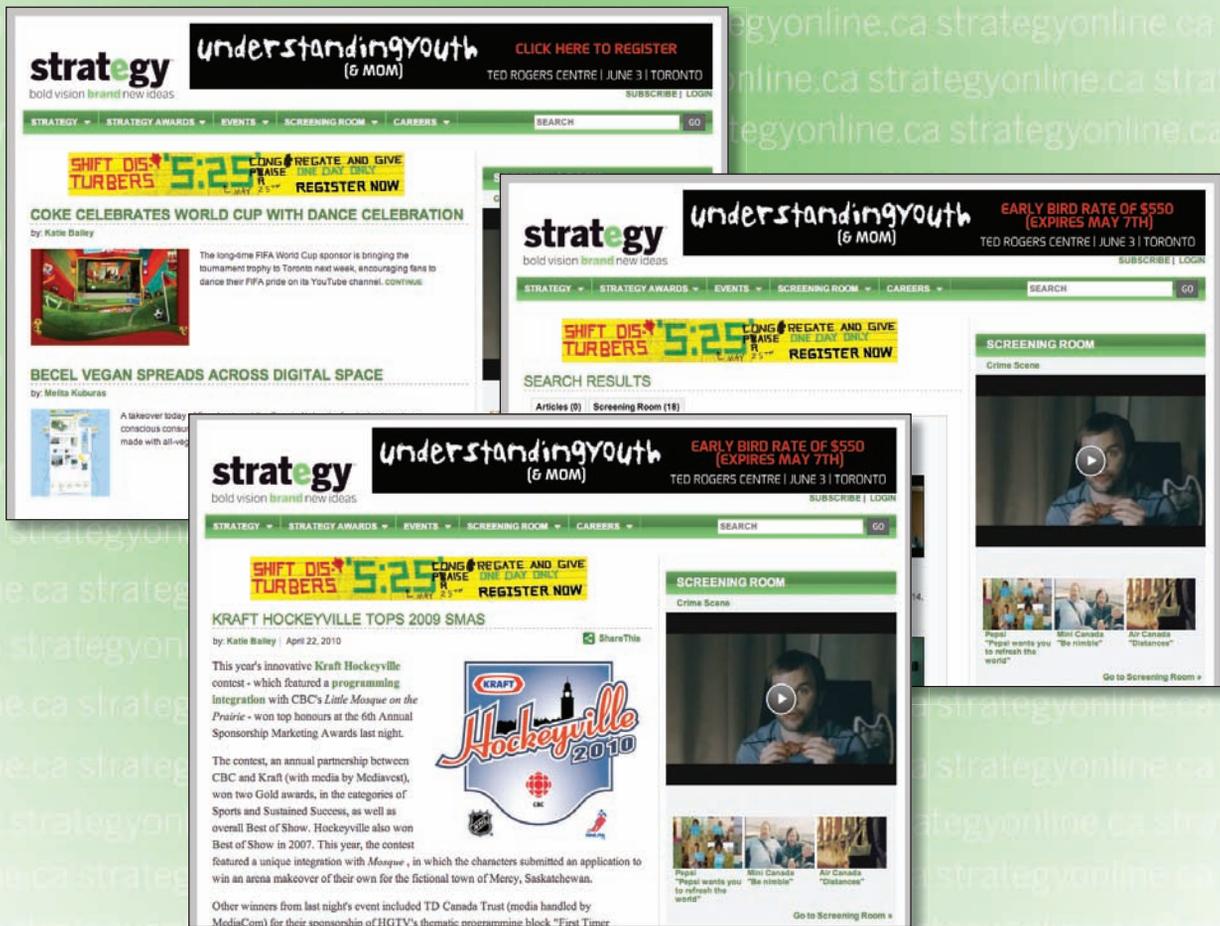
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