


Shape the agenda



The good, the bad and the indifferent — Marketing and the Triple Bottom Line

- > What is 'the business of business'?
- > Why do sustainability issues increasingly matter to marketers?
- > What role can marketers play in making their organisations more sustainable?

Issue No. 11, 2007

Marketers can make a key difference

**With so many customers interested in sustainability
– isn't it time you changed your ways?**



David Thorp
Head of Insights

Every marketer seeks that 'light bulb moment' of inspiration. But is it an energy efficient light bulb? While companies are increasingly aware of their need to commit to sustainable business practices, few businesses have a coherent strategy for sustainability. And many managers still think that 'the business of business is business' – leaving politicians to worry about saving the planet.

The Stern Review has shown the fallacy of this line of reasoning. Companies need to engage with the principles of the Triple Bottom Line – economic, social and environmental – as a practical method for companies to become sustainable. The Triple Bottom Line doesn't ask companies to commit altruistically to sustainable initiatives that could endanger growth and weaken business focus. Instead it asks companies to balance the conflicting interests of stakeholders and move from 'less unsustainable' to 'sustainable' without risking the financial bottom line.

Marketers can make a key difference because they are the company employees who are closest to the customer. It's customers who are driving much of the recent interest in sustainability – witness the huge growth of interest in locally sourced produce, fair trade, ethical business and energy efficiency. Marketers can feed back customer insights into the company's sustainability strategy, then communicate the company's sustainability credentials to the customer.

Our Agenda paper provides practical advice on steps towards sustainability, as well as an acknowledgement of the importance of 'the business of business'. With so many customers interested in sustainability – isn't it time you changed your ways? That's a 'light bulb moment' if ever I heard one.



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The good, the bad and the indifferent — Marketing and the Triple Bottom Line

Summary

In recent years there has been increased awareness of the importance of sustainable business development, ie where a business uses natural resources in an efficient manner so that the company's operations do not compromise the ability of future generations to meet their own needs.

Few companies have a strategy for sustainability, or even a stated position on how they think about sustainable practices and what they might do to change things. The Triple Bottom Line – economic, social and environmental – is a practical method for companies that want to become sustainable businesses. Whilst sustainability can be a confusing and open-ended term, the Triple Bottom Line is an effective concept because it creates a framework for companies to become sustainable without ignoring the importance of the financial bottom line or other concerns that are vital to a company's survival, growth and economic success.

There is a key role for marketers to play at the core of the Triple Bottom Line. Marketers are the closest members of an organisation to customers, and it is customers who are driving the political and social agenda for change, as their spending habits shift in favour of fair trade products, ethically-minded brands, local sourcing and organic

foods. Marketers can use their closeness with customers to ascertain the level of commitment to sustainable practices that customers are willing to make, and use that knowledge to inform and influence the company's decision making.

Marketers are also the lead communicators in any company. Good internal marketing is the key to making sustainability a reality over the next few decades. Communicating a firm's sustainable credentials to customers is also needed if companies that invest in sustainability are to stay economically viable in the marketplace.

The recently published Stern Review has critically wounded any remaining arguments that it is not the role of the organisation to consider commitment to sustainable practices. For Stern, "Climate change is the greatest market failure the world has ever seen".¹ Its effects can still be halted, but only if we act quickly and urgently. By supporting and fostering the Triple Bottom Line agenda, marketers can ensure that they are working towards a viable business future as well as a healthy environmental and social one.

The Triple Bottom Line – economic, social and environmental – is a practical method for companies that want to become sustainable businesses

One

What's the business of business?

Despite increased awareness of sustainability issues in recent years, many financial directors and managers still argue that it is not their place to consider sustainability issues. 'The business of business is business' – a maxim dating from a time when climate change, expiring fuel resources and forest depletion were science fiction – is still routinely offered as an answer to people who raise the question of sustainability. It's the company's role to make money, the belief goes, and the role of governments to legislate against them if they overstep the mark. That way, social

and environmental issues can be left to politicians to resolve, and companies can get on with the job of turning a profit.

This view simply doesn't stand up any longer. If steps

are not taken to make our business future sustainable, there won't be a business future at all. The Stern Review suggests that global warming could shrink the world economy by up to 20%.² The WWF estimates that we would need three earths to sustain current patterns of consumption – five if America were

to set the standard.³ With statistics like these, it is no longer acceptable for companies to ignore their responsibilities for a sustainable future for everyone – businesses included.

In a recent leading article in *MIT Sloan Management Review*, John Ehrenfeld argues that projected global population levels "cannot be sustained at anywhere near the levels of affluence [currently] found in the United States or other highly developed countries". Yet to date, Ehrenfeld continues, "virtually all efforts to produce sustainable development have been little more than Band-Aids".⁴

Faced with this prevalent view, there is opportunity for marketers to be at the heart of the Triple Bottom Line process.

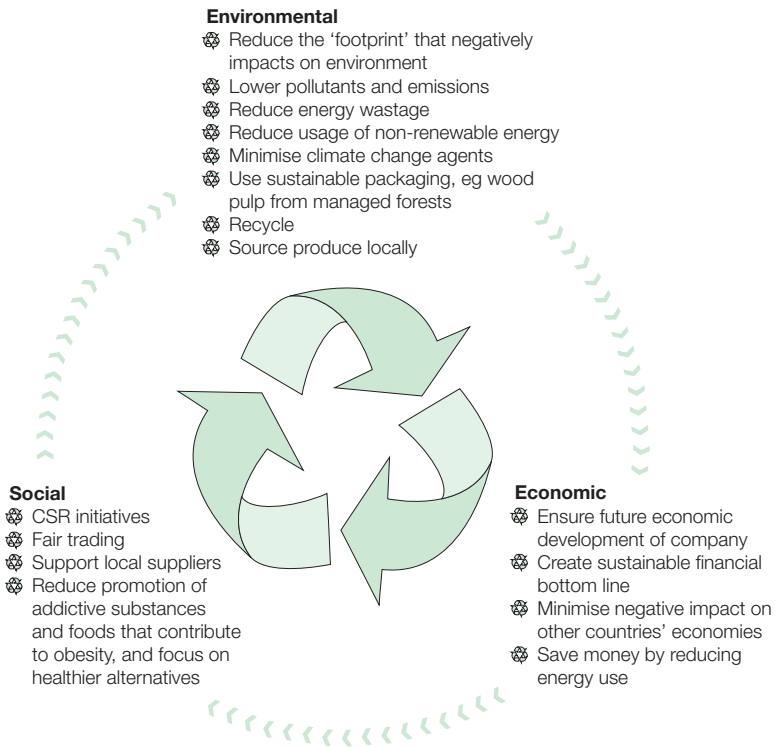
Why should it be marketers? In any business, marketers are at the front line in terms of their relationship with customers. And it is customers who are driving the demand for companies to be more accountable. Marketers identify with the customer long before some parts of the organisation realise what the customer wants. They are therefore in a strong position to take this customer insight to the rest of the company. Marketers impact on many areas that are critical to enable engagement with sustainability

The Stern Review suggests that global warming could shrink the world economy by up to 20%

– in processing, packaging and distributing a product. And with marketers' communication skills, they are the ideal candidates to keep the customer and the rest of the company informed on the viability of sustainability practices. Some marketers will legitimately respond to this by arguing that they

have enough to do already without taking on the further responsibility of saving the planet. But if the whole point of marketing is putting customers at the heart of business, and responding to their needs and wants, isn't it vital to at least change your mindset to incorporate how differently the customer now feels about sustainability?

Diagram 1: The Triple Bottom Line



Two

The customer is always right

Sustainability issues are becoming increasingly important to customers. Britons spent nearly £26 billion on ethical goods in 2004, up 15% on 2003. Sales of fair trade products increased by 40% in the same period, to nearly £200 million a year.⁵ The number of people who felt guilty about unethical purchases more than doubled in the decade up to 2004, from 17% to 35%. And the number of people who recycled at

least once a year increased from a respectable 73% to an almost universal 93%.⁶

If you want further proof that sustainability is of greater concern to customers than before, look at how politicians respond to the public's interests.

A decade ago 'green' issues were on the fringes of political activity. Today, the leaders of our political parties compete to outdo each other on sustainable initiatives

A decade ago 'green' issues were on the fringes of political activity. Today, the leaders of our political parties compete to outdo each other on sustainable initiatives. As Labour announces the introduction of a carbon-trading scheme, David Cameron is busy installing a wind turbine on the roof of his

home – when he's not cycling to work. Political commitment to sustainability is no longer lip service. Instead, it's a very real engagement. Companies have to engage too.

Marketers' communications skills add a further dimension as to why they are the ideal candidates to be champions of sustainability in any company. They can communicate the benefits of having a Triple Bottom Line policy to other functions in the company. They can demonstrate the potential risks and negative impacts of not having such procedures in place. And once a culture of sustainability has permeated the company, they are in the position to prove to the customer that the firm engages in Triple Bottom Line practices and supports the need for change.

In communicating a company's sustainability credentials to customers, there is a risk of accusations of 'greenwash' – using a statement of ethical intent as a means of competitive advantage, instead of real commitment to the cause. The way to avoid this is to ensure that the move towards sustainability is motivated from a genuinely moral core, not simply added on in an attempt to lure ethically-minded customers.

There is great potential for marketers to lead creative

responses in the use of raw materials, design, process, packaging and distribution. Marks & Spencer recently changed its sandwich packaging to an entirely recycled cardboard box with a clear window made from cornstarch, which is biodegradable. Yeo Valley's organic yoghurt design now enables customers to separate packaging materials to make recycling easier.⁷

Much movement towards sustainability can be made simply by making different choices: using recyclates rather than mining or extracting raw materials; innovative responses to design and packaging; changing distribution patterns to reflect local sourcing and transportation; reducing usage overall. IKEA designs lamps that can be stacked on top of each other during transportation, eliminating the need for packaging

altogether, making them more efficient, cheaper for the company, and leading to less environmental impact. Marketers can, if they wish to engage fully with the agenda, influence each level of these processes.

Marketers can be at the heart of the Triple Bottom Line process, acting as the contact point between all stakeholders. They are already the touchpoint between business and the customer; in the company that sets out its strategy along Triple Bottom Line principles, the marketer expands this role to be the point of contact for government, business, pressure group and customer.

Diagram 2 shows how marketers are at a powerful interface with key stakeholders to foster sustainable thinking both inside and outside the company.

Diagram 2: Marketers' potential as the champion for sustainability in a company



Three

Opportunities and necessities

Much has been written of marketers' failure to gain places on the boards of major companies. The reasons for this are twofold: firstly, marketers' perceived inability to grasp metrics, return on investment and hard accountancy terms; and secondly, distrust of marketers from other disciplines, due to the reputation marketers have for being at the soft end of business, dealing in advertising messages and brand values.

By identifying with the values of the Triple Bottom Line, marketers are given their best opportunity yet to show how they understand customers better than any other department, that they think strategically and that they have their finger on the pulse of meaningful business issues, thereby showing their worth at boardroom level.

The long-term strategic importance of sustainability is far more significant than 'business is business' proponents recognise. In the UK, companies are likely to need to improve their reporting of sustainability measures in order to meet the provisions of the Companies Law Bill, which places an emphasis on long-term growth.⁸ Yet, despite growing evidence of this kind, companies continue to pursue short- and medium-term growth. This is because finance directors want to be able to prove to shareholders that there are solid

short- and medium-term returns to be gained from the practices they finance (and do not finance). Whilst this is vital for shareholder growth, marketers are in a position to show that there are other important considerations to be factored in as well.

Financial directors tend to see sustainability actions as cost drivers, and thus are unwilling to commit significant resources to sustainable practices. Many well-intentioned sustainability initiatives have been slowed down or put on indefinite hold because of the belief that sustainability is entirely a cost with no return.

The increasing interest shown by customers, however, means that this is no longer the case. There is evidence to show that by including sustainability as part of normal business activities, the financial bottom line of a company is enhanced, not diminished.

Karina Funk, in a second article in *MIT Sloan Management Review*, argues that sustainable organisations "are designed to lead to a 'desirable future state' for all stakeholders". That desirable state includes financial bottom line growth. In addition, it includes maintaining viability and profitability, promotes innovation and manages risk. It also generates cost savings. "Companies that actively manage and respond to a wide range of sustainability indicators are better able to create value for all these stakeholders over the long term."⁹



Value creation is not simply about growth: sustainability can be seen as an intangible asset rather than a cost.

The business case for sustainability rests primarily on the consequences for corporate reputation of not being sustainable. By implementing Triple Bottom Line principles, companies take steps to avoid the risks of consumer boycotts and negative publicity that can be extremely damaging. The number of people who say they have boycotted a company because its products damage the environment now stands at 51%.¹⁰ Recent research commissioned by The Chartered Institute of Marketing indicates that more than 75% of marketers believe that a company's sustainability practices will increasingly affect customers' buying decisions. Only 1 in 10 disagreed.¹¹ Seen from this perspective, sustainability initiatives are an investment, not a cost driver.

Funk points to the examples of Spartech and John Deere, two companies in the US that have gained competitive advantage by implementing sustainable activities. Spartech introduced a scheme to recycle plastic back into its own products, which made savings of \$134,000 in materials and disposal fees. Suzanne Riney, Spartech's Director of Environment, Health and Safety, argues that it

makes good business sense to introduce beyond-compliance improvements, such as reducing greenhouse gas emissions, improving energy efficiency and widening the company's recycling programme to include all materials and discharges. "Turning the company's environment, health and safety function into a profit and loss centre does not seem like an unreasonable goal," says Riney.

When John Deere introduced compression wave injection (CWI) technology as an emission-reducing innovation, it "absolutely helped drive the standard for handheld lawn and garden equipment," according to Robert Larson of the US Environmental Protection Agency. This created a competitive advantage for the company because it achieved cost savings as well as reduced barriers to adoption. Other companies' attempts at similar engine technology did not do this. Not only were there environmental benefits, but John Deere has since licensed the technology to its competitors, "making the cleaner-burning engine more widely available and ensuring a future revenue stream".

More than 75% of marketers believe that a company's sustainability practices will increasingly affect customers' buying decisions

The business case for sustainability

- Reputation impact: compliance with sustainability reduces the risk of public disillusion, boycotts and negative press
- Stimulate innovation and find new solutions in R&D
- Create competitive advantage through customers wanting to buy from, or invest in, ethically-minded companies
- Generate cost savings: locally sourcing produce saves transportation costs; creating a culture of reducing usage and wastage lowers costs
- Companies that reduce their energy bill by 20% could add the same amount to their profits as a 5% rise in sales¹²

Four

Balancing the scales

Creating a viable Triple Bottom Line environment is about balancing different, and often conflicting, stakeholders' concerns. Just like any other element of business, what can be seen as an investment in future growth to one stakeholder can seem a cost with few benefits to another.

The Triple Bottom Line is a working solution to disagreements between stakeholders about sustainability as it acknowledges the importance of the financial bottom line, as well as the social and environmental concerns that are at the heart of sustainability initiatives. We are not exhorting marketers to persuade their companies to commit altruistically to sustainability issues without paying proper attention to financial requirements as well. As Diagram 1 showed, The Triple

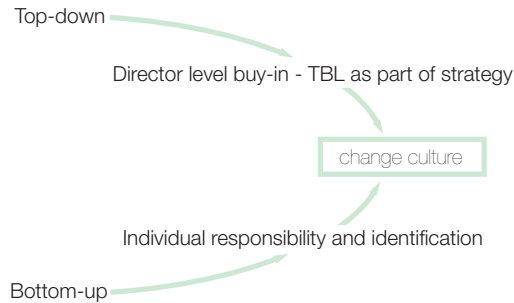
Bottom Line is about finding the optimal fit between sustainable needs, the financial needs of the company and the social needs of stakeholders who are affected by the company's business.

There is little value in a company that commits to sustainability, but, in doing so, loses out to non-sustainable competitors who take business away. Similarly, it is important to beware false economies – there is negligible benefit to the environment if, by reducing packaging, the result is increased product wastage. Social and environmental benefits can't be achieved unless the economic line is sound; and that economic line includes growth for the company.

Once the value, benefits and importance of Triple Bottom Line principles in a company have been communicated, its implementation needs both top-down and bottom-up support if it is to succeed.



Diagram 3: Implementing Triple Bottom Line in a company



While a company is unlikely to change its culture without both flanks of this approach in operation, change can be achieved quickly if both are in place.

Five

Practical steps

The first step is to reduce and remove unsustainable practices. There are many simple steps that any company, large or small, in any industry, can take (see the side panel). This can be where the 'bottom-up' element of the culture change is viable – steps that all individuals in a company can take responsibility for, and communicate to others the value of implementation.

Such actions do not make a company sustainable, but they lessen the impact of a company's actions on the environment (the 'footprint') – and reduce unsustainable actions. Whilst

Reducing unsustainable practices

- Use energy-efficient light bulbs. Don't leave unnecessary lights on during the day
- Ensure all computers, monitors, printers, mobile phone chargers and other electrical equipment are switched off at night
- Ensure all lights not needed for security purposes are turned off at the end of each day
- Recycle packaging. Switch to a recycled-packaging supplier
- Ensure your premises are optimally insulated and that natural light sources are fully exploited. This reduces unnecessary heating and lighting costs

they may seem like minor, or even frivolous, changes, such as behavioural modifications do make a significant difference and they also create a different culture to move on to more proactive actions that require budgeting.

They also create cost savings for the company. The Carbon Trust estimates that by introducing simple energy-saving measures like those outlined above, businesses could cut up to one-fifth from the average annual energy bill of £5,000.¹³

The second step is to move towards sustainable development. It is unlikely that any company can 'claim sustainability', but it is possible, according to a recent DTI/Chartered Institute of Marketing report on sustainable consumption and production, to claim that progress is being made.¹⁴ As a consequence, sustainable development need not be seen as a frustrating goal to aim for ("we'll never be entirely sustainable"), but it does enable a company to make progress towards sustainability at its own pace. With top-down and bottom-up culture change in place, the negative voices in the company can be overruled.

Some commentators argue that few companies are willing or able to make these kinds of organisational challenges, but these are not difficult, time-consuming

Implementing sustainable practices

- Impose a sustainable sourcing policy. By purchasing only from suppliers who operate sustainably, the company's footprint is reduced and other sustainable companies are supported (which generates a knock-on effect). Often this is merely a case of switching to a different supplier; there need not be a significant cost implication
- Become carbon neutral
- Support corporate social responsibility (CSR) schemes
- Introduce flexible working patterns at times other than rush hour. This reduces idling traffic pollution. Encourage use of public transport by enabling employees to fit working hours around timetables. Encourage car sharing where cars are used. Enable working from home where possible
- Switch to fair trade suppliers where possible (if this does not conflict with sourcing locally)
- Consider how products are packaged. Are there areas where the packaging can be reduced? Could you use more easily degradable plastics? Are there any non-degradable materials that could be substituted?
- Adopt a 'reduce, reuse and recycle' principle across your business

or necessarily expensive changes. They are a change of mindset more than anything else. Whereas it was true five years ago that turning an organisational monolith around to become sustainable would have required a 'Chief Sustainability Officer' or similar, and whilst it is also true that the appointment and engagement of such a role would be highly unlikely in any firm, such an appointment is no longer necessary. The reason for this is the 'bottom-up' part of Diagram 3: individuals in companies will act, given permission to do so from higher up. There is much latent willingness in individuals – as employees, customers, or as thinking human beings – to change their own personal practices now that the urgency of climate change and diminishing natural fuel resources are becoming widely accepted as reality. Once this culture is fostered by the organisation, individuals will act quickly and collectively to change unsustainable practices; firstly to less unsustainable, and then, ideally, towards sustainable.

Inevitably, all companies will continue to create some negative impact on the social and environmental bottom line, but by pushing in the right direction, the careful balancing of competing stakeholder interests can be brought to its optimum level.

Until very recently (even within the last two or three years), sustainability initiatives have been seen by companies as peripheral at most, and irrelevant in the majority of cases. Profitable companies have largely made the correct, rational decision that the cost of reducing unsustainable practices, and increasing sustainable ones, outweighs the benefits. However, the ground supporting this view has shifted monumentally in recent years. The social and environmental costs of not being sustainable now outweigh the benefits to the company of functioning in ways they have taken for granted.

The real agent of change for sustainable business practices over the next decade or so will be communication

The policy conclusions of the Stern Review are:

1. Price carbon through tax, regulation or trading
2. Support low carbon technology
3. Remove barriers to energy efficiency and to inform, educate and persuade¹⁵

It is in (3) that the obvious role for marketers becomes apparent. The real agent of change for sustainable business practices over the next decade or so will

be communication: internally in companies to generate culture change, and externally to customers to show that the company invests in long-term environmental, economic and social

survival. By adopting a Triple Bottom Line mentality, marketers show strategic thinking, demonstrate boardroom qualities and show their commitment to a business future that is socially, environmentally and financially secure.

The Sustainability Steering Group

Members from key sustainability organisations have linked with The Chartered Institute of Marketing to form a sustainability advisory group. The group has several aims:

- Put sustainability onto the corporate agenda
- Incorporate sustainability practices into marketing standards
- Inform marketers as to why sustainability is important and what they can do to help
- Inform and educate the wider business community of the importance of sustainable business development
- Act as a point of reference for academics, trainers and corporates

The group's members are Paul White, Veronica Sharp (The Social Marketing Practice, www.socialmarketingpractice.co.uk), Jane Bickerstaffe (INCPEN, www.incpen.org), Martin Charter (The Centre for Sustainable Design, www.cfsd.org.uk), David Elliott (MPG International, www.mpgintl.com), Chahid Fourali (Marketing and Sales Standards Setting Board, www.msssb.org), Charles Harkness, Mike Porter (Defra, www.defra.gov.uk), Rowland Hill (Marks & Spencer, www.marksandspencer.com), Melanie Howard (The Future Foundation, www.futurefoundation.net), Anthony Kleanthous, Jules Peck (WWF, www.wwf.org.uk) Geoff Lye (SustainAbility, www.sustainability.com), Ken Peattie (BRASS: The Centre for Business Relationships, Accountability, Sustainability and Society, www.brass.cf.ac.uk), Chris Sherwin (Forum for the Future, www.forumforthefuture.org.uk) and Solitaire Townsend (Futerra, www.futerra.co.uk). It is governed by round table and financially assisted by Defra.

The views expressed in this paper do not necessarily reflect those of individuals on the Sustainability Steering Group.



The business case for SMEs

Small companies may feel, with some justification, that their impact on the social and physical environment is far lower than that of major corporations. But in emphasising our need for 'bottom-up' as well as 'top-down' culture change, small businesses have a role to play in shifting the balance in business from unsustainable to sustainable. Ninety-nine per cent of companies in the UK are small or medium-sized enterprises.¹⁶ With grants increasingly available to small companies to insulate their premises effectively and change working methods, companies of any size have the opportunity and the responsibility to make sure their practices impact less negatively on the world around them.

The strong business case for small businesses to implement the Triple Bottom Line is that there is competitive advantage to be found in communicating sustainability credentials to increasingly ethically-minded customers. Also, by switching to sustainable suppliers and sourcing locally, they are more likely to receive reciprocal business from other companies that have a similar sustainable mindset. With climate change now high on the political agenda, it is likely that government policies, such as the Climate Change Levy and the Emissions Trading Scheme, will increase in number. It makes sense for small businesses to be compliant with such demands now, rather than wait for legislation. Finally, SMEs benefit even more in proportional terms from the cost savings of reducing energy wastage and adopting the 'reduce, reuse and recycle' policy outlined above.

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Links

Let them eat cake. Anthony Kleanthous and Jules Peck, WWF 2006. This extensive survey into sustainable development, with information of use to marketers, shows the commercial potential of the social and environmental concerns of customers. It is freely downloadable from www.compassnetwork.org.

The Sustainable Marketing Knowledge Network (Smart: Know-net): An online resource for marketers wanting to familiarise themselves with sustainability issues. www.cfsd.org.uk/smart-know-net

SustainAbility: An independent thinktank that can advise businesses on risk assessment and the opportunities that being sustainable creates. www.sustainability.com

Dow Jones Sustainability Indexes: Track the financial performances of the leading sustainability-driven companies. www.sustainability-index.com

Forum for the Future: A sustainable development organisation that works with businesses to ensure a sustainable future. www.forumforthefuture.org.uk

The Social Marketing Practice: Aims to deliver societal behaviour change with a focus on sustainable development, environment and health policy. www.socialmarketingpractice.co.uk

Futerra: Sustainability communications agency. www.futerra.co.uk

The Centre for Sustainable Design: Facilitates research on eco-design and broader sustainability concerns for product and service development. www.cfsd.org.uk

Developing a Sustainable Marketing Strategy

Learning to manage the impact of sustainability on the key value drivers of your business

Key issues for marketers:

A recent survey indicated that 76% of marketers believe a company's sustainability practices impact directly on customers' buying decisions (IPSOS/MORI CIM Marketing Trends Survey, December 2006). Therefore the key challenges for marketing are:

- Developing the strategic vision to frame an appropriate course of action, and identifying the tools that will help them work confidently in what is, for many, a strange new world
- Gaining a clear idea as to how to build the business case for sustainability
- Gaining ideas about the specific value drivers linking sustainability issues to economic performance, and understanding the methods that successful companies use to manage sustainability issues

Why this course matters to your business:

Following the recent *Stern Review on the Economics of Climate Change*, running a sustainable business is no longer a luxury but the only rational economic choice. Marketers have an important role to play in this process, but many are poorly informed and have no idea of the relevance of sustainability in terms of the effect on value drivers, such as turnover and brand reputation. With the real likelihood that unsustainable business practices will attract financial penalties in the future, the window of opportunity for action could be open only briefly.

Over two days delegates will be given the opportunity to develop their strategic thinking about the impact of sustainability issues on marketing and the implications for their organisation and its brands.

The learning you will take from this course:

- Anticipate the implications of sustainability for your organisation's marketing
- Understand how sustainability is impacting on the demands of all stakeholder groups, especially customers
- Engage in constructive dialogue with Corporate Social Responsibility (CSR) functions on corporate sustainability issues



- Develop appropriate strategic responses to the threats and opportunities that climate change presents
- Develop appropriate messages to communicate sustainable attributes and behaviour
- Explore the incorporation of sustainability into all marketing activities
- Avoid the pitfalls facing the ill-informed

The single factor that will make this course pay for itself:

- Distinguish between initiatives that can secure an immediate return and those that require a longer-term payback

Deliverables for your organisation:

Sustainability is an issue, which, at present, typically has its locus in a CSR function, as well as at board level. The impact that marketing can have in terms of brand and company reputation is significant. Marketing has a central role to play in changing behaviours positively, and the possibility of establishing new forms of productive dialogue with customers is a further area to be explored.

Benefits to you as an individual:

The course will help individuals develop a deep understanding of sustainable marketing issues. The workshop environment allows a productive space in which to explore the strategic implications. Individuals will be given a framework and language with which to assess how they can both develop their brands and contribute to corporate strategy development.

Who this course is for:

Any marketer who believes that sustainability matters to them personally, to their organisation and to wider society. It is particularly suitable for marketing managers and their strategic advisors wanting an opportunity to assess the implications of sustainability for marketing and to develop appropriate responses and initiatives.

Level:

Manager/Senior

Sustainability in Marketing

Building the Marketing Case

Key issues for marketers:

- Two approaches to achieving sustainability in organisations are 'top-down', via means of management, measurement and control, and 'inside-out', which requires management to creatively encourage change and innovation. Selecting the most effective process is critical if an organisation is to achieve its sustainability goals
- Most sustainability activities tend to increase either costs or demand for capital; marketing is responsible for increasing revenues to at least balance this

Why this course matters to your business:

If you think you can ignore sustainability, think again. A recent CIM Report for the DTI, *Sustainable consumption and production: the role of marketers*, recognised that any sustainability 'benefit' is unlikely to move a brand to a higher price point unless it can be associated with other benefits sufficient to influence customers. This one day course will provide you with an understanding of the issues that underpin sustainability and help you create a framework for achieving it.

The learning you will take from this course:

- Identify key sustainability issues relevant to marketing your business
- Understand the implication of new business reporting requirements to marketing
- Build an awareness of changing consumer attitudes and behaviour
- Develop new segmentation and adoption models for your brands
- Audit the marketing mix from a sustainability perspective
- Create potential new sources of competitive advantage
- Integrate sustainability into marketing thinking and practice
- Avoid the dangers of tokenism, scaremongering, discredited claims and being left behind
- Benefit from the experiences of other companies and brands

The single factor that will make this course pay for itself:

- Embed sustainability as a differentiating factor to enhance your competitiveness

**Deliverables for your organisation:**

There is a real opportunity for marketing to move centre stage within your business. Your organisation will be helped to develop its brand to build a degree of confidence that you are addressing a wide range of sustainability issues.

Benefits to you as an individual:

Marketers will secure an important new addition to their marketing toolkit, enabling them to better assess where sustainability issues impact on their job and provide new opportunities.

Who this course is for:

Marketing personnel and their agency advisors who want an overview of the key issues relating to sustainability in marketing.

Level:

Practitioner/Manager

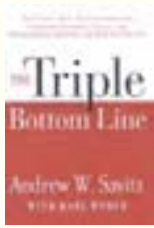
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The Triple Bottom Line

Andrew Savitz
Wiley/Jossey Bass
ISBN 0787979074
£16.99



The Triple Bottom Line - Does it all add up?

Edited by Adrian
Henriques and
Julie Richardson
Earthscan
ISBN 1844070158
£18.99

Savitz charts the rise in importance of sustainability within the business world and argues convincingly that social and environmental factors increasingly impact on an organisation's financial performance.

He firmly believes that the Triple Bottom Line concept – measuring and reporting financial, social and environmental performance – offers the best solution to balancing various stakeholder demands, and will increasingly be adopted by organisations.

For those looking to launch a sustainability programme, this is an extremely useful, up-to-date primer. It shows how to manage stakeholders from conflicting points of view, how to develop a strategy without being accused of mere 'greenwash', and gives opinions on the future of sustainability. Punchy yet practical, it is an excellent book for those looking to find out more about the Triple Bottom Line and put it into practice.

The concept of the Triple Bottom Line – the idea that business activity can simultaneously deliver financial, social and environmental benefits – was introduced in the early 1990s. More than a decade on, *The Triple Bottom Line: Does it All Add Up?*, brings together the world's leading experts on corporate responsibility to assess the implications, benefits and limitations of the Triple Bottom Line.

Leading figures examine the implications of the idea of the "Triple Bottom Line", showing what it has already achieved by stimulating change and bringing business to appreciate the importance and benefits of corporate social responsibility and good environmental performance. They then go beyond this to explore the limits of the metaphor and what remains to be done, with detailed professional procedures in environmental accounting, and management and social auditing.



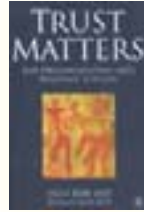
Go make a difference

Emma Jones and
Jo Bourne
Think Books
ISBN 1845250214
£7.99

If you're somewhat overwhelmed by the enormity of the environmental challenges facing mankind, and wondering what exactly one person can do, look no further than this inspiring book.

It sets out more than 500 daily ways in which you can help to 'save the planet'. Grouped into different areas of life, it covers Home, Waste, Leisure, Food, Travel, Work, and Investments, amongst others.

Whilst some tips are clearly more practical than others, you are sure to find dozens of tips that you can immediately implement with minimum adjustment to your daily routine. Often the reader is pointed towards various organisations to find out more, or to companies that provide environmentally-friendly goods or services, and as such, it is an invaluable resource for those looking to make a difference.



Trust Matters

Sally Bibb and
Jeremy Kourdi
Palgrave Macmillan
ISBN 1403932530
£26.99

This timely book on the art of creating, building and maintaining trust carries powerful messages for any organisation that values its customer relationships, and should be an essential read for all marketers.

The authors make a powerful case for the impact of trust not only on branding and relationship management, but also in the fields of innovation and supply chain management, and contrast this with the negative and immediate impact where trust is lost. Perhaps the most valuable part of the entire book is the brief "Basic Laws of Trust" set out in the final chapter. For those who have never contemplated this area before, this section alone is worth the price of the book.

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**Corporate
Reputation, the
Brand and the
Bottom Line**

Roger Haywood
Kogan Page
ISBN 0749444088
£19.95

Former CIM chairman Roger Haywood maintains that an organisation's reputation has an enormous impact on how it is perceived by a variety of key stakeholders (customers, staff, investors and the general public), and that their views unquestionably affect performance and thereby the bottom line.

“Companies have both reputations and public relations whether they are aware of it or not. The real question they should ask is: Do we want to plan, control and manage our reputation...or rely on chance and the unco-ordinated activities undertaken by whoever wants to get involved?” he says.

Put like that, only a fool would fail to attempt the former.

Haywood offers sound, well-considered, practical advice on how to identify risk issues, establish reputation policies, and, most importantly, how to implement them.



**The Business of
Sustainability:
Building Industry
Cases for Corporate
Sustainability**

Edited by Ulrich Steger
Palgrave Macmillan
ISBN 1403933960
£50.00

The aim of this book is to provide logical, industry-specific business cases to support corporate sustainability.

To help achieve this, the book is based on empirical evidence — the results of extensive research with managers in a range of industries (automotive, aviation, energy, financial services, food and beverage, and pharmaceuticals).

For each industry, the specific sustainability issues facing managers are examined in detail, and the impact these issues have on the value drivers in these industries considered. The book also looks at the various strategies businesses have employed to deal with sustainability issues.

For those with a real interest in corporate sustainability, and a desire to make it work in practice, this book will prove an invaluable resource. Detailed and authoritative, it provides a compelling analysis of the issues facing businesses today.

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Looking Ahead

Later this year, we'll be turning our attention to The Chartered Institute of Marketing's widely-quoted definition of marketing and asking whether or not it remains fit for purpose.

It is now 30 years since we last attempted to define what marketing is and what it does. But, like the world itself, a lot has changed in the last three decades.

It is hard to believe nowadays, but the 1977 marketer toiled away without the benefit of any communications technology other than the telephone and the telex machine (don't ask!). Databases weren't the vast repository of information we associate with the term nowadays. The internet was something you'd read about in science fiction, and the first widely-available personal computers were still more than five years away. Although at technology's cutting edge at the time, they'd have less computing power than your mobile phone carries today.

The loyalty cards of the day were Green Shield Stamps or the Co-op Dividend, and you had to collect books full of the things to trade in for goods – each strip manually applied by you. They collected no data about buying habits or

preferences that would aid the marketer of the 1970s.

In those days we had three television channels, which went off at midnight at the latest, commercial radio was limited to evening broadcasts from continental Europe, and music came on black plastic or magnetic tape. Printed media was important, but there were far fewer titles available. Media fragmentation was not an issue in those far-off days.

The pace of life was slower and the range of choice drastically limited compared with what we've come to expect.

We can say without fear of contradiction that marketing as a profession has changed profoundly since 1977. To reflect this change we will be proposing a new, official Chartered Institute of Marketing definition of marketing. We'll look at the changes in marketing over the past three decades, inviting some of its leading practitioners and thinkers to give their own perspectives on those changes. As marketing continues to evolve, we will also look ahead to the changes we believe will take place over the next 10 years.

Following this, our first agenda paper of 2008 will look at the challenge of developing tomorrow's marketers. Is Generation Y made up of young people who act and think differently from those of us already in the workplace? If that's the case, what does this mean for the development activities tomorrow's marketers will need if they are to achieve their potential? Can we rely on tried and trusted methods of learning and

development, or will we have to adapt to meet changed cognitive processes in the next generation of marketers? This is an issue of fundamental importance to all of us involved in marketing.

And finally, later in 2008, as all eyes are drawn to the Beijing Olympics, we will look forward to the 2012 London Olympics and the key role marketing will play in shaping the games and getting your message across to a global audience.



clear communication
The UK's environmental design and print company

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Why not pay the experts a visit at www.seacourt.net or call Gareth Dinnage: **01855 770 140**

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For more information, visit **www.cim.co.uk/library**
www.cim.co.uk/knowledgehub or call +44 (0)1628 427333



Get your own copy of the Marketing Trends Survey

The latest Marketing Trends Survey (MTS) from The Chartered Institute of Marketing has revealed that the 'Triple Bottom Line' is well and truly on the marketing agenda, whilst the social and environmental impact of marketing activity is revealed as an issue for a large percentage of marketers.

They are more confident about the future of the economy, the prospects for their own business and the growth of sales. MTS is produced by Ipsos MORI for The Chartered Institute of Marketing on a bi-annual basis. It is now available to purchase from our CIM Information and Library Service. A summary of the report is available to members at <http://www.cim.co.uk/MTS> Please contact +44 (0)1628 427333 for further details.

Price: *members £125*
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