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MARCA E
SUSTENTABILIDADE



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FÓRUM DE BRANDING MARCA E SUSTENTABILIDADE

ACBD – Branding Papers

São Paulo, 25 de Maio de 2007.

MARCA E SUSTENTABILIDADE.

“SOMOS, AO MESMO TEMPO, CIDADÃOS DE NAÇÕES DIFERENTES E DE UM MUNDO NO QUAL A DIMENSÃO LOCAL E GLOBAL ESTÃO LIGADAS”.
UNESCO

O 1º Fórum de Branding ACBD 2007 começa com uma novidade. Muito mais do que a troca de experiências sobre Branding, você vivenciará a marca e a cultura de cada empresa participante.

Nesta primeira edição, o Fórum aborda o tema “Marca e Sustentabilidade”, com a palestra de Wilberto Luiz Lima Júnior, Diretor de Comunicação e Responsabilidade Social da Klabin, e conta com a Tetra Pak como empresa anfitriã, com a grande parceira Elisa Prado.

Os artigos e textos selecionados para este Fórum tratam de temas que envolvem sustentabilidade, marca e design.

O artigo **“Sustainability in design moves onto the corporate agenda”** ressalta a importância do desenvolvimento de novos produtos ambientalmente corretos junto ao design, uma postura que precisa ser alinhada com as empresas e cada vez mais estimulada pela exigência do público.

“Are You Being Greenwashed?” aponta a tendência que as pessoas têm de se relacionarem com marcas ambientalmente corretas, ou seja, o público escolherá uma marca não só pela identificação com sua personalidade e seus atributos, mas também pela prática de atitudes relacionadas à preservação do meio ambiente e ao desenvolvimento sustentável.

O texto **“What Gets Measured Gets Funded: A call to measure the impact of brand on CSR”** fala que é preciso que as empresas mensurem o impacto dessas ações para quantificar o crescimento das marcas. E mostra para o mercado que o foco de atuação na sustentabilidade é mais do que um modismo, é uma atitude consciente que gera grandes resultados.

E o artigo **“The Ten Point Plan for Sustainable Brands”** traz dez tópicos para as empresas poderem avaliar se suas marcas estão de acordo com a visão voltada para a sustentabilidade.

Não deixe este conhecimento parar por aqui. Leia e passe essas idéias e informações às pessoas que estão ligadas a você.

Até o nosso próximo Fórum de Branding.

Ana Couto.



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Sustainability in design moves onto the corporate agenda

Alice Rawsthorn

London: Strolling around Coppermill, an old industrial cloth factory in East London, is like walking through an industrial graveyard. Battered fridges and freezers are stacked high, and dismembered computers spew components across the floor.

It's not real. The factory is now owned by the art gallery, Hauser & Wirth. The debris is part of "Simply Botiful," an installation in which the Swiss artist Christoph Büchel has painstakingly replicated an illegal industrial recycling factory, where electrical products are broken up to sell parts for scrap, and whatever's left is dumped.

"Simply Botiful" is a grim monument to the dark side of industrial design: to the shoddy products made by cheapskate manufacturers without considering the environmental consequences. Not all of the dead computers littering Coppermill were badly designed, but the environmental cost of scrapping them is just as high.

That may be about to change thanks to the newfound corporate enthusiasm for sustainability. BMW began the year by offering to take its old cars back for free, and to dispose of them responsibly. Marks & Spencer unveiled a £200 million, or \$394 million, "eco-plan," followed days later by a similar announcement from its rival British retailer, Tesco. The French luxury group, PPR, has opened a sustainable laboratory near Paris to manufacture organic skin care products for the Stella McCartney brand. As sustainability climbs the corporate agenda, it is poised to become one of the most important issues in design.

If you ask designers whether they care about environmental issues, they'll probably say "yes"; but many are more pro-active about them in their personal lives, than their work. "Designers' participation in sustainable development has been mixed and patchy," says Chris Sherwin, head of innovation at Forum for the Future, the London-based nonprofit organization. "Most companies tend to do sustainable design and to produce sustainable products without much 'design input.' Sadly."

Some designers have championed sustainability, but most are mavericks, like Amory Lovins, the American environmentalist, whose Rocky Mountain Institute advises Texas Instruments and Wal-Mart, and the British eco-housing architect, Bill Dunster. There's also a long tradition of furniture designers creating one-offs from found objects, including Tejo Remy, Stuart Haygarth and the Campana brothers. And graphic designers have found it relatively easy to embrace environmentalism, because there is so little difference in cost between using conventional print and packaging materials, and recycled ones. Stefan Sagmeister's ingenious design of the book "World Changing" shows how sophisticated the use of recycled paper has become.

But it is still unusual for mainstream manufacturers to embrace sustainability as wholeheartedly as honorable exceptions, like the U.S. carpet company Interface, and industrial designers have to do their clients' bidding. Designers can make enlightened suggestions about using recyclable materials or facilitating disposal,



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but, if they want the job, they have to work within the brief and budget. "It's very rare that a designer has the power to change the industrial process," James Irvine, the Milan-based industrial designer observed. "Cost is always a driving factor, and most companies still think it's financial suicide to adopt eco-manufacturing if their competitors don't."

This will only change if companies switch their priorities, but that's starting to happen. Legislative pressure is mounting, notably the European Union's WEEE Directive, which obliges the makers and retailers of electrical products to take responsibility for their disposal. Consumer attitudes are changing too. Take Toyota's Prius hybrid. Sluggish and clumsily styled, the Prius has defied the conventions of car design to become the automotive industry's Ugly Betty. Scoring so highly environmentally makes it the coolest car around.

Other companies are experiencing the negative side of environmentalism.

General Motors scrapped the gas-guzzling Hummer H1 when sales fell. Apple has been targeted by the pressure group Greenpeace, which attacks its reputation for "clean design" in a Web site parodying the official Apple site. Apple denies the claims, but Greenpeace shows no sign of stopping. Once used to describe a corporate takeover tactic, "greenmail" is now an insult for businesses caught making false environmental claims.

These pressures will prompt more companies to revise their approach to sustainability. "Ultimately sustainability's shift from the margins to the mainstream will come from enlightened self-interest," David Kester, chief executive of Britain's Design Council, predicted. "And as companies, like M&S, are adopting what we call the 'triple bottom line' of sustainable development by balancing social, environmental and economic factors, sustainability will become integral to good design."

Many businesses are trying to change, with designers' help. Sony is experimenting with "natural" plastics made from organic materials, like cornstarch, to use in cellphones. Apple has introduced compact packaging for the iPod Nano and Shuffle to reduce waste. Furniture manufacturers are switching to water-based lacquers for wood, and water-based foams for upholstery.

As more companies follow Interface's lead by adopting "triple bottom line" sustainability strategies, designers will be expected to rise to the challenge. M&S's "eco-plan" includes recycling plastic bottles to make polyester clothing, and opening a model factory and stores. Those projects need to be designed, and existing facilities redesigned to use energy more economically. Products will be redesigned too. Designers will have to prioritize issues such as maximizing recyclable materials, facilitating responsible disposal and minimizing transport and energy use to meet M&S's new priorities.

Similar design challenges will emerge in other industries. There are bound to be tensions: design has historically been wedded to the modernist belief that new equals better, whereas sustainability's ultimate goal is to have fewer objects. David



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Kester cites the example of the telephone fulfilling the function of a burglar alarm. Increasingly designers will be asked to apply design thinking to such issues, rather than to create new objects.

Yet some design principles should survive. "It's a question of quality," said the Munich-based industrial designer Konstantin Grcic. "Something made of recyclable material isn't necessarily sustainable. If it's bad, it could be thrown away tomorrow. But if things are well made and people like them, they'll last. That's sustainable."



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Are You Being Greenwashed?

Sarah Rich | Creative Review —The World's Leading Monthly Magazine for Visual Communication

The green bandwagon is well and truly rolling. But what's genuine – and what's green spin?

Conscious consumers in the modern marketplace rarely face an either/or proposition. Gone are the days of choosing between pleasure and principle. Gone is the sacrifice of flavour, colour and style in the name of environmental responsibility. With the likely exception of toilet paper (which it seems still cannot be made both recycled and soft), many of our everyday items can now be found in a luxurious shade of green. Savvy advocates of sustainability know that business is not the enemy of the good...

In fact, business can be a vehicle for doing better in the world, and making a comfortable living with a guilt-free conscience as well. But in an increasingly crowded green business sphere, knowing who's authentic presents a challenge. The responsibility for giving not-so-sustainable products a green face—as well as for making truly green products as desirable as their counterparts—lies entirely in the hands of designers, as the make-up artists and storytellers for brands. In a consumer culture teeming with excess and endlessly driving our desire for more stuff, designers become responsible, too, for reconsidering how we engage with products, and how we might transform the consumers' motivation from quantity to quality, and from singular to whole systems thinking.

There are three primary categories into which green-oriented brands fall. The best of them don't craft their identity around sustainability. Their social and environmental characteristics tend to show up as if they are a given in the bigger picture of a current, cutting-edge brand; because the reality is that a lack of awareness around these issues equates to a lack of viability in the twenty-first century. A second category comprises campaigns that do direct their messaging squarely on green, but intentionally incorporate an urban edge and a modern aesthetic in order to combat the stereotype of something four decades too tired. Finally, there are those brands that aggressively present an "eco" image as a way to capitalise on the green consumer movement without matching their practices to their pretence. This "greenwashing" trend has fairly well permeated the industry and it's now up to consumers to develop a radar for spotting duplicitous brands. As a New York Times article on greenwashing put it, "When a trend starts to show success, it's a design pile-up...[But] merely dressing up the package is not enough. There is value in telling a story, but it must be true." Companies whose story is real, compelling, and smartly designed are the ones who are starting to shine.

Then there is another category, which transcends or stands peripheral to the others, and may represent the direction green consumption is headed. It's design for the elimination of excess—dematerialisation—in which user experience takes precedence over acquiring more things. Product service systems, or service



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designs, reconceive goods as functions and permit users to obtain access to the outcome yielded by a product without actually owning it, meaning each of us needs to consume less in order to get the same result. The concept has taken hold well in the UK—perhaps better than anywhere else in the world—where sharing of commodities such as cars, office space and power tools has become relatively commonplace.

An inventive group of students from Cologne recently developed an even deeper interpretation of the system, called Wir Hier Service Group. After researching what kinds of things consumers generally take for granted, Wir Hier's designers ascertained that a successful service system would approach "mind redesign" by offering interlinked sets of services rather than discreet programmes. Wir Hier already has around 30 service systems in place. The systems themselves serve as a marketing tool for the company, which brands its programmes heavily, allowing the meme to spread virally as a result of the enhanced community interaction the services foster. For example, their "Tea-4-Two" programme dropped branded tea bags in community mailboxes, with a location, date and time printed on them.

At the designated meeting place, neighbours would share tea and get to know one another. This kind of branded service preserves the value and profitability of the entity that creates it, while fundamentally transforming what the users seek, and what they gain by engaging with the product. Wir Hier dematerialises the structure for consumption, and strips it down to pure experience.

Somewhere in between the material and immaterial product lies a new niche that straddles the gap. One player emerging at that junction is Nau, an apparel company out of Portland, Oregon, whose updated take on classically "crunchy" outdoor clothing merges urban cuts with a socially and environmentally conscious corporate mission (see BusinessWeek.com, 1/30/07, Retail 2.0). The apparel collections themselves do push gently on the envelope of outdoor style, but where Nau has really innovated is on the design of their retail space, which they don't call a "store", but rather a Webfront.

At a Nau Webfront, one sample of every piece in the collection and every available size hangs ready for visiting customers to try on. But the company encourages shoppers to use the Webfront just as a testing platform for the clothes, and to then make their purchases online at computer kiosks located on-site, then take delivery at home. By running retail this way, Nau dramatically decreases the regular inventory required at its multiple physical locations, thereby reducing the impacts of freight and lengthy supply chains. In order to help this experimental model fly, they've applied design strategy to strengthening their web presence, which will be a key component of their Webfront success. Nau has run several innovative multi-media online campaigns, including a low-budget web documentary about a woman living in a compact, off-grid mobile dwelling, crossing rural, suburban and urban divides and sharing her observations. The video had a feverish viral run on the net, reaching half a million eyes in a single day.

But it can't all disappear. Nau may encourage customers to buy fewer, more versatile and longer-lasting clothes, but they still sell clothes. And we will always



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need clothes, just as we'll need toilet paper and food, shoes and vehicles, and plenty of other furnishings for our comfort and wellbeing. So the question every green company and designer now aims to answer is, "Can we have our cake and eat it, too?" And the answer is yes.

Take Terra Plana, the British footwear company that makes trainers out of recycled uniforms, sport jackets, rubber tires and used denim. The shoes have a distinct design that pinpoints all the characteristics of a hip, young, urban target market, and like the best of these emerging green companies, Terra Plana's product would be desirable on style alone, even if it lacked an ecological agenda. But its value escalates on account of the company's commitment to sustainable materials and social responsibility. They've designed a series of icons that communicate the various details of the shoe and its production process. A similar effort was undertaken by Timberland, the less stylish but much bigger footwear company that recently began printing "nutrition labels" on their shoe boxes, which provide calculations of the energy required to manufacture the shoes, the materials they contain, and other impact-related information. While it may be more of a brand-beautifying gesture than a truly useful display, it represents their attention to shifting consumer priorities.

But how do we distinguish between gestures towards responsibility and practical transformation? How does a designer know if they are just painting a face on an idealistic idea, or applying aesthetics to a substantive and sincere brand? There's no easy answer, but there are designers out there who've made it their business to learn the back story of well-branded companies, and subsequently developed compelling campaigns from what they've learned.

Background Stories emerged from designer Arlene Birt's research at Design Academy Eindhoven in the Netherlands. It's an early concept using graphic design to tell the story of chocolate production for a variety of different brands. The theory Birt addresses is "context connection"—a fairly self-explanatory name for the process of helping consumers establish an understanding of the bigger picture from which their products come. By using well-designed, brand-aligned graphics on the inside of the packaging, the education arrives in the consumer's hand in a simple, digestible form. To deepen the mini-lesson on the wrapper, an affiliated website provides clickable pop-up details on each element of the illustration that will link you even further, to resource pages on drying and fermentation processes, and even the websites of the shipping and trucking companies who transport the ingredients to the factory. So far Birt has designed concept labels for Dagoba, Green & Black, and Hershey's. Dagoba, which is branded (and began) as a small, chocolatier with a conscience, is actually owned by Hershey; and Green & Black, which has as similar identity as a high-end, fair-trade brand, was acquired by Cadbury Schweppes several years ago. But Birt doesn't use her skills to expose or defame corporations; this is constructive design activism. Through visual storytelling and extensive resource offerings, Birt builds an accessible education for the skyrocketing population of consumers who want to indulge without feeling guilty. What better launch pad than chocolate for demonstrating that decadence and diligence can go hand in hand?



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Brands can design all manner of slick packaging and alluring ads, but in order to achieve credibility, they have to deliver transparency with every product and interaction. The conscious consumer wants to know what's in her cake before she eats it. Creatives and designers face the challenge of telling the true story behind a brand in a way that's sincere, engaging and reassuring so that green business can thrive and the bar can keep rising on what sustainability means in the market.



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What Gets Measured Gets Funded: A call to measure the impact of brand on CSR.

Carol Holding and Jacquelyn Ottman

Last summer at a roundtable in New York presented by Women for a Sustainable Future, Gerber's Jim Thomas, Global Head of Health, Safety & Environment and Business Continuity, presented the results of his company's corporate social responsibility (CSR) program. Thomas showed how Gerber was improving the health of infants through research and education about early childhood nutrition in a program called "Start Healthy, Stay Healthy." In what was for us—a career brand strategist and an environmental marketing consultant—something quite remarkable, he presented evidence of the program's success by citing statistics tracked by a Landor/BrandEconomics study showing how Gerber's brand value had doubled since the inception of the program three years earlier.

What was remarkable was not that this corporate CSR veteran was equating the success of his program with its impact on brand since, by now, most large corporations have made the connection between community programs and their brand and business. (In fact, making these connections is a top priority for CSR thought leaders, but that Gerber was trying to quantify that impact. Though Thomas was quick to acknowledge, "Of course, brand valuation is affected by many things beyond CSR," he still cited a number.)

Not since the now much maligned cause-related marketing scandals had we seen an attempt to quantify the impact of linking brand and CSR (even at that, cause programs are still measured on direct sales increases more than impact on brand). Despite the fact that many cause programs are successful for business, brand and the cause—cause supporters point to the program that started it all, American Express's partnership with Save Our Hunger, and to Liz Claiborne's advocacy to stop violence against women—cause was tarnished by programs that were either clumsy attempts at white-washing or outright exploitation.

After the cause scandals, many corporations over-reacted and stopped linking their brand to their philanthropic efforts altogether, even when enlisting the brand would have amplified their social contributions. For instance, a Fortune 100 with a top-ranked brand distributed free cell phones to Katrina victims, yet decided to hand out unbranded phones rather than risk criticism that it was exploiting the tragedy to promote its brand. Even more to the point, we maintain that the recipients of the phones would have been comforted, knowing the source of the phone was reliable and, even more, that a brand they knew was there for them!

Corporate resistance to connecting brands with the community served is in many ways counter-intuitive. From Frijof Kapra's groundbreaking analysis of organizations as biological systems to Peter Senge's re-definition of the nature of businesses as learning organizations, we now accept that communication is the most critical business process. Communication builds both a protective and healthy culture and enables innovation. Yet the social responsibility culture still resists connection to the



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corporate brand. Opportunities to engage with society on a broader level through the brand are lost, and with it, the opportunity to lead change. By publicizing its efforts, the cell phone donor might have prompted the citizenry to address one of the most heart-breaking effects of Katrina, losing track of relatives and friends!

Seeing these missed opportunities, many CSR and brand departments are beginning to see that their outcomes would be improved by working together. But they are limited to what they can do by the fact that both are seen as “intangible assets,” and both fight for funding for projects whose results are hard to quantify—not impossible but difficult.

Yet what gets funded is what gets measured. Positive anecdotes abound that confirm that brand and CSR both do better when they are linked, but because of the lack of quantifiable measures, there is no basis on which to allocate long term funding. No matter how significant a CSR program is to the brand, without measurement, it falls into the trap of being looked upon as a short-term promotion—and risks getting cut.

Just as measures have been developed which link brand and CSR individually to stock price, sooner or later the joint impact of brand and CSR to tangible financial value will also be measured so that together, they can be better managed. Think of what cross-measurement has done for production efficiency: linking factory utilization and inventory management to profit (think supply chain management) has led to increased productivity. This linkage maximized the value of tangible assets, the current basis of value. Yet the value of intangibles like brand and CSR could soon be even greater and maximizing their integration could produce great impact on stock price as financial statements evolve to reflect real value.

In 2001, Lev Brook of the Brookings Institute calculated the true market value of major corporations, including both tangible value listed in annual reports and intangible assets like brand and reputation. Brook’s study concludes that in the 1980s, financial statements captured at least 75 percent on average of market value; by 2001, that figure had dropped to 15 percent. Clearly, measures of intangible assets and their dependencies are growing more important.

The changing nature of value has also been recognized by the US Financial Accounting Standards Board, which has announced that it will issue binding disclosure requirements about companies’ intangible assets by 2007. As Laurance Allen, founder of the magazine *Value*, *Tomorrow Markets*, *Enterprise* and *Investment*, says “This will clearly accelerate the integration of intangibles into mainstream financial analysis, directly affecting share price.”

So the question is not if the impact of brand on CSR will be recognized and measured, but when. Even now, major initiatives are underway in corporations large and small, both from companies looking to change their reputation for managing intangibles like Wal-Mart to CSR market leaders like GE and Cisco. Brand valuation firms like Corebrand, Interbrand, and Landor are all addressing the issue through primary research, (an option that is only available to the largest brands), and plans are in the works to integrate subscription databases from the brand world and the



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SRI world to create measures that would allow tracking over time, intra-company and even intra-sector measurement.

In the meantime, there are several things a brand manager can do to build a case for integrating brand and CSR:

- Use existing measures of brand valuation from companies like Interbrand, BrandEconomics, and CoreBrand as Gerber did, claiming at least partial credit for improvements via CSR programs tied to brand.
- Add questions about CSR programs and reputation to existing tracking studies.
- Add questions about brand to CSR surveys with communities affected by CSR programs to assess any changes over time in brand perception as well as character traits added to the brand or reinforced through CSR.
- Collect anecdotal evidence from employees working on both CSR and brand to provide qualitative measures and to encourage cross-departmental thinking.

Finally, watch for integrated brand/CSR measures currently in development—it won't be long before brand and CSR are true partners.

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The Ten Point Plan for Sustainable Brands.

Report "Let them eat cake – Satisfying the new consumer appetite for responsible brands" | WWF

...In which we explain what brand and marketing professionals and agency staff can do to unlock the latent commercial potential of the environmental and social aspects of their brands. The following ten tasks do not fall into a neat sequence; implementing them can be a complex task.

1. Understand your brand. Conduct a "brand perception audit" to understand and define your brand's true personality as it exists in the minds of both employees and consumers/customers. Include environmental and social elements in this and subsequent tracking studies. Consider the inherent qualities of your product or service to see how it might affect the environment or society.

2. Understand your consumers and how their relationship with sustainability affects their esteem for your brand. Understand how your company provides "social utility" to your customers. Observe and understand the values, beliefs and lifestyles of your present and potential customers, preferably using "anthropological" techniques such as home visits and accompanied shopping. Bear in mind existing information about consumer segmentation as summarised in this report and think of fresh ways to generate consumer insights.

3. Get your house in order. Audit and improve your internal processes, from office management to production and logistics. Minimise power consumption, water use and waste. Screen your suppliers for sustainability. Use environmentally-friendly cleaning products and office supplies.

4. C(S)R: Handle with care! The Corporate Responsibility Function should act as a driver of innovation, using its combination of sustainability expertise and broad strategic view to tease out consumer insights. Rather than adopting a narrow focus on the measurement and reduction of risks and impacts, CSR should pay much more attention to opportunities, as Procter & Gamble has begun to do with its Corporate Social Opportunity (CSO) unit. Even then, CSO should be seen as a short-term change management role intended to do itself out of a job as soon as possible by making CSO part of the DNA of the brand and values of the company. Rather than seeking to "own" sustainability, these units should work with the heads of the core business functions (including sales and marketing) to develop key performance indicators (KPIs) of sustainable business practices. These KPIs should then be used for setting objectives and targets, reviewing performance and determining remuneration and career progression.

5. Innovate. Identify new and efficient ways in which your brand can help consumers do what they wish to do or feel how they wish to feel. Re-tune the corporate values and brand to resonate with attributes and attitudes that you see emerging in the consumer "brainspace" on sustainability issues. As your product or service progresses from inception through design and manufacturing, constantly query its sustainability at all levels, from the way it is sourced, produced and packaged to the impacts of how it is used, and the way it is destroyed or recycled at the end of



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its life. Think of new ways your existing products or services might do useful jobs while enhancing people's perceptions of themselves as environmentally or socially responsible. Think how changes to these products and services might make them even more useful and responsible.

6. Motivate. Review the way in which marketing and branding staff are rewarded: instead of simply rewarding higher sales, make at least part of their annual performance review dependent on how they perform their job, in line with company/brand values. Consider also entering awards (which everyone loves to win!) such as the annual CaRMA (Campaign for Real Marketing Awards).

7. Collaborate. Create multi-functional, multi-skilled teams that include personnel from all relevant functions, including marketing communications, investor relations, product design/development, brand strategy, financial planning and analysis, and corporate responsibility.

8. Communicate. Once you have done all of the above, communicate externally. If you are open, honest and heartfelt, then a bit of sniping here and there from your critics will just be grist to your mill. Think about how consumers interact with the new media landscape. Integrate your messages through the most appropriate channels, even if you have to invent those channels yourself.

9. Sign up your consumers to the sustainability journey that your company needs to take – use them to create and ride the sustainability wave. Ensure that consumers come away from every interaction with your brands, products and services with as positive a self image as possible. If your brand makes them feel like better people as it does its main "job", then it will thrive.

10. Measure, monitor and report continuously. Develop ways of identifying, measuring, evaluating and reporting the various elements of brand value, including those that relate to sustainability, so that they can be used by managers as indicators of performance. Specific targets may then be set to sit alongside shorter-term ones and be taken into account at staff performance reviews.



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