

Futerra

**Change-maker
Cards**

13 ways your brand
can change the world.

Ideas/Insights/
Inspiration/

What are Change-maker Cards

People want to live better lives. We want to be happier, healthier and more fulfilled. But if it was as easy as wanting, we'd all keep fit, eat well and no-one would smoke.

But while people find it difficult to change behaviours, brands are very good at it. And, because people want to live better lives, brands that can help are rewarded with loyalty and love.

What's more, from how we eat to how we wash, from how we heat our homes to how we get around, a better life is usually a more sustainable one too.

This pack will help you develop ideas for how your brand can change your customers' behaviour to help them live better and more sustainable lives.

There are three ways a brand can do this:

Product:
Building behaviour change into your product

Persuasion:
Actively influencing behaviour through your marketing

Placement:
Subtly influencing behaviour through your communications

How to use Change-maker Cards

You can use these cards in many different ways, but here's what we recommend:

1. Choose one behaviour you want to change
2. Get your marketers and sustainability people in a room
3. Read them the 'What' and then split into three teams - give each team a section of cards - Product, Persuasion or Placement
4. Challenge them to come up with ideas to change the target behaviour
5. Rotate the sections between teams
6. Either stop here and present back, or challenge the teams to create an integrated idea
7. Ask each team to pitch their idea/s back to the group

Or you could just lay all the cards out on the table and see what happens.

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01
Placement

STATUS

01: Placement Status

To change a behaviour you almost always needs to change its status.

It's all about making things cool, desirable and impressive. Thankfully, brands are brilliant at this. Can you extend those attributes to sustainable behaviours?

Use the symbols, imagery and language of status and success to communicate your behaviour.

Enemies:
Worthiness, fear and criticism.

Tools:
Fashion, fame, prestige and desirability.

Can your brand...
Turn a 'better' behaviour into something high status?

Case Study Toyota Prius

The popular opinion on electric cars is shifting. This change started as far back as 2003, when a fleet of hybrid Prius cars was used at the Academy Awards. Leonardo DiCaprio, Cameron Diaz and George Clooney are proud owners.

Research shows that, today, people buy a Prius because it makes a statement about them – “I'm someone who cares”.

The Prius is the best selling Toyota car of all time.

Make it sexy, high status & sustainable

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02
Placement

SHOW
-CASE

02: Placement Showcase

Brands subconsciously influence consumers.

Advertising, media and storytelling teach consumers about behaviour through 'peripheral processing'. We see specific actions and we emulate them without even knowing it. Don't settle for product placement; reach for behaviour placement.

Check you're only depicting sustainable behaviour (of the product and in general). If you can, include behaviour placement in product placement contracts.

Enemies:
Ignorance, lack of focus and conventional thinking.

Tools:
Ingenuity, storytelling and attention to detail.

Can your brand...
Place sustainable behaviours front and centre?

Case Study NBC

NBC's Green Week weaves sustainable behaviours into entertainment programming. The detectives on Law and Order tackle cash for clunkers scams and Tina Fey of 30 Rock throws her empty water bottle into a recycling can.

Green Week earns NBC millions in advertising revenues from brands seeking positive associations.

Showcase sustainability

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03
Placement

Normal

03: Placement Normal

We do what others do.

Brands are the masters of making new behaviours 'the new normal'. Social proofing works best when your consumer sees lots of people taking action, again and again. That's true for everyday life and for advertising.

Show behaviours in advertising, use everyday language and treat sustainability as normal.

Enemies:
Novelty, weirdness and invisibility.

Tools:
Visibility, familiarity and scale.

Can your brand...
Make your target behaviour visible and normal?

Case Study Coca-Cola

Coca-Cola posted Israel's 10,000 recycling bins on Facebook Places, making them visible. They promised to crown the most active recycler Israel's 'Recycling King'.

Thousands of people posted photos of themselves recycling and these photos were seen by millions.

Make normal better

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04
Placement

SURPRISE

04: Placement Surprise

Communication has too many stereotypes.

Using them is comfortable but means messages get lost in the noise. Breaking conventions and being novel can get cut-through. This means challenging assumptions of who is green, how we can be ethical and where sustainable action happens.

Bust myths, be unusual and offer exciting new ways to take action.

Enemies:
Being boring.

Tools:
WOW!

Can your brand...
Surprise consumers with a new message?

Case Study Longchamp

Longchamp's Autumn/Winter 2012 collection attracted lots of attention and praise because it only showed its models on bicycles.

The beautifully clad models overload a tandem bicycle with luggage before wobbling off along cobbled streets.

Longchamp's Marketing Director says that, for her customers, "fashion is about real life".

Surprise your audience with better

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05
Placement

PRIDE

05: Placement Prime

Brands are masters of mood.

Words, colours and even smells can increase sales. In the same way, subconscious primes can make certain behaviours more likely.

Use inspiring environmental and social imagery to make your behaviour feel right. Associate upbeat language, happiness and fun with sustainability. But beware of greenwash!

Enemies:
Ignoring context, old habits and negativity.

Tools:
Emotions, insight and smart language.

Can your brand...
Create a positive feeling towards sustainability before asking for action?

Case Study SulAmérica

Car insurance company SulAmérica was the official sponsor of a 140 km bike pathway in Rio de Janeiro. As a part of a bigger promotion scheme for rental bikes, the brand gave away sandals which left prints in the sand encouraging people to take the bike home.

It's helped SulAmérica drive brand awareness across a broad audience.

Prime positive behaviours

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06
Product

INVENT

06: Product Invent

Consumers need brands.

Resource shortages, rising costs and social changes are making life harder. But constraints also drive innovation. Spot new product categories that help consumers find sustainable substitutes rather than make sacrifices.

Understand consumer constraints, invite ideas from stakeholders and experiment with new product ideas.

Enemies:
Negligence, inattentiveness and assumption of the status quo.

Tools:
Consumer insight, entrepreneurship and creativity.

Can your brand...
Offer a better, more sustainable product substitute?

Case Study Replenish

Just 5% of the weight of a bottle of household cleaner is actually cleaner. The rest is water and plastic. Customers fill their Replenish bottles with water at home and only replace the concentrate pods.

Every refill brings people closer to the brand and the impact they're making.

Since the launch in 2010 they've achieved double digit market share in their target markets.

Invent better products

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07
Product

edit.

07: Product Edit

Consumers rely on brands to make choices for them.

Brands decide what to sell, and what to avoid. Rather than offering a choice between good and bad, why not offer a choice between good and even better?

Set minimum standards and discontinue products and services that don't meet them.

Enemies:
Abdication of responsibility, information overload and timidity.

Tools:
Knowledge, decisiveness and courage.

Can your brand...
Select positive products and avoid negative ones?

Case Study Walmart/Asda

Asda, Walmart's UK operation pledged to only stock sustainable frozen and fresh fish. As part of this, they insist cod and haddock are line caught. This means the fish is better quality.

Unsustainable fish are off the shelves, quality is up and sales of fish are up too.

Edit out bad behaviour

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08
Product

Default

08: Product Default

Products and services come with behaviours built in.

Often those behaviours are 'set' to unsustainable, and the more sustainable behaviour is harder for consumers. Design the positive actions in, and make the negatives ones harder.

Investigate how your product or service is used, spot the 'default' settings and redesign more sustainable ones.

Enemies:
Apathy, convention and complacency.

Tools:
Curiosity, innovation, lateral thinking and knowledge.

Can your brand...
Reset defaults to sustainable?

Case Study Dry Shampoo

Dry shampoo lets people have that freshly-washed feeling in their hair without taking a shower.

This hugely innovative product is a simple spray that saves masses of water, energy and time for consumers.

One in every five shampoos sold in the UK is now a dry formulation.

Reset the default

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09
Persuasion

ASK

09: Persuasion Ask

If you want action,
ask for it.

It can be easy to explain why an action is important, and then forget to ask for it. But here's a quick win: because consumers already listen to you explaining how to use a product or service, that gives you permission to ask for sustainable behaviour at the same time.

Make clear direct requests, be encouraging and incorporate sustainable behaviours into product directions.

Enemies:
Mitigating language, implying rather than asking and over-complication.

Tools:
Specificity, and making direct requests.

Can your brand...
Ask directly for a specific action?

Case Study Levi's

Levi's wanted to cut the lifecycle impact of their jeans in half, so they asked their customers to help.

The tag in Levi's jeans asks consumers to wash clothes less often and with cold water, line dry and donate old pairs to charity.

Ask & you'll get

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10
Persuasion

MESSENGER

10: Persuasion Messenger

Don't overlook the messenger.

Brands take great care choosing the face or voice for campaigns. The right messenger is absolutely crucial. For sustainability, we need messengers from every demographic and geography. Remember: people follow people, not ideas.

Choose messengers that have a wide appeal, are believable and will help your message spread.

Bad messengers:
Different, dislikeable and untrustworthy.

Good messengers:
Respected, liked, familiar and friendly.

Can your brand...
Pick the perfect messenger for changing behaviour?

Case Study Hairdressers Against Aids

Communicating positive messages about sexual health is difficult. In many countries discussing, the topic is even taboo. Unless, that is, you're getting your hair done...

L'Oréal and UNESCO created Hairdressers Against Aids, training 1.5 million hairdressers around the world to discuss safe sex with their customers.

Use a messenger that speaks to your audience

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11
Persuasion

FUN

11: Persuasion Fun

People like having fun.

Consumers have more time and energy for leisure, pleasure and fulfilment than for chores. Fun can make difficult behaviours more desirable. Bring some enjoyment to sustainable lifestyles.

Find humour, mystery, competition, gamification, silliness and even glamour in your target behaviour.

Enemies:
Dullness, necessity, work and chores.

Tools:
Joy, excitement, interest and laughter.

Can your brand...
Make sustainable behaviours fun?

Case Study Swishing

Imagine finding a perfect new outfit. Now imagine it cost you nothing and your friends helped you choose it while sharing a bottle of bubbly.

This is Swishing and it's transforming how women shop.

At a Swishing party, women bring at least one good quality item they no longer want and exchange it for pieces brought by other attendees.

Hundreds of tonnes of clothing waste are kept from landfill.

Have more FUN

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12
Persuasion

**RE-
WARD**

12: Persuasion Reward

Better behaviours should be celebrated.

At the very least, consumers should be thanked for taking action rather than ignored. Positive feedback for an action makes it more likely to be repeated. Beware of financial rewards: the behaviour will end with the incentive.

Thank and celebrate positive behaviour, make the consumer (rather than your brand) the hero and give feedback on impact.

Enemies:
Action, being demanding and negativity.

Tools:
Incentives, feedback and celebration.

Can your brand...
Acknowledge every positive behaviour?

Case Study Nike

Nike Running's consumers in Mexico bid their sweat in return for products. In these auctions the currency isn't money, but kilometres accumulated using a Nike+ account.

Sneakers and other goodies reward those who've put the most legwork into their training.

Reward good behaviour

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13
Persuasion

TIME

13: Persuasion Time

Consumers pass through transition zones.

There are moments in life when habits radically change, like a new baby, moving home or retirement. Even seasons and payday are little transition zones. Our habits and behaviours unfreeze at these times. Consumers are open to new category purchases, so add some sustainability into your 'life change' marketing.

Map your consumers' transition zones, match new behaviours to the zones and support change.

Enemies:
Uniformity, inappropriateness and lack of attention.

Tools:
Consumer insight, pro-activity and planning.

Can your brand...
Introduce new behaviours at the perfect moment?

Case Study Zipcar

Going to university is a time of change. While a new student may not have a car, they'll certainly want access to one.

Zipcar has set up services at 250 US institutions to capture an entire generation of new drivers.

And, a year after expanding into universities, Zipcar's revenues rose by 30%.

Time your message

Toyota made it high **status**
Coca-Cola made it **normal**
NBC **showcased** it
SulAmérica **primed** people for it
Longchamp **surprised** people with it
WalMart **edited** it out
Batiste changed the **default** on it
Replenish **reinvented** it
Levi's **asked** for it
Nike **rewarded** it
Zipcar **timed** it right
L'Oreal used the right **messengers**
Futerra made it **fun**

What can your brand do?

We are Futerra, the sustainability communications agency. From green marketing to corporate responsibility, brand strategy to social marketing, we create ways to make sustainable development so desirable it becomes normal.

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