

INCITE



INCITE

ABOUT THE COVER

Renewable energy supplier E.ON challenged government and industry to improve air quality. What made policymakers act? A pollution-eating white paper. Presented at an event, the document amplified into a direct campaign, with a mailing to influencers. This was pivotal in an integrated, multi-stakeholder approach and drew attention to E.ON's newly developed clean-air strategies. Scaled publicly through mass media, the campaign radically enhanced the green generator's brand image. Perception of E.ON as "an energy provider that is committed to tackling air pollution" rose by 129 per cent. Read more on page 15.

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IDEAS FOR INCITING ACTION SUSTAINABLY



In 2020, we had an acute lesson on what happens when the patterns of our daily lives, the deeply invested infrastructure and systems we rely on, and the economics of growth become disrupted, incapacitated. The word *unprecedented* became the blanket qualifier for the unraveling of certainty [or at least the facade of it] in the fabric of modern society.

Businesses reacted by looking for more certainty – anything to prompt predictable reactions. In the moment, reactions are necessary – they make sense. But they're not a way to move forward, because short-term thinking hinders our ability to see new risks and the opportunities that lead to sustainable growth.

The past is becoming a less reliable predictor of future success. We are at societal, economic and ecological tipping points that have primed business for a more sustainable and future-forward outlook. We recognize more than ever that we can [and should] actively shape a future that is more prosperous for all if we can let go of the systems and industrial-age thinking that are holding us back.

A timely read [or reread] of Peter Senge's *The Fifth Discipline: The Art and Practice of the Learning Organization* offers 11 laws that contextualize a holistic approach to embracing uncertainty as an opportunity for sustainable growth. I can't recommend this book enough for an accessible read on the importance of systems-thinking methods for business.

In this issue, we take a look at the regenerative value of sustainability to business – operationally and strategically. Our contributors dive into the value of purpose, employee diversity, inclusivity and brand experience to meaningfully activate sustainability. Along the way, we also contextualize the sustainable advantage of direct mail in the media mix and do some myth-busting about its environmental sustainability. Plus there's expert advice and a global collection of environment-forward cases using direct mail.

In the year ahead, reinvest in strategic focus and all the keys at hand that are both necessary and valuable for unlocking sustainable growth.

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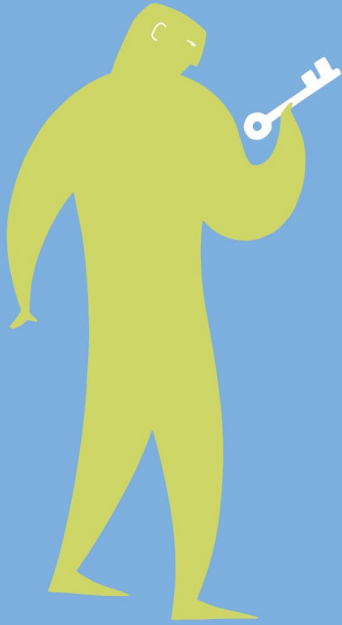
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UNLOCKING SUSTAINABILITY

The pandemic gave us a new awareness of how humankind affects the environment and how much work is required to reduce our impact. It revealed societal issues and broken systems. It has tested our humanity and made us collectively aware of our vulnerability. A wake-up call at scale, it raised questions of equality, preparedness, individual rights and sustainability. It has shifted our priorities in every way and sparked a global rethink on the complex stuff, the necessary stuff, the good stuff.

The lessons of 2020 taught us that the way we connect, the values we respect and the organizations we choose have, in many ways, changed. There's been a renewed call for sustainability to drive recovery, resilience and retooling.

PwC's global consulting team, Strategy&, found that 80 per cent of companies are not fit for growth and lack the strategic focus and alignment to achieve sustainable growth over time. Companies are stuck in short-sighted cost-cutting scenarios, focusing energy on things that don't increase value over time. Sustainability could be the spark that steers conversations toward strategic growth.

In danger of overuse and misuse, sustainability isn't the hype du jour. It has become the new key to understanding and planning for growth—a macro driver influencing economics, business management and consumption. Sustainability is not only a necessary condition for future growth but also a strategic opportunity for creating value. It's probably the biggest impact zone for companies grappling with recovery in the face of a prolonged health crisis, companies wanting to build more resilience and companies looking for both efficiency and effectiveness levers.

What do we mean by sustainability? The simplest definition is, "Meeting the needs of the present without compromising the ability of future generations to meet their needs." This explanation easily finds its business application when we put people at the core of creating current and future value. After all, growth relies on people consuming things.

BUSINESS BETTERMENT

Sustainability is a multi-dimensional concept that can find its application and value in all areas of business, from energy efficiencies, reliable value chains and employee retention to brand equity and market share. Think of sustainability as your Swiss Army knife for better business.

"We need to get out of business and into betterness," says Umair Haque, director of Havas Media Labs and author of *Betterness: Economics for Humans*.

TOMS burst onto the scene with a one-for-one giving model. Patagonia turned reduction into a growth strategy. When it comes to balancing values with consumption, sustainability ideas exist everywhere we look – from purpose, source traceability, fair trade and small batch to reduced packaging, installment payment options and post-disposable solutions.

THE 4P BOTTOM LINE

Danish futurist Anne Lise Kjaer says, *"Most people aim to lead more sustainable lives, but our 'Always-On' society encourages a culture of constant consumption. What's more, a growing and 'Hyper-Connected' middle class across the globe aspires to more and better, wanting it right now. This creates a tough set of challenges."* To help companies navigate and reconcile the contradictions between sustainability and consumption, her foresight company redefines success as the 4P bottom line of planet, people, purpose and profit, leading to solutions with a tangible impact.

In HBR's *Learning From the Future*, the author says, *"By the start of 2020, the sense of uncertainty was so pervasive that many executives were doubling down on efficiency at the expense of innovation, favoring the present at the expense of the future. As they try to manage their way through the crisis, they need a way to link current moves to future outcomes."*

Sustainable growth is easier to achieve when you can see and respond to the future. Foresight offers a way to do this through trend management and scenario planning. We must think more about the probable scenarios impacting corporate success and the cultural shifts putting pressure on the environment, society and economics. It helps companies focus strategically – turning uncertainty into advantage.

PLANET

In *What Is Strategy?* [HBR, 1996], Michael Porter explains that operational effectiveness is about doing similar things better, while strategy is about differentiating. Sustainability strengthens environmental accountability and improves operational effectiveness. For Patagonia, for example, environment is so central to its brand that it plays an operational and a strategic role in supporting sustainable growth.

For LEGO, a company that aims to make its iconic bricks more sustainable, it's about strategic alignment to increase the regenerative strength of its brand. For a brand like Swedish Stockings, a circular economy model addresses the post-disposable impact of its stockings. Instead of transferring the problem to the customer, the brand provides

a solution that makes the customer feel good [shipping them back to be reused in the manufacturing process].

Build your environmental narrative into your brand story to avoid green-washing. Don't shy away from including suppliers and partners in your communications. Transparency and collaboration are increasingly playing strategic roles in how companies go to market and build trust. Think about how marketing can amplify and scale the impact of environmental initiatives, attract customers and make it easier for them to act environmentally.

PEOPLE

Although numbers vary between reports, very few people would recommend their workplace. How a company treats its employees has never been more critical to sustainable growth. According to Kjaer Global's *Future of the Workplace 2030+*, four dimensions will be important to employee engagement and retention – emotional, physical, technological and purposeful. Understanding how sustainability strategies and company culture work to impact these dimensions will shape employee experience and productivity. Diversity and inclusivity will also create a more sustainable workforce – bringing with them more collaborative ideas.

Many companies have charitable and corporate social responsibility [CSR] initiatives that aren't well integrated into company culture, business goals or employee well-being. Linking CSR to employee engagement and external sustainability initiatives will create a bigger impact and contribute more effectively to sustainable growth.

The key to creating value is understanding what tensions in people's lives you can solve. No longer about selling or telling them why they should buy from you, it's about connecting meaningful, authentic shared values and helping people live better lives. People's tensions frame their motivations, attitudes and behaviours. Understanding and acting on those tensions will always give a brand sustainable advantage. Think about the economic, attitudinal, social and habitual tensions that you can address authentically through innovation, customer experience and messaging.

PURPOSE

Brand purpose – a core sustainability principle – gets beaten up a lot, in part because it's so misunderstood and misused. Purpose is not solely about social impact. Having purpose simply means that a company knows why it exists and acts accordingly – a red thread connecting everything it says and does. That thread turns intent into action, provides strategic focus and amplifies differentiation.

People value meaning [you don't have to call it purpose]. Most importantly, it's customer-centric. It shifts value creation from profit to human meaning. This critical shift is often missed by purpose statements, conveying lofty and disconnected sentiment or reflecting generic company goals. Sustainability initiatives should reflect – not replace – purpose, and your sustainability footprint will be as ownable as your brand.

IKEA has long practiced sustainability, aligning its environmental, economic and social impact to its purpose. Its aim "to create a better everyday life for the many people" has been guiding the democratization of

aesthetically pleasing, innovative home products that are affordable to the masses. In recent marketing, the company has focused its energy on communicating sustainability initiatives.

PROFIT

People are questioning conventional success metrics that attempt to track performance, GDP and ROI. Many economists point to the end of growth through scale. The Business Roundtable was formed by top CEOs to question and redefine the role of companies beyond financial performance. The supremacy of shareholder value is a big part of this agenda.

As part of its sustainability plan, Unilever put a stake in the ground when it stopped reporting quarterly profits. This move takes the emphasis off short-term investors and applies pressure to return to a long-term approach. Its plan is working. Unilever met its goals in 2017 and is one of the most in-demand companies in the world of work.

Terms like *cost per acquisition* treat people as commodities instead of collaborative assets. Marketing has a fundamental role to play in creating impact-led rather than profit-led value. Linking customer performance indicators [CPIs] to KPIs will help shift the conversation.

Intangible value [the currency of brand and marketing] now accounts for 84 per cent [2015] of company value according to *The Business Case for Sustainability*, an HBR Whiteboard Session. By focusing on measuring impact, we'll be measuring intangible value, and that's where real growth is created – where the good stuff lives.

THE HYPE OF GROWTH MARKETING ISN'T SUSTAINABLE

The term *growth marketing* [a.k.a. *growth hacking*] was coined by Silicon Valley's Sean Ellis. He believed that tech companies were too focused on product and needed to concentrate more on revenue. Back then, he was struggling with what he considered fluffy marketing that didn't connect back to sales in a fast-paced environment when there was still a deep divide between mass and digital marketing.

For Ellis, growth marketing involved an enterprise-wide focus on continually optimizing measurable performance through experimentation, testing and learning. In reality, it has become a fast game of short-term revenue chasing, with speed as its defining principle. Ironically, it's turned growth into a singular, and arguably myopic, focus.

The bottom line is that growth marketing has a hard time delivering one. Its short-termism has eroded brand equity, pricing

resilience and marketing effectiveness. It's given us hyped-up IPOs, along with the WeWork disaster, and has led to VC-funded direct-to-consumer brands being caught over-invested, with no demand during a pandemic. Growth marketing is not about sustainability. It's not about value, emotional connection or customer experience. It's not about all the things that people actually care about and that marketing is meant to deliver.

MARKETING FUNDAMENTALS TO SUSTAIN YOU

Now is the time to renew a commitment to marketing for impact rather than volume of impressions. When every dollar spent is under greater scrutiny, marketers need to find their creative bravery, strengthen their brand voice and connect to the context of their audience.

If you'd like to know where to direct your marketing energy in the year ahead, here's a summary of expert advice from *INCITE 2020*. It's worth repeating!

LOOK FOR OPPORTUNITY IN BLIND SPOTS

Your business circumstances, along with those of many of your customers, have changed. Brands simply cannot afford to take customers for granted. Right now, there's a need to dig deeper into blind spots to understand what you don't know about your audiences. Where is the growth potential? Can you serve current customers – as well as fresh or overlooked audiences – in newly relevant ways? IKEA found opportunity in an underserved customer base of people with disabilities. *ThisAbles* is a project that has proven the value of focusing on impact as a growth strategy, instead of scale. The project enables people with special needs to enjoy the same quality of life provided by IKEA products, with adapters that make them easier to use. Recovery is as much about creating value by focusing on customer recovery as it is about business itself.

FOCUS ON IDEAS THAT PAY FORWARD

At the heart of great marketing are ideas that don't have to work too hard to attract an audience. Word of mouth isn't a tactic but rather a principle of effective marketing. How much organic traction can your brand generate with its marketing? And how can paid media ignite or amplify it? Edelman's *Earned Brand* is an annual global study of how brands earn, strengthen and protect their relationships with customers. Edelman has found that trust is down and it needs to be earned. Creative bravery is critical to earning share, while the ability for brands to create community and collaborate with impact will go a long way. Marketers need to be able to position their brands meaningfully in the *lives* of their customers.

CONVERT ATTENTION TO MEMORY

On top of challenges associated with attention – marketplace fragmentation and saturation, ad skipping and opting out – people are emotionally distracted. Marketing needs to convert attention to memory. If creative isn't connecting brand to consumer, then a key marketing principle – memorable delivery – is missing. To get attention and keep it, understand where people derive their identity. Have a point of view and a unique look, show your personality, create ads and content that are worthy of attention. For example, Heinz is integrating brand, marketing and customer experience to support growth. The rebrand is meant to refresh attention and renew the relationship with current buyers. The design

dials up emotional appeal – stirring feelings of desire and comfort. The use of forks and spoons, beans dripping out of the distinctive Heinz logo frame and fries with ketchup on them bring product experience to life.

MAKE DATA CUSTOMER-CENTRIC

Embracing a data-driven mindset and thinking strategically about what you're trying to accomplish with it will turn data into a competitive advantage. Start by understanding what key questions data needs to answer and what will be done with the insights. Most companies have enough data – they just need to structure it for business value. Data etiquette means gathering and using information in an ethical and respectful way. If the data you're collecting doesn't have strategic business value or improve customer experience, you don't need it. As marketers, it's important to consider how our customers are experiencing the data decisions we make, such as the ad that stalks a customer around the internet. Data-driven doesn't replace customer-centric. Being a customer-first company means continually meeting the needs of your audience. That should be the priority for data too. Forging a mindset of two-way data value puts customer trust and respect at the centre of data-driven decision making.



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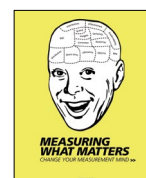
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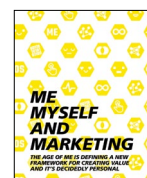
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BEYOND THE CHECK BOX

Coralie D'Souza, Director of Operations + Employee Engagement at the Brookfield Institute for Innovation + Entrepreneurship, Ryerson University

As a woman of colour, the first time I was introduced to the idea of systemic racism, I was resistant. A young political staffer at Queen's Park, I felt that I had worked hard to get through university, to meet the right people and to climb the ranks. It had been difficult, but hard to see how my race made it any more challenging.

Theoretically, I understood how systemic racism applied to newcomers like my parents [South Asians born in Kenya], who, despite English being their first language, struggled to understand and adjust to North American workplace norms. I felt different compared with them. In some ways, I was wiser and better equipped to navigate Canada – from GO Train schedules to workplace culture. As a first-generation Canadian, I was comfortable interpreting social and professional norms. I knew what I needed to do and say to fit in. You could say I knew my audience.

As I moved through my professional life and left politics for the private sector, it slowly began to dawn on me that I too was affected by systemic racism. Piece by piece, I began putting my puzzle together.

Throughout my professional career, I have often been the only person of colour at the management table. I am paid less than my direct peers, despite working equally hard and bringing the same level of qualification to my positions. I am asked to take on portfolios simply because of the colour of my skin and it is assumed that I can speak for a diverse group with broad interests. That's something white people are never asked to do.

It wasn't that I didn't ask or negotiate. I have read Sheryl Sandberg's *Lean In* enough times to know it never hurts to ask. But when you're negotiating from a lower starting point, there's only so far you can go.

In learning about the deep hurt experienced historically, institutionally and interpersonally by so many, my eyes were opened. I began to lean in, but in a different way. I leaned into understanding the problem and its causes. I came to the conclusion that, in order to address systemic racism, and build sustainable and ethical businesses and brands, the world needs a collective shift in consciousness.

A significant change in awareness requires constant reflection and discomfort, including fearlessly questioning your own motivations and actions alongside those of the people around you.

I am on what I expect will be a journey of lifelong learning. I continue to Google, read and look to Black, Indigenous and people of colour [BIPOC] to understand the ways in which I myself have been complicit in systemic racism as well as anti-Black and anti-Indigenous racism. Strangely, I have found comfort in the hurt but also in the wisdom of others.

I am finally able to critically compare my own life experiences to those of my peers, including close friends and colleagues. I am learning to be a more conscious leader and to sponsor the young professionals in my charge. In this moment, I am learning to share my experiences honestly and openly. I am learning to empathize with stories different from my own.

AS YOU READ ON, ASK YOURSELF

- › Have I resisted the idea of systemic racism?
- › What do I believe about people of colour, especially Black and Indigenous people?
- › What's the origin of my beliefs and how do they manifest in the workplace?
- › What in my past has opened my eyes to racism or other forms of systemic inequality?
- › In what ways do I have privilege? How does that show up in my workplace?
- › How am I using privilege? Can I learn from those without it?

Last year, the death of George Floyd in Minneapolis sparked protests, anger and civil unrest. Floyd, a Black man, died after a white police officer knelt on his neck for several minutes while his colleagues watched.

Organizations and brands, many of which often remain silent when it comes to social justice issues, began speaking out, as did ad agencies and media professionals.

“Recognizing privilege and how it manifests within an organization is the first step in identifying how organizations can shift consciousness to be actively anti-racist.”

Nike was quick to release a 60-second ad encouraging Americans not to turn their backs on racism. The company created a twist on its long-used tagline: *For Once, Don't Do It*. Other brands followed suit, including YouTube, the NFL, Disney, Amazon and Netflix.

Even small and medium-sized businesses and influencers took to social media, posting black squares in solidarity with the movement, committing to learn more about what it meant to be an anti-racist.

Behind the scenes, the brands and organizations that wanted to be seen as anti-racist forced communications and marketing teams to learn context, equity, diversity and inclusion best practices – and fast. It fell to communications

strategists, like myself, to do what truly should be embedded in strategy conversations throughout an organization or brand.

Many patted themselves on the back for creating relevant and moving content, revising campaigns in record time and getting out ahead of their competitors. I, on the other hand, felt torn, ill-prepared and complicit in upholding systemic racism by allowing myself to be tokenized and remaining quiet in order to minimize the discomfort felt by others.

Across North America, and globally, BIPOC are on personal journeys to understand the impact of discrimination on their lives. Communities experience racism differently based on distinct histories, policies and cultural attitudes. We are tokenized again and again by being given the so-called *opportunity* to lead on issues of diversity and inclusion. We are asked to be spokespeople and to handle crisis communications for issues that organizations and businesses have often not previously deemed worthy or deserving of attention. These are issues that cut so deep they feel personal.

Now that public commitments have been made, brands and businesses have an opportunity to go beyond the lip service to examine the privilege within their ranks.

Oftentimes people associate privilege with one race, gender or class. However, privilege is reflected in many situations, many lifestyles and many demographics.

The reality is that privilege often has nothing to do with how hard you work and is not necessarily a reflection of you. Instead, it has to do with the perceptions and assumptions of others – who they think you are, what they think you're capable of and what they believe people can expect of you. This privilege affords some certain liberties, while hindering others, primarily BIPOC.

As Canadian author and inclusion speaker Ritu Bhasin states, *"If the work is done honestly and authentically, this will be uncomfortable."* Recognizing privilege and how it manifests within an organization is the first step in identifying how organizations can shift consciousness to be actively anti-racist.

Instead of checking boxes, brands and organizations must reflect on *why* this movement is core to their brand, *how* they can bring it to life in practice and *what* actions they should undertake.

Anti-racism has to be something that everyone takes on within an organization. It's a shared responsibility, not something that's relegated to human resources. How anti-racism shows up across departments and leaders may differ, but there is a role for everyone, no matter the hat you wear.

"February marks Black History Month in Canada. Let it be an opportunity for organizations and brands to go beyond the check box and share real progress in the important work of inclusion."

Marcomms teams have to resist the urge to tokenize. To demonstrate progress, we must go beyond just showing Black and Brown faces in our ads and on our websites. Let's do our homework and elevate BIPOC voices for their expertise and relevance.

PR teams should report on an organization's results. While goals and targets related to diversity are important, they are most meaningful when they are transparent and progress is reported to customers and employees. With transparency comes trust, engagement and goodwill.

People leaders ought to be mindful. Whether your team is big or small, as a people manager, you have a hand in creating equitable opportunities, building pipelines into leadership and actively deciding to sponsor qualified diverse candidates.

Executives must check their biases. By creating a culture of candour, we can open the door to rewriting workplace norms, questioning widely accepted professionalism standards – everything from dress code, speech, work style and attitudes toward timeliness.

Operations and strategy teams need to diversify. By developing strategies and accountability mechanisms, it's possible to follow through with board, management, staff and partners.

Supply chain, procurement and finance can influence. Each year, billions of dollars are exchanged between businesses providing goods and services to each other. A commitment to ensuring purchases are made without bias opens the door for so many.

HR has to continuously diversify leadership profiles. From governance structures to management, we must go beyond the mere numbers to track experiences so that we can reap the most rewards from our diverse leadership.

February marks Black History Month in Canada, the United States and the United Kingdom. Let it be an opportunity for organizations and brands to go beyond the check box and share real progress in the important work of inclusion. The shift in consciousness needed to reshape and build sustainable, ethical and inclusive organizations can only happen when we look within and dismantle our own privilege. Let's not waste time on yet another communications exercise.

Coralie D'Souza is Director of Operations + Employee Engagement at the Brookfield Institute for Innovation + Entrepreneurship at Ryerson University, where she fosters a community of learning, engagement and inclusion. She has also provided high-profile communications and issues management advice in various roles as a senior communications strategist, speech writer and advisor to political leaders, thought leaders and influencers.



Shelley Mayer, Founder, Ramp Communications

Three things purpose-driven marketers do differently. >>

There's no doubt that 2020 will go down in history as a seismic shift away from business as usual. Organizations have been forced to adapt, evolve and disrupt [whether they were prepared to or not]. The true test of this evolution will be witnessed in the way companies act to address the biggest issues of our generation. As marketers, we cannot ignore the fact that brand activism has reached a tipping point. Now more than ever, people are demanding that businesses do better.

Consumers are becoming increasingly aware of how the brands they support impact the world around them. A Clutch study found that 71 per cent of people think it's important for businesses to take a stance on social movements, and three quarters of people are likely to start shopping at a company that supports an issue with which they agree. More than half of those surveyed would stop supporting a brand that stands for something they're against. In today's uncertain world, considering your organization's impact on society and the environment is not just nice to have, it's expected. Winning businesses, the ones that are sustainable and future-ready, understand that, for all stakeholders, profit and value generation are not mutually exclusive. The onus is on brands to take responsibility for tackling the world's greatest challenges, co-creating a sustainable future and accelerating social change.

Every brand has the ability to create impact – to be the force for good that can both reflect and shape the way audiences think and act. Social impact requires boldness, bravery and purpose. It demands a determination to uncover unrealized potential. It becomes an obligation to harness the truth that exists behind every story that has the promise to make a difference. The smartest, most resonant ideas recognize what others don't. By being open to all perspectives and opinions and by understanding what social issues matter, brands have the opportunity to affect entire ecosystems and make change happen.

Through our work as an impact brand consultancy and a B Corporation [a global community of companies that use business as a force for good], we've noticed three things that purpose-driven brands do differently.

“Social impact requires boldness, bravery and purpose. It demands a determination to uncover unrealized potential. It becomes an obligation to harness the truth that exists behind every story that has the promise to make a difference.”

1. SUSTAINABLE COMPANIES ALIGN THEIR BRAND STRATEGY WITH A GREATER PURPOSE

Simply writing a cheque isn't enough. Future-ready companies go beyond corporate philanthropy to make social value a priority. They understand the big idea at their core and know why they do what they do. To uncover your brand's purpose, ask yourself *why* your organization exists. If you describe what you do, go back to the drawing board. Your purpose should be about the reason you're in business and the greater issue your organization is trying to solve. Does your brand's purpose have a big impact that

inspires and engages? If so, you're on the right track. Examine your core purpose from the viewpoint of various stakeholders.

To connect profit to purpose, link back to your organization's value proposition in an authentic and sensible way. Think about how your reason for being aligns with your products and services. Unilever created Dove's *Real Beauty* campaign to build self-confidence in women and children. Building self-confidence solves a bigger issue than just selling soap, yet it aligns with the Dove brand and its product offering. The campaign grew sales from \$2.5 billion to \$4 billion in its opening year. In just over three days, Nike's controversial partnership with Colin Kaepernick in protest of systemic oppression grew its sales by 31 per cent compared to the previous year. Brand strategies that communicate shared values are winners because they generate profit, drive sustainability and capture the hearts of stakeholders.

2. PURPOSE-DRIVEN MARKETERS RALLY INTERNAL TEAMS

Once articulated, the best way to get your purpose to stick is to ensure everyone inside your organization understands the value they contribute. Your employees are at the heart of your business. Clarify how their work serves a greater purpose and they will be more invested in your organization. When you build a purpose-driven culture, it empowers staff to do their best work and intrinsically motivates them to grow with your company. One way to create a purpose-driven culture and galvanize employees is to link your organization's purpose back to individual roles. This helps staff understand how their day-to-day work contributes to the bigger issue your organization is trying to solve.

A Deloitte survey found that 73 per cent of people who self-identify as working for a purpose-driven company feel engaged at work. Effectively engaged employees can become fiercely loyal brand ambassadors.

Research shows that higher employee engagement is also linked to increased productivity and lower turnover. Nurture employee satisfaction by providing a variety of ways for individuals to make contributions and get involved in your mission. These could include volunteering, fundraising or leading initiatives. When your purpose is understood and co-created by internal audiences, they are more likely to share their passion for your organization with the world at large. Engaged employees can act on your behalf to help amplify purpose-driven messages, advocate for your company and communicate positive sentiments.

3. PURPOSE-DRIVEN MARKETERS INSPIRE WITH IMPACT

Once internal audiences align with a brand's purpose, it's time to communicate externally. Purpose-driven marketers measure their impact and communicate it to a wide audience both authentically and transparently. A good place to start is by framing measurement and messaging against the UN's Sustainable Development Goals [SDGs], a.k.a. the world's to-do list. Using the SDGs as a guide is a great way to determine the specific areas of impact that are aligned with an organization's purpose. It keeps everyone focused. The next step is to set up a framework to measure progress toward impact goals. Once impact is measured, it's time to share the organization's advancements with a wider audience. Weave your purpose, and the progress you've made, into your external communications. Choose the success stories you want to share and embed them into your brand stories. Back up success stories with data and proof points.

Craft your brand strategy around your purpose and make sure your marketing strategy is aligned. Be sure to audit your existing marketing, advertising and communications materials. Are you clearly communicating your purpose in an inspiring way? Your purpose-driven marketing strategy should help your organization tell a compelling and consistent story that inspires and engages audiences.

Involve external stakeholders like partners, customers and shareholders as co-creators of your purpose-driven communication. Ask yourself how you can align with cause-based organizations that are working in the same impact area as you. Amplify their progress and support their work so that together you create an even bigger impact.

“Brand strategies that communicate shared values are winners because they generate profit, drive sustainability and capture the hearts of stakeholders.”

KEEP IT REAL

Today's audiences are savvy. They know when organizations are merely dabbling in social good to improve their optics. If you're truly ready to instill a greater purpose into your organization, never let go of your authenticity or your tenacity. Leading with purpose is a long-term commitment that requires a genuine, transparent, strategic and holistic approach throughout your entire organization. When working toward a purpose-driven brand strategy, be sure to partner with a specialized agency that's well positioned to ensure success. Align your brand strategy with a greater purpose and inspire those around you, both inside and outside your organization. By creating meaningful and sustainable social change, you'll be building better brands, a more competitive business and a brighter world.

Shelley Mayer is founder and president of Ramp Communications, a certified B Corporation and award-winning creative agency. A trusted strategic advisor to social impact organizations, she leads a team of specialists in brand development, advertising, digital marketing, social media outreach, public relations and events. Shelley joined the Canadian Marketing Association [CMA] NFP Council in 2019. She is also a founding Activator with SheEO, sits on the Breakfast Club of Canada Campaign Cabinet and is a Futurpreneur Canada mentor.



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CASE STUDY

Targeting government and industry, E.ON challenged U.K. leaders to take positive action to improve air quality. The secret weapon? A pollution-eating white paper. >>

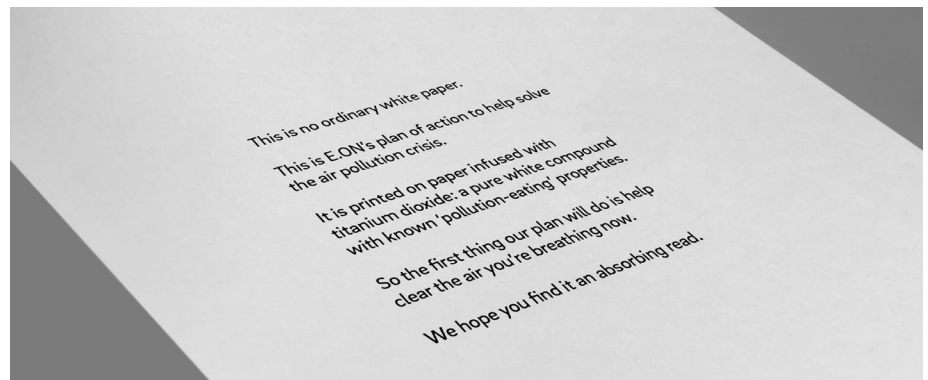
LET'S CLEAR THE AIR

E.ON is the second-largest electricity and gas provider in the U.K., with almost four million customers. The German-based energy supply company is committed to a sustainable future and has invested heavily to move away from fossil fuels. The electricity it supplies to consumers is backed by 100 per cent renewable resources, such as biomass and wind farms – effectively decarbonizing the system.

As a green generator, E.ON works with customers and companies across communities to make energy simpler, smarter and more sustainable. Focusing on decentralized, green and interconnected solutions addressing customer and environmental needs, E.ON's new energy benefits homes and businesses. The company's work is helping facilitate the transition to a low-carbon world where customers are active participants in energy systems enabled by technology.

CHALLENGE

Air pollution, according to the WHO, is one of the leading global causes of mortality. In the U.K., this invisible killer contributes to one in 20 deaths, with the country's most deprived communities often the most impacted. It was time to clear the air. E.ON had already hosted a round table, inviting business and industry to join the clean air conversation and exposing them to the company's innovative strategies to improve air quality. How could they find a way to turn the event's white paper agenda into an influencer that would result in true and meaningful engagement on a wider scale? What would it take to get policy-makers to spring into action and reduce dangerous levels of pollution?



RELEVANCE

E.ON set out to communicate its innovative clean-air strategies and its commitment to helping solve the crisis. The information was relevant, timely and actionable, but there was no guarantee that decision makers would pay attention. E.ON needed a sustainable campaign with a strong anchor to express its message.

INCITING ACTION

E.ON's white paper is a plan of action that outlines its newly developed clean-air strategies. It's aimed squarely at government and industry leaders. Instead of talking about climate and emissions, it focuses on air quality. It's no ordinary white paper. Although literally printed on white paper, it also has a superpower. The publication can eat pollution!

COMPANY: E.ON | PRODUCT: Clean energy technologies | COUNTRY: U.K. | AGENCY: ENGINE U.K. | TEAM: Executive Creative Director: Aaron Goldring | Creative Directors/Creatives: Paul Hancock, Dave Newbold | Head of Design: Alex Talikowski | Senior Designer: Nicki Kythreotis | Project Managers: Jonathan Saunders, Danny Bush, Sophie Richaume | Strategy Director: John Crowther | Managing Director: Rob Carter | Account Director: Sam Paiolo | Account Manager: Olivia Conroy | Account Executive: Stephanie Coyne | Account Director: Emily Westcott



Infused with titanium dioxide [TiO₂] – on paper developed by a carbon-neutral mill – it reacts with airborne pollutants like nitrogen oxides [NOx] when combined with light. As policy-makers and business leaders read about E.ON’s strategies to reduce air pollution, the document actually helps clear the air by breaking down surrounding pollutants into harmless nitrates.

TiO₂ has previously been mixed with paint and concrete to help reduce city pollution and is also used to whiten paper stock. This is the first time it’s been used in a publication for its anti-pollution properties. The white paper proved to be an absorbing read.

Mailed directly to key influencers, it was the pivotal element in an integrated, multi-stakeholder campaign, with the unifying image of a pair of lungs at its core. So, a white paper at an event amplified into a direct campaign and was then scaled publicly through mass media. There were activations of five-metre-tall transparent lungs that darkened as the surrounding air quality deteriorated. A video made micro-particles of pollution visible to viewers. Influencer communications, digital OOH, events, press, digital and cinema ads completed the picture. All made it clear that action is needed now.

RESULTS

With its rallying cry to clear the air, the campaign radically enhanced E.ON’s brand image. Clean air is a matter of life or death, and this renewable energy supplier really drew attention to that. Overall, people’s positive consideration of E.ON grew by 97 per cent. Awareness of E.ON as “an energy provider that cares about the environment” increased by 99 per cent. Perception of E.ON as “an energy provider that is committed to tackling air pollution” rose by 129 per cent. Knowledge that E.ON “has home solutions that can help tackle air pollution” showed an uplift of 96 per cent.

Case Study Debrief

BRAND E.ON

INDUSTRY Energy & Utilities

Inciting Action

E.ON demonstrated its commitment to the environment and innovation with a pollution-eating white paper that communicated its clean-air strategies and solutions as a renewable energy supplier.

Results

Consideration of E.ON grew by 97 per cent. Awareness as “an energy provider that cares about the environment” increased by 99 per cent. Knowledge that E.ON “has home solutions that can help tackle air pollution” increased by 96 per cent.

Conversion Funnel

Dots indicate where direct mail was used to incite action.



Data Sources

Custom list

Media Formats

Personalized mail

Activation Pillars

- Physicality
- Data
- Connectivity

Key Takeaways

- > White papers and reports make for engaging, influential direct marketing.
- > Direct mail is compatible with environmental messaging and effective marketing.
- > Direct mail can help change perceptions and improve brand image.
- > Events combined with physical media can anchor an integrated campaign.

CASE STORIES

A collection of inspired work from around the globe and across industries showcasing the many ways modern marketers are using direct mail media to promote a sustainable future.

Get inspired!
Scan here for *INCITE*
direct mail cases from
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CONNECTING POLLUTION WITH HOUSE PRICES

Showing homeowners that pollution was affecting their property values, a not-for-profit spurs Londoners to lobby government for change.

Today, every Londoner is breathing toxic air. This leads to 10,000 premature deaths each year. To get them to realize that air pollution is a public health crisis, addresspollution.org set out to make this invisible killer impossible to ignore and show people the problem is in their own backyards.

Addresspollution.org gave everyone in London access to a free Air Quality Report for their address. Consisting of an annualized reading of nitrogen dioxide, the report made it clear whether a home exceeded the World Health Organization's legal limits for clean air.

The air quality report gave details of the health of that address and the financial costs of the rating.

In just a few clicks, visitors could then demand action from elected officials, locally and nationally.

Direct mail was addressed to London real estate agents and included important information to help them advise both buyers and sellers.

The campaign generated over 80 pieces of coverage across national news and consumer publications, with a potential reach of 30 million.

As a result of the campaign, real estate agents in the country are now required to share the information in the reports with their clients. And they risk prosecution if they give false information about the ratings. Every breath we take is leading us closer to an actionable and more sustainable solution.



COMPANY: Central Office of Public Interest [COPI] | PRODUCT: addresspollution.org | COUNTRY: U.K. | AGENCY: AMV BBDO | TEAM: Creative Director: Toby Allen, Jim Hilson | Copywriter: Ben Polkinghorne | Art Director: Scott Kelly | Designer: Mario Kerkstra | Photographer: Harriet Phillips | Post-production Company: The Mill Digital Design Company: Mobile 5 | Agency Planner: Talitha Turbin | Account Team: Tessa Brisbane, Rachel Dymond, Anna Holloway, Lino Fortes | Project Manager: Leonie Chaudhry | PR Agency: One Green Bean | AMV Interactive: Michelle Walton, Shail Mehta | Head of Market Intelligence: Andrew Pinkess | Data Analyst: Seth Shenbanjo

CATCH A WAVE, SAVE AN OCEAN

With a new formula for surfboard wax, this charity hopes to bring the world's oceans back to life.

Climate change is making the world's oceans more acidic, which is killing coral reefs and threatening ecosystems. Without action now, 50 per cent of the world's marine life will be extinct by 2100.

There's no single solution to avoiding that fate, but even seemingly small personal choices can make a difference. Maybe even your brand of surfboard wax.

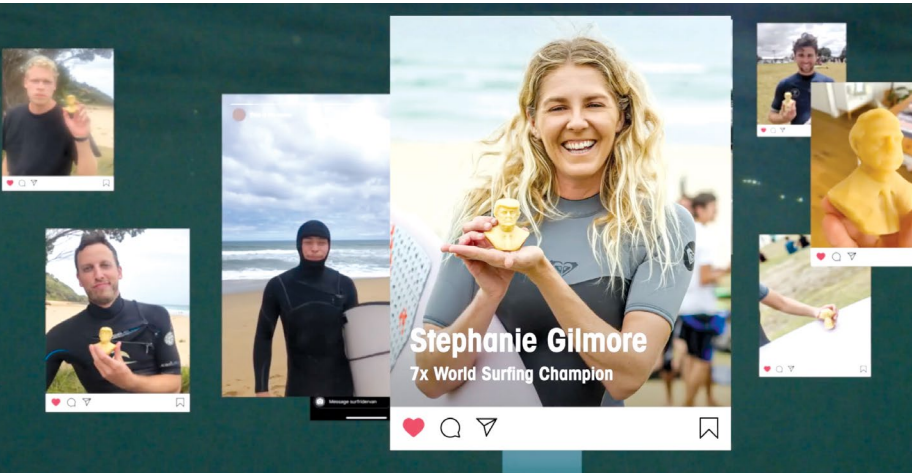
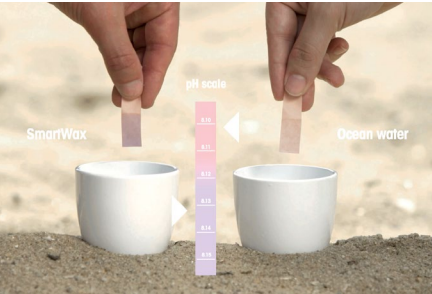
Surfers need board wax. Without it, they have no grip or traction. So Clean Ocean Foundation Australia [COFA] developed SmartWax, a wax formula with limestone crystals that neutralize acid. With over 35 million surfers worldwide, they could rebalance 112 million litres of acidic water each year.

To encourage wax producers to use their formula, COFA gave it away for free, but they needed to get the word out.

They made samples formed into the faces of Donald Trump and Jair Bolsonaro, polarizing presidents and climate change deniers. The wax figures were sent to the managers of wax producers, urging them to apply the formula to their products. They were also mailed to surfing influencers, who were asked to write messages of support to the wax producers.

One month after the launch, 70 per cent of the global surf wax market had asked for the formula and eight international brands were using it.

Maybe we *can* save our oceans, one wave at a time.



COMPANY: Clean Ocean Foundation | PRODUCT: SmartWax | COUNTRY: Australia | AGENCY: McCann | TEAM: Chief Creative Officer: Pat Baron | Creative Director: Andrew Woodhead | Creatives: Guilherme Machado, Alex Newman, Moira Cotnoir | Designer: Rafael Martins | Production: Lagoon Collective | Producer: Cinnamon Darvall

GARBAGE IN, CO₂ OUT

A garbage bag sent to sustainable energy customers shows them just how much of a difference their green choice makes.

In the fall of 2007, most Germans received a letter announcing upcoming electricity price hikes. While customers of the ecological electricity supplier ENTEGA would enjoy guaranteed prices until 2009, the company knew that their electricity would eventually become more expensive. They needed to convince their customers of the long-term benefits of sustainable, lower-emission electricity.

But how do you show each customer how much difference their choice of sustainable energy makes?

The agency realized that this exact volume of a standard German garbage bag – 80 litres – could represent how much less CO₂ is emitted into the atmosphere by ENTEGA customers every hour.

All customers were sent a garbage bag along with a letter. A large, bold message announced the carbon dioxide savings: *80 l [litres] – This is how much CO₂ you avoid per hour* was printed in white on the dark bag, making the message unmistakable.

Suddenly, the abstract benefit to the environment became tangible and the responsibility of each individual was clear. The campaign also had a ripple effect beyond reinforcing customer loyalty. Many of the recipients' neighbours, upset about looming higher prices for electricity, were won over to ENTEGA.

As a result of the mailing, there were 17 per cent more telephone requests making an explicit reference to the garbage bag campaign. This innovative initiative was certainly not a waste of energy.



COMPANY: ENTEGA | PRODUCT: Ecological electricity | COUNTRY: Germany | AGENCY: OgilvyOne | TEAM: Creative Director: Annette Rust | Copywriters: Miriam Reith, Markus Töpper | Art Director: Thomas Knopf | Production Manager: Bianka Elbert | Account Director: Florian Matthies

SLICK MAILING HIGHLIGHTS OIL RISK

Environmental group uses direct marketing to bring messy debate to B.C. homes and capture public attention.

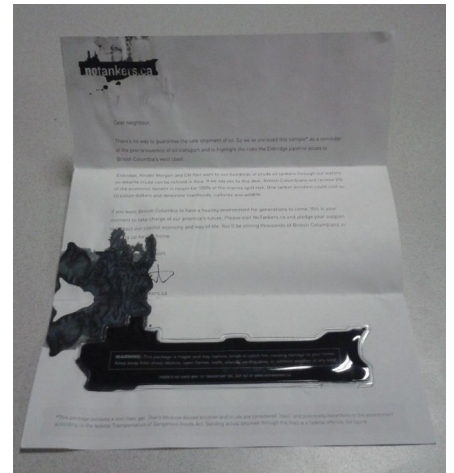
Named after British Columbia's provincial flower, the Dogwood Initiative is a grassroots environmental group that's become a leading voice opposing the construction of oil pipelines and the resulting increase of tankers in B.C.

It brings voters together to work on urgent challenges facing B.C. residents. The group's goal is to strengthen its current base of engaged citizens who are willing to address environmental challenges in ways the existing political party system has not, cannot or will not. When international oil companies pushed to increase the number of tankers in Canadian waters, the group responded.

In November 2014, around municipal election time, with heated debate playing out publicly, the Dogwood Initiative mailed tanker-shaped sample packages filled with black, gooey oil [made with vegetable-based gel and black food colouring] to hundreds of B.C. homes. It was a spin on the traditional shampoo sample. In many cases, the packages ruptured while in transit, soiling the mail piece and punctuating the group's point dramatically. Reactions were invariably strong. Supporters sent positive tweets while critics sent angry letters.

The biggest impact by far was online. Hundreds of direct mail recipients shared photos of the mailing on Twitter and Instagram. National news outlets picked up the story, spreading it further.

The *No Tankers* campaign ultimately increased pledges of support by 400 per cent in a single month. A crude demonstration of the dangers of oil transport turned out to be a slick marketing idea.



COMPANY: The Dogwood Initiative | PRODUCT: Environmental lobby | COUNTRY: Canada | AGENCY: Rethink Canada
TEAM: Creative Directors: Ian Grais, Chris Staples | Art Directors: Tony Woods, Leia Rogers | Writer: Leia Rogers
Producers: Cary Emley, Sue Wilkinson | Printers: Metropolitan Printers | Designer: Tony Woods | Account Services:
Scott Lyons, Shelley Ong | Digital Strategist: Leah Gregg

HERE COMES THE SUN!

Powered by the sun, delivered by mail, Austria Solar’s innovative annual report appears out of nowhere, earning respect and grabbing attention.

Once, a creative director was reading in sunlight and couldn’t see his notepad due to the intense glare. It was this experience that helped him see the light – and uncover an opportunity to attract attention.

The Austrian solar association represents all the important solar energy providers in Austria. It wanted its annual report to be much more than a dry recitation of financial data and the obligatory CEO message. It needed political and financial opinion leaders to notice.

The annual report didn’t simply talk about the power of solar. It demonstrated it in a unique way, using a particular technology out of context for the first time.

When the report was sent in its foil package to European Union members and stakeholders, all they saw inside was a book of blank white paper, along with instructions to read it in sunlight. In reality, it was solar-powered media. When UV rays fell on the apparently blank pages, the text, graphics and images all became visible, bringing Austria Solar’s story to life. Sky-blue and vivid-yellow graphics further positioned the message.

Overwhelmed with orders, the 2011 annual report had to be reprinted to meet more than 400 requests from all over the world, including Ernst & Young, the Office of the Austrian Federal Chancellor, TED Conferences and Greenpeace. It goes to show that the sun never sets on a great idea.



COMPANY: Austria Solar | PRODUCT: Annual report | COUNTRY: Austria | AGENCY: Serviceplan | TEAM: Creative Directors: Christoph Everke, Cosimo Moller, Alexander Nagel | Copywriter: Dornig Moritz | Art Director: Matthaues Frost | Consulting: Gunder Diana | Graphic Design: Mathias Nose

PROTEST STAMPS: THE NEW SOCIAL CURRENCY

Stamps capturing the posters and voices of young environmental activists drew attention to the collective responsibility to combat climate change.

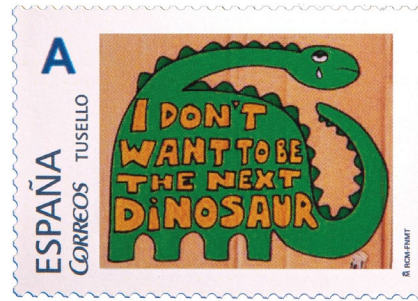
When Madrid hosted the World Climate Summit in December 2019, Spain's postal service decided to put its own stamp on the climate change movement. Correos did so by capturing the voices and artwork of climate activists on its stamps.

With the meeting being held near its headquarters, Correos wanted to share the summit's message of climate change awareness and collective responsibility. The idea: use stamps to deliver an important social message about combatting global warming and climate change. After all, no media travels the world like the humble postage stamp.

Correos created a series of 10 official *protest stamps*. But instead of bearing the usual faces, buildings or commemorations, the stamps gave a voice to a new generation of climate activists.

Banners seen at climate demonstrations around the world were put on the stamps, making them small but powerful platforms. "There is No Planet B," "Save Earth" and "Act Now or Swim Later" were some of the urgent messages on the stamps [and on postage-paid postcards]. Correos turned the ubiquitous stamp into a form of social currency and personal protest.

The stamps were available for purchase on the Correos website and at an office near the summit. They sold out almost immediately. The campaign also put a stamp on public opinion – appearing more than 60 times in mainstream media and reaching more than two million users.



COMPANY: Correos | PRODUCT: Stamps | COUNTRY: Spain | AGENCY: Shackleton | TEAM: Executive Creative Director: Nacho Guilló | Creative: Tania Riera | Illustrator: Iván Solbes | Production Director: Manuela Zamora
Production: Cristina Cortizas | Post Production: Paloma Martín, Juan Manuel Acosta | Digital Production: Lucía García, Patricia Torregrosa, Nuria San José, Elisa Besada, Cecilia Pastorino | Account Team: Elvis Santos, Borja López-Gómez, Elena Gómez Vega | Graphic Studio: Josué Hernández | Social Media Team: Alexandra Parra, Laura Yébenes

CLEANLINESS IS NEXT TO AWARENESS

Japanese health company Angfa creates a low-tech children's book to inspire handwashing.



According to UNICEF, in developing countries, 6,000 children die every day from infectious diseases that can often be prevented by the simple act of handwashing. This issue inspired Japanese health and hygiene company Angfa to take the Japanese sales of their germicidal soap and gift an equal amount to children in Cambodia, where handwashing is not widespread.

But soap was only part of the solution. Angfa also needed to change the children's behaviour by educating them that soap can protect their futures.

The Washable Book is a low-tech innovation leveraging a new print technology that transformed reading into a physical activity that could inspire behavioural change. How did it work? The book's characters reached their colourful futures only by having their hands physically washed on the page. Through the repeated action of washing the characters' hands, the connection between handwashing and reaching future goals could be made. Adding to its value, the book was reusable after it dried and didn't need batteries or expensive hardware.

The company mailed 500 books to rural schools across Cambodia along with bars of Angfa germicidal soap. The social responsibility campaign generated over 1.5 billion media impressions in three weeks and resulted in 18 times more bars of soap being gifted than projected. It was an idea that proved to be particularly infectious.



COMPANY: Angfa | PRODUCT: Germicidal soap | COUNTRY: Japan | AGENCY: McCann Health | TEAM: Executive Creative Director: Sean Riley | Group Creative Director, Planner: Shunsuke Kakinami | Art Director: Hisashi Matsui | Art Director, Illustrator: Noriaki Tanimura | Copywriter: Mai Kaneda | Print Producer: Hideki Kanishi | Content Producer: Shinichiro Oku | Group Account Director: Toru Tanaka | Head of Client: Manami Sakamura

THE MOST POWERFUL MESSAGING DEVICE

How American Greetings got the world's savviest tech-heads excited about one of the oldest communication concepts.

For more than 110 years, American Greetings had been creating meaningful connections between people. It wanted to reintroduce its age-old messaging device to the tech world at the industry's biggest annual technology event – the Consumer Electronics Show in Las Vegas.

In targeted social media, in taxis and at the Las Vegas airport, ads announced the launch of “a device like no other.”

The company marketed its product as featuring 360-degree interactivity, unlimited memory and vivid display, with no charge needed. They called it the thinnest, most powerful messaging device ever. When event attendees went to the American Greetings pavilion, they discovered that this amazing new device was actually one of the oldest communication tools – the greeting card.

This clever concept not only reminded digital natives that physical media is still relevant, it also created buzz. It encouraged visitors to talk, gain and share more insights about the power of the handwritten word.

The campaign led to more than 2,000 tech-savvy visitors mailing 2,403 cards to 48 countries. Additionally, it generated 316 million earned traditional and social impressions, over 280 earned traditional and social media placements, 2,793 visitors over four days and 350 video recordings at the event's media creation station. Perhaps it was already written in the cards.



COMPANY: American Greetings | PRODUCT: Greeting cards | COUNTRY: U.S. | AGENCY: MullenLowe | TEAM: Managing Partner, Chief Creative Officer: Mark Weneker
Executive Creative Directors: Tim Vaccarino, Dave Weist | Creative Directors: Blake Winfree, Andrea Mileskiewicz | VP, Associate Creative Directors: Brian Leech, Allison Rude
Senior Art Director: Jessica Grantham | SVP, Exec. Directors of Integrated Production: Lisa Setten, Liza Near | Project Manager: Gillie Bruce | SVP, Group Account Director: Rebekah Pagis | VP, Account Director: Jessica Zdenek | Account Supervisor: Ashley Hopkins | Account Executive: Clark Chamberlin | Assist. Account Executive: Hannah Duhaime
PR SVP, Account Director: Jaclyn Ruelle | Group Strategy Director: Ellie Gogan-Tilstone | Strategist: Julia Cohen | SVP, Group Media Director: Drew Watson | VP, Associate Media Director: Erica Patrick | Media Supervisor: Aleena Akmal | Media Planner: Jenna Papanian

ENEL PLANTS THE SEEDS OF CHANGE

Utility company reaps what it sows in campaign that changes the channel on its environmental commitment.

The Enel Group is a multinational electricity and natural gas company. The group produces, distributes and supplies electricity to more than 30 countries. It is among the 100 largest companies in the world, according to *Fortune* magazine, and is the largest integrated utility group in Europe, with a global team of almost 70,000 people.

In 2012, to be more environmentally responsible, one of the companies in the group, Enel Romania, set out to convince its customers to switch from paper to digital billing.

For the art of the ask, it sent out a final paper invoice printed on seeded paper. This effectively turned the bills into interactive direct mail pieces that in time literally took on a life of their own.

Adorned with seeds, the invoices encouraged customers to plant the entire bill in the ground to "bury it forever." When plants later took root, the direct mail piece ultimately became a tactile testament to the company's commitment to a greener world.

It seemed to work. After only one month, more than 50,000 had switched to online billing, and customers continued to convert to digital delivery for weeks afterward.

The campaign proves that it's not just what you say that matters, but how you say it. It also shows that direct mail media can be both interactive and effective in driving action beyond sales alone.



COMPANY: Enel Romania | PRODUCT: Online billing | COUNTRY: Romania | AGENCY: Saatchi & Saatchi | TEAM: Creative Director: Johan Ohlson, Jorg Riommi | Copywriter: Irina Codreanu Art Director: Vlad Molico | Production: Fallen Mermaid SRL, Oakthrift Corporation Limited | Head of External Relations: Radu Cosarca | Head of Communication and Media Relations: Adriana Tabac | Group Account Director: Alexandra Ivan | Account Director: Emanuela Spirache | Account Manager: Corina Bratu

WILL YOU MAKE ME EAT MY WORDS?

In a textbook move, this waste management company teaches students about recycling, strengthening itself as an environmental leader.

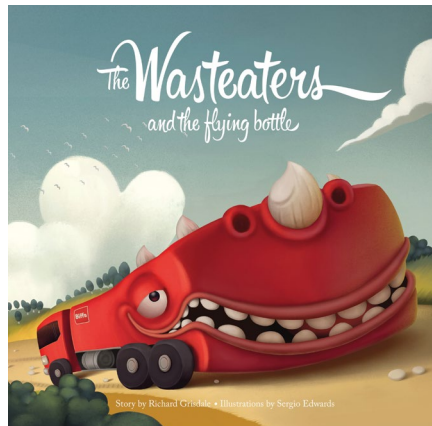
Biffa is one of the leading waste management companies in the U.K. It provides collection, landfill, recycling and special waste services to local authorities and industrial and commercial clients.

There's a proverb that says, "Tell me the facts and I'll learn. Tell me the truth and I'll believe. But tell me a story and it will live in my heart forever." Eager to show leadership and promote recycling to children, Biffa crafted a story that explained what the company does, then packaged it in a storybook and mailed it to schools. The hope was that the book would be introduced into the curriculum and Biffa's eco-friendly message would live in the hearts of kids forever.

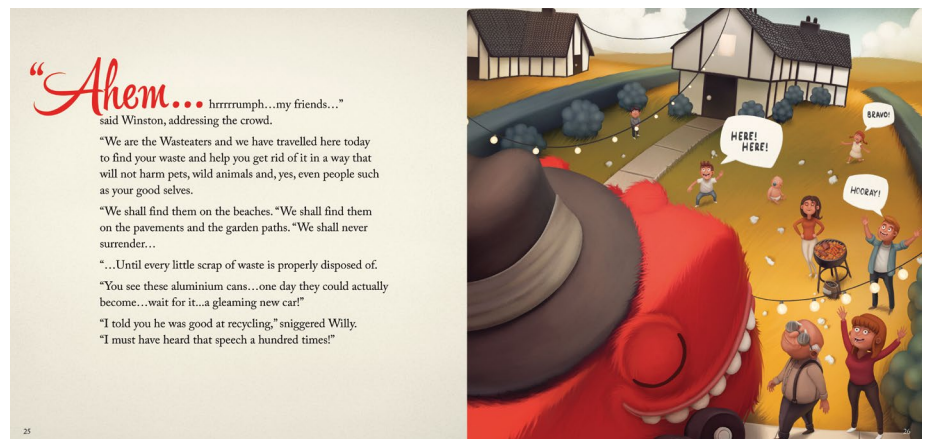
Written for children aged seven to nine, *The Wasteaders and the flying bottle* is easy to read, understand and digest. The playful tale tells the story of seven environmentally friendly, personified Biffa recycling trucks called Wasteaders.

Kids are introduced to Woody, Wanda, Willy, Winston, Wendy, Walter and Wilma, scallywags who pursue missions that keep the town of Chuckingham clean and garbage-free. The book comes with supporting material, such as a Waste Fact Generator and a Waste Clock, tactile tools that calculate waste footprints in a way that is fun, exciting and real.

These stories and materials are the kind that students and teachers eat up, encouraging positive action and avid recyclers.



The cat, once freed, leapt forward and started chasing a family of sparrows around the garden.
"Whoa bro!"
It was Woody of course. He simply couldn't bear to see any tree, flower or creature being harmed.
"Not cool dude! Just chill, yeah?"
At this, the cat froze and turned to give Woody a withering look, allowing the birds to flit away over the rooftops to safety.



"Ahem... hrrrrrump...my friends..." said Winston, addressing the crowd.
"We are the Wasteaders and we have travelled here today to find your waste and help you get rid of it in a way that will not harm pets, wild animals and, yes, even people such as your good selves.
"We shall find them on the beaches." "We shall find them on the pavements and the garden paths." "We shall never surrender...
"...Until every little scrap of waste is properly disposed of.
"You see these aluminium cans...one day they could actually become...wait for it...a gleaming new car!"
"I told you he was good at recycling," sniggered Willy.
"I must have heard that speech a hundred times!"

COMPANY: Biffa | PRODUCT: Recycling | COUNTRY: U.K. | AGENCY: Team ITG | TEAM: Creative Director: Vineet Raheja
Creatives: Richard Grisdale, Sergio Edwards | Art Director: Richard Parsons | Production Team: Chris Chadd, Sarah Khan,
Arnold van den Berg | Agency Producer: Clare Lloyd

THE LETTERS THAT SUSTAINED US



You are lava girl. I am a talking electric rattlesnake with fire. I miss you." These are the words of four-year-old Henry, punched out using the typewriter he got for Christmas. His mother told *New York Times* reporter Tove Danovich that Henry was missing his neighbourhood friend and this was his way of letting her know he cared. Around the same time, Ronan was getting riddles in the mail from his grandmother. His dad explained to Danovich, "We'd have to wait a few days for the answer to arrive. That got him excited about the mail.... For a child, I think there's something much more tangible to a thing you hold and have to find a place for in your house."

In 2020, as lockdown stretched on and Zoom fatigue set in [cue the chaos of managing multi-generational family calls and back-to-back meetings with colleagues], mail took on a different meaning. As we spent more time at home, dealing with mail no longer felt like a repetitive task. Instead, discovering what the mail held for us was recast as an event to look forward to.

LETTERS IN LOCKDOWN

L.P. Hartley once famously wrote, "The past is a foreign country. They do things differently there." During the global health crisis, older generations reread bundles of letters from another era, bringing to life past memories and more sustainable ways of living. At the same time, younger generations were discovering a new way to connect, turning to letters as a way of building sustainable relationships within and across generations.

A letter can be so much more than words on a page. Letters exist in many dimensions. Imagine the pressed flower you tuck into a letter to a gardener or the watercolours you mail along with a collage for an artist friend who's sheltering in place. In 2020, we sent handwritten cards to thank frontline workers during a global pandemic. Instead of birthday hugs, we mailed cards and handwritten letters. These thoughtful connections are noticed and often amplified on social media. Some of us wrote notes

to our future selves in an effort to capture thoughts and feelings – a journal of sorts. Young people became aware of the isolation faced by elderly residents in nursing homes and sent notes filled with love and hope. *Love in the Time of Coronavirus* was an initiative in the city of Medellin, Colombia, led by a network of libraries and inspired by Gabriel García Márquez's novel, *Love in the Time of Cholera*. This anonymous letter exchange between complete strangers lifted spirits and helped calm anxiety.

The BBC reported that, as lockdown was introduced in Ireland in late March of 2020, An Post sent each household two free stamps and postcards to encourage people to write to each other. It has since reported an increase in person-to-person mail. Riona Nolan, a 17-year-old student from County Carlow, used the opportunity to cut back on social media and instead put pen to paper. "You have to really think about what you're going to write instead of just shooting a text with a few words in it," she says.

PEOPLE WITH PURPOSE

Sending and receiving letters makes people feel more connected. It's why millions of children write to Santa every year at his personal postal code H0H 0H0 – and eagerly watch the mailbox for a response from him and Mrs. Claus. Writing a letter is a deeply rewarding way of communicating. It's full of humanity. When writing, the sender has to recognize what's relevant to the receiver, to understand what means the most to that person – what will make them happy and feel seen. The extra effort that goes into writing and mailing a letter shows that you care because you've carefully chosen the words. There's a sense of personality conveyed in letters that often struggles to surface in an email. Talia Lakritz writes in *Insider*, "When I receive a letter from someone, I'm holding something that they've held. I notice the particular slant of their handwriting, the words they've crossed out, the color of the pen. It's much more personal than a text and makes them feel a little closer."

THE MINDFULNESS OF MAIL

A survey published in May 2020 found that one in six consumers had sent more mail to family and friends during the pandemic – particularly those consumers with higher incomes and kids in the home. Fifty-four per cent of respondents said they feel more connected to people through the mail.

Dwight Garner, writing in the *New York Times*, said, "The person I now see most often, besides my wife, is our cheerful and fiercely sun-tanned postal carrier, out on her rounds. I find her appearances on our side porch oddly moving. They're a sign of normality.... The Postal Service has come to mean more to many people during lockdown." He added, "I do trade big, juicy emails with some people in my life, but receiving them isn't quite the same as slitting open a letter, taking it to a big chair and settling in for the 20 minutes it takes to devour it."

MAIL AND MENTAL HEALTH

The U.K. government points to Royal Mail research that reveals nearly three quarters [74 per cent] of people feel that writing letters has positive mental health benefits – including an increase in well-being, a decrease in stress and the promotion of mindfulness. Says David Gold, director of public affairs and policy at the Royal Mail, "Handwritten correspondence is a very powerful way of connecting and showing someone close that you care."

CULTIVATING A BUSINESS

Just as a personal letter is an intimate conversation that nourishes its reader, so brands can be nurturers, striking up connective conversations based on listening and understanding. The dialogue involves being more respectful of the context experienced by others – personal, situational and cultural. Once the lines of communication are open, relevant and trusted, the opportunities exist to benefit both brands and their users, increasing recency, frequency and value.

MARKETING MAIL ALWAYS WORKS FROM HOME

Ian Gibbs is the director of data leadership and learning at JICMAIL [a U.K. joint industry body responsible for implementing channel research and building connections into media planning systems, including joint industry metrics – lifespan, reach and frequency]. He believes there is one channel that delivers huge levels of audience interaction in the home and often gets overlooked in above-the-line planning conversations: direct mail. JICMAIL already knows that mail gets shared around in the home and is interacted with frequently throughout the month [4.2 times for the typical direct mail piece]. And, according to a fusion of target group index [TGI] and JICMAIL data from 2019, those who use the internet to work from home show above-average interaction rates with direct mail [4.3 times a month per mail item]. Seventy-one per cent of all direct mail is opened, 26 per cent is put aside to look at later and 31 per cent drives some sort of commercial outcome for a brand [for example, driving web traffic, a store visit, a specific product purchase or word of mouth]. Gibbs adds that, at a time of national crisis, these figures are even higher for government and medical mail, with open rates as high as 80 per cent and over half of mail still not thrown away after a month. He knows from experience that mail has staying power and that the impact of its exposure is measured in days and weeks, not seconds or fractions of seconds.

CUSTOMERS ARE PEOPLE TOO

Hands up those with a parent who insisted on prompt, sincere and reasonably long thank-you letters almost before the sun had set on a birthday. Beyond showing your appreciation for the generosity and thoughtfulness of your gift givers, your note probably also resulted in a repeat performance the following year! Mail gives businesses the opportunity to stand out – ways to remind customers about a brand, excuses to re-engage, occasions to thank, to reward loyalty and chances to encourage frequency. Just like letters tell stories about lives lived, business mail is the consummate storyteller – often resulting in repeat business!

Katie Jansen, a Forbes Councils member, knows that customers are people too, not buildings or corporations. If we overlook the humanity of our interactions, we risk *“missing opportunities to make personal, relevant connections that characterize the most effective marketing.”* According to Google, *“On average, B2B customers are significantly more emotionally connected to their vendors and service providers than consumers.”*


CHANGING PERSPECTIVES

As large-scale growth becomes harder to achieve, new marketing principles like personalization promote sustainability. Viable growth over time involves carefully paced, relevant and contextual connections. Increasingly, marketers need to do things differently. The lessons of 2020 taught us that the way we connect, the values we respect and the organizations we choose have, in many ways, changed.

Why do we default to a buttoned-up, formal approach to business buyers, while we appeal directly to consumer passions? Increasingly, marketing needs to balance the needs of the buyer and the benefits to their consumers – acknowledging the new reality of B2B2C. It's a dynamic that's pushing B2B responsiveness into a more human and engaged space. People simply want to be engaged, no matter the type of brand interaction. The way we judge value has changed. Marketing for responsiveness, engagement, relevance and value works equally well for a commercial buyer as it does for the consumer. We have a responsibility to communicate humanity at every customer touchpoint.

AT-HOME CONSUMERS

Engaging people at home requires a tangible format that earns attention and time. Letters and cards connect authentically and emotionally. Treating direct mail more like content, and less like an ad, increases engagement. In a B2B ecosystem, content creates a shortcut to relevance and recency, while also increasing brand engagement.



A LOOOONG HISTORY

On August 3, 1527, in St. John's, Newfoundland, the first known letter was sent from present day Canada. The first post office in Canada? It was opened in 1753 by Benjamin Franklin in Halifax. In 1833, the Quebec-built *Royal William* was the first steamer to carry mail across the Atlantic. Canada's first railway line was established in 1836, and quickly became recognized as a way to carry mail faster and farther. The inaugural airmail flight departed Montreal on June 24, 1918, en route to Toronto. Today, Canada Post delivers over 7.7 billion pieces of mail, parcels and messages to a larger area than any other nation. This involves 22,000 delivery routes and more than 16.5 million addresses. The reassuring sight of our frontline neighbourhood letter carriers unites past and present, reminding us of our connections as Canadians. A proven, sustained form of connection and communication, letters still have the power to pack a punch.

A multi-channel, integrated approach is now proving necessary to manage customer expectations and self-directed learning. Direct mail, for example, sits at the intersection of marketing, customer experience and shopping. It's a customizable channel that can connect to online content as well as adapt it into an engaging physical format that can close customer service gaps. People want to try before they buy and experience product or service value propositions in an intimate and tangible way. When you can't be physically present with clients, you need something to supplement video conferencing, emails and calls. Physical materials bring a brand to life.

RELEVANCE, RELEVANCE, RELEVANCE [AND PERSONALITY]

Relevance through engagement is a shortcut to attracting attention and interest – a way to be remembered and chosen. For both retention and acquisition, brand engagement increases emotional involvement. Integrating channels enhances customer engagement among brand users and customers. Home

is where we hunt for information, browse for inspiration and shop for wants and needs. According to research, nearly 90 per cent of key retail, automotive and financial purchase decisions are made or discussed at home – regardless of where we buy. We need to reach consumers at home in more ways than one by optimizing the channel mix. Whether B2B or B2C, it's about marketing with humanity. Personalization combined with brand personality leads to standout relevance.

GIVE ME CONTEXT

Context has never been more important. We need to integrate media and message [ads and content] around the consumer. We may not personally know our customers as well as we do a family member, but we have data that will help build a picture of the people who are most likely to connect with us. The secret is to stay attuned to the customer journey. Collecting preference data provides contextual information to enrich consumer profiles. Messages need to be positioned within media environments that increase receptivity

and relevance. Customer experience is improved by data-driven content that's personalized to an individual's situation and needs.

SORRY FOR THE SILENCE

A *New York Times* Dwight Garner article points out that many letters, like business emails, begin with an apology for a belated reply. He suggests there is an art to these regrets and points to one of the best, which came from humourist, author and screenwriter S.J. Perelman, who wrote to a friend on March 16, 1945, "*Your letter of December 22 has been hanging in the rafters like a haggis and is now of a ripeness to be answered.*"

The writing and receiving of letters sustained us through lockdown,

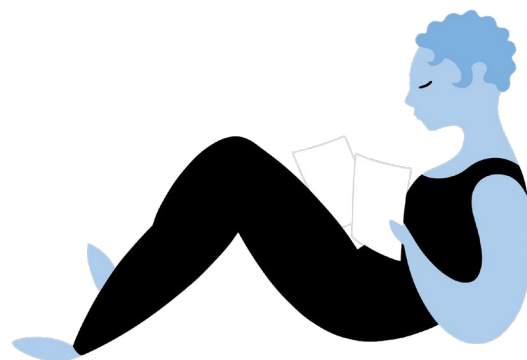
demonstrating the value of mail

to connect us,

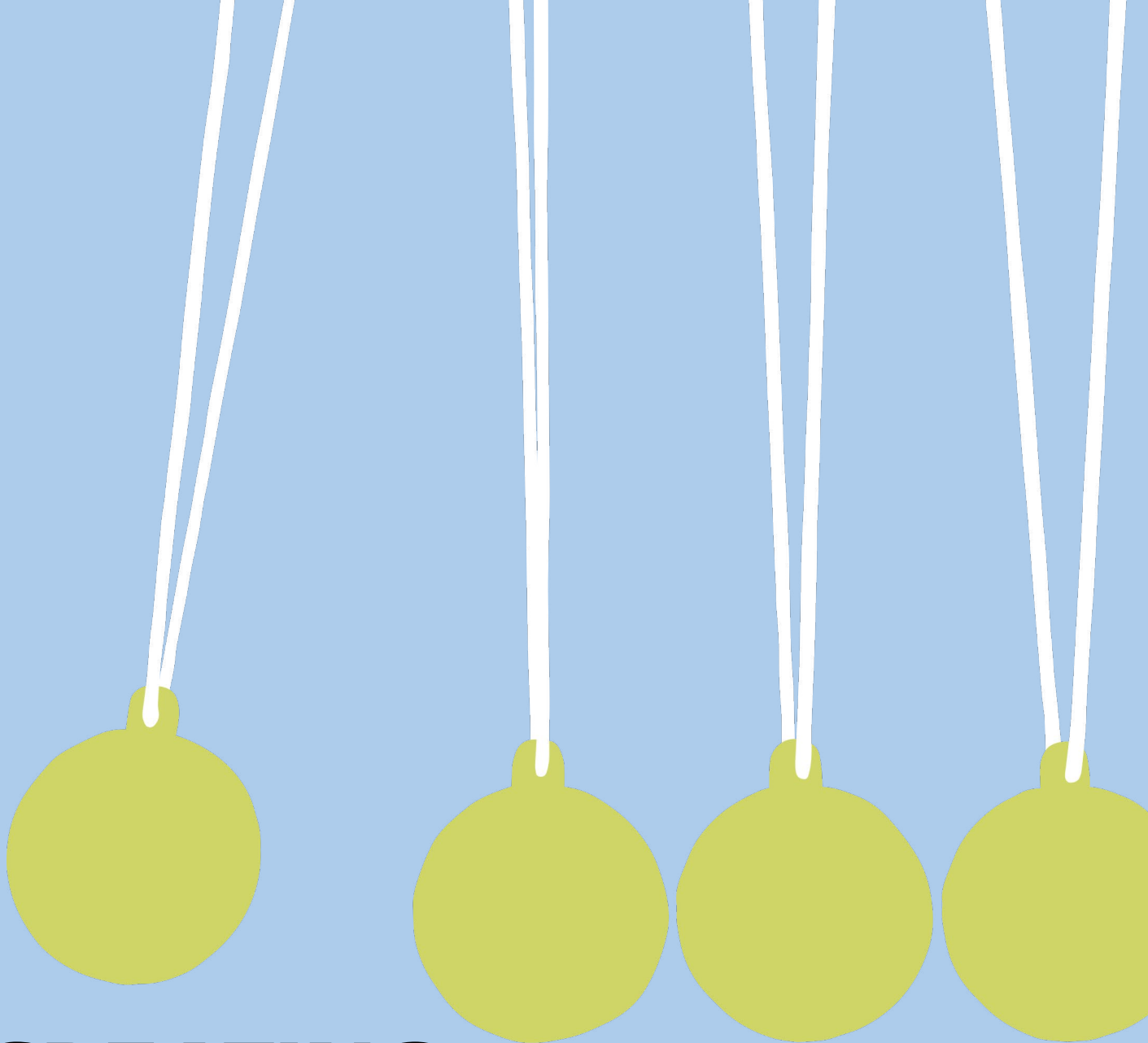
to deliver experience,

to entertain

and comfort.



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CREATING EXPERIENTIAL MOMENTUM

HOW SUSTAINABLY LED EXPERIENCES BUILD
POWERFUL COMMUNITIES. >>

As a non-traditional marketing play, experiential has seen a meteoric rise. What was once used by innovators to stand out is now a mainstay in brand marketing budgets. But with a shift to mainstream, in a rapidly evolving consumer climate, can experiential programs hold on to their authentic approach that so powerfully promotes brand loyalty?

Yes, they can. Brands that show real resilience create purposeful experiences anchored in sustainable values. They cut through the mounding fluff of experiential marketing to create loyal communities that evolve with the inevitable changes brought by life and market forces.

In the rush to deliver unique and exclusive experiences, there's a danger brands don't hear what consumers want. It's no secret consumers are looking beyond products and services – craving community and shared values. We're at the crossroads of a unique opportunity to replace eroding trust in conventional institutions by doubling down on brand values and using experiential touchpoints to share these directly with consumers.

Moving through a pandemic, we've been gifted the chance to pause for thought. Many brands are revisiting their values and redefining them in the context of the current socio-economic climate. Sustainable values are increasingly linked with consumer spending habits and should not be ignored. NYU's Stern Center for Sustainable Business reviewed consumer purchasing from 2013 to 2018 and found that 50 per cent of the market growth within consumer packaged goods came from sustainably marketed products. These goods grew 5.6 times faster than conventionally marketed products. There are no signs of a slowdown. If your brand values don't directly address sustainability, you're risking your market share.

Oversimplifying sustainability – confining it to reduce, reuse and recycle – will no longer land with increasingly savvy consumers. Successful brands must go further and address a balance of social and environmental issues, exhibiting values that are about the planet and the people that inhabit it. The greatest opportunity to demonstrate sustainable values is through a robust experiential program.

It can be as simple as assessing engagement, inclusivity and impact. Using these socially responsible values to guide your next experiential endeavour will help strengthen your community. A consumer's desire to stay loyal to brands using their force for good will be your greatest asset. While simple, this equation takes holistic commitment to yield results.

Start by thinking of your consumers as citizens. Crowdfund their greatest concerns, then translate them into program pillars that address true purpose and add real value to people's lives. Focus on positive messaging. People tend to avoid things that make them feel uncomfortable [climate anxiety is real, folks]. Provide solutions, not stress, and engage your audience in the outcome – making them accountable for your shared success. They will build

“Using socially responsible values to guide your next experiential endeavour will help strengthen your community.”

community in the process. Pokémon GO developer Niantic worked with players and NGOs to help remove 145 tons of trash in time for Earth Day. Niantic offered players the chance to nominate an organization to help battle various eco-crises and thanked them with in-game rewards.

Consider replacing the allure of exclusivity with wider-reaching inclusivity. Micro-experiences, rather than large, centrally located events, are a great alternative. Sure, flying influencers to a remote location to launch your product could attract attention but it might not strike the right chord with consumers. Accessible micro-experiences are more targeted, establishing intimate connection points and providing a platform for more seamless inclusion. In partnership with *Elle*, *Cosmopolitan* and Oxfam, detergent

brand Comfort hosted a swap shop to raise awareness about the importance of upcycling clothes and buying second-hand. The simple concept was impactful and easily accessible, allowing visitors to engage in the experience by taking in an item of their clothing to swap for a piece donated by campaign partners.

Assessing the impact of current and future programming is equally important. Review the layers of details that go into building out your experiential touchpoints and ensure they align with, and are measured against, your core brand values. Avoid trying to tackle everything at once. It will only result in overwhelm and a diluted message. Consider addressing issues like transport emissions by taking a hybrid virtual/in-person approach or producing locally rather than touring across the country. Partner with stakeholders who are tackling waste reduction in interesting new ways. Don't settle for anything less than true diversity amongst your thought leaders and spokespeople. Consider ditching traditional giveaways and replacing them with charitable donations [to an organization chosen by your community, of course]. Most importantly, be transparent. Explain what you're doing and why. Trust is almost always guaranteed to increase buy-in.

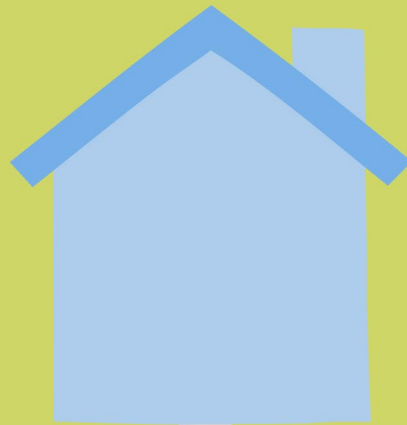
In 2020, resilience was at the centre of every brand survival story. But it's not just about weathering the storm. Resilience involves foresight, preparedness and the willingness to take important steps before they are thrust upon us. Review your brand values in the present context. Are you using experiential touchpoints to tell your audience you care about the same things? Show them you're here to build a community that will help bring real value to their lives.



After almost a decade working with global event producers, **Hannah O'Donovan** founded Lovedey – a

strategy studio specializing in brand consulting for social impact and sustainably led experiences. Lovedey empowers, amplifies and guides brands toward a more intentional future. thisislovedey.com and [@thisislovedey](https://www.instagram.com/thisislovedey)

THE PATH TO SUSTAINABLE MEDIA



Alongside environmental and social responsibilities, organizations must be mindful of building sustainability strategies into their media mix. It's how they'll manage impact and performance. As large-scale growth becomes harder to achieve, the path to sustainable media promotes quality over quantity. It also encourages greater connection between channels that organize around the consumer. Viable growth for brands involves carefully paced, relevant and contextual connections.

Marketers have become more conscious of the need for safe brand environments, data privacy and etiquette, as well as the hidden costs of generating media noise and data waste. The reality is all media [online, offline, experiential or other] impacts the environment. Like diversifying your portfolio to manage risk and improve returns, marketers can also manage their media mix to be more sustainable, both environmentally and strategically.

Direct mail often gets a bad rap for being environmentally unfriendly compared with other media. It's a reputation that's undeserved and outdated. Nowadays – from media planning, creative execution, format, printing and paper to data management and fulfillment – not only is direct mail compatible with sustainability, it can also create a sustainable advantage.

THE SUSTAINABLE ADVANTAGE OF DIRECT MAIL

Environmental consideration is up and direct mail response rates are too – having grown by more than 200 per cent since 2003, according to the Association of National Advertisers. You'd be forgiven for thinking the two are incompatible, but actually they're well matched.

It's perfectly possible for direct mail media to maximize brand engagement while minimizing environmental impact. Direct mail has the ability to cut through digital ad-bloat, compensate for email opt-outs and make social media content targeted and personal. Combine that with all the new ways to make it environmentally sustainable, and direct mail can create a long-lasting media advantage in the mix. It requires a thoughtful approach, optimized to be strategically and environmentally sustainable. Relevance and usability are key. Pieces that speak to a specific audience, with timely, relatable messaging integrated into the marketing mix, are more effective than sending mass mailers.

THE DIMENSIONS OF SUSTAINABLE MEDIA

Physicality

Physical formats reach people at home, get in their hands, stay longer and are more memorable. The creative format can be customized to increase receptivity and engagement while reducing environmental impact. Smaller sizes, lighter formats and sustainable papers, inks and printing processes can all play a role. Sustainability is an important factor in consumer purchasing decisions, so using sustainable materials can improve brand perception and trust.

Data

Information is central to sustainable direct mail. Targeting reduces production costs and environmental impact. Data improves conversions, while personalization improves response rates, reducing the number of touches required to convert. Clean data improves targeting and reduces data duplication and returns. Cross-channel data integration improves the timeliness of targeting and the ability to reach people who look like your best customers.

Connectivity

Direct mail and digital channels are most effective when they work together. Cross-channel integration ensures that all media are optimized to improve reach and timing within the customer journey. Behavioural data can be leveraged responsively to trigger direct mail following a digital channel action. Integrating online and offline channels increases effectiveness, balancing out digital efficiencies to increase total media response. Connecting data over time around the consumer instead of the channel improves targeting and sequencing.



THE STORY OF A SUSTAINABLE INDUSTRY

When creating and producing direct mail, you can reduce your environmental footprint while still leaving a lasting impression and improving marketing performance. *INCITE* asked some of Canada's leading printing and paper companies what marketers can do to strike that balance.

DOES MORE SUSTAINABLE DIRECT MAIL IMPROVE PERFORMANCE?

Lowe-Martin Improved sustainability connects brand with customer values. Polling shows that concern for the environment is a high priority for Canadians. There's no reason to believe their feelings will change post-pandemic. Marketers who take advantage of high-speed personalization technology, like modern inkjet printers, achieve a higher return on their marketing investment. Their targeted mailings are fine-tuned and waste is reduced. Most importantly, it's the right thing to do for the environment.

Domtar There must be a link between the direct mail piece and its sustainable attributes. Consumer choices are driven in large part by the environmental footprint of a product and its packaging. To gain real traction, the printed piece promoting those products must also be perceived as a responsible choice. Reinforce the interplay between direct mail and sustainability by including a link to compelling sustainability stories – about the forestry industry as well as the company that produces the paper.

Hemlock Done right, incorporating sustainability into the messaging and design of a direct mail piece, including the materials selected, will drive an improved response. Businesses playing a proactive role in addressing global sustainability consistently outperform those who are not, and this continues to raise the expectations of consumers, even during these very challenging economic times. It is vital that the sustainability messaging is backed up and aligns with the stated values of the business.

WHAT CAN WE DO TO MAKE PRINT-BASED MARKETING MORE SUSTAINABLE?

Hemlock The creative options are virtually unlimited, with numerous progressive materials and finishes that open up design possibilities. Environmental organizations and programs also add credibility to sustainability messaging. Emerging now are papers containing ag-fibre [agricultural-waste fibre], creating an entire new feed stock for fine printing papers. Choose a paper that is FSC certified and has a high post-consumer recycled content. Use their recently released *FORESTS FOR ALL FOREVER* branding whenever possible!

Lowe-Martin Marketers have many options. Some are standard in the printing industry, like recycled stock and vegetable-based inks. Less widely available options include using suppliers who run their manufacturing plants on electricity from renewable resources or make carbon offsets available for purchase. Taking it a step further, our direct mail is printed in a certified carbon-neutral plant. The printed pieces can carry a Carbonzero logo to alert recipients to the mailing's enhanced sustainability. This can be achieved without sacrificing creativity. In fact, our digital inkjet technology produces the same print quality as offset presses.

Domtar Marketers need to choose quality paper that matches their creativity and cultivates an image of strong ethics and social responsibility. Purchase paper that offers optimal performance in digital and inkjet production presses, special surface treatments that enhance print quality, stiffness characteristics that support post-print processes for direct mail use. Look for paper that provides third-party certification, made with elemental-chlorine-free [ECF], virgin-fibre content and that meets paper production targets above the forestry industry's sustainability averages.

WHAT SUSTAINABLE SOLUTIONS DO YOU OFFER MARKETERS?

Domtar From harvest site to the customer's doorstep, the pulp and paper industry in North America is heavily regulated under strict environmental laws. Domtar goes beyond legislation, complying with third-party certification standards that assure our pulp and paper production, forest management and supply chain-of-custody operations are all conducted sustainably. We have many sustainability stories for marketers to use. They're backed by data and range from forest renewability and paper recycling to energy recovery and waste reuse.

Hemlock Through internal work and collaborations within our supply chain, we have maintained a strong focus on treating sustainability as an opportunity to add value to the products we produce, including direct mail. We have done this through promoting papers with the highest environmental attributes available – FSC- and Green-e-certified papers, high post-consumer or ag-fibre papers and, for over 10 years, carbon-neutral services offered through our Zero program. Approximately 20 per cent of our projects participate in this program, with a target of more than 50 per cent by the start of 2021.

Lowe-Martin Over the past 25 years, we've developed an extensive menu of environmental offerings to help our customers make informed decisions that fit their budgets and sustainability objectives. We start with the basics, discussing the size and quality of their mailing lists, the dimensions of the printed pieces, the stock choices and the production options. We also make them aware of the opportunity to purchase carbon offsets to make their stock carbon neutral. Our investment in digital inkjet technology gives marketers a new way to produce high-quality, targeted messaging more sustainably than was possible even in the recent past.

WHAT ARE THE MOST MISUNDERSTOOD ASPECTS OF PRINTING SUSTAINABILITY?

Hemlock There seems to be a general sense among many marketers, and even printers, that consumers don't feel sustainability is important enough and that reducing cost should be the ultimate driver when considering designs and materials. It is becoming clear that taking a commodity view of direct mail only serves to undermine its potential. A well-executed, targeted, high-quality direct mail campaign will drive the best results. Your design, messaging and materials all serve to drive response, and sustainability will continue to be a very important aspect of your message.

Domtar There are many positive sustainability stories that could be better shared with the public. For example, paper is the most renewable natural resource on the planet and the most recycled commodity in North America. Paper production doesn't kill trees. In fact, it supports forest growth. The process of making paper uses renewable energy and by-products. The forestry industry generates one of the lowest GHG emission levels of all industries in North America.

Low-Martin Many people don't recognize how sustainable direct mail already is, especially compared with digital media. They overestimate the environmental impact of paper products and underestimate that of digital devices. Both media are important to a sustainable economy. The notion that we save a tree when we read a document online is based on a misunderstanding of how paper is produced and recycled. Forests are managed sustainably and the pulp and paper industry has done a remarkable job of improving processes. At the same time, the manufacture of billions of electronic devices is energy intensive and depends on the mining of rare earth minerals.

DO YOU HAVE ANY TIPS FOR ACHIEVING SUSTAINABLE DIRECT MAIL MARKETING?

Low-Martin Our first piece of advice is to get started by adding sustainability considerations to your planning. Insist on recycled stocks or FSC stocks whenever you can. Sharpen the targeting of your lists to avoid mailing to low-probability customers. Purchase carbon offsets or use carbon-neutral suppliers to reduce the environmental impact of your mailings. The encouraging thing is that you don't have to be an expert. You can rely on your supplier's account managers to present the options and help you make the right choice.

Hemlock Consumers are engaged and many want to see businesses take a lead on important global issues. In your direct mail, and your marketing in general, link your communications to a wider societal issue that your business is tackling. This is often referred to as a *social purpose*. We have aligned Hemlock's strategic objectives with forest conservation through our work with the United Way Social Purpose Institute. Learn more at hemlock.com/purpose.

Domtar Not all paper is created equal. Our operations and supply chain tell a compelling story of commitment to sustainability, while offering top-performing paper for direct mail pieces. By choosing Domtar, you show that you support strong ethics and social responsibility. Be proud of direct mail's major contribution to Canada's economy. There are over 800,000 mail-related jobs in the country. That's almost five per cent of all jobs. Revenues from this sector are estimated at \$88 billion, five per cent of Canada's total GDP.

MYTH

Paper is bad for the environment.

FACT

Paper is one of the few truly sustainable products. Paper is made from wood, a natural resource that is renewable and recyclable and can be managed sustainably. Forty per cent of the world's sustainable forests are found in Canada.

MYTH

Going paperless saves forests.

FACT

In North America, we grow far more trees than we harvest. Deforestation in Canada is among the world's lowest. The key causes of deforestation are not forestry but rather urbanization, agriculture and other developments such as oil and gas. Seventy per cent of paper and cardboard is recycled, placing Canada among the world's top recyclers.

MYTH

Paper production is a major cause of global greenhouse gas emissions.

FACT

Most of the energy used is renewable, and carbon intensity is surprisingly low. With one per cent of the world's greenhouse gas emissions, the value chain of pulp, paper and print is one of the lowest industrial emitters.

DIRECT MAIL FOUR WAYS: INTENSIFYING THE IMPACT OF MARKETING BUDGETS

We've reached back into *INCITE 2020* and our *Inciter How-Tos* for the four most impactful ways direct mail can help increase marketing effectiveness and sustainable returns.

DIRECT MAIL X RECEPTIVE CONTEXT

Context has never been more important to integrating media and message around the consumer. It impacts the relevance of a message as well as audience receptivity. Our homes have become information hubs for all kinds of data, reflecting motivations, behaviours, interests, lifestyles and life stages. We are regularly – and increasingly – at-home shoppers. For example, home is now a delivery centre for groceries, on-demand dining and curated subscriptions.

Geolocation data, such as postal codes, allow more targeted, personalized, relevant messaging and channel sequencing. The information creates context for marketers to reach consumers and presents unique opportunities to connect channels. A study by PebblePost, a leading digital-to-direct mail marketing platform, concludes, *"The central role of the home, coupled with 90% of intent data available online and 90% of purchases occurring offline, means that marketers must align digital and traditional marketing strategies – including direct mail."* The home represents a unified view of consumers that brings online and offline together.

DIRECT MAIL X TARGETING RELEVANCE

Marketing acquisition and retention strategies have morphed into a continuous interaction. Reach and targeting are critical to sustainable marketing performance. Over time, targeting

and personalization manage impressions to improve reach and impact. Kantar Media found that 45 per cent of people surveyed agreed that ads tailored to them are more interesting than other ads, and 61 per cent prefer to see ads reflecting their particular interests. Precision targeting is valuable. For relevance, prioritize data quality using a combination of online and offline sources.

The 2019 Canada Post *Smartmail Marketing Canadian Marketer Survey* reinforced direct mail as the highest-ranked channel for targeted reach. What marketers may not realize is direct mail can also improve total effective reach – compensating for high frequency in digital channels. JICMAIL [U.K. mail media metrics] states that direct mail reach and impressions have been significantly under-reported, [with] the channel contributing unduplicated reach and frequency to multi-channel campaigns made up of TV, digital and print.

DIRECT MAIL X EFFECTIVE RESPONSE

For marketing to be sustainable, channels must work together. Technology has made new media connections infinitely possible, increasing the impact of all channels. We just need to plug them in. However, with so many channels, and the pressure to justify selection and performance, it can feel daunting to choose, orchestrate and sequence media.

To succeed, marketers prioritize quality over quantity, intimacy over mass. This requires focusing more on how channels work together to connect brands and audiences. According to InfoTrends, the media effect

when combining web, email and mobile with print is a 45 per cent lift in response rates over digital-only. Every touchpoint increases the opportunity for brand response, especially when the message is targeted and delivered at the right time. According to Forrester, 86 per cent of marketers say that combining online channels with offline marketing as part of an integrated and synchronized campaign is critical to creating sustainable, long-term success.

DIRECT MAIL X MEDIA LIFT

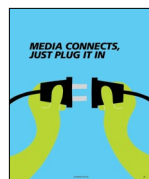
Direct mail helps amplify media impact, improving effective media response over time. While other channels invariably get last-touch credit, Pitney Bowes has demonstrated the influence of direct mail in the mix. By removing direct mail from a campaign, it showed how orders influenced by physical channel outreach were lost.

Sometimes people who receive a mailing later search online, click on the search ad and place an order. But the ad gets the last-touch credit. Other times, people who receive marketing mail go to a website but then leave. They're later retargeted and return online to place an order. Had they not received direct mail, the opportunity for retargeting would have been lost. Pitney Bowes found that, *"Of all the channels used, marketing mail is the strongest as a rising tide that raises all other channels... it's not about physical versus digital but rather the combination of the two driving the best overall performance."*



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The Loyalty Role Reversal



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THE EXPERIENCE OF MARKETING

- › The merging of marketing and experience
- › Customer journeys in context
- › The at-home consumer and e-commerce
- › Improving content experience
- › How to create CX with direct mail media

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