



# The Marketing and Climate Change Programme



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chairman of  
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Well informed and concerned consumers are forcing businesses to no longer ignore issues of climate change and questions of sustainability. Marketers are perfectly placed to take on the role of helping businesses understand the opportunities that arise from a greater understanding of the issues and the science.

As chairman of The Chartered Institute of Marketing, South West region, I was delighted to support two of our members Carole Bond, of Carbon Data, and Sandra Clarke, of Smadar Strategies, in

developing the Marketing and Climate Change programme. Promoted to professional marketers across the region, it is a groundbreaking initiative and the only one of its kind funded by Defra under the 'Tomorrow's Climate – Today's Challenge' programme.

Since the delivery of the programme began in 2006, it has received enormous support from our other partners – Horizon South West and the South West Climate Change Impacts Partnership (SWCCIP).

The programme included workshops that provided the rationale for intensive study days. These dealt with the science of climate change, business processes, managing change, products and services development, communications and customer relationships.

Invitations to join the 'case study' programme were oversubscribed so two groups have been formed. The first group was funded under the Defra project and the second group, completing in summer 2008 with funding from the SWCCIP.

This newsletter features a summary of the case studies from the first group. All have seen improvements in performance and CIM members participating achieved CPD recognition for the Chartered Marketer Award. You will see from the case studies some great initiatives which have generated good return on investments and in some cases presented products/services at the leading edge of their sectors.

## Providing a festival of solutions

**Paignton Zoo is running its first ever Green Solutions Festival later this year, after completing the Marketing and Climate Change programme.**

Director of Marketing, Pippa Craddock and Marketing Manager, Vicki Barnes, took part in the six month programme. Their aim was to research and develop methods for communicating the very positive actions taken by the zoo.

The zoo's work with conservation and the environment meant that climate change awareness levels throughout the organisation were already very high. The programme recognised a need to identify how climate change and environmental issues could best be communicated to visitors and to determine whether public interest in these subjects could ever

become a motivator for visiting the zoo.

"As a marketer I'm always looking for new categories of visitor that are motivated by different issues", explained Pippa. "It has taken six or seven years for niche groups motivated by issues of conservation to visit the zoo purely for that reason. The results of our visitor research indicate that a similar trend might occur with visitors being motivated by climate change. It might be a while longer before we start seeing large numbers coming to the zoo because they are motivated by climate change. However, the communication activities we have put in place should raise awareness of the issues sooner rather than later, resulting in shorter timescales."

A major part of the awareness raising campaign is the zoo's Environment Week



(25 October to 2 November), which is all about taking local action for global issues, whilst celebrating all things green. The Green Solutions Festival is a three-day event run during the week (28 to 30 October) and will feature regional produce, green gadgets and gizmos, activities and competitions to show how easy it is to reduce impacts on the climate without changing your lifestyle.

The Zoo has secured a media partner and linked up with third parties including the MET office and South West Tourism which will deliver workshops and activities.



David Thorpe, director of research and information for The Chartered Institute of Marketing

In October 2006, Sir Nicholas Stern, at the behest of the UK Government, reported back on the threat of climate change to the global economy. The Stern Review concluded that global warming could shrink the world economy by up to 20 per cent and for the first time climate change had a price tag.

It is clear that if climate change is to be tackled, organisations need to become more sustainable and take greater responsibility for the consequences of their actions. Pressure to do so is increasingly being applied by governments and consumers.

The Chartered Institute of Marketing believes that marketers have a key role to play in developing sustainable practices in organisations. With their understanding of changing customer needs, stakeholder engagement and expertise in communication (both internally and externally), responsible marketers are ideally placed to be at the heart of an organisation's moves towards sustainability.

One of the most effective ways of doing so is by adopting a Triple Bottom Line approach, which acknowledges the importance of the financial bottom line, as well as the social and environmental concerns that lie at the heart of sustainability initiatives. By supporting and fostering a Triple Bottom Line, marketers can ensure that they are working towards a viable business future as well as a healthy environmental and social one.

In February 2007, The Chartered Institute of Marketing produced its first paper on the Triple Bottom Line and continues to run a Sustainability Steering Group to share best practice in this field, with representatives from DEFRA, Forum for the Future, and SustainAbility.

# Programme encourages innovative thinking

**Looking to the future and predicting what your customers will want in 12 months or 12 years time, is one of the fundamentals of marketing. Malsbury Syrups, Higher Wiscombe Luxury Holiday Cottages and Provecta Car Plan took the opportunity to focus on how climate change might impact upon their customers' needs and desires in the future.**

New product and service development can be an expensive and risky process. The programme formed a crucial part of the all-important research and risk reducing strategy that precedes the development stages.

As a result of scientific information that was provided on the programme, John Taylerson, Director of Oaksey based, Malsbury Syrups reflected that the company's products were solely linked to cold weather and the markets' needs for such products would dissipate as the planet's temperatures increased. As a result, new product offerings were designed to meet the market demands of consumers living in warmer climates.

"My company makes traditional syrups which can be used as cooking ingredients or added to hot drinks. The climate change programme really brought home the fact that as Britain's seasons get warmer there will inevitably be less demand from consumers for hot drinks. So, we developed frappe syrups which can be added to milk or crushed ice to create a delicious cold drink," explained John.

Both existing and new customers were hugely enthusiastic about the new syrups and orders from major wholesalers were coming in before the product had even been officially launched.

The Marketing and Climate Change programme provided John with the ideal opportunity to step outside his business and reflect on his current strategy and product offerings. It also allowed him to concentrate on what his customers might be demanding as the planet gets warmer.

Many sectors, such as the insurance industry, have already begun to research, plan and adapt their products and services following predictions about increased storms, flooding, and higher

## Sustainability – the missing link

**As larger companies start to enforce their own sustainable supply change policies and increasingly demand suppliers to demonstrate their own environmental stance - businesses need to consider the impact of not reacting to climate change issues.**

Household repair specialists, Plastic Surgeons Fine Finishers, wanted to make sure that environmental frailties did not adversely affect their business, by communicating their efforts to the very construction companies they work for.

As household repair specialists – that promote the reduction of product replacements, the company already had a sustainable service offering. However, through the Marketing and Climate Change programme, the company

identified further opportunities that could enable it to become a leader in its field. Part of Plastic Surgeons' approach was to evaluate the environmental impact of each of their projects and communicate this to their customers. Some months ago, Plastic Surgeons decided to expand, looking for investors to help them move forward. The investment market showed extreme interest in their environmental communications practice and considered it to be of key importance.

Moreover, with a recent shift in attitudes from the construction industry, some of Plastic Surgeons' clients have realised the need for their own behaviour to change. As a result, they are now approaching Plastic Surgeons asking them for information and advice with regards to their own activities.

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sea levels. However, many un-tapped business opportunities still exist within industries that might not appear to have such obvious links with the impact of climate change.

Higher Wiscombe luxury holiday cottages, based near Honiton, were already well informed about climate change, running their business with sustainability as a key sales point. Previously, business owner, Alistair Handyside had been reluctant to adapt their products and services as a consequence of climate change because they felt it would mean exploiting the issues for their own gain. However, as a result of the programme, the owners felt that adapting their business was a necessity. The company now makes its outdoor swimming pool and picnic area available for longer periods of the year due to warmer weather. They are also planning to install their own wind turbine and actively promote it once it is fully operational.

Developing innovative new products, whether it's for existing or new markets, can provide unique selling propositions to stay ahead of the competition. This is exactly what Provecta Car Plan intended to do when considering the launch of a new green fleet product. The product will provide operational cost savings and mitigate the impact of the fleet's emissions on the environment. Although the idea was in early development stages when Helen Webb, marketing manager of Provecta enrolled on the programme, the company found the additional information from the programme vital in producing a sound business case to remaining board members who doubted the new product's relevance and potential to provide return on investment.

The Marketing and Climate Change programme provided all three businesses with a framework to consider the importance climate change will have on tomorrow's consumers and how they can ensure their businesses develop accordingly.



*Above: Higher Wiscombe luxury holiday cottages, Honiton*

*Left: John Taylerson, Director of Oaksey based, Malmesbury Syrups*

## What will be the impact of climate change on your business?

**The South West Climate Change Impacts Partnership (SWCCIP) is a partnership of key regional stakeholders working across 7 priority sectors, including business and utilities. The organisation's mission is to investigate, inform and advise on the social, environmental and economic impacts of climate change in the South West of England, and to develop sustainable adaptation responses. SWCCIP was a key partner in the success of the Marketing and Climate Change programme.**

Alex Webb, SWCCIP manager said, "Being involved in this programme has provided us with a unique way to engage with the business sector on the science of climate change and the regional impacts we are likely to see. The case studies born out of the programme not only highlight the barriers and challenges to tackling climate change, but also highlight how businesses can adapt to the impacts of climate change and take advantage of the opportunities it presents."

The programme also gave SWCCIP an ideal platform to introduce businesses to some adaptation tools, such as the Business Areas Climate Impacts Assessment Tool (BACLIAT). The tool is designed to help organisations assess the potential impacts of climate change on their business. Climate change affects all areas of a business, so the checklist tool encourages exploration of the opportunities and threats of climate change within seven business areas: logistics, finance, markets, process, people, premises and management implications.

The checklist provides an initial impacts assessment that can form part of the first tier of a risk-based approach to decision making, and is most effective when used as part of a group exercise. The BACLIAT tool can be accessed at [www.ukcip.org.uk](http://www.ukcip.org.uk)



[www.oursouthwest.com/climate](http://www.oursouthwest.com/climate)

## Positioned for success



Devon marketing agency, Wall To Wall Sunshine and design agency, Inspirations Advertising & Design Ltd, reviewed their own brands as the result of work carried out during the Marketing and Climate Change programme.

Exercises undertaken on the programme enabled Wall To Wall Sunshine's director, Paul Stevenson, to identify the fact that the environment and sustainability were core values of his business. By focusing a significant percentage of company communications around these inherent values, he has successfully carved out a unique brand position amongst other competing marketing agencies. With sustainability positioned as one of the company's main brand communications drivers, Wall To Wall Sunshine could differentiate its services from companies concentrating solely on their products and services.

The slight realignment of the Wall To Wall Sunshine brand led to the company attracting a range of new environmentally conscious clients, which in turn, increased turnover and enabled the company to fulfil its planned growth. Paul explained, "The two key factors for us in adopting this approach were; the sheer volumes of purchasers that react favourably to a 'green' message, along with the research and proof that both businesses and end consumers react in this way. Obviously, accessibility and pricing are important parameters in all this, but a like-for-like offering with a green slant was certainly something which appealed to us on a business and personal level."

With consumers becoming increasingly aware of 'green wash' and companies over hyping the level of their green credentials, another company that was keen to adopt a more careful and considered approach to communicating its green activity, was Inspirations Advertising & Design Ltd.

Business owner, Pete Williams decided to refocus on promoting products and services whilst demonstrating that they can offer a like-for-like product at the same financial cost to a client but with much lower environmental impact and added benefits. Like Wall To Wall Sunshine, Inspirations has also decided to promote itself within the specific market sector of environmentally focused businesses.

## All change please!



The Marketing and Climate Change programme has provided an illustration of just how fast times are changing. At the time it was conceived, it was at the outer edge of possibility. In the few years it took to find the funds and deliver, climate change has become a mainstream management agenda item.

Established for the last ten years, Horizon is a network of organisations, providing businesses with advice on environmental management and sustainability. Many within the organisation have wanted to work with marketers from the beginning, but found engagement difficult. The environment in which we live and on which the economy depends, was not seen as a serious marketing issue.

By the time the first seminar was delivered, the marketing world was so aware of climate change it wanted to know what to do about it. The companies involved have made a great start on a new and uncharted road. Their example will help others come to grips with what has been described as the greatest challenge our species has had to tackle.

[www.horizonsw.org.uk](http://www.horizonsw.org.uk)

## Spreading the word close to home

An internal communications strategy that would raise awareness amongst employees about what could be done to reduce law firm, Burroughs Day's impact upon the environment is a tangible result of their involvement on the programme.

With no official environmental policy in place, the firm's marketing department created an environmental think tank consisting of various staff members. The group is not only responsible for initiating many of the company's mitigative measures, but also for raising awareness of the issues with all employees.

The group also took steps to inform both clients and suppliers, using a large business breakfast as a platform to focus on climate change risks and opportunities.

The action of Burroughs Day has enabled them to better understand what motivates its employees to become involved with climate change issues. This important knowledge will make the company's current and future efforts to address climate change more targeted and efficient.

## Marketers acting on climate change

When they met five years ago, programme developers and principle trainers, Carole Bond, Chartered Marketer of Carbon Data and Sandra Clarke, FCIM, director of Smadar Strategies both recognised the key role marketers had to play in raising the sustainability agenda.

Carole Bond said, "Through a series of action learning workshops, a total of eleven companies assessed and adapted their businesses in the light of climate change challenges. At times we called in additional specialists to provide participants with as much breadth and depth of knowledge as possible. The format of learning proved to be highly interactive and experiential and all participants were able to demonstrate the progress their companies had made by the end of the programme."

With the case studies from the first programme already informing other CIM marketers, the Institute is now reviewing with Carole and Sandra how the programme can be extended across all CIM regions.



L to R John Taylerson, Carole Bond, Alex Webb, Paul Stevenson and Phil Comer

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