



Textile Challenge #2
Borås, the 12th of April, 2019

Brand Activism:
What is Good
What is Bad.

Prof. Simonetta Carbonaro

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SUSTAINABILITY-DRIVEN

BRAND DIRECTION



**INNOVATION &
COMMUNICATION
MANAGEMENT**

**DESIGN
MANAGEMENT**

2

REALISE
STRATEGIC CONSULTANTS

GDI M



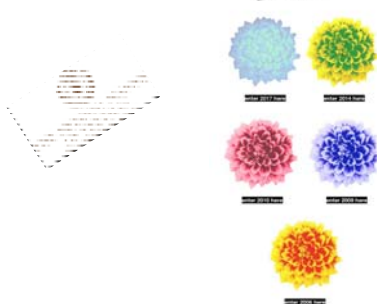
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**DESIGN MANAGEMENT
HUMANISTIC MARKETING**

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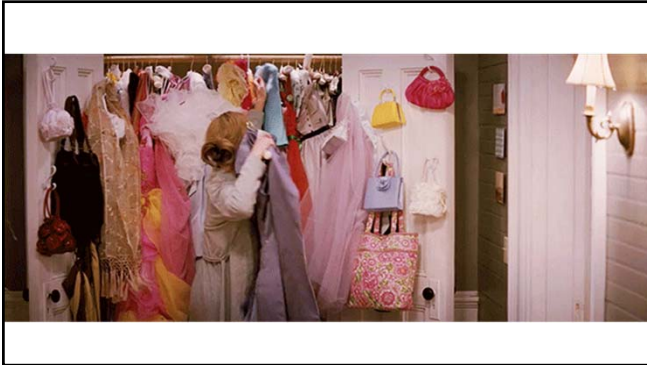
THE DESIGN OF PROSPERITY
SUSTAINABILITY AT THE
UNIVERSITY OF BORÅS



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RECAP

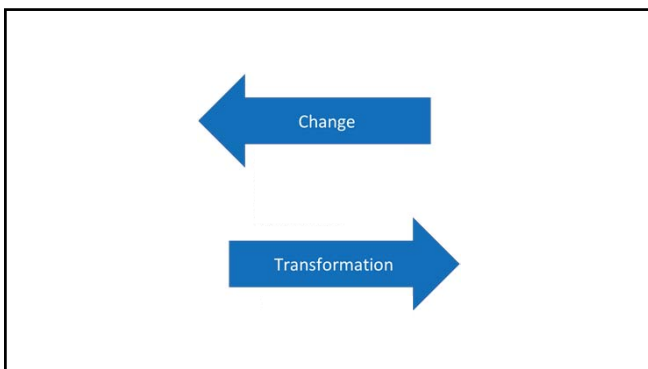
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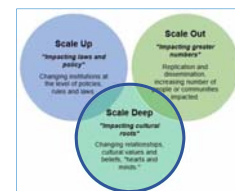
trans-formare
=
going through
the form, the surface
of things

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trans-formare
=
going to the content,
the meaning of things

11

**Transformation happens on big scale when...
 one is able to Scale Deep a Durable Change!**

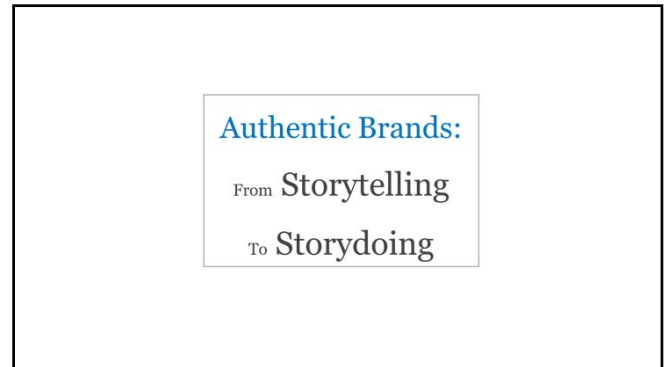


Darcy Riddell and Michele-Lee Moore (October 2015)

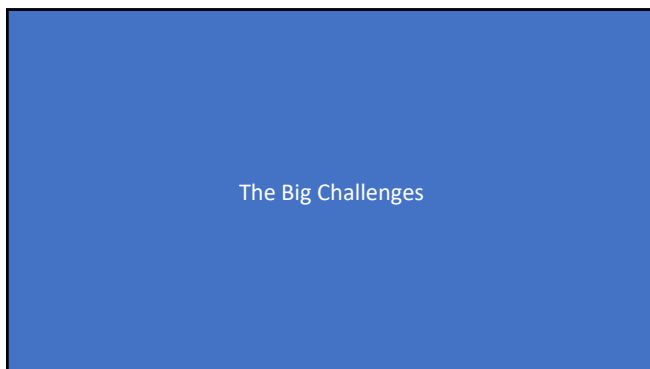
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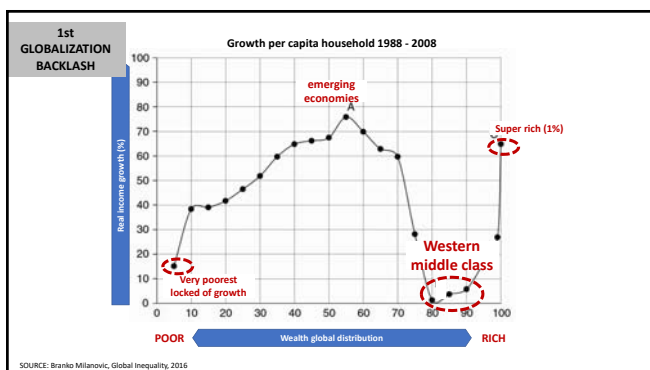
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3rd
DIGITAL DISRUPTION



“...the merging of biotech and infotech in neuroscience and the ability to gather enormous amounts of data on each individual and process them effectively means **we are very close to the point where an external system can understand your feelings better than you...**” [and easily manipulate them].

Prof. Yuval Noah Harari

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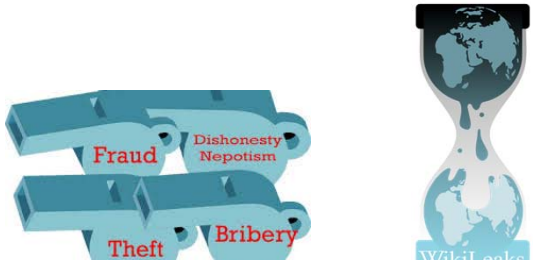
Globally, up to 800 million workers could be displaced in a next future.
Advanced economies with higher wages are more vulnerable to the adoption of labor-saving technology.





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**IMPACT OF DIGITAL MEDIA
ON PUBLIC OPINION FORMATION**



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The news about Rana Plaza spread overnight through the digital media
(1,132 people killed at least and more than 2,500 injured)



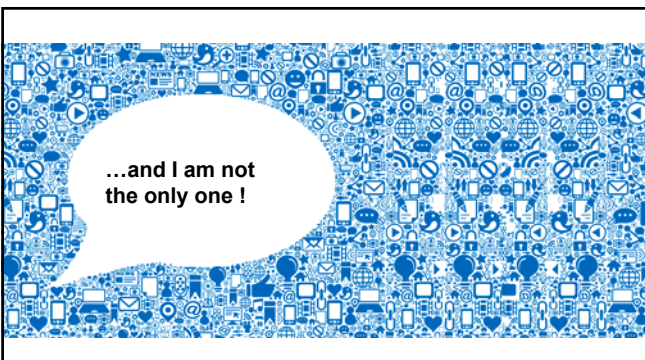

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BUSINESSES
GOVERNMENTS
PRESS/MEDIA

GLOBESCAN

23



...and I am not the only one !

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FEAR + TOGETHERNESS = **ANGER**

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What is Activism ?

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Activism - the word meaning

Activism -> ÀGERE -> Sscr. AG' ÀTI

to go, to come, to lead, to push forward, to make, to operate, to act

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Activism - the roots



"Never doubt that a small group of committed people
can change the world.
Indeed, it is the only thing that ever has."

Margaret Mead, US anthropologist (1901 - 1978)

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Activism - the roots



The poet Gary Snyder describes the activism movement as
THE GREAT UNDERGROUND RIVER
a great carsic stream of interwoven cultures

30

Activism - Revolutionary type



Protesting activism that is **against major institutions** and is **acting in a disruptive way** for radical **revolutionary** changes. (theory : 3.5% of people changing the system)

31

Activism - Protesting type



Demanding solutions to contemporary problems through the taking of **oppositional stances to mainstream policies and business behaviours**.

32

Activism - Pro-Acting type



Activism that **creates alternatives** to the dominant system through the construction of **new ways of life...**

33

Activism - Pro-Acting type



Activism that **creates alternatives** to the dominant system through the construction of **new economic and business models**

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Purpose - the word meaning

Latin noun

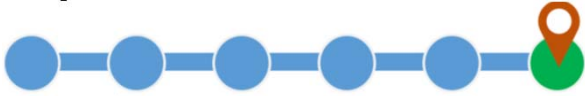
-> *pro* (suffix = forward, put in front)

-> *pausa* (noun= position, stand, stop)

PUT IN FRONT WHERE WE WANT TO STOP

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Purpose – sets the scope of a journey



The **PURPOSE** is **what we want to reach at the end of a journey**

Every **PURPOSE** is **INTENTIONAL**, focussed, defined and linked to a **PROGRAM**.

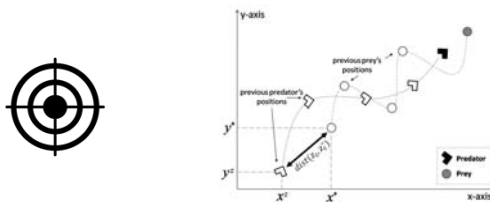
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Vision & Purpose – form a bi-nomial unit

There is no Purpose without a Vision

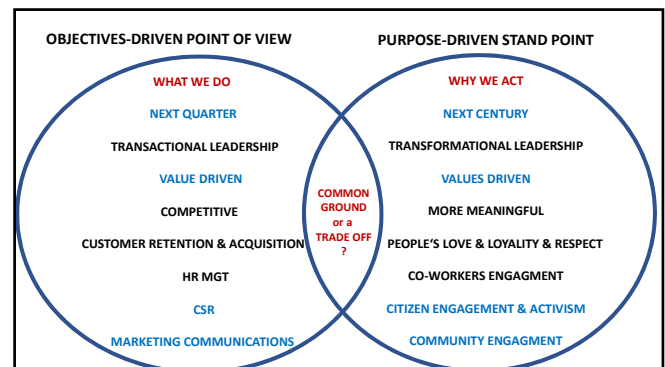
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Objectives ≠ Purpose

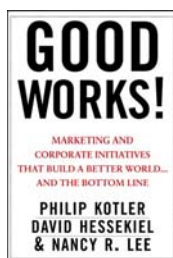


OBJECTIVES are focussed on **TARGETS** and are **TACTICAL**. They should not be mistaken for our **PURPOSE**.

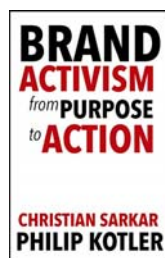
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The one who repents from his sins ...



Larry Fink, CEO of BlackRock, the world's largest bank (managing \$6 trillion)

In his 2019 call for purpose letter to the CEOs he points out that **as the world crumbles, it just may be the CEO's role to save it.**

"It must begin with a clear embodiment of your company's purpose in your business model and corporate strategy. Purpose is not a mere tagline or marketing campaign; it is a company's fundamental reason for being – what it does every day to create value for its stakeholders."

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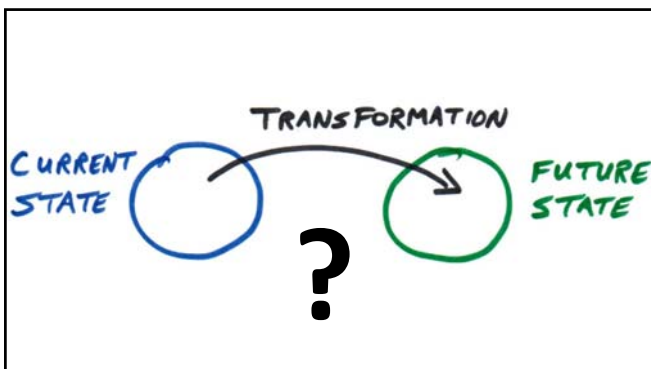
WASHINGTON – [Business Roundtable](#) today announced the release of a new [Statement on the Purpose of a Corporation](#) signed by 181 CEOs who commit to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders.

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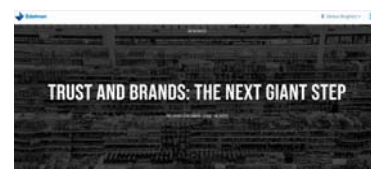
Environmental Fashion Pact Signed by 32 Global Companies Before G7 Summit

Chanel, Prada, Stella McCartney, Ralph Lauren, Hermes, Burberry, Nike, H&M Group, Gap Inc. and Nordstrom are among the brands committing to climate, biodiversity and ocean initiatives.

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Only 34 % trust the brands they buy from.

53 % think brands aren't as committed to society as they claim.

46

Problematic Examples of Brand Activism

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Woke Washing



Is the appropriation of ethical and progressive values as a form of marketing just to make more profit while hiding the dark side of conventional business.

49

The card game where an affordable motel chain solves

PROBLEM STATE	PROBLEM STATE	PROBLEM STATE	PROBLEM STATE	PROBLEM STATE
Homelessness	Poaching	Teen Pregnancy	The Student Loan Crisis	Texting & Driving

50

“Purpose” is about to be the next great idea ruined by marketers.

51



52



Kendall Jenner appeared with a bunch of photogenic ‘protesters’ in Pepsi’s disastrous ad in 2018.

It was one of the crudest attempts to monetize young people’s anger.

53



The Fearless Girl, was commissioned by State Street Global Advisors to advertise an index fund featuring companies with a high percentage of female leadership.

It transpired that State Street was underpaying its female employees.

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feminist 2017 Super Bowl ad advocating for gender pay equality
not applied on Audi executive team



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Gucci's protest-inspired pre-fall 2018 campaign | Source: Courtesy

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Deerskin
gloves



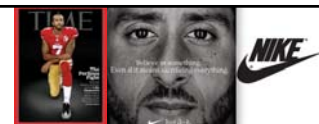
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M&S donating **ONLY £10,000**
to Albert Kennedy Trust – a charity supporting
homeless young LGBT people

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"No pride in a flag for a country
that oppresses black people
and people of colour"



Colin Kaepernick for the 30th Anniversary of „Just do it“
Rekindled the national debate over rights, patriotism and politicization of sport.


BUT

Bloomberg reports that Nike received **more than \$ 43 million** worth of media exposure
Online sales jumped +31% in the four days following the announcement

Nike has risked „only“ \$ 1-3 B for strengthening their relationship
with consumers who account for \$ 32- 34 B of their franchise.
(P. Kotler – „Brand Activism“)


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"No pride in a flag for a country that oppresses black people and people of colour"



Reaction was "burning" not only conservative republican voters ...

Living wage campaigners say that Nike pays LOW WAGES to its workers abroad — many of whom are people of colour in Southeast Asia.



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Serena Williams




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Olympic runner **Alycia Montaño** faced her biggest challenge with Nike once she got pregnant.



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H&M Group Sustainability Report 2018 Key achievements 2018



64

June 2019 OSLO – The Norwegian Consumer Authority (CA), an independent administrative body which works to influence trading decisions across an array of markets, has lambasted what it calls "illegal marketing" from H&M in the promotion of its Conscious collection, and has demanded the fashion brand apologise to consumers.

In particular, the CA, in close collaboration with the Norwegian Broadcasting Corporation (NRK), claims H&M's portrayal of its collection's sustainability credentials breaches Norwegian marketing laws and alleges that the brand uses symbols, statements and colour to mislead buyers.

H&M launched its Conscious line in April, an ensemble it describes as a "collection inspired by the wonders of planet earth", through which it has introduced three new renewable resources: citrus peel, pineapple leaves and algae biomass.

"Our opinion is that H&M are not being clear or specific enough in explaining how the clothes in the Conscious collection and their Conscious shop are more 'sustainable' than other products they sell. Since H&M are not giving the consumer precise information about why these clothes are labelled Conscious, we conclude that consumers are being given the impression that these products are more 'sustainable' than they actually are."

65



CLIMATE CHANGE, REALLY?

2010

66



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Is it **“woke-washing”** when profit-driven companies are cashing in on people's idealism?

Yes, if doing good is just an **add-on** that is not embedded into companies' purpose.

Yes, if one is using progressive-orientated marketing campaigns to **deflect questions about one's own ethical records**.

Yes, if one is **not consistent in advocating** for cultural change one want to be part of.

Yes, if one is **NOT TRANSPARENT** in the change one is pursuing

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Inspiring Examples of Brand Activism

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social businesses

are organizations who have **dual motives**:

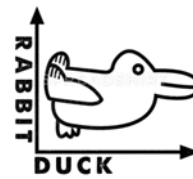
Profit-Making
+
Social, Environmental and Ethical Impact



social enterprises

are organizations which **though** are sustainable through a revenue generating model, have **primarily the INTENT** of creating eco-social impact
+
channelize most of their profits towards that

75



Social Business and Social Enterprises are hybrids
trying to do good while turning a profit

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Vivienne Westwood's business global sales averaging £30-million annually
She has been persistent and consistent in her fights even when it was bad for business.

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patagonia



Mission Statement

Cause no unnecessary harm → We're in business to save our home planet.

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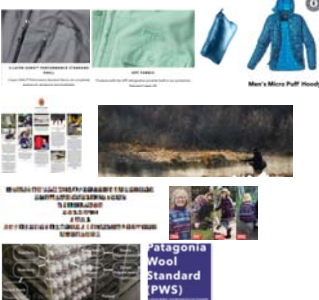
As the climate crisis deepens, we see a potential, even probable end to such moments, and so we're fighting to save them. We donate our time, services and at least 1 percent of our sales to help hundreds of grassroots organizations all over the world so that they can remain vigilant, and protect what's irreplaceable. At the same time, we know that we risk saving a tree only to lose the forest—a livable planet. As the loss of biodiversity, arable soils, coral reefs and fresh water all accelerate, we are doing our best to address the causes, and not just symptoms, of global warming.

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Supporting The Good - seamless brand perception

The Good cannot be decoupled from

- FUNCTIONAL BENEFITS:** what a product/service concretely does for me, in terms of performance, quality, efficacy, safety or ease of use.
- EMOTIONAL/FEELINGS BENEFITS:** how a product/service inspires me, fulfills me, makes me feel better?
- STATUS BENEFITS:** how a product/service shows "who I am" to the world
- TRUST BENEFITS:** how a product/service is trustworthy on sustainability



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Supporting The Good - multi-layered experience



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patagonia PatagoniaActionWorks Sign Up About Campaigns

Ventura, Californien FILTER

Environmental grantees nearby

Ventura, CA
Ventura County Farm to School
Ventura County Farm to School is schools, farmers and communities working...

Ventura, CA
SOAR Nonprofit
SOAR works to limit urban sprawl, protect open space and agricultural lands, and...

Ventura, CA
American Alpine Club - Ltd...
This group provides leadership to advance climbing interests...

Grantee Headquarters

83

The President Stole Your Land

In an illegal move, the president just reduced the size of Bears Ears and Grand Staircase-Escalante National Monuments. This is the largest elimination of protected land in American history.

84

In 2015, on Black Friday, REI launched its [#OptOutside campaign](#), closing its 149 stores and paying its employees to take Thanksgiving and Black Friday off.

In 2016 over 550 brands joined REI's #OptOutside campaign.

The goal is that of fostering the growth of communities of conscious consumers.



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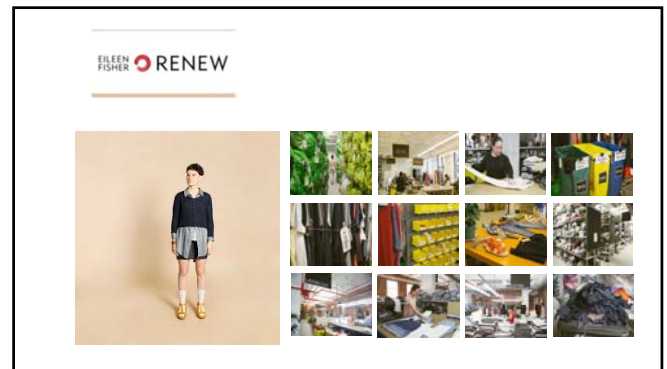
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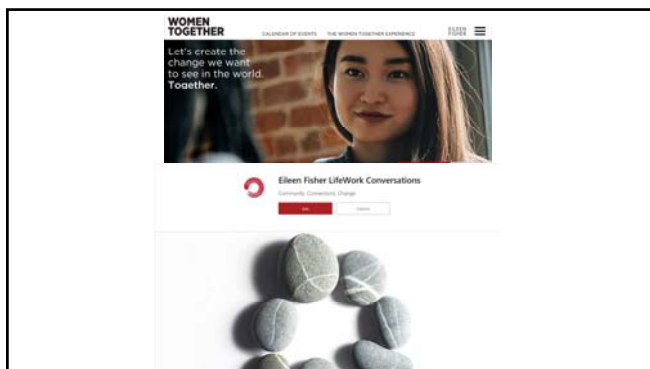
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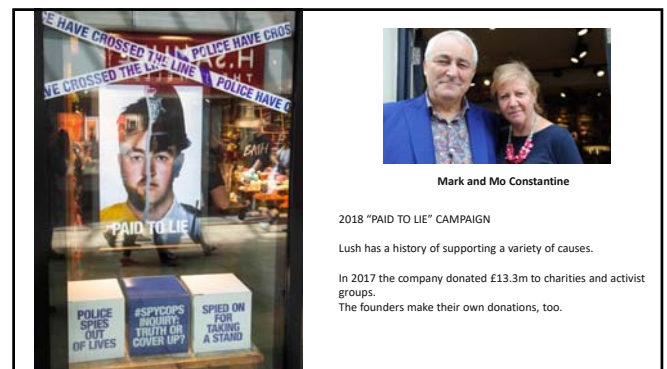
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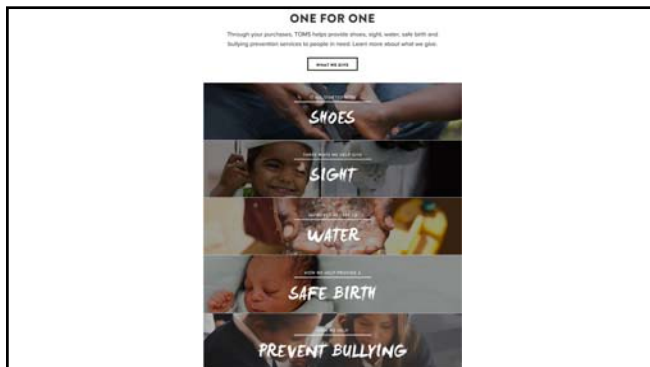
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Brand Activism should also be part of the “Scaling Deep” of durable change.

Transformation happens only when people's hearts and minds, their values and cultural practices, and the quality of relationships have changed.



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The critical times we are living ask to **all of us** – businesses, citizen, policy makers, scientists,... – **NOT ONLY TO ACTIVELY STAND AGAINST** what is impinging our moving forward toward the common good, but to **RE-FOCUS ON OUR COMMON PURPOSE** of **RE-GENERATING FLOURISHING FUTURES** we want to **STAND FOR**.

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TACK !

s.carbonaro@realise.de
simonetta.carbonaro@hb.se

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