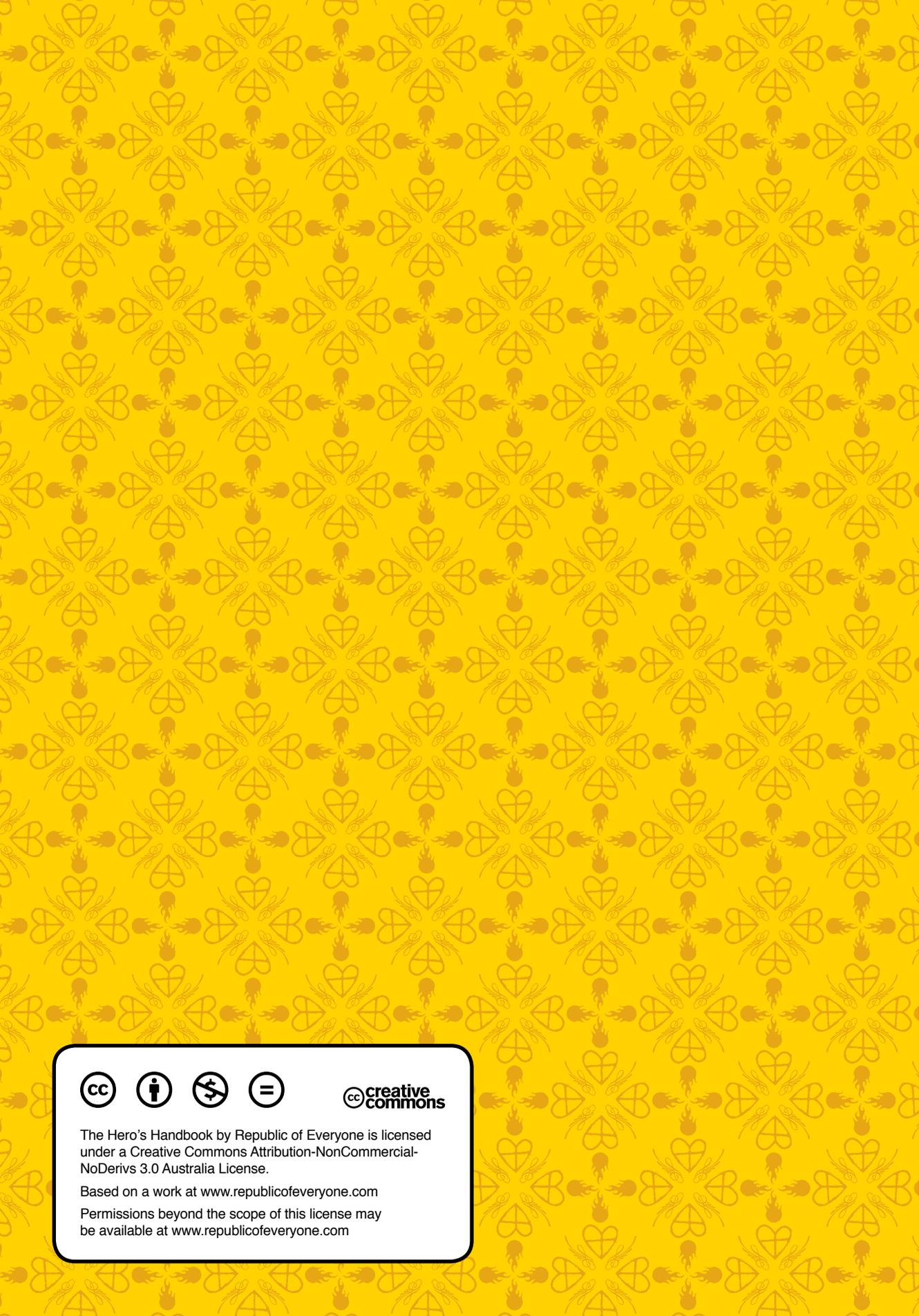


If there's
ONE thing
I've learned

THE HERO'S HANDBOOK

THE HOW-TO-GUIDE TO BECOMING A HERO BRAND™



WHY THIS PAPER?

In June 2012 we attended the Rio+20 Earth Summit.

As you will have read, the reports back have been mixed at best.

Once again, NGOs were given small audience and politicians politicked. Yet, as always, there was good within the ordinary.

Microsoft used the summit to announce it will go carbon neutral by 2013. Unilever's Paul Polman proved himself a charismatic character worthy of the title 'business leader'. Puma explained their concept of environmental profit and loss accounting. And there were many more.

Together they proved there is a significant, sustained shift in how companies are approaching sustainability.

This paper is about those kinds of companies. It looks at the rise of the Hero Brand™ and hopes to inspire new companies to become leaders too.

Because the world needs more heroes, right now, than ever before.

WHY US?

For five years we've been working with business, government and NGOs to create positive, sustainable change in the world. Our tools are strategy, creativity and communications. Our fuel is passion and a well-maintained stash of fair trade coffee.

We started with two people, now we're 25. We know stuff. Not everything, but hopefully enough to share.

So share the love, spread the word and like us on Facebook:
facebook.com/republicofeveryone

We'll like you back, promise.

LIKE IT? SHARE IT.



Inspire your colleagues, show your CEO. We've created a ready-to-go ppt document of this booklet just for that purpose. It's complete with presenter notes, so you simply click and read. Download it from **onethingivelearned.com**



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WHO THINKS THIS IS IMPORTANT?

“Brand sustainability, brand clean & green, brand integrity – its a triple recipe for producers who have the Earth in mind and consumers who love their grandchildren!”

Bob Brown, Former Leader of the Australian Greens

“Fixing climate change is a daunting task to tackle alone but together we’re in with a fighting chance. We’re doing our bit at the City of Sydney and having businesses on board means we can turbo-charge our carbon emission cuts.”

Clover Moore, Lord Mayor of the City of Sydney

“The connections between people, the environment and the economy are undeniable. And the businesses that capitalise on those connections today, will be the heroes of tomorrow.”

Dermot O’Gorman, CEO WWF-Australia

“A call to arms and a practical all-in-one guide on how to chose a great objective and lead those around you to achieve it.”

Rob Grant, CEO, Pacific Hydro

“A much needed reminder of what it takes to be a successful brand: profit is more than adding zeros.”

Nancy Lublin, CEO, Do Something USA and author, Zilch

“*The Hero’s Handbook* provides simple, practical advice for companies that want to make a difference: Choose your cause. Walk the talk. Don’t get caught with your pants down.”

Pepe Clarke, Chief Executive Officer, Nature Conservation Council of NSW





CLIMATE CHANGE, DEFORESTATION, BIODIVERSITY LOSS, RESOURCE SCARCITY, POPULATION GROWTH.

With challenges like these facing us and our children, we need some big answers, and now. Fortunately, new heroes are emerging.

Welcome to the era of the Hero Brand™.

Hero Brands help solve problems mere mortals cannot and we love them for it.

They have missions beyond simply making money. They look for ways to make the world a better place, just like good brands should.

They enjoy loyalty from their supporters* (whether employee or customer) and are more resilient to financial downturns**.

They are many of the most successful brands of today and the brands that will own tomorrow.

This guide explores what makes a Hero Brand and gives you some steps toward becoming one.

So pull up your undies, strap on your cape and let's go up, up and away.

CLICK:

* Did we make this up? No. See this summary of Green is Universal's research http://www.sustainablebrands.com/news_and_views/articles/green-consumerism-brand-loyalty-are-rise

** We didn't make this up either: See AT Kearney's Green Winners Report, <http://www.atkearney.com/index.php/Publications/green-winners.htm>



WHAT IS A HERO?

A hero is someone who solves the problems that are too big for the rest of us.

In the movies this means saving the world from being destroyed by the latest death ray, then finding out the girl you love is your twin sister.

In real life it's bigger than that. It means championing fairness, fighting injustice and saving the world from being destroyed by climate change, forest destruction, poverty, famine and the like.

Whether real life or imagined, heroes have certain attributes that simply cannot be ignored.

They are uncompromising, fighting for their cause like it was a matter of life or death (which it sometimes is).

They are steely-jawed in the face of adversity, never backing down to even the biggest bully enemies.

They are easy to recognise, with a signature logo, outfit and, often, catchcry.

They are public in their actions, never hiding from doing what is right.

They do it for the cause but get a lot back in return, appearing on the front page of every paper in town (normally as it spins into frame) and enjoying the adulation of the masses.

In short, they do good and the world is good to them in return. Being a hero is a great place to be.

1
SIGN IN SKY
So everyone knows you're in town

3
EYES
X-ray vision sees things others don't

5
HEART
Determined to be good

7
LOGO
Makes you easy to recognise

2
SPEECH BUBBLE
For memorable catchcry

4
MIND
Clear and focused

6
JAW
Steely in the face of criticism

8
BELT
So you're never caught with your pants down

9
BOOTS
To walk the talk



I have a dream

GREAT HEROES IN HISTORY

MAHATMA GANDHI



Profile

Strengths: Easy to recognise
Public in his actions

Memorable Catchcry: Be the change you want to see in the world

MOTHER TERESA



Profile

Strengths: Easy to recognise
100% commitment

Heroic name: Mother Teresa
(What's her real name? Bet you don't know. Answer on p50)

'TANK MAN' WANG WEILIN



Profile

Strengths: Public in his actions
Brave

BUT CAN A COMPANY BE A HERO?

Absolutely.

Just as a hero is a person who thinks beyond their own personal gain to the benefit of all, a Hero Brand is a company not just here for financial gain, but to make the world a better place. After all, if a person can improve the world and become iconic for their efforts, why can't a brand?

You just need to know how.

Images by:
Gandhi – http://www.flickr.com/photos/julius_laidback/,
Mother Teresa – <http://www.flickr.com/photos/mrsdkrebs/>,
Tank Man – <http://www.flickr.com/photos/24940071@N05/>

EXAMPLE OF A HERO BRAND: PATAGONIA

Deforestation, damming of untouched wilderness, social practices, landfill, pollution, toxic chemicals. These are issues more likely found on the website of an NGO than a multinational company.

REIMAGINE



REDUCE

WE make useful gear **YOU** don't buy what that lasts a long time **you** don't need

REPAIR

WE help you repair **YOU** pledge to fix it your Patagonia gear if it's broken

REUSE

WE help find a home for **YOU** sell or pass it on to Patagonia gear you no longer need someone who needs it longer need

RECYCLE

WE will take back your **YOU** pledge to keep Patagonia gear that is your stuff out of worn out landfills

REIMAGINE

TOGETHER
we reimagine the world where we take only what our planet can replace

Yet they are also right at home in Patagonia's approach to business.

The social and environmental impacts of their supply chain are tackled by what they call the Footprint Chronicles.

Their Common Threads initiative does a deal with their customers to work together to reduce the impact of what they create and how it is used.

Their advertising talks about the problems they hope to impact and challenges us to act in ways that help solve them.

Online, Patagonia has done a deal with eBay to make it easier to buy and sell second hand Patagonia stuff.



patagonia

Image by: <http://www.flickr.com/photos/mariachily/>

DON'T BUY THIS JACKET



COMMON THREADS INITIATIVE

REDUCE
We make useful gear **YOU** don't buy what that lasts a long time **you** don't need

REPAIR
WE help you repair **YOU** pledge to fix it your Patagonia gear if it's broken

REUSE
WE help find a home for **YOU** sell or pass it on to Patagonia gear you no longer need someone who needs it longer need

RECYCLE
WE will take back your **YOU** pledge to keep Patagonia gear that is your stuff out of worn out landfills

REIMAGINE
TOGETHER
we reimagine the world where we take only what our planet can replace

patagonia

Now *that's* a headline

In store, Patagonia offer to take back and recycle anything that's had its day.

For the 2012 US election they encourage people to learn about their representative's environmental record and vote accordingly.

And when it comes to making a profit, they give 1% For the Planet, an initiative which they co-founded back in 1985.

The brand defines its actions based on values and its actions define the brand. People who believe in what they have to say (which, let's face it, is most people who love the great outdoors) buy from them.

That's what being a Hero Brand is all about.

We've been in business long enough to know that when we can reduce or eliminate a harm, other businesses will be eager to follow suit.

Patagonia website

Businessmen who focus on profits wind up in the hole. For me, profit is what happens when you do everything else right.

Yvon Chouinard, Founder*

CLICK:

- * Plenty more where this came from in his book: <http://www.amazon.com/Let-People-Surfing-Education-Businessman/dp/1594200726>
- Or make more time for mountain climbing by just reading the quotes at <http://blog.gaiam.com/quotes/authors/yvon-chouinard>

Finished with your gear? Sell it on eBay.



The Common Threads video is inspiring and inspired



<http://www.youtube.com/watch?v=LF8HDFf2s-s>

Not just a member, a founder.



2012 Vote the Environment campaign





HOW HEROES WALK

Many brands make sustainability part of what they do, but Hero Brands go one better. They champion causes, fighting for them like our life on this planet depends on it.

HERO BRANDS STAND OUT FROM THE REST BY BEING:

- 1 FIGHTING FIT**
No flabby social practices or smoking factories.
- 2 CHAMPIONS OF A CAUSE**
This means making a mission and seeing it through.
- 3 GOOD AT INSPIRING OTHERS TO GET BEHIND A CAUSE**
Why solve problems on your own when you can get others to join in?

FIGHTING FIT

Getting fighting fit is a bit like a New Year's resolution, except this is one you actually follow through with (rather than just doing the first two weeks of January).

Smoking factories, flabby material inputs and lazy processes are out. A healthy approach to your social and environmental policies is in.

Yes, it's hard work but think of it as strong abs. It's the muscular framework that will give you the strength to go out and have a big impact on the world.

Put simply, being fighting fit is about operating your business like you intend to stay in business.

It means having a cohesive strategy in place for simultaneously achieving social, economic and environmental wealth.

It's a plan for your business, not for your sustainability manager. One that everyone understands and implements, right through from supply chain to customer.

Get it right and it will create efficiencies and revenue, impress your shareholders, employees and customers and make your business more resilient to future challenges.

Plus, in the world of sustainability it's the cost of entry to the game. Nothing less.

MAKING YOUR MISSION

Ever noticed there are no talk heroes? Only action heroes.

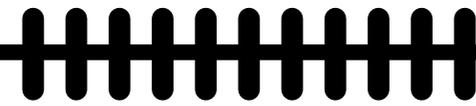
Heroes are defined by their actions so, to be a hero, you're going to have to do something heroic.

So what are you going to do that's meaningful? And how are you going to choose?

Your mission should be:

**SIMPLE
AUDACIOUS
ACHIEVABLE**

Or, as our friends at Futerra* put it, "easy to say and hard to do".



LOOKING FOR A MISSION? CONSIDER:

YOUR BIGGEST SIN

If you have a heritage of child labour in your factories then cleaning up your act and becoming a megaphone for fair labour conditions is probably an excellent place to start. Poacher turned gamekeeper, the prodigal son and all that.

SOMETHING YOUR EXPERTISE CAN BE REDEPLOYED FOR

Google is a search engine. They also own YouTube. So they've made it their mission to search out and broadcast the smartest minds with answers to the world's biggest problems.**

THE BIGGEST RISKS TO YOUR BUSINESS

Those things that will be most fundamental to the future survival and success of your business. If, for example, you sell tuna and the survival of the tuna race is at risk, then saving that species would make a lot of sense***. If you make and sell houses and the cost of electricity is going up then heroing energy efficiency might make sense. And so on.

CLICK:

* Good people doing good things <http://futerra.co.uk>

** See how they're going at <http://wesolveforx.com>

*** See Haagen Dazs' <http://www.helpthehoneybees.com/>

PICK A CAUSE

Climate Change	Food Security	Transportation	Tax Evasion
Global Pollution	Trade Issues	Corporate Power	Carbon Emissions
Local Pollution	Debt	Supply Chain	Water Use
Ecosystem Impact	Financial Crisis	Extortion	Over Population
Landscape Impact	Gun Violence	Poverty	Terrorism
Overuse	Energy	Land Rights	War
Waste	Privacy	Ocean Destruction	Starvation
Animal Treatment	Work/Life Balance	Child Care	Disease
Workers Rights	Domestic Violence	Human Rights	Lack of Education
Health Issues	Oppression	Executive Pay	Overfishing
Safety Issues	Cost of Living	Sanitation	Partisan Politics
Poor Conditions	Sea Level Rise	Drought	Addiction
Corruption	Biodiversity	Forest Clearing	Refugees
Bribery	Extreme Weather	e-Waste	Malnutrition
Stewardship	Recession	Lack of Community	Cost of Goods
Toxics	Overconsumption	Local Participation	Regulatory Failure
Landfill	Infant Mortality	Discrimination	Cyber Security
Packaging	Nuclear Waste	Child Labour	Weapons of Mass Destruction
Intolerance	Arms Trade	Fraud	Social Fragmentation

As you can see, there is no shortage of problems needing a hero. The rub is to choose the one (or ones) that makes the most strategic sense to your business.

HERO HINT #1:

The best missions solve both a social or environmental problem and a business problem too. So, they help the world and help your bottom line at the same time.

SUSTAINABILITY PROBLEM

A GREAT PLACE TO BE

BUSINESS PROBLEM

HERO HINT #2:

You don't have to solve just one problem. Some big companies, like Unilever, have found that three or more gives them the diversity they need to be heroes on a global scale.

THE UNILEVER SUSTAINABLE LIVING PLAN



Unilever

IMPROVING HEALTH AND WELL-BEING



By 2020 we will help more than a billion people take action to improve their health and well-being.



REDUCING ENVIRONMENTAL IMPACT

By 2020 our goal is to halve the environmental footprint of the making and use of our products as we grow our business.**

ENHANCING LIVELIHOODS



By 2020 we will enhance the livelihoods of hundreds of thousands of people as we grow our business.



HEALTH AND HYGIENE

By 2020 we will help people in 100 million households and we will bring safe drinking water to 500 million people. This will help reduce the incidence of the diarrhoeal diseases like cholera.



NUTRITION

We will voluntarily work to improve the food and nutrition quality of all our products. By 2020 we will double the proportion of our portfolio that meets the highest nutritional standards, based on globally recognised dietary guidelines. This will help hundreds of millions of people to achieve a healthier diet.



GREENHOUSE GASES

Reduce the greenhouse gas impact of our products across the life cycle by 2020.**



WATER

Reduce the water associated with the consumer use of our products by 2020.**



WASTE

Reduce the waste associated with the lifecycle of our products by 2020.**



SUSTAINABLE SOURCING

By 2020 we will source 100% of our agricultural raw materials responsibly.



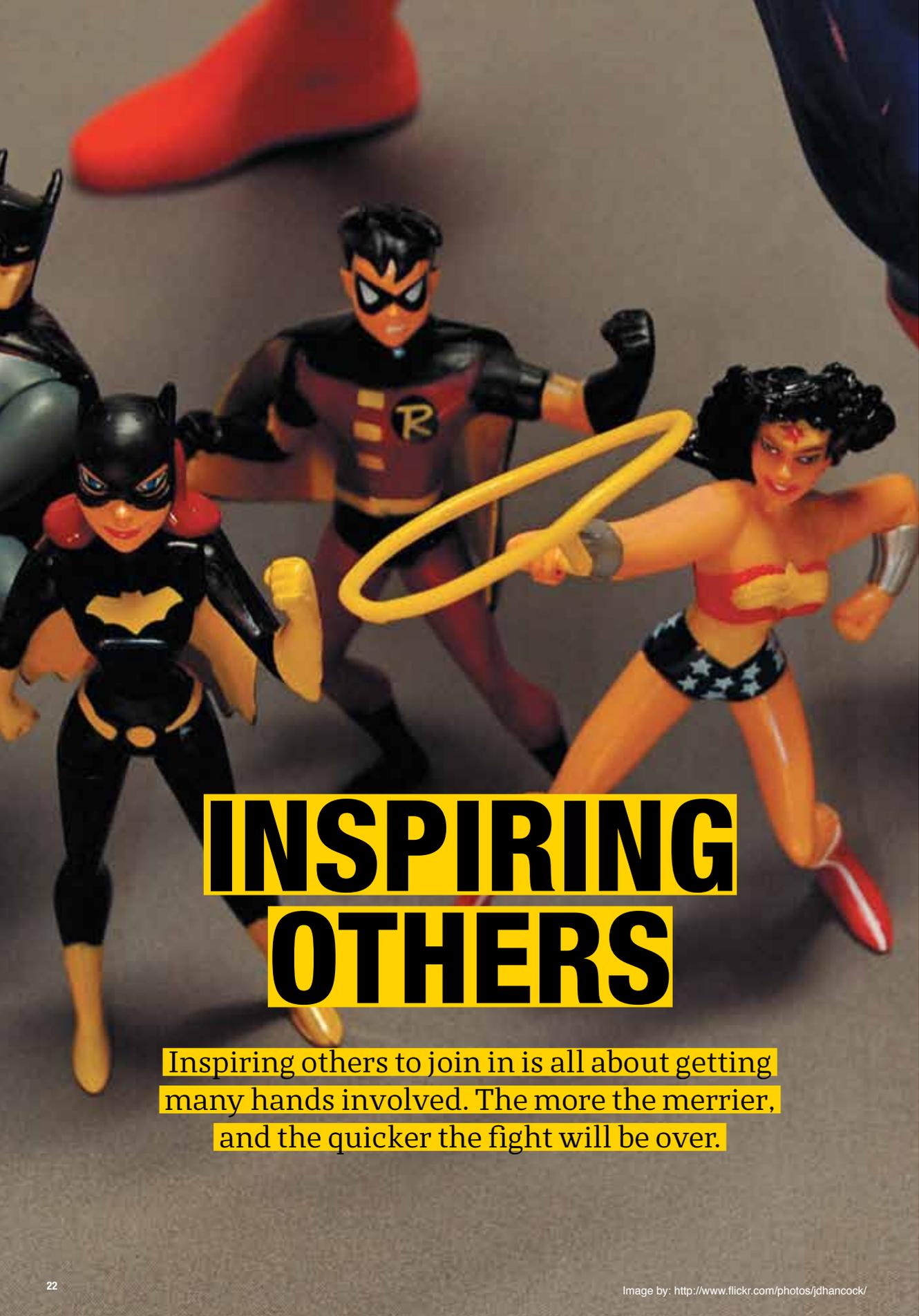
BETTER LIVELIHOODS

By 2020 we will create at least 500,000 new jobs, primarily in our supply chains.

PEOPLE

Improve employee well-being and safety.





INSPIRING OTHERS

Inspiring others to join in is all about getting many hands involved. The more the merrier, and the quicker the fight will be over.

Heroes understand their followers want to be heroes too, so why not let them play a part in making the world a better place?

Timberland has made it their mission to plant 5 million trees in five years. They arrange tree-planting events for their employees and encourage their customers to create events of their own.

They inspire their designers to consider sustainability in their designs then educate their customers to buy them. Even their CEO blogs about their missions and champions sustainability at worldwide events.

In doing so, Timberland helps thousands (maybe millions) of people understand what sustainability is, why it matters and how they can be a part of it. And hopefully creates a few new heroes in the process.

MAKE YOUR EMPLOYEES YOUR FIRST FOLLOWERS*



NEXT, YOUR CUSTOMERS

If they love you already, they'll love you even more now



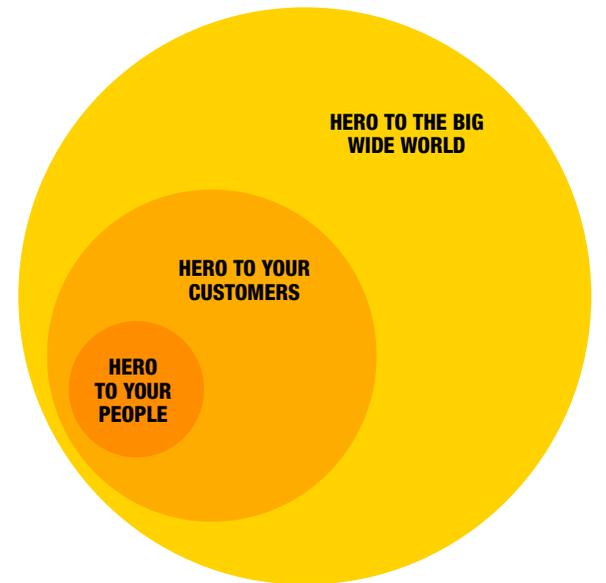
GET PARTNERS WHO CAN HELP

NGOs, charities, other companies with a shared interest, and so on



INVOLVE SUPPLIERS

By helping them do things your way you can truly multiply your impact

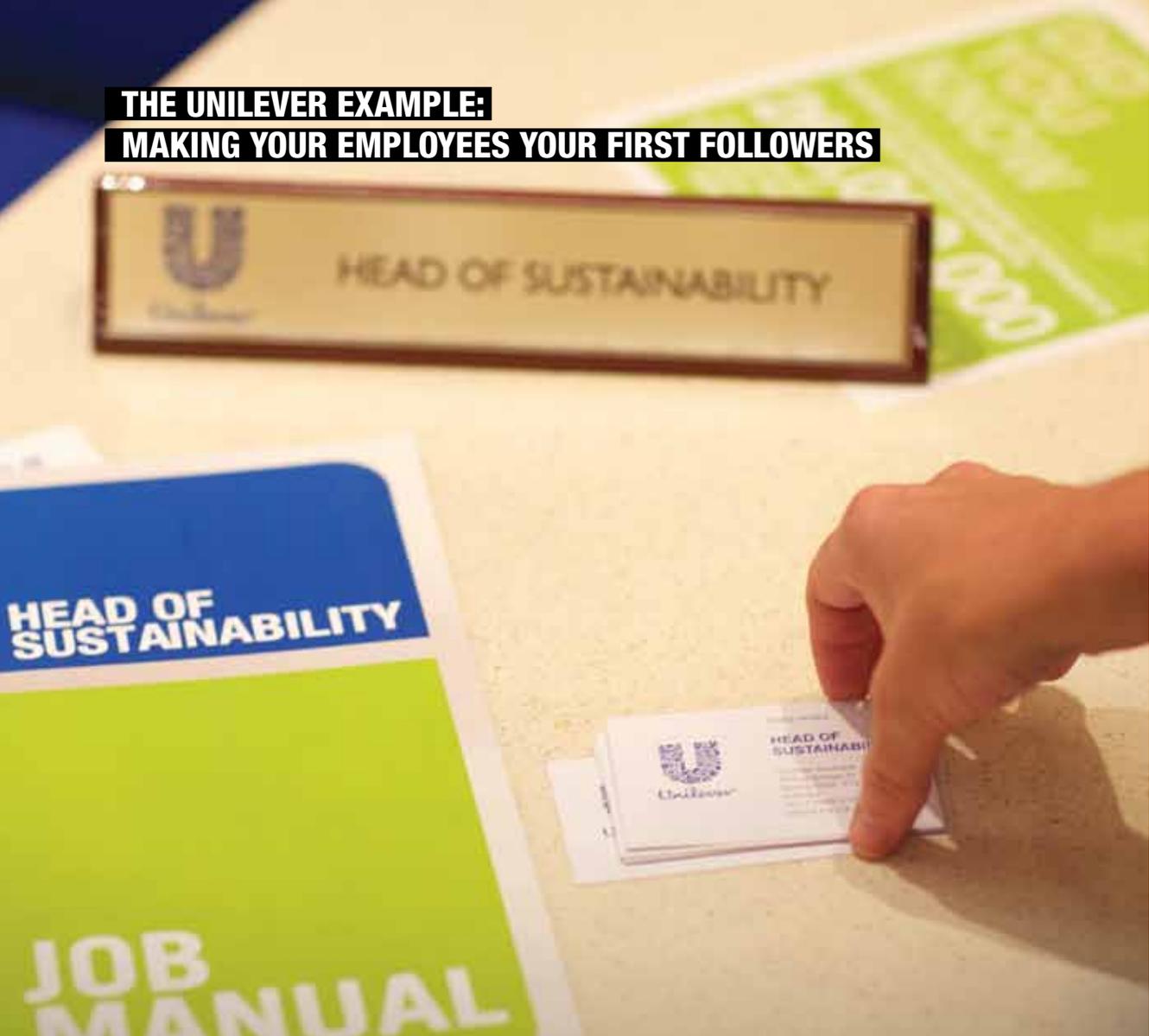


Hero to who? Everyone, in the right order.

CLICK:

* Of course you'll be familiar with the concept of 'first followers' from The Lone Nut. What? You're not?? It's brilliant. Best you take a look now: <http://www.youtube.com/watch?v=fW8amMCVAJQ>

**THE UNILEVER EXAMPLE:
MAKING YOUR EMPLOYEES YOUR FIRST FOLLOWERS**



When Unilever launched their Sustainable Living Plan in Australia, they wanted to make sure their employees heard about it first creating a shared sense of responsibility for making it happen. But how to do that?

Their internal launch campaign saw everyone in the company given a new job title, Head of Sustainability, complete with business cards, job manual and posters of employees in their new position. The campaign was backed up by 'helpful hint' stickers, a senior leadership workshop and an employee launch led by the CEO.



HOW HEROES TALK

So you're fighting fit, you have a mission and you've inspired a small army of people to come on the journey with you. Congratulations. You've done some walking, but what about the talking?

That's right, heroes talk differently too. Here's how...

1 CHOOSE A GOOD OUTFIT

A hero and their actions need to be easy to recognise. And that means your heroics need a brand.

Start with a name. Common Threads Initiative, Earthkeepers, Ecomagination. These are all catchy names some of the world's biggest companies have given to their heroic endeavours. A catchy name gives your project a meaning that is easy to hold onto.

Next, a logo. Something you can stamp on everything you do that helps easily identify your cause, so people know it's you.

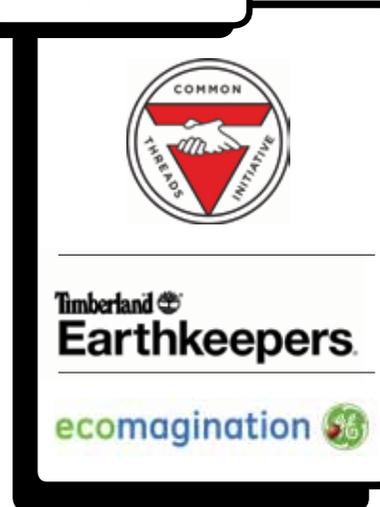
2 GET A GOOD CATCHCRY

Google's *Solve For X* promises 'Moonshot Thinking'. For years the Body Shop repeated the line, 'Against Animal Testing'. Howies has many, including our favourite, 'tea is best made in a pot'. If you're going to be a hero you need a catchcry that everyone can remember as you shout it from the rooftops.

3 TALK ABOUT YOUR CAUSE, NOT YOURSELF

When you've done good, it's always tempting to go out and show off about it. That's not the hero's way. No-one likes someone who talks about themselves. People want to hear stories, be inspired. They want to know what drives you and what adventures have arisen as a result. Talk about your cause, talk about your mission, talk about how people can get involved and they will talk about you.

Some good outfits





BORN OR MADE?

KINDS OF HEROES

Heroes come in all shapes and sizes.
And each of them becomes a hero
in a different way.

Think Spiderman. He never intended to be a hero, he was bitten and it gave him great powers.

On the other hand there's Superman, born with special powers into a world that needed them.

Then there's Batman with no special powers at all, just a big bank account and an unwavering dedication to become a hero.

These journeys parallel the world of hero brands too.

Compliance, efficiencies, expectation, advantage or because they're born believing in something. There are many reasons brands become heroes, the important thing is to become one.

Like Spiderman, some brands are stung into action. Perhaps they lose a tender document that demands sustainability credentials. Or perhaps people power demands it of them.

One such example is the Green My Apple campaign from Greenpeace.

It created enough noise that it not only changed some of Apple's practices, it also saw Apple launch a campaign giving customers insight into its environmental program. According to the Greenpeace Guide to Greener Electronics, as of June 2012 Apple now ranks #1 for sustainable operations and gets a near perfect score for e-waste. Thanks to coal-fired data centres, they have a way to go to become perfect (although in 2012 they made promises to make all their data centres coal free*), but it's a big turnaround on five years ago and a reminder to companies that sometimes the alternative to choosing to become a hero is to risk being publicly identified as an anti-hero. Long may it continue, Apple!

CLICK:

* See the campaign story here:
<http://www.greenpeace.org/international/en/news/features/greening-of-apple-310507/>
See Apple's efforts here:
<http://www.apple.com/environment/>
Greenpeace's Guide is here:
<http://www.greenpeace.org/international/en/campaigns/climate-change/cool-it/Campaign-analysis/Guide-to-Greener-Electronics/>



BORN HEROES

Some brands are born heroes.

Before their founders open their doors, they create a set of values that the company will live by, determine what is wrong with their industry (and the world) and set out how they are going to make it right. They work to the principle that purpose leads to profit.

Then they go forth, with plenty to talk about, and set about making themselves famous.

THE BODY SHOP

The Body Shop is a great example of a Born Hero. Started in the belief that the cosmetic industry had a lot of dead animals to answer to, they launched with the catchcry and core value of Against Animal Testing.

They matched this with a belief that what you put on your skin should come from natural ingredients and went forth and multiplied.

They changed the values expected from the cosmetics industry and, in doing so, built an empire that, from its first launch in the UK in 1976, expanded at a rate of 50 percent annually, eventually selling to L'Oreal in 2006 for £652.3 million*.



Anita Roddick fighting the good fight in 1985.

We're different because of our values



Anita may have passed away but her values live on.

CLICK:

* http://en.wikipedia.org/wiki/The_Body_Shop

HOWIES

A more recently born Hero Brand is Howies. Founded in Wales in the belief that 'lasting quality is better for the environment', Howies champions organic cotton, organic transport (cycling) and a bunch of other issues related to the rag trade.

Each year, their marketing focuses not only on their clothes, but on asking you to consider where your clothes come from and the impact they, and you, have on the world.

Their values differentiate them from other brands, give them something bigger than themselves to talk about in their marketing, add a level of humour and purpose to everything from their advertising to their storefronts and designs and, hopefully, it makes their customers consider what they can do to contribute to a better world.

In their own words,

“We live in times of limited resources but unlimited desire to consume them. The answer though is real simple: to consume less as a consumer; to make a better designed product as a manufacturer.”

This product has
been made to last.
So one day you can
hand it down to
someone else. And
it can then carry
on its little journey.

howies®
www.howies.com

CLICK:

<http://ecopreneurist.com/2009/02/06/howies-shows-how-to-make-truly-sustainable-clothing/>

HOW DOES A BRAND LIKE HOWIES HAPPEN?

It all comes down to the founders forging their brand from their beliefs. In the words of Howies' founder, David Hiatt:

“I love quality. I love longevity. I love good design. I love ideas. I love this town. But most of all I love that I can wrap all these things up into a pair of jeans.”

Stuff we believe in

We believe in making stuff that lasts.
We believe in good old fashioned service.
We believe in sport. We believe in play. We believe in fun.
We believe the environment needs more friends.
We believe in making people think.
We believe the glass is always half-full.
We believe higher quality means lower impact.
and we believe tea should always be made in a pot.
but hey, that is just our way.



THIS ONE RUNS ON FAT AND SAVES YOU MONEY



THIS ONE RUNS ON MONEY AND MAKES YOU FAT

What becomes fascinating is what happens to a brand like Howies when it sells to a larger company. Howies is now owned by Timberland, but has lost none of its sense of purpose and heritage. It is, literally stitched into the fabric of the brand. The founder can go on to retirement or bigger and better things, while the company and its values continue on.

So, what we perhaps see is a case of born a hero, always a hero.

howies®



Image by: <http://www.flickr.com/photos/blackbeltjones/>

In many ways, how Howies does things is counter-intuitive to how big brands do things. Work in the marketing department of a big brand and, chances are, you'll be told that research is king and innovation should give people what they tell us they want.

A brand like Howies breaks that mould. It creates what the founder wants, then finds people who feel the same way to buy the product.

The founders of born Hero Brands instill a set of values and sense of purpose in the company because, in their eyes, it's the right thing to do. And, if they do it right, they earn themselves a collection of dedicated followers for their troubles.

DAVID HIATT

After selling to Timberland, David Hiatt chose to retire to a small town in Wales with a history of denim, rekindling the industry and starting a new brand, Hiut Denim.

He has also created the impressive Do Lectures, proof that some people just don't know how to relax.

CLICK:

<http://hiutdenim.co.uk/>
<http://dolectures.com/>

Image by: <http://www.flickr.com/photos/naturewise/>

BETTER WORLD BOOKS

What better cause for a book store to hero than literacy?

Better World Books sells new and used books, just like Amazon. The difference is they support libraries and literacy programs in doing so. Libraries have a place to make money from old books when they make space for new ones, plus every time you buy a book from the site they donate a book to a place in the world where literacy is a problem.

This 'buy one give one' concept is not new (TOMS built a shoe brand on it) but it's certainly a good one. As of January 2012 they had donated over 5.8 million books, raised \$5.9 million for literacy programs, \$5.2 million for US libraries and redistributed 79 million books, many of which may have gone to waste*.

All of which sounds like the work of an NGO. Better World Books is, however, an unashamedly for-profit organisation, growing five fold between 2006 and 2011.

As they say on their website, "We're not a company with an add-on "cause" component. We create social good and protect the environment through our regular business transactions."



CLICK:

* <http://www.betterworldbooks.com/impact>

MADE HEROES

What if you're not a born hero? Your company or brand already exists. It was built in a different time, of different stuff.

The good news is, it can be a hero yet.

The following brands have transformed themselves from ordinary to extraordinary.

TIMBERLAND

Like Patagonia, Timberland is designed to help you hit the great outdoors, so helping save it is always going to fit well with its DNA.

For Timberland, being a hero is about planting trees. 5 million of them in five years. Their customers help, their employees help and their CEO even gets among it, all under the banner of Earthkeepers.

But, while planting trees is their hero mission, it's not all they do in sustainability.

Sustainable store design and sustainable sourcing of materials are both considered and reported on. Environmental film festivals, music and yoga gatherings are supported.

Timberland's products reflect their values and their designers can tell you how each boot was made to maximise the footsteps you take in it while minimising your footprint.



CLICK:

<http://community.timberland.com/>

UNILEVER

In 2010 Unilever launched their Sustainable Living Plan.

Split into three focus areas, they have made it their mission to improve the health and wellbeing of 1 billion people, halve the environmental impact of making and using their products, and source 100% of their agricultural goods sustainably by 2020.

Are their motives benevolent? No, not entirely. They are based on good business. Unilever knows there is a market for fair trade goods, they know that selling health and wellbeing goods to 1 billion people will make money. They know that environmentally led innovation can be a driver of product innovation.

Are they helping? Yes.

By leading a new way of approaching their supply chain and by using sustainability to drive innovation, Unilever are proving that doing good for the world and doing good for your business can be one and the same.

CLICK:

<http://unilever.com/sustainable-living/>

GENERAL ELECTRIC

According to the General Electric (GE) website, "Ecomagination is a business strategy designed to drive innovation and the growth of profitable environmental solutions while engaging stakeholders."*

Or, in simple terms, it's a giant investment fund dedicated to environmentally-focused research and development.

The program started in 2005. By 2010, it boasted revenue of \$70 billion.

And money's not all there is to it.

In 2011, Fortune ranked GE the 6th largest firm in the US, as well as the 14th most profitable. Other rankings for 2011-2012 include No. 7 company for leaders (Fortune), No. 5 best global brand (Interbrand), No. 63 green company (Newsweek), No. 15 most admired company (Fortune), and No. 19 most innovative company (Fast Company).**

Money, innovation, admiration. An excellent example of re-invention being alive and well in a company founded in 1890.

Proof that you don't have to be
born a hero to become a hero
in a big way.



ecomagination

means a jet engine even mother nature could love - like the cleaner, low-emission GENx engine.

CLICK:

* <http://ge.ecomagination.com/what-is-eco.html>

** We could give you a page of sources here or we can simply point you to http://en.wikipedia.org/wiki/General_Electric which has all facts sourced correctly

ecomagination.com



WHAT IF YOU'RE A BORN VILLAIN?

Just as the world of
brands has born heroes,
it has born villains too.

You know them...they're those with a history of polluting our environment, making our kids fat and creating social problems in the far corners of the world. So, if you're boss of a brand the world's greenest people would rather be done with, how do you recast yourself from villain to hero?

The truth is, you have to change something. And publicly. Let Chipotle show you the way...

CHIPOTLE

Chipotle is a fast food company in the USA. Hardly a likely candidate for a Hero Brand. Yet, in 2000, they started on a journey that has taken them from a category known for creating villains and turned them into a hero of sustainability.

In an interview with founder, CEO and Head Chef Steve Ells, triplepundit.com* tells the story of how Chipotle 'fell into' herodotom:

"Nine years ago a menu item wasn't selling so well, so they switched to Niman Ranch naturally raised pork simply to help it sell better. Steve Ells...visited some of Niman's farms and loved what he saw; plus pigs raised well taste better. "When we switched to Niman we had to increase the price by \$1, which changed carnitas from the cheapest to most expensive item on the menu at the time... our sales doubled."

"We learned that people are willing to pay more for better food."

"Nine years after the first Niman Ranch purchase, all Chipotle pork, chicken (served in US restaurants), and 60% of beef is naturally raised; 35% of beans are from organic farms; dairy comes from cows free of added hormones; and produce is sourced locally when seasonally available."

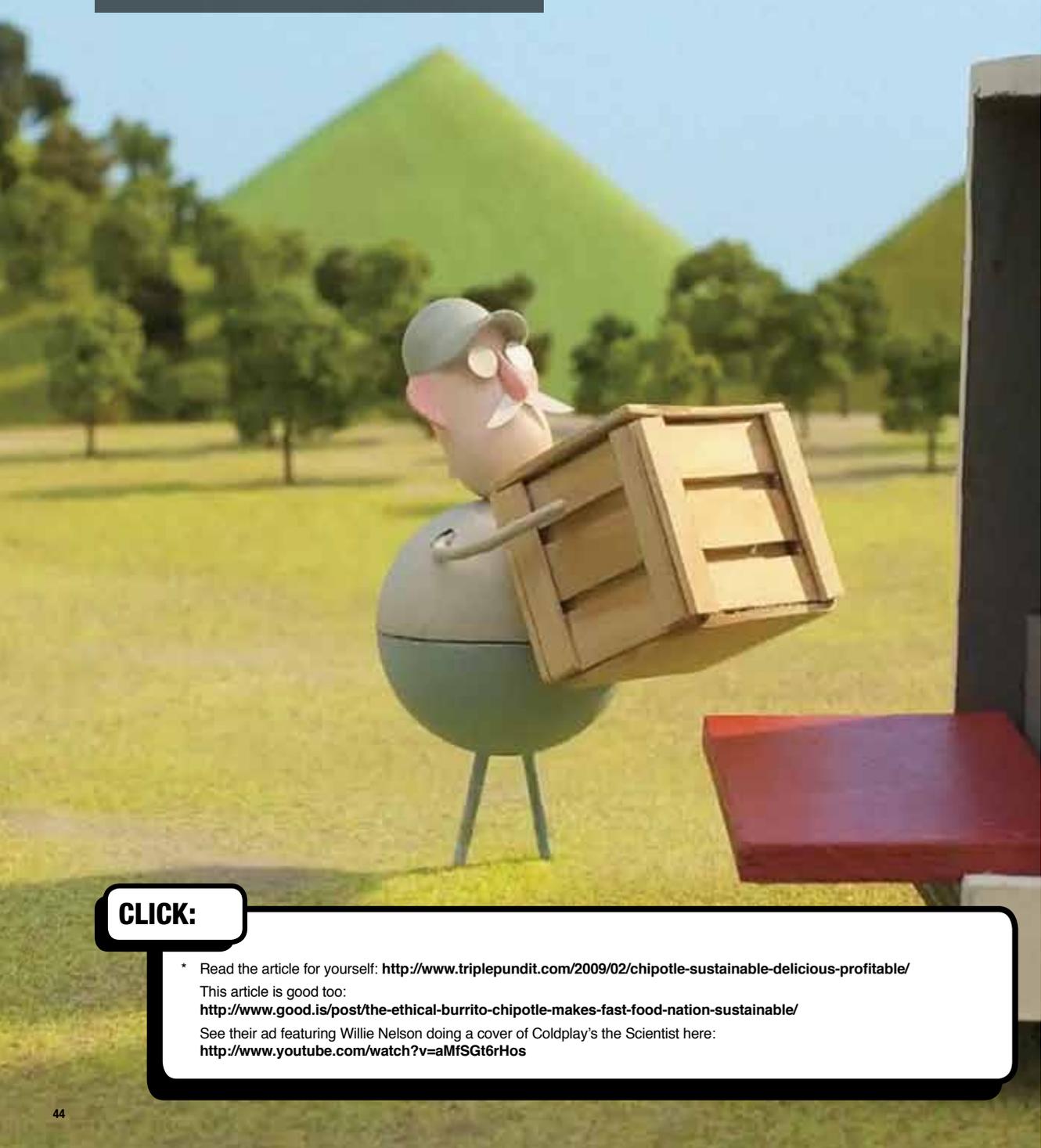
"It's a journey, not a destination - we are never going to be there. When we get to 100% naturally raised beef, then maybe we want to look at grass fed beef, and free-range chicken. There will always be improvements to be made."



Chipotle's whole philosophy is captured in the catchcry, 'Food with Integrity' and explained by their CEO as ensuring the food they serve is:

"raised with respect for the animals, the environment, and the farmers."

It goes further than the food too. Outlets are built under a sustainable building program, bowls are made from recycled newsprint, napkins are unbleached and so on.



CLICK:

* Read the article for yourself: <http://www.triplepundit.com/2009/02/chipotle-sustainable-delicious-profitable/>
This article is good too:
<http://www.good.is/post/the-ethical-burrito-chipotle-makes-fast-food-nation-sustainable/>
See their ad featuring Willie Nelson doing a cover of Coldplay's the Scientist here:
<http://www.youtube.com/watch?v=aMfSGt6rHos>

GETTING IT WRONG

So how do companies trip up on their way to becoming heroes? For one answer to that question, let's consider Toshiba.

At Sustainable Brands '12, Toshiba launched 'National No Print Day'. Featuring a rather funny video with a tormented character 'Tree', they challenged 'individuals and companies to commit to one day of no printing to raise awareness of the impact printing has on our planet'.

Sound suspiciously like the office version of Earth Hour? Yes, it does, but it was received quite differently.

Declared, among other things 'a stunning display of greenwashing and ignorance,'* Toshiba pulled the plug on the campaign the same day they launched it. So what went wrong?

Among other things, it was an attempt to look like a hero of trees from a company who hadn't done enough getting its house in order to earn the right to act as a Hero Brand.

In the November 2011 edition of Greenpeace's Guide to Greener Electronics, Toshiba scored a lowly 2.8/10. Coming in equal second last, hardly a platform from which to launch an attempt to be seen as a sustainability champion.

CLICK:



The 'Tree' video. Nice ad, no genuine heroics to back it up.

* For a good round-up of the campaign, try this link:
<http://www.triplepundit.com/2012/06/5-lessons-fiasco-toshibas-print-day-campaign/>
For the 'Tree' video, which seems to have been deleted from every other corner of the internet, visit:
<http://www.bestadsonTV.com/ad/46026/TOSHIBA-Toshiba-National-No-Print-Day>

HOT TIPS FOR HEROES

BE CLEAR IN YOUR CAUSE

Pick a mission, stick to it. Nothing reduces your brand value like the perception of being a flip flopper. Just ask John Kerry.

DON'T BE HALF ASSED

Speaking of politicians, remember when George W. Bush stood on the deck of an aircraft carrier and declared 'Mission Accomplished' when it wasn't even half done? Yep, so does the rest of the world.

If you're going to set yourself a mission, see it through.

DON'T BE SHY

You're doing something big, important and necessary. People have made a song and dance about a lot less. Besides, your efforts, even if still in Beta stage, can inspire others to do a similar thing.

DON'T BE SECOND

There can only be one pioneer. If your competitor has gone out with a big mission then you need to find a new one that is equally inspirational, or ring them up and join them in helping solve theirs.*

DON'T BE A ONE HIT WONDER

True heroes are rarely heroes once. If they can find a way to solve a problem once then they can do it twice and earn triple the reputation for doing so. Once off behaviour is a stunt to seek attention. Consistent behaviour maketh the brand.

DO MEASURE IMPACT

People love numbers, the media loves numbers, those who measure KPIs love numbers. If you can, measure it and put a number on it. It helps everyone understand just how big a difference your efforts are making.

YOU WILL COME UNDER SCRUTINY AND THAT'S OK

Stick your head above the parapet and someone will always take a pot shot. It's important they do. People who ask the tough questions help separate the real from the greenwash and might even help you find a better way. Plus, no matter how far you go, someone will always demand you go further.

Take Method cleaning products for example. Faced with reducing the plastic content of their bottles but risking reducing sales in the process they chose not to. Right or wrong? Well they certainly came under fire as a brand that has done a lot but didn't, in this instance, take things a step further. Does one pot shot mean they should stop being a Hero Brand? Absolutely not.**

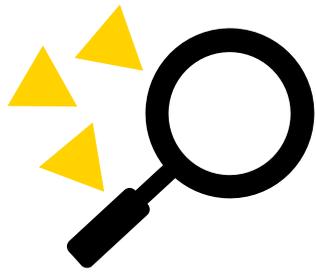
Fact is, heroes are rarely perfect and the more perfect you are the more perfect people expect you to be. But the world is much better off with hordes of heroes trying to be perfect rather than waiting for just a handful of faultless ones.

In fact, a year on, the story had changed somewhat. By working with Envision Plastics, they found a way to reclaim plastic from the North Pacific Gyre, also known as the Great Pacific Garbage Patch and recycle it to create their packaging***.

All of which shows that a Hero might not always be perfect, but that won't stop them trying.

CLICK:

- * Yes, this can work too. See <http://mobilemuster.com.au> for how competing Australian telcos and handset makers have joined forces to recycle unwanted cell phone handsets.
- ** Read the story here <http://www.forbes.com/sites/csr/2010/06/15/how-far-should-companies-go-in-the-name-of-csr/>
- *** Read all about it: <http://www.greenbiz.com/blog/2011/09/15/method-makes-new-recycled-plastic-bottle-garbage-sea>



THE NUMBERS

Like what you read? Still not convinced?
Then let the numbers do the talking.
A quick search of the internet shows that
Hero Brands are also the kind investors
find inspiring too.

Here's a short summary of our Googlings
and where you can find them:

THE DAILY BEAST REPORTS:

6.8%

The percentage by which Newsweek's top 100 ranked green companies were found to outperform the S&P 500 between 2009 and 2010.

Link: <http://thedailybeast.com/newsweek/2010/10/18/the-100-greenest-companies-in-america.html>

WORLD ECONOMIC FORUM REPORTS:

36.1%

Average percentage the Dow Jones Group Sustainability Index performed better than the traditional Dow Jones Group Index over a five year period.

Link: <https://members.weforum.org/pdf/GCCI/ADL.pdf>.
Original source: Collins and Porras 2000. Built to last: successful habits of visionary companies. 3rd edition. Random House, London.

MCKINSEY REPORTS:

76%

50%

Number of executives who say sustainability contributes positively to shareholder value in the long term.

Number of executives who say sustainability contributes to short-term value creation.

Link: <http://download.mckinseyquarterly.com/sustainability.pdf>

THE DAILY BEAST REPORTS:

72%

Number of respondents who say considering sustainability is "extremely" or "very important" for managing corporate reputation and brands.

Link: <http://thedailybeast.com/newsweek/2010/10/18/the-100-greenest-companies-in-america.html>

GOLDMAN SACHS REPORTS:

25%

The average number of companies who are considered to be leaders in environmental, social and governance policies and also lead the pack in stock performance.

Link: http://www.natcapsolutions.org/business-case/GoldmanSachsReport_v2007.pdf

BUT WAIT, THERE'S MORE

FIND OUT HOW HERO BRANDS ENJOY BETTER EMPLOYEE ENGAGEMENT, LOWER RECRUITMENT COSTS AND HIGHER BRAND VALUE AT SOME OF THESE LINKS:

<http://environmentalleader.com/2008/09/28/sustainability-and-its-impact-on-brand-value/>

http://interbrand.com/Libraries/Articles/Interbrand_Sustainable_Innovation.sflb.ashx

<http://noveda.com/blog/show/does-sustainability-impact-brand-value-you-better-believe-it>

<http://havasmedia.com/our-thinking/meaningfulbrands/online.wsj.com/article/SB119492843191791132.html>

HIGH TIME FOR A HERO: WHY THE MOMENT IS NOW.

Business and people face a moment in time
previously unconsidered in history.

Every generation ponders what the world will be like for their children. We are the first generation to have to consider if our children will have a world to live in at all. And that is a problem entirely of our own doing.

Every resource is limited. Air, water, food, space, time. Yet our systems continue to treat them as infinite.

Hardly possible when you consider that 1 in 8 people who have ever lived are on the planet today.*

Growth and innovation have been good to us, many of the things they create make our lives better. But they have also delivered us problems like pollution and child labour.

Often these problems are more acute in the developing world, while the benefits are better felt in the developed world. Yet, sooner or later, there won't be a developing world. It'll all be developed and everyone will want a flatscreen, a car and an overseas holiday once a year. We need to redefine what developed means. If business and society is to be sustainable, we need to work out how they can have these things without creating the problems we did on our journey to getting them.

Whoever does that will be the company of the future.

When you look at it this way, what's surprising is not that there is a big place for Hero Brands but that the concept is a surprise to so many people.

Any good leader knows that financial statements alone do not reflect goodwill, trust, employee engagement, position to take advantage of new opportunities, nor risk in a business.

Certainly they cannot predict the kinds of challenges the world faces in the next hundred years. In short, if risk does not come from financial factors then financial reporting cannot measure it.

If it could, there would have been no slump in the share price of BP or News Ltd after their respective disasters, as that risk would have been built in. What you see when you read statistics showing that sustainability-focused companies outperform others is proof that a company which has created organisational structures that are aware beyond their day-to-day issues and quarterly reporting is likely to be more forward thinking in all areas and therefore see strategic risk and opportunities before the competition does.

Brand is a big part of this because it defines how a company thinks, acts and speaks in any given situation. A Hero Brand brings values into this equation and from these values, creates value for its customers, employees and shareholders.

Hero Brands are more aware, more customer and stakeholder focused and more forward thinking. They are more sensitive to the issues that will define the world they do business in.

In short, Hero Brands are the brands that will own the future.

LINK:

* Estimates vary from 1 in 7 to 1 in 12. Whatever the case, it's mind-boggling.
We liked these sums best:
<http://blog.1000memories.com/75-number-of-people-who-have-ever-lived>

THEY SAID IT, WE JUST WISH WE DID:

"Business is viewed as an unreliable guardian for society. Business needs to redefine their model with the advancement of social good and sustainability of operations at its core."

Gail Kelly, CEO, Westpac

"An advantage in pursuing green initiatives is that employees expect it of their companies. It has become an important tool for retaining and attracting staff, especially among the younger workforce. Employee satisfaction leads to increased loyalty, commitment and productivity."

AFR Green Business Special Report 2009

"During the current economic slowdown, companies that show a 'true' commitment to sustainability appear to outperform their industry peers in the financial markets."

AT Kearney 'Green' Winners report, 2008

"In 2007 Plan A was a £200m investment and I said it wouldn't make any profit in the first five years. But in the 2010 annual report the auditors said £50m of extra profit was attributable to doing the right thing."

Sir Stuart Rose, Architect of M&S Plan A

"Just as some internet companies survived the bust in 2000 to challenge incumbents, so, too, will sustainable corporations emerge from today's recession to upset the status quo. By treating sustainability as a goal today, early movers will develop competencies that rivals will be hard pressed to match."

Harvard Business Review. Why sustainability is now the key driver of innovation. Sept 2009

"When I talked to the board about Plan A, one-third of them probably thought I was batty, and probably only 10% or so wanted to do it. That's usual, because when you're slightly ahead of the field you typically have only a minority of people who believe in you."

Sir Stuart Rose, Architect of M&S Plan A

ANSWER:

Mother Teresa's real name is Agnes Gonxhe Bojaxhiu. She was born in what is now Macedonia in 1910.





READY FOR ACTION?

At Republic of Everyone we help heroes on their journey. What you read here is the tip of the iceberg. What sits on our servers is everything you need to undertake the transformation from an ordinary to an extraordinary company.

As a company we're built different, a hybrid of consultancy and agency. Sustainability strategy lives at one end of the building, creativity and communications at the other. They talk, they conspire. Together they are a powerful pair, helping you navigate the complex then explain it with elegance and simplicity.

In short, we help heroes walk and we help heroes talk, wherever they are on the hero's journey.

We're not quite global yet, but our clients and projects we've worked on are. Lend Lease, Unilever, Greenpeace, WWF to name a few.

Like what you see? Ready to muscle up? Just want to follow the story? Get the full blurb at republicofeveryone.com

Oh yes, and remember to like us at, facebook.com/republicofeveryone

We'll like you back, promise.

Google some of our goodies: 'Tails for Whales', 'Garage Sale Trail', 'Unilever Head of Sustainability'.



Helps companies streamline their sustainability efforts into a cohesive, engaging strategy. It's consulting for sustainability.



Helps companies build sustainability into their brands and NGOs express their reason for being more clearly.



Is about making sure your sustainability messages speak to the mainstream and not just the usual dark green suspects.



FIND US:

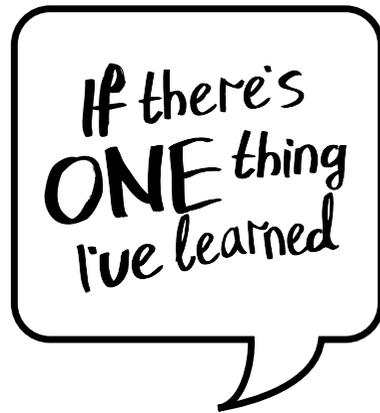
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[hellopublic](https://skype.com/hellopublic)

Send:
hello@republicofeveryone.com



If There's One Thing I've Learned is a sustainability learning series created by Republic of Everyone. Think of it as our attempt to share what we learn in our everyday with the world, all in the hope that the world will become a little more interested and share back its understanding with us.

Contributors include our people as well as people we meet who have something good to say.

Download more papers or add your thoughts at onethingivelearned.com

