

Last autumn we circulated the results of the case studies from the first group of companies to participate in the Marketing and Climate Change Programme. The case study reports for the second group have now been completed and we are happy to present these in this newsletter.

The latest group, supported by funding from the South West Climate Change Impacts Partnership (SWCCIP), includes: international companies, an FE college, service companies, a local authority and marketing consultancies.

Many used the Business Areas Climate Impacts Assessment Tool (BACLIAT) to great advantage. The case studies also demonstrate the cost savings that can be achieved – a welcomed contribution in these difficult times.

What is certain and well illustrated in the case studies is the encouraging signs that recognising the impact of climate change and building mitigation and adaptation into business strategies will prepare companies to maximise the benefits when economic recovery

takes place. It is also clear that climate change will not stop because of the economic and financial pressures facing us all.

I hope you will find that the case studies presented here are a clear demonstration of how marketers can lead important strategic business initiatives and where marketing should be positioned in the board room.

*Phil Comer DipM FCIM Chartered Marketer,
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Market 'Intelligence'

Bringing new products or services to market is the very foundation by which businesses and organisations maintain or grow their market share. Successfully anticipating what those products or services should be is what all good marketers find themselves striving to do.

Many of the organisations taking part in this summer's and autumn's programme made the most of the opportunity to identify what lies ahead in terms of a changing climate and the implications of such changes on our surroundings and our society.

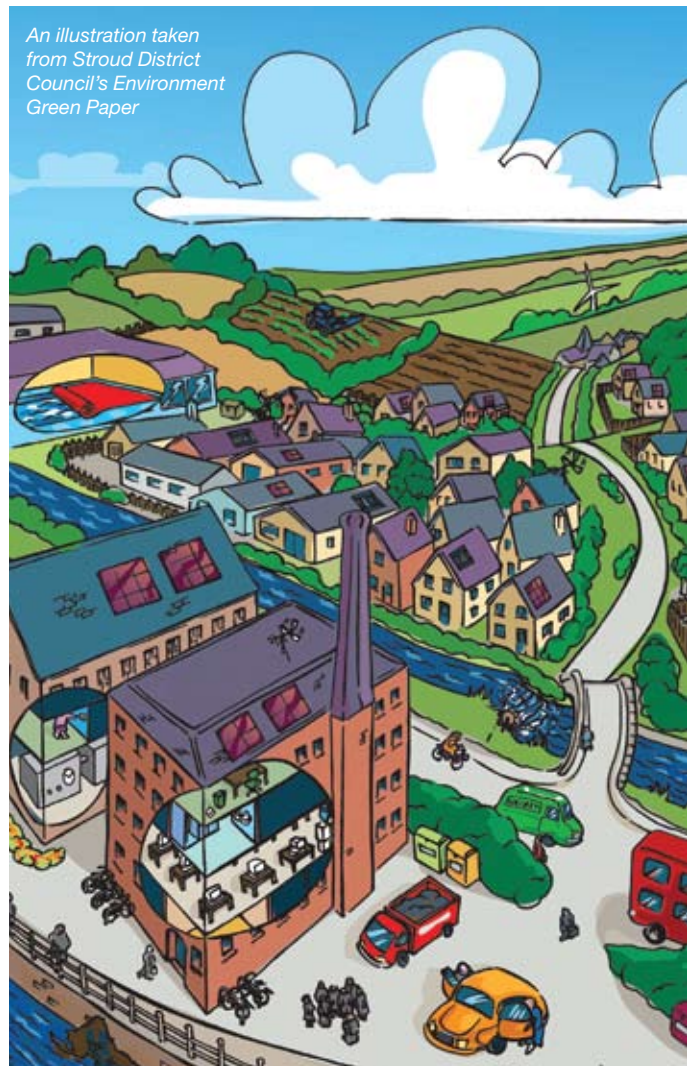
The principal marketing officer of Stroud District Council, Kam Mistry, took part in the programme to help the Gloucestershire based organisation adapt its activities to the changing climate. Despite being considered a 'green' example for others to emulate, the organisation is still keen to use its existing knowledge and the schemes it has in place to improve what it can offer local residents, benefiting both their social and economic well-being as well as the environment they live in.

An idea under consideration following Kam's participation in the programme includes developing strategies relating to buildings becoming too hot – as currently there is no legislation laying out guidelines on maximum temperatures for working environments. Reviewing the training of the neighborhood wardens working in the

community may also be required to see where it can be adapted to cope with issues of flooding as well as heat related problems. The council's environmental health training is also a potential area of focus in the light of any new parasites or vermin that may start appearing due to a wetter and warmer climate.

Many of the businesses from both group one and group two found the BACLIAT tool kit to be very useful in evaluating the potential impacts of climate change on their organisations. Stroud District Council has been no different in taking full advantage of the adaptation checklist. In fact, to gain a broad range of input and opinions, the council is planning to introduce the BACLIAT to 50 of its managers as well as looking at opportunities to offer it to local businesses.

For more information on the BACLIAT toolkit, follow the **Tools to help you** link at www.ukcip.org.uk



An illustration taken from Stroud District Council's Environment Green Paper



Mark Stuart, head of research, The Chartered Institute of Marketing

The issue of climate change continues to feature heavily in the press, with recent reports that for the first time in history, the North Pole can be circumnavigated as melting ice opens up the North West and North East passages simultaneously.

There's been much fear recently about whether or not we are reaching a critical 'tipping point' – with just 100 months to save the planet. Yet at the same time, the economic crisis is hitting its full stride and the credit crunch is putting pressure on customers at all levels. There is a sense that commitment to sustainability and green shopping will be reduced, as customers rein in their spending and their efforts to be green – seen as a luxury, since sustainable products often carry a price premium – will lessen.

In fact, worsening economic prospects and sustainable living need not be incompatible. Genuine sustainable commitment means adopting a policy of reducing, reusing and recycling. Reducing consumption overall and making more judicious buying choices will aid the sustainability campaign, as well as helping customers' wallets where needed. Take clothing. Whilst sustainable clothing might initially seem to cost more, it is likely to be more durable, longer-lasting and will save customers money in the long run.

As a contrast to the throwaway culture we have perhaps accepted as normal over the past few decades, there could be a shift towards different buying choices that accept the need to reduce consumption overall. Arguably, a recession could be the best thing to happen to lower emissions as people across the Western world consume less and reuse more. Green marketing is not about encouraging customers to buy more – it's about persuading them to buy differently.

More than a drop in the ocean

Since sending three employees on the Marketing and Climate Change Programme, Cheltenham based Kohler Mira Ltd, has continued to embrace climate change both in terms of mitigation and now more increasingly, adaptation.

Established over 80 years ago Mira Showers and Rada Controls are market leaders in their field. With the business revolving around such a critical resource as water, it is well positioned to make positive changes for the good of both its customers and the environment.

For a number of years the company has put significant efforts into mitigation measures at all of its premises. Yet more recently the focus has widened to explore the adaptation opportunities arising from issues of climate change and sustainability.

Chris Clarke, product manager for the electric showers category at Kohler Mira, attended the programme to see how it could aid his involvement with new product development. He explained: 'A key learning point for me was that good environmental practice can reduce waste and at the same time save money, provide competitive advantage and act as a brand halo that can ultimately transfer into incremental sales or share gains.'

With the programme helping to make Chris more aware of the environmental impacts of the company's products, it prompted him to recommend the development of an electric shower

specifically designed to use less energy and less water. Since his recommendation the new product has been moved into an advanced development stage.

Chris added: 'Whilst the electric shower proposition is developed further we will continue to explore the opportunities for eco products, including the recent launch of our new Mira Minilite Eco mixer shower which uses only half the water of a typical mixer shower whilst still providing a decent shower. We are also placing more emphasis on communicating the eco benefits that are already inherent in many of our products.'

Another new development arising from Kohler Mira's involvement in the programme is the creation of its new 'understanding the value of water' publication, which is aimed at communicating directly with the company's specification sectors such as housebuilding, social/affordable housing and hotels and hospitality.

In response to customer's growing concerns about the legislation surrounding the Code for Sustainable Homes, course delegate and channel manager for specifiers, Gill Few, felt that the company could position itself as a consultancy on water efficiency and the code. The new publication contains detail on the company's water efficient products and a water consumption calculator that helps specifiers meet requirements outlined within the code's recently introduced rating system.

Spiders and Milk

Another great example of a company implementing the programme into its core business strategy is online marketing specialist Spiders and Milk.

Andrew Morton the joint managing director of the business took part in the programme to help assess whether moving the company's position on climate change was essential for its development. As such, both Andrew and his fellow director have moved from making minimal and often token gestures relating to climate change, to making sure that it is a consideration at the root of most business decisions.

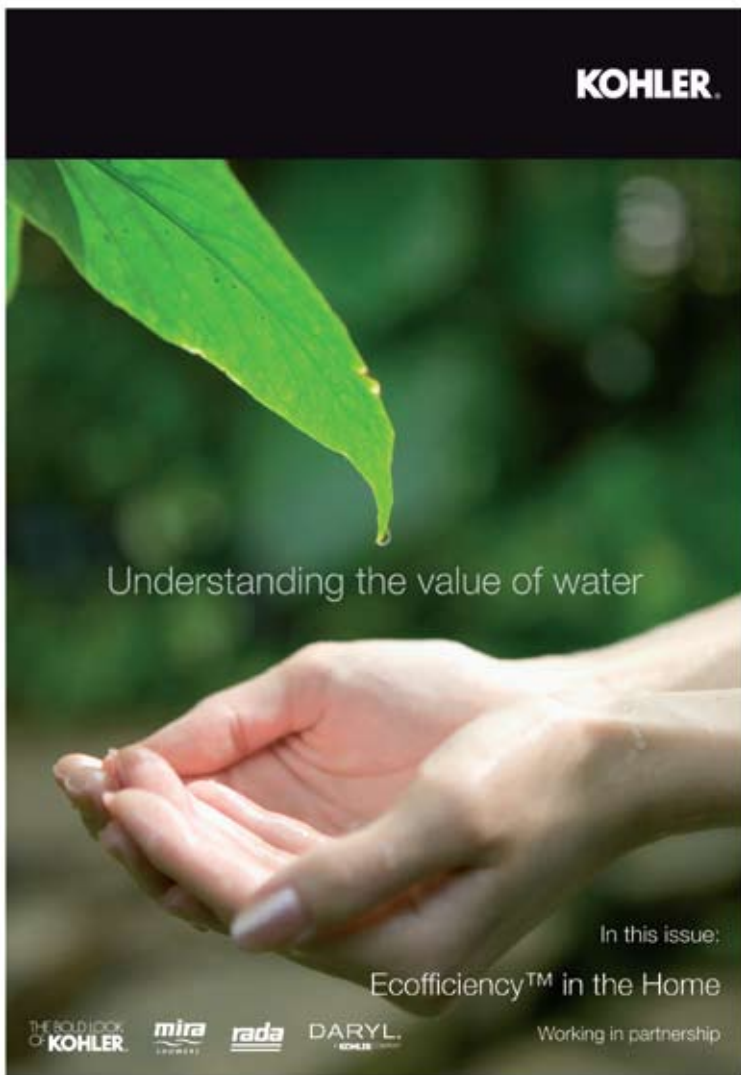
This shift became evident whilst Andrew was taking part in the programme. As several key business decisions were being made, including one about opening an office in London, Andrew started considering the importance of climate change on the business and how strategic

decisions would stand up in the light of the information he had learnt.

Consequently, the initial plan of opening an office in London was rejected, as the carbon footprint of another office and the travelling involved for both directors was considered to be too significant.

Each service and product is also now being assessed against climate change criteria as well as other business criteria. The company is investing in hardware and processes to ensure that home working is a viable option. One of the tools the business now uses is Webex, an internet communications tool which reduces the need for face-to-face meetings. They are encouraging suppliers, freelancers and their clients to use the same tool to reduce the travel costs and environmental impact of all concerned.

Kohler Mira's new publication designed for the company's specification sectors
(Illustration for 'More than a drop in the ocean' article)



Service development at MK

As with Stroud District Council (see front cover), Cornwall based marketing and training consultancy, MK Associates was another of this summer's businesses to focus efforts on product and service development. Malcolm Castelow the owner operator of the business took part in the programme to broaden his knowledge and understanding of the issues with a view to formulating a differentiating offer from his company.

Recognising the link between the opportunities in marketing climate change and the need for more seminars promoting the key issues, Malcolm has begun the process of becoming an ambassador and advocate for good practice within the COAST network, a sustainable tourism forum. Also, with his 23 years experience running hotels, where sustainability has become increasingly important, Malcolm has now purchased his own training facilities based in Bodmin, Cornwall, so he can deliver a 'Practical Master Class' training course in marketing and sales, which is to include training on climate change and sustainability.

Creating over £1,000 of green savings

For some businesses participating in the Marketing and Climate Change Programme is simply the starting point in taking an honest look at where they can begin helping the environment. This sometimes takes place before a business even considers taking action on business adaptations or communicating its measures to customers. The good news is that the direct up-shot of this can be a straight forward impact upon the bottom line.

The Serviced Apartment Company (SACO), which operates a worldwide network of accommodation that is somewhere between home and hotel, for longer-stay business and leisure travellers, sent Matt Edwards and Sarah Bailey from their marketing team on the programme. The reason for this was that although some staff members were making small gestures within their individual departments, nothing was being organised or coordinated on a company-wide scale.

An immediate impact of Matt's inclusion on the programme will benefit the business to the tune of around £1,000 a year, simply through his motivation to change all the light bulbs in the head office to energy efficient versions.

Matt also researched the possibility of making a reduction in the number of printers used in the company's offices. Having calculated the cost savings involved with removing everyone's personal printers and replacing them with two multi-functional devices, he was able to present a sound business case to the management about making the costly initial investment. Matt's efforts will result in the reduction of both toner cartridges and the overall energy required to run an extra 18 machines per building.

To maintain this positive start, along with the operations manager, Sarah has formed a 'green team' to create an environmental induction process for all new employees so that they will have a clear and distinct idea of the environmental messages that need to be used during their day-to-day operations. This induction will also be applied to head office employees.

DIARY DATE: 01 APRIL 2009 'The Challenge That Climate Change Brings to Marketers'

Drawing on all of the case studies and the science, this evening workshop will be delivered by the Marketing and Climate Change Programme developers and principle trainers, Sandra Clarke and Carole Bond. The event takes place on Wednesday 01 April 2009 at Burraton House, Dorchester.
Full details are available at www.cim.co.uk/events

Getting the message across

For some people the phrase 'doing good and getting credit for it' is a core part of what corporate social responsibility is all about. In many cases this has extended to positive actions taken on climate change and sustainability. The reality is though, that as marketers, it is not unfair to expect them to want to tell people about their organisation's environmentally friendly activities or developments.

The promotional development of what Yeovil College has achieved in terms of climate change and what it intends to do in the future is something that course delegate Lisa Pyrke was keen to address following completion of the programme.

Lisa, who was marketing and events manager at the time of carrying out the programme said: 'I always felt that we should be more aware of the growing issues associated with climate change and use the opportunity to communicate our changing company ethos to all our stakeholders.'

Previously little was done to promote or consider the college's position on climate change and green issues, so one of Lisa's

first measures was to encourage her team to look at the information she was given and to get them to consider their crucial role in communicating the impact of measures to help combat climate change.

Since then, Lisa and her team have set a new objective of hitting a 30% reduction in the number of hard copy publications being printed. To help achieve this they have produced and launched a new e-prospectus. Core publications are now also being printed on Forest Stewardship Council (FSC) certified paper, complete with a new environmental statement.

A range of other initiatives are being considered to help disseminate and communicate the college's position on climate change issues. The team plan to gain maximum exposure for the launch of a new top up degree in sustainable graphics and packaging, in which two students have already achieved first class honours degrees. A new section will also be added to the college's website – 'Yeovil College going green!' which will detail all the ways in which the college's staff and students are taking steps to help the environment.

LAUNCH OF NEW CLIMATE PROJECTIONS TO HELP LOOK AHEAD

The South West Climate Change Impacts Partnership (SWCCIP) is a partnership of key regional stakeholders working across seven 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.

Alex Webb, SWCCIP manager said: 'Having been involved with both the first and second group of this programme has highlighted the need for us to continue raising awareness of climate change impacts in the region and how important it is that businesses prepare. The programme also showed what positive adaptation action can be undertaken by businesses with an understanding of the impacts of climate change, high level support and a bit of creative thinking.'

Businesses and organisations will soon be able to access an even richer source of information to help them plan for the future with the launch of the UK Climate Projections (UKCP), due to be released in spring 2009. It will provide users with future climatic projections for a number of climate variables including: temperature, rainfall, storminess and rises

in sea levels. With the current climate projections being based on the UKCIP02 scenarios, the latest projections will offer improved consideration and quantification of the probability and likelihood of certain impacts occurring, improved spatial resolution and temporal details, and more information about climate change in the marine environment.

A dedicated and improved online resource will enable users to access key findings on expected climate changes. This will include information on a national and regional scale through a variety of tools including reports, pre-prepared maps and graphs, a weather generator and online help and user guidance.

The dedicated UKCP website will also have an interactive user interface so users can interrogate the data to produce customisable outputs, such as a map showing rainfall for a specific time and location under a specific climate scenario.

Alex concluded: 'Together with the UK Climate Impacts Programme (UKCIP) we will be delivering regional training events following the UKCP launch and if anyone wants more information about our work, details of UKCP training, or the Business and Utilities sector group they should visit www.oursouthwest.com/climate or www.ukcip.org.uk.'

Moving forward

Although the basic structure and content of the programme remained the same as the previous one, it was clear that levels of awareness of climate change had shifted and therefore, expectations had also developed.

A programme developer and principle trainer of the programme, Carole Bond commented: 'The strengths of this type of programme are its flexibility and the close interaction it allows us to have, which in turn enables us to respond to emerging expectations, a feature of the fast moving climate change agenda. The programme format also enabled us to incorporate new material and examples all the time, and to shift focus and emphasis to issues of key importance to the participants.'

Carole's fellow programme developer and trainer, Sandra Clarke added: 'We were particularly pleased about the number of businesses who were able to realise financial savings, whilst also differentiating themselves from the competition. We have always reasoned that responding to climate change supports financial sustainability and it was good to see this echoed in some of the case studies.'

As a result of these successes, interest in marketing and climate change has been forthcoming from a number of other UK regions and Sandra and Carole are currently discussing various opportunities to develop further programmes. If you would like to register an interest in taking part in a future programme contact either Carole or Sandra.

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