

SUSTAINABLE  
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# CX

The journey to creating  
sustainable, inclusive,  
lasting business growth

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**Ogilvy**



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“*DO THE DIFFICULT THINGS WHILE THEY ARE EASY AND DO THE GREAT THINGS WHILE THEY ARE SMALL. A JOURNEY OF A THOUSAND MILES MUST BEGIN WITH A SINGLE STEP.*”

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CHINESE PHILOSOPHER

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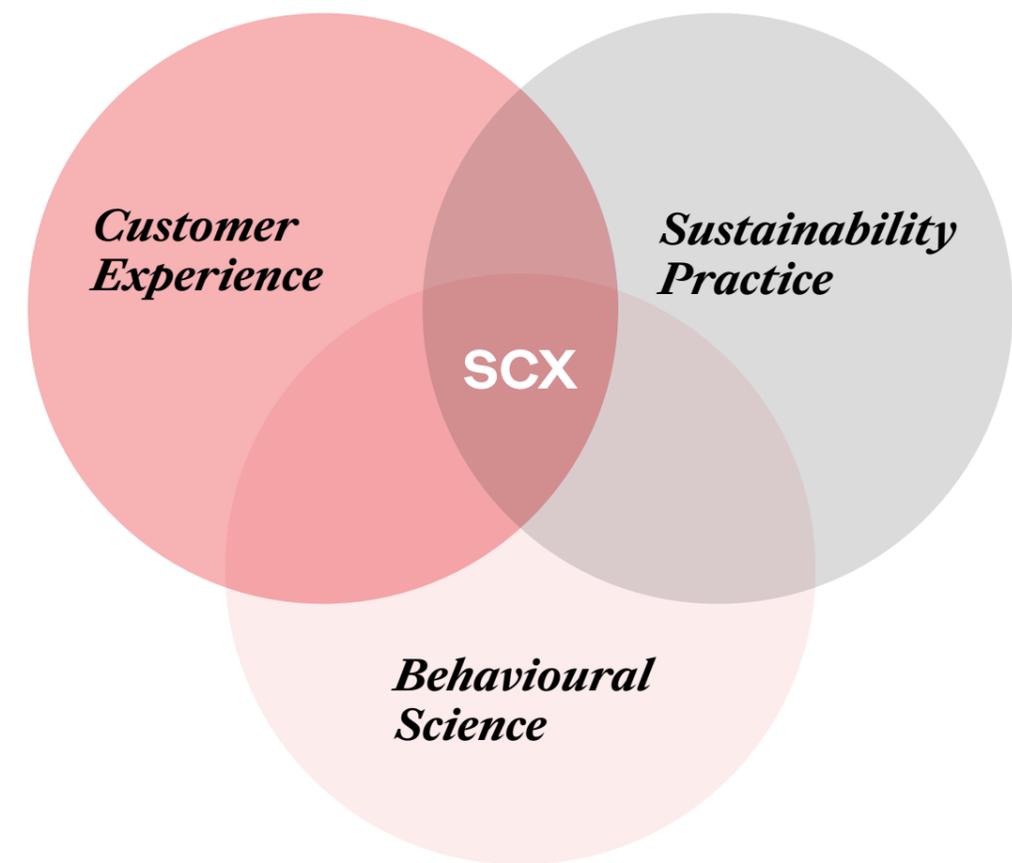
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# INTRODUCTION

There isn't a brand on the planet that is not on some version of a transformation journey. Driven by the constant and speedy change in technology and consumer behaviours, organisations understand that to be relevant and have a future they need to be on a constant change journey.

Beyond CSR, ESG, or token financial commitments, sustainable CX is an all-or-nothing commitment. It's business transformation with sustainability at its core. Defining a path and a vision that supports this transformation requires an obsession with consumer experiences, a deep understanding of sustainable development objectives and a clear understanding of what motivates consumers to behave responsibly.

## THROUGH THE INTERSECTION OF THREE EXPERT PRACTICES



# 01. OVER TIME

## 1960s & 70s

### CORPORATE ENVIRONMENTALISM

The 1960s and 70s saw the rise of Corporate Environmentalism in the wake of public criticism towards the US chemical industry, automobile emissions and oil spills. This was exacerbated by increased attention to environmental issues in Europe with countries like Sweden pioneering environmental policies. Business response was mostly compliance and regulatory based.



## 1980s & 90s

### THE BIRTH OF CSR AND GREEN MARKETING

The 1980s and 90s saw the growth in 'green marketing' and CSR as consumer data demonstrated people were willing to pay more for green products and the increase in Sustainable Development grew. The first CSR report came from ice cream company Ben & Jerry's which included a financial report supplemented by a greater view on the company's environmental impact.



## 2000s

### CSR TO BRAND PURPOSE

Tail end of 90s through to the 2000s saw the explosion in CSR departments and specialists. This stayed relatively siloed to broader brand and business work in the first decade. The rise of social media has increased public scrutiny and CSR departments needed to come out of their silo as more brands tried to develop their purpose beyond profit alone.



## 2010 - 2020

### PURPOSE TO SUSTAINABLE IMPACT

Over the last decade, brand purpose has become key to business success. A strong brand purpose boosts purchase intent, draws the best employees and the smartest investors. However, the increase in climate-related concerns and a global awareness of social inequalities are making brands' ability to present themselves as ethical harder than ever before. Having a purpose alone is not enough. People are demanding evidence of the impact a brand has created.



## 2021 +

### THE NEW NORMAL – FROM INITIATIVES TO BUSINESS AS USUAL

It's no longer about being environmentally friendly, 'sustainability' incorporates the human side of brands. People want to see employee and customer wellbeing enshrined in corporate social responsibility programmes. In this new view of the concept, efforts to make supply chains more eco-conscious must be balanced to ethical working conditions or people won't support brands that work towards a greener planet at the expense of their employees, or vice versa.



# 02. WHY IT MATTERS

Businesses are rapidly adjusting to the challenges posed by both climate and social crises, as investors and citizens voice increasingly louder calls for change. Supply chains are increasingly focused on net-zero ambitions and global CEOs identify sustainable transformation as the number one business priority, according to McKinsey's latest research. The challenge facing business is how to **bring their consumers on this journey with them.**

<p><b>90%</b></p> <p><b>OF GLOBAL INVESTORS REVISE INVESTMENTS IF COMPANIES LACK AN ESG STRATEGY</b></p> <p><small>(Global Institutional Investor Survey 2018, EYGM Limited, 2018)</small></p>	<p><b>6x</b></p> <p><b>GROWTH OF PRODUCTS THAT ARE SUSTAINABLE</b></p> <p><small>(The Business Case for Corporate Investment in Sustainable Practices, ICCR Institute, 2016)</small></p>
<p><b>71%</b></p> <p><b>OF AMERICANS BELIEVE IN CORPORATE RESPONSIBILITY</b></p> <p><small>(The Business Imperative for Social Justice Today 2020)</small></p>	<p><b>5-10%</b></p> <p><b>REVENUE GAINS FROM BETTER CUSTOMER EXPERIENCE DESIGN</b></p> <p><small>(McKinsey Quarterly - the CEO guide to customer experience 2016)</small></p>

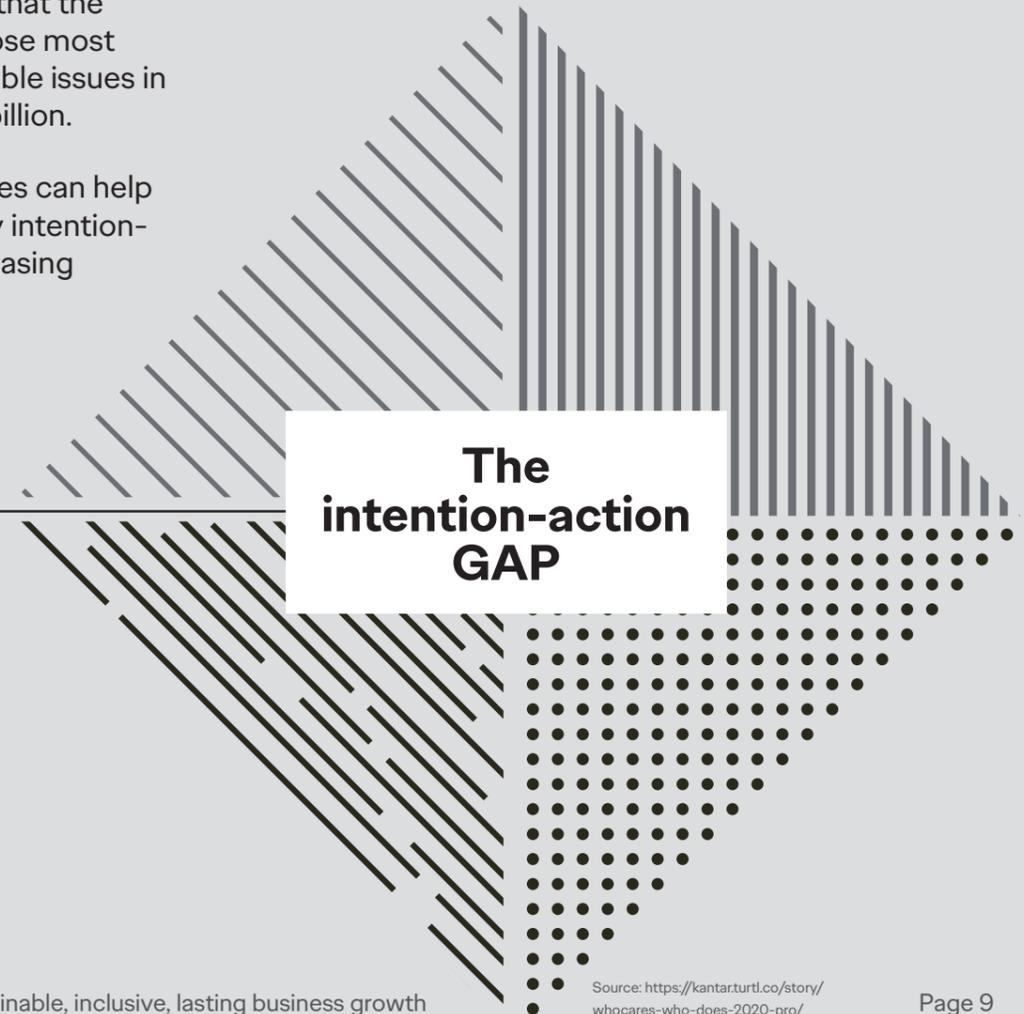
# THE CONSUMER'S INTENTION-ACTION GAP

While most consumers report positive attitudes towards sustainable goods and services, many don't follow through with their actions.

Kantar's foundational study revealed that **92% of people say** they want to live a sustainable life, but only **16% are actively** changing their behaviours.

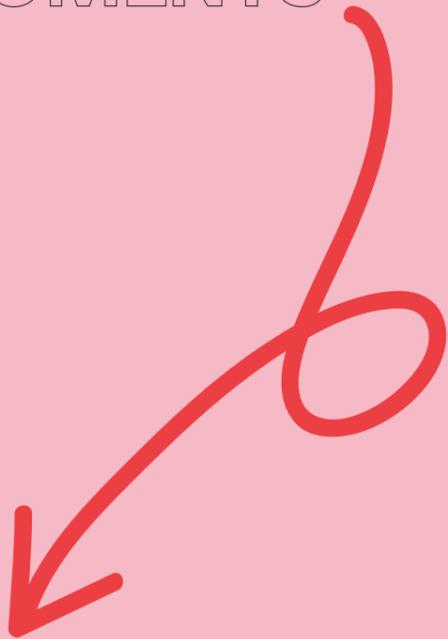
The #WhoCaresWhoDoes 2020 research shows that the spending power of those most engaged with sustainable issues in FMCG alone is \$382 billion.

Sustainable experiences can help solve the sustainability intention-action gap whilst increasing brand growth.



# 03. THE PERSON BEHIND THE CONSUMER

## CREATING MEANINGFUL MOMENTS



We use Behavioural Science techniques to uncover *the real person behind the consumer*. Understanding what shapes consumer behaviour leads to building experiences and interventions that make it easy for people to align their actions with their values and intentions.

## DECODING OUR CUSTOMER SEGMENTS

Decoding the brand's segments by deploying a different kind of research methodology that doesn't just ask the conscious mind to tell us why someone behaves in a certain way – instead, peering beneath the surface to understand the implicit, subconscious barriers and drivers of behaviour and deep mental associations that could shape our segments' behaviour. Bringing together academic behavioural science with cutting-edge data science.

## ENCODING HOW TO ACT

To guide the creative process by encoding a behaviourally optimised strategy for customer experience, which attempts to approximate how the audience will behave in the real world, rather than just in a research environment. Validated by iteratively testing the hypotheses culminating in a roadmap of validated strategies for actions and impactful engagements.



“**CONSUMERS DON'T THINK HOW THEY FEEL. THEY DON'T SAY WHAT THEY THINK AND THEY DON'T DO WHAT THEY SAY.**”

David Ogilvy

# 04. CLOSING THE GAP

## SUSTAINABLE CX

Shifting the paradigm to a new normal, Sustainable CX help brands adopt sustainable solutions into the full brand lifecycle, meaning *customers are sustainable by default.*

No longer will sustainable and inclusive efforts be a workstream or a corporate project, it will be **THE** imperative. A business model built to grow the business while creating a better world.

The world is in constant flux and change is the only constant. Consumers recognise the impact their spending behaviours have on the world and they are looking for brands that can make their choices easier.

Brands that position their purpose-led for growth will set themselves to be the most responsible choice for consumers.

Investing in sustainable practices that drive efficiency will create less waste, fewer emissions, and will last longer, driving down cost and making sustainability an affordable choice.

Brands must **create value not just avoid harm**. Reducing negative impact will only drive parity with others. Actively creating value drives new products, services, and business designs that drive greater profit while closing the consumer action-intention gap.

“ **EVERY TIME YOU SPEND MONEY, YOU’RE CASTING A VOTE FOR THE KIND OF WORLD YOU WANT.** ”

Anna Lappé

## MAKING SUSTAINABLE BEHAVIOURS MAINSTREAM WITH CX

Sustainable actions still largely fall within a smaller group of consumers who are strongly engaged and more open to sacrifice.

The rise of social justice movements over the past year coupled with increasing pressure to come up with solutions to tackle the climate crisis has made the *need for mass mainstream behaviour change* more urgent than ever.

Building sustainable experiences for both the highly engaged segments and the mass mainstream will turn complexity into convenience *and enable more widespread adoption of sustainable behaviour.*



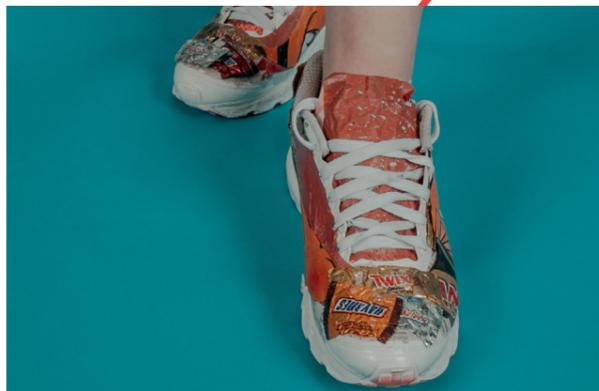
# 05. THROUGHOUT THE CONSUMER'S MESSY JOURNEY

## THE COMPLEXITY OF CHOICE

Consumer journeys have become immensely complex, from cultural and geopolitical quicksands, a tsunami of conflicting influencer opinions and an ever-increasing marketplace of choices, which means that what we say we value seems impossible to live out in the way we transit the world.



*This complexity presents brands with a growth opportunity that make the choices consumers make sustainable and simple by default.*



# 06. WHAT DOES IT LOOK LIKE?

## WHEN HUMAN RIGHTS ARE PLACED ABOVE REVENUE GAINS

A booking app created by Spain's chambermaids, Las Kellys, will allow tourists to choose their hotel based on how well it treats its workers. Consumers in Spain and around the world are becoming increasingly concerned about the working conditions of all employees.



Image source: www.laskellys.org



Image source: pelacase.com

## CREATE NO WASTE

Pela's mission is to create a waste-free future where the damage plastic is making to our environment is completely eradicated. Technology exists to make everyday products without everyday waste, it just takes the commitment and community to create the new normal. Drawing inspiration from the thousands of plastic phone cases which are thrown away each year they developed the first phone case that's 100% biodegradable. Now, all of their products are made of biodegradable and compostable materials and free of BPA, lead, cadmium and phthalates.



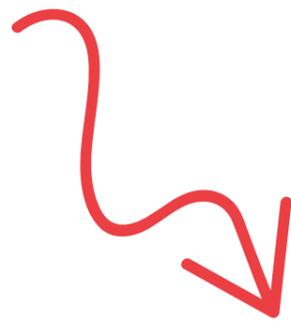
Image source: Globe Scan

## IKEA - SUSTAINABILITY EVERYDAY

Ikea have revolutionised their entire supply chain and design process to enable customers to be sustainable every day.

With home solar panels, veggie hot dogs, kitchen fronts made from recycled plastic bottles, and energy-saving solutions, they are paving the way for more sustainable homes for the many. Their focus on inspiring change with affordable, recyclable, and energy-effective product design means consumers are choosing sustainable as part of their day-to-day lives.





### BEING BRUTALLY HONEST

When clothing brand Noah started being called ‘the top sustainable and ethical fashion brand’, they decided to set the record straight: ‘Noah is not a sustainable company’. They were brutally transparent that no fashion company is truly sustainable. The entire supply chain and ecosystem is so complex and interdependent that to be fully sustainable the entire system would have to change.



Image source: noahny.com

### MATTEL EMBRACES EVERY TYPE OF KID

Mattel released the first Barbie to feature a prosthetic limb, as well as a Barbie that is a wheelchair user. This reflects the fact that parents want brands their children use to embrace inclusive values. The new consumers pick their brands on inclusive criteria; they’re more likely to choose a brand if it demonstrates inclusivity in its in-store experience (66%), its product range (68%) and its promotions and offers (70%).



Image source: www.smithsonianmag.com

### PATAGONIA – INCLUSIVE SUSTAINABILITY

The poster child of sustainable action, it’s no surprise their ambition moves beyond the environment. Patagonia launched its They/Them campaign – a collaboration with trans climber Lor Sabourin. The movie follows Sabourin as they embark on some of their most challenging climbs yet. The movie aims to show how people can look to make climbing and other outdoor pursuits more welcoming to wider communities, something Patagonia is actively involved in supporting.



Image source: Patagonia

# 07. GETTING STARTED

## Creating meaningful experiences with your consumers

There are 4 areas that as a brand you will need to focus on in order to engage in the sustainable CX transformation. Each represents a key workstream that defines the brand's journey towards a sustainable consumer experience ambition.

1

*Is there an existing sustainability ambition and strategy we can align to?*

2

*Do you know the person behind your customer?*

*Questions to help us understand the bespoke approach you require*

3

*Do you have existing guiding principles for experience creation?*

4

*Can we launch in a consistent way across all your touchpoints?*

## YOUR SUSTAINABLE CX JOURNEY

1

### ALIGNING YOUR BRAND WITH A SUSTAINABILITY AMBITION

Creating a Sustainability ambition to complement and align with your existing brand and purpose.

Depending on your brand's maturity in this space, we tailor a proposal to match your needs and help set

the starting foundations to become a sustainable brand, offering customers easy and convenient ways to be sustainable.

2

### COGNITIVE PROFILING: UNDERSTAND YOUR CUSTOMERS' VIEW OF THE WORLD

Using behavioural science and cognitive profiling, we will develop customer segmentation for your key audience. This will guide the

creation of sustainable experiences for the eco-conscious to the less eco-conscious

3

### CREATE THE GUIDING PRINCIPLES

Articulate the ambition into brand experience principles.

These will guide everything you do, say, and create across the entire customer experience and brand ecosystem.

4

### SCALE AND DEPLOY

Launch and scale your brand experience.

Leveraging technology, data, behavioural science, and creativity, we will deliver and activate your entire customer experience ecosystem.

# ALIGNING YOUR BRAND PURPOSE

To create a sustainable customer experience we need to align with your existing brand purpose and strategy. This process will vary depending on the maturity of your brand's sustainability strategy to date but our process can be flexed to meet these needs.

We work within your existing brand architecture and purpose to ensure we are building on the impact and progress the business has made.

Output will include:

- Highly relevant sustainability territories the brand can credibly claim, rooted in brand purpose, category and stakeholder needs and past brand actions
- A written sustainability ambition, rooted in brand purpose
- Up to 9 sustainability commitments to deliver your ambition supported by up to the

3 brand actions each (\*Nine commitments span: Lead, Compete and Comply

- A measurement/KPI roadmap to achieve commitments

BRAND WITH A SUSTAINABILITY AMBITION

# COGNITIVE PROFILING

Existing segmentation tools focus on the person's actions, what they do, where they do it, and demographic data. But we don't really know who they are. Cognitive profiling aims to know the person behind the consumer.

The tool provides a complete 360 viewpoint of an audience's personality, cognitive decision-making style and their cultural outlook.

The tool goes well beyond traditional personality measurement assessment techniques by combining assessment of someone's personality, their thinking styles and how they see the world.

1. Comprehensive research into a brand's segmentation utilising up to 8 cognitive dimensions delivering a full diagnostic and deep understanding of the person.

2. Define the cognitive segment against public and owned data. Leverage cognitive tools to determine segment insights using public and owned data. Creates a cognitive overlay on the brand's segments.

HOW WE UNCOVER THE PERSON BEHIND THE CONSUMER

# GUIDING PRINCIPLES

In order to make sure your brand is effectively activated across a complex brand ecosystem, we develop a set of brand experience principles. Whether for products, services media or environments the brand experience principles are designed to provide inspiration and guardrails to enable the company's different entities to achieve clarity and consistency in their expression of the brand's vision.

The principles provide guidance on everything from an in-store retail engagement, through the creation of connected digital experiences to how experiences should connect with sustainable and inclusion goals.

Each principle defines the following:

1. The role of the principle (how it related to and helped deliver the brand strategy)

2. The reason it was important (to the organisation, its audiences and to society)
3. The implications (what that meant for creators of brand experiences, products and services)
4. Measure of success (how we would track progress against each principle)

# SCALE AND DEPLOY

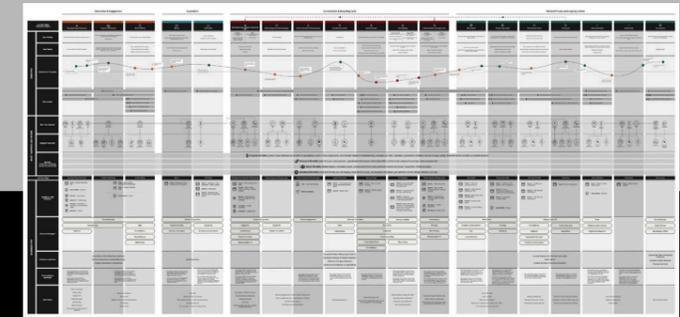
Any strategy is only as good as the impact it can make on its intended target. Without a clear plan to reach your audience the best of strategies will simply become e-paper weights.

Defining solutions to a wholistic sustainable CX strategy will require testing, pilots that can measure the impact of the consumer.

Managing every touchpoint requires intention and a CRM process that leverages technology, consumer behaviour, and meaningful experiences/content/services.

CX Journeys that bring the programme to life by clearly defining the following for success.

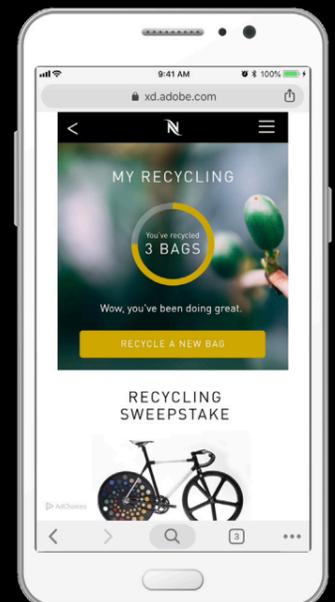
- Customer and system requirements
- Current and future interactions
- The right behavioural levers
- The right channels and objectives
- How it connects to the full roadmap



## ALIGNING ALL EXPERIENCES UNDER ONE SET OF PRINCIPLES THAT BRING THE COMPANY VISION TO LIFE



## HOW TO ENHANCE EVERY TOUCHPOINT TO A SINGLE BRAND EXPERIENCE STRATEGY



# QUICKLY DEFINE YOUR TRANSFORMATION JOURNEY

## Introductory Sustainable CX workshop

Getting started requires asking the right questions for your business. We define those primary questions in a rapid two-day workshop where expert teams help brands by introducing the Sustainable CX process. Then, define the key questions for your business to tackle, plus a series of general hypotheses of how to solve them.

### *Day 1*

Identify potential sustainability ambition based on existing brand purpose, category problems and existing brand actions. We would run a condensed accelerated workshop focusing on three key facilitations leading to the inputs for day 2 ideation.

- Existing brand purpose analysis
- Category issues and needs
- Existing brand sustainability CX journey and actions

#### **Key outputs:**

- A working sustainability ambition to orient process on day 2
- A select number of areas that require transformation in order to align the sustainable ambition

### *Day 2*

Map a brand customer journey to deliver the brand sustainability ambition.

This one-day session will provide insight into the overall process and approach for a more in depth alignment of the brand and its sustainable CX efforts. It will produce:

- Mapping the journeys to solve for the key areas of importance from day 1
- A series of interventions that enable sustainable brand customer experience
- Provide the brand with quick wins and opportunities to unlock budget needed to develop the full process

## SIMPLY PUT...

*Shift the norm, the same way we no longer refer to advertising as digital advertising we need to evolve beyond sustainable and CSR projects to simply being a sustainable brand. This starts with building sustainable brand experiences from purchase to end of life.*

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