



**KANTAR**

**club**  
DES ANNONCEURS

x

**KANTAR**

**MATINALE  
LEARNING SESSION**

**#1 - CUSTOMER & BRAND ACT**

Préparé par Imene  
Mimouni & Pierre Gomy  
Kantar

01/03/2024

# Programme de la matinée

## Does sustainability pay off for brands?

Objectif : la sustainability est-elle une tendance ou un vrai choix stratégique ?

Contenu Kantar et reactions libres 25mn

Debat entre 2 équipes FOR/AGAINST 15mn  
Restitution 10mn

Pause 5mn

La sustainability apporte-t-elle de la valeur?

Value redefined

## Where to play?

Objectif : identifier les bonnes thématiques et les relier au positionnement et purpose de la marque

Contenu Kantar 2mn  
Donnez-nous 5 items sur lesquels les consommateurs attendent votre secteur (société, économietravailie, environnement)  
5mn  
Restitution 5mn

Contenu Kantar et reactions libres 20mn

Comment coopérer sur les thématiques transversales ? 2 groups sur 2 themes 15mn  
Restitution 10mn

Pause 5mn

Qu'est ce qui a de la valeur pour les consommateurs

Value for consumer

## Connect Sustainability & Business

Objectif : Comment embarquer l'ecosystème interne et externe et accélérer la transformation durable ?

Contenu Kantar et reactions libres 20mn

Comment vous évaluez votre entreprise sur ces sujets? 10mn  
Restitution 2mn par entreprise

Pause 5mn

Redéfinir l'organisation au prisme d'une nouvelle création de valeur  
Shared value

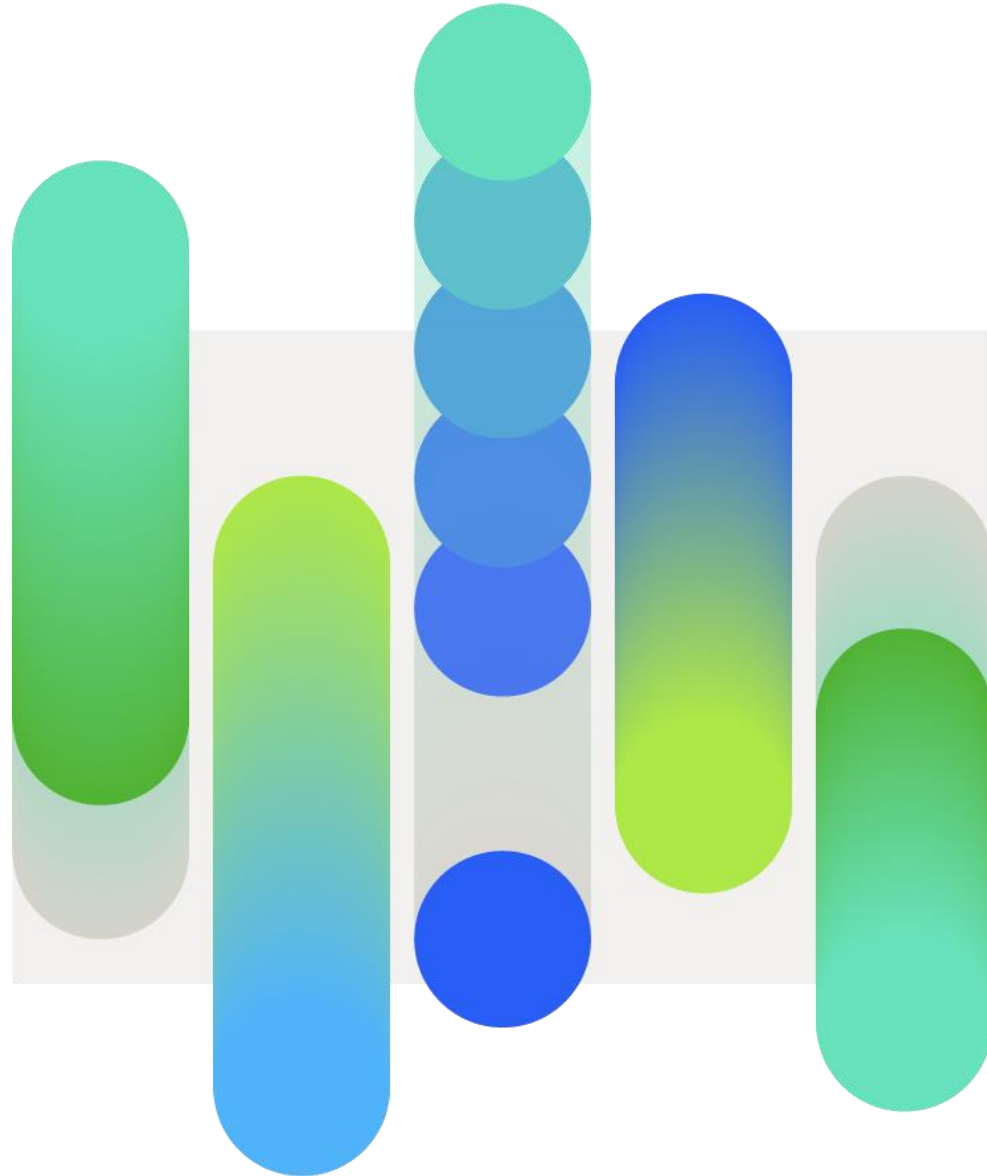
## Conclusion & key take outs

**KANTAR**

SUSTAINABILITY  
**SECTOR INDEX**

2023 EDITION

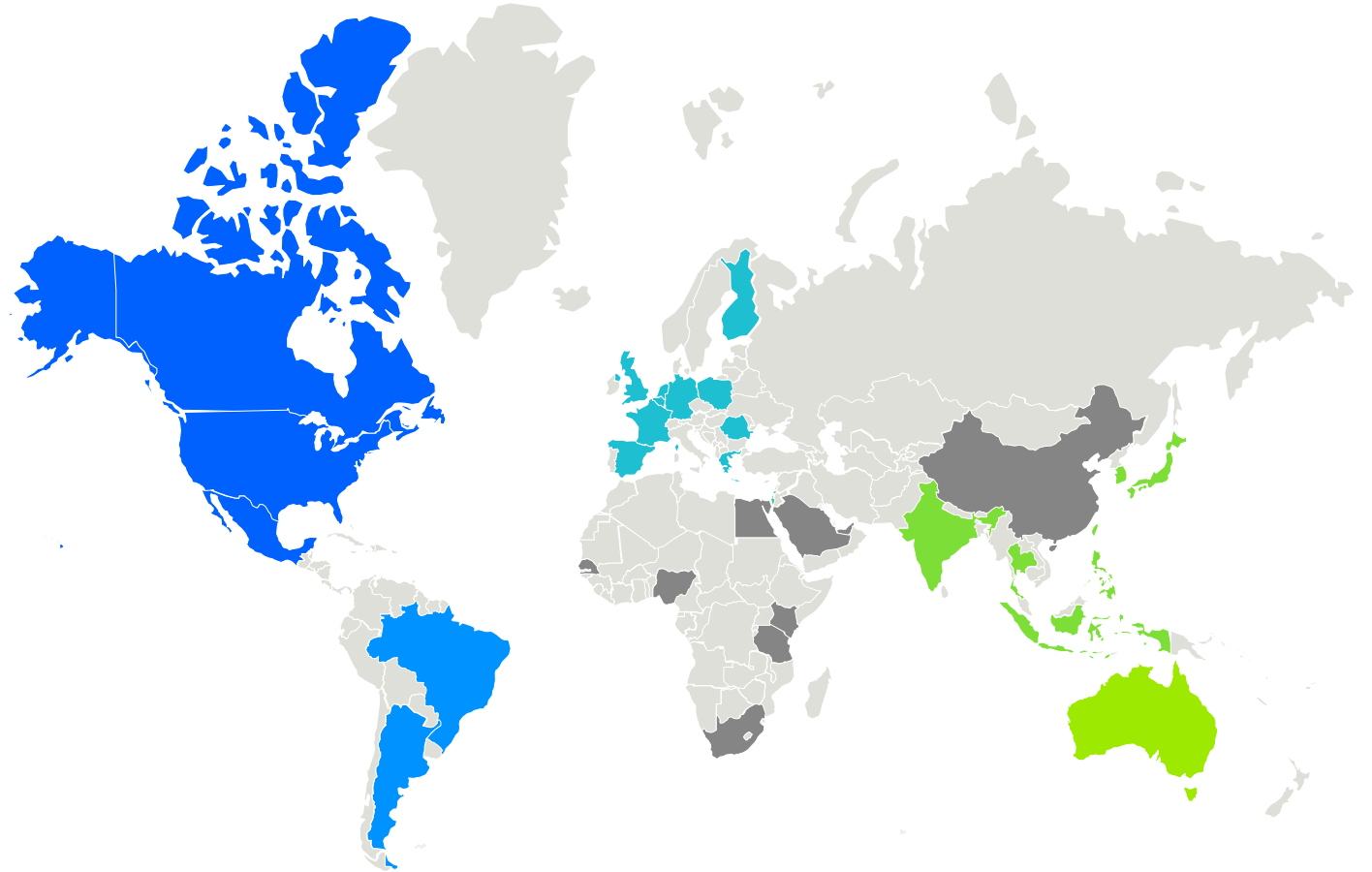
Global report



# Kantar has built an eco-system of global knowledge to help brands in their global and local sustainability strategies

In 2023, Sustainability Sector Index (SSI) offers a consistent foundational understanding of sustainability across **34 markets** around the globe.

- |                  |                  |               |   |
|------------------|------------------|---------------|---|
| ● United States* | ● Belgium        | ● India**     | ● Available with differences in methodology |
| ● Mexico         | ● Czech Republic | ● Indonesia   | ● China                                     |
| ● Canada         | ● Finland        | ● Japan       | ● Egypt                                     |
|                  | ● France         | ● South Korea | ● Saudi Arabia                              |
| ● Argentina      | ● Germany        | ● Philippines | ● Kenya                                     |
| ● Brazil         | ● Greece         | ● Taiwan      | ● Nigeria                                   |
|                  | ● Italy***       | ● Thailand    | ● South Africa                              |
|                  | ● Netherlands    |               | ● Senegal                                   |
|                  | ● Poland         | ● Australia   | ● Tanzania                                  |
|                  | ● Romania        |               | ● UAE                                       |
|                  | ● Spain          |               |   |
|                  | ● United Kingdom |               |   |



**SAMPLE:** 1000 interviews per country (\*2000 in USA)

**WHO:** Nationally Representative Sample (Males and females, age 18+) \*\* India Digital representative

**WHEN:** Fieldwork in July 2023

# This international research covers 42 sectors

Beer, wine and alcoholic beverages	Alcohol
Financial services, banking, and insurance	Financial Services
Chocolate and sweets	Food & Beverages
Coffee and tea	Food & Beverages
<b>Fast food/casual restaurants</b>	Food & Beverages
Flavoured beverages	Food & Beverages
Fresh Fruit and vegetables	Food & Beverages
Meat or products including meat <b>UPDATED</b>	Food & Beverages
Protein products as a meat alternative <b>NEW</b>	Food & Beverages
Milk or Dairy products	Food & Beverages
<b>Non-dairy milk or non-dairy product alternatives <b>NEW</b></b>	Food & Beverages
Packaged biscuits, chips and snacks	Food & Beverages
Bottled water	Food & Beverages
Pet food	Pet Food
Over-the-counter medicine, pharma. products or food supplements <b>UPDATED</b>	Health
Cleaning and home care products	Household cleaning
Laundry, washing detergent and fabric care	Household cleaning
Oil and gas (including petrol / diesel)	Oil and Gas
Clothing and footwear	Fashion
Luxury products	Fashion
Toys and games <b>NEW</b>	Toy

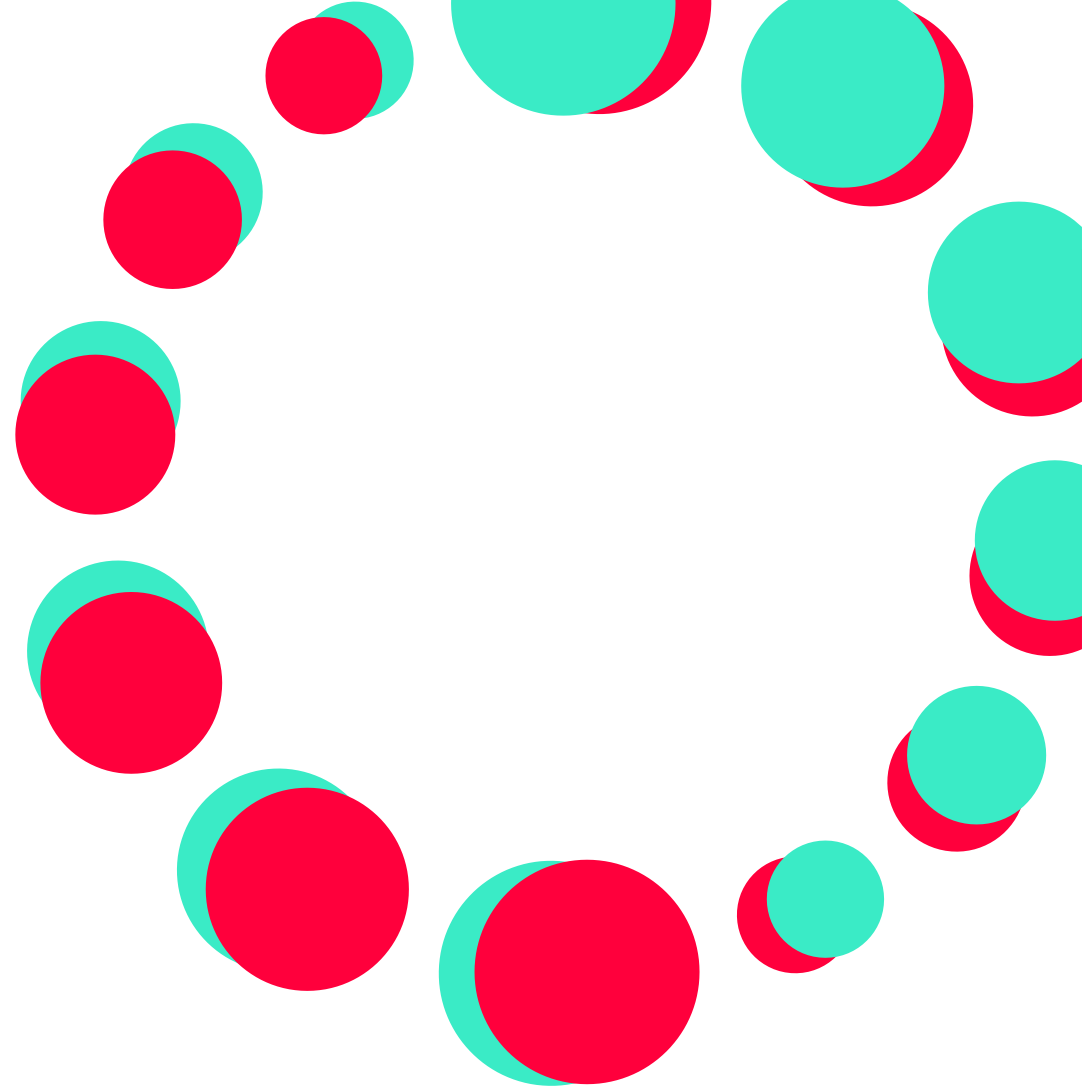
Energy providers <b>UPDATED</b>	Home
Furniture / home furnishing	Home
Property to buy or build <b>NEW</b>	Home
Motor vehicles <b>UPDATED</b>	Mobility
Electric / hybrid vehicles <b>NEW</b>	Mobility
Car-based mobility services <b>NEW</b>	Mobility
Hygiene products for babies	Personal Care
Cosmetics make-up <b>UPDATED</b>	Personal Care
Hygiene products (e.g. toilet paper, period products, adult diapers, etc.)	Personal Care
Skin care <b>NEW</b>	Personal Care
Personal Care (e.g. oral hygiene, shampoo, etc.)	Personal Care
Online shopping sites	Retail
Specialist retailers <b>UPDATED</b>	Retail
Supermarkets/hypermarkets/department stores	Retail
Electronic Devices and Appliances <b>UPDATED</b>	Tech, Media
In-home entertainment	Tech, Media
Social media <b>UPDATED</b>	Tech, Media
Telecom service providers (fixed line, internet, mobile)	Tech, Media
Cigarettes or tobacco for roll / make your own <b>NEW</b>	Tobacco
Vaping, electronic cigarettes (e.g. e-cigs) or tobacco heaters <b>NEW</b>	Tobacco
Travel and hospitality	Travel



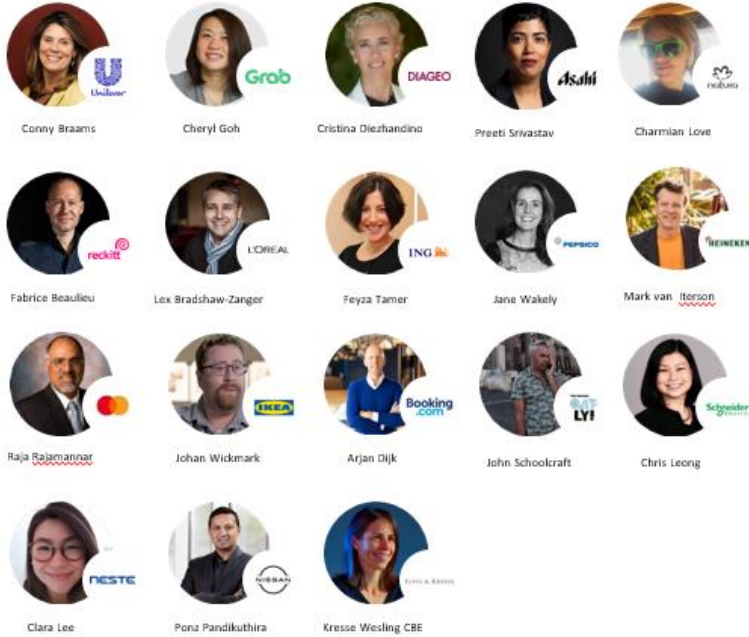
# Sustainable

# *marketing 2030.*

*“A sustainable growth framework for marketing”*



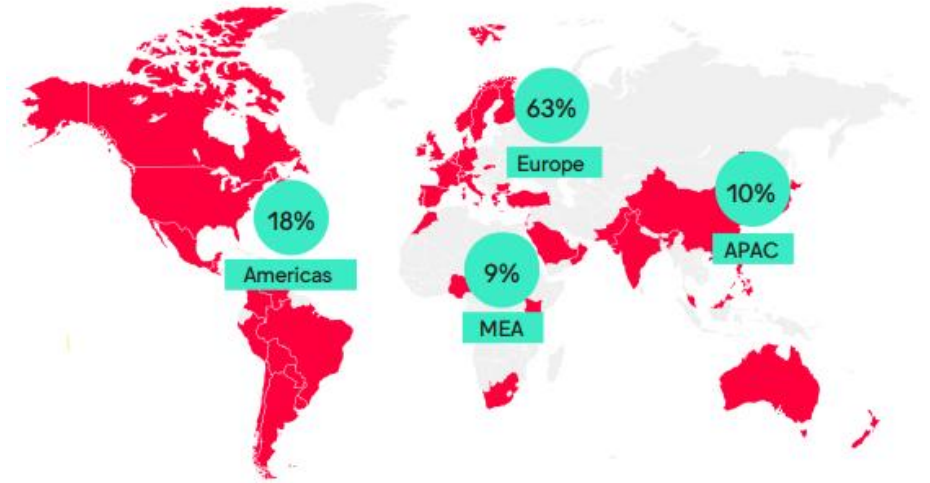
# Our approach.



18  
CMOs & global  
business leaders.



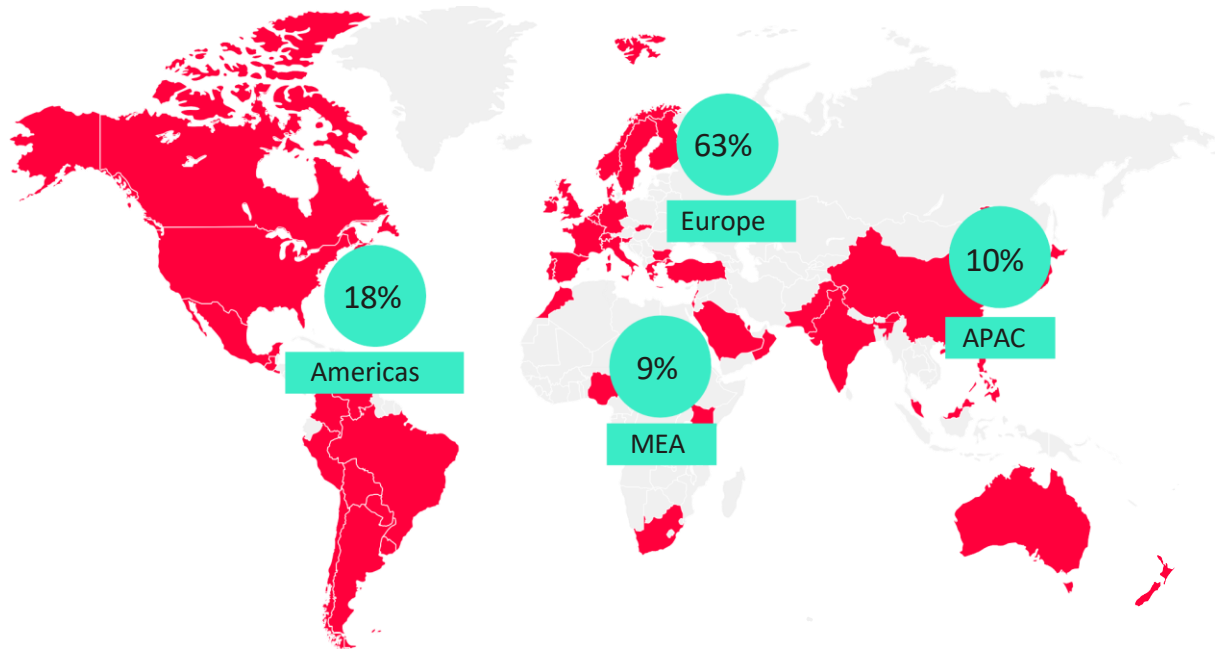
10  
sustainability  
experts.



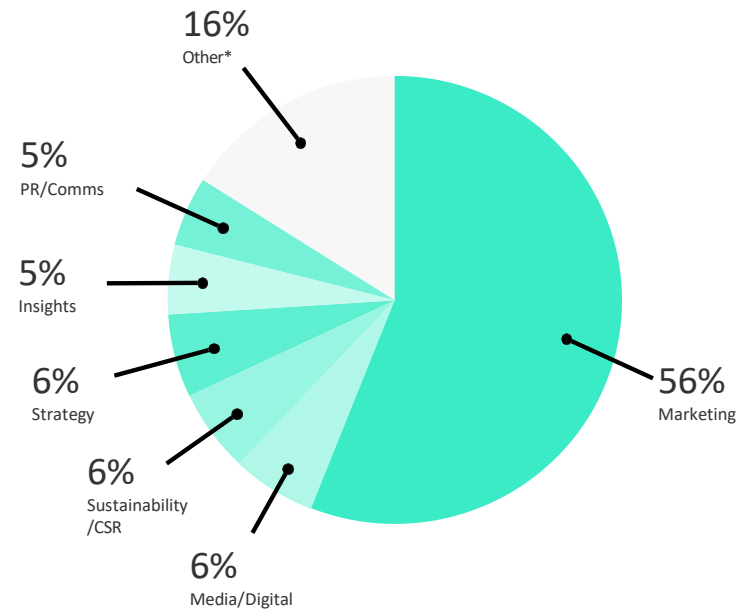
938  
senior client-side  
marketers.

# Our global quantitative sample.

## Respondent split across the world.



## Respondent split across functions.



\*Other includes Marketing procurement/Sourcing, Public/ government/external affairs/ Sales/eCommerce and Other and were not represented individually as they represent less than 5% of the answers



KANTAR BRANDZ UNIQUELY CONNECTS  
BRANDS WITH BUSINESS VALUE

**5.4 BILLION** DATA POINTS  
**4.1 MILLION** CONSUMER REVIEWS  
**19,250** BRANDS  
**522** CATEGORIES  
**51** MARKETS

KANTAR BRANDZ

THE LARGEST  
**BRAND BUILDING PLATFORM**  
IN THE WORLD.



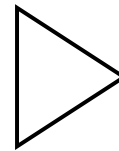
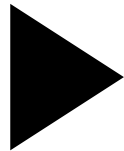
**1- Does  
sustainability  
pay off for  
brands?**

# Pros and Cons

## The Big Debate: Does sustainability pay off for brands?

According to the Kantar & World Federation of Advertisers Sustainable Marketing 2030 study, the internal mindset that sustainability is costly is seen as one of the top 4 barriers to driving transformation. In this session our guest brand leaders and industry experts will debate the motion: "Brands should not prioritise sustainability because driving consumer behaviour change is costly and does not drive sales." Join us as two teams debate the motion, put your perspectives down, and vote for the winning side.

Watch on demand





# A sense of the overall Value-Action Gap

**84%** of people want to make more sustainable choices across sectors

But only...

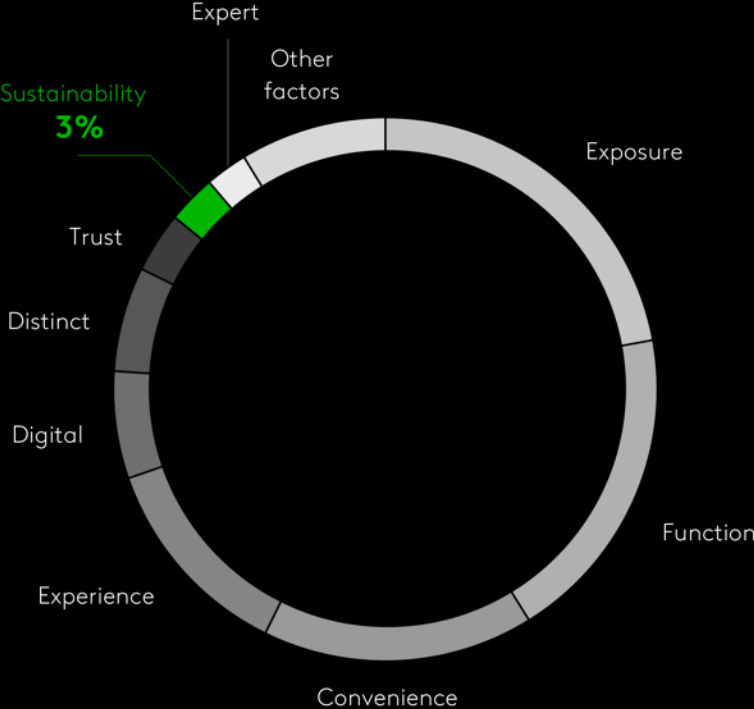
**27%** of people are actively changing their behaviour

Q27. Please indicate which of the following social and environmental issues, if any, you associate most with [category].  
Q28. Thinking about these issues you associate to [category], how often do you think they influence your purchase decision-making? (Most of the time and All the time)  
Base: Sample size c.140 of category users/buyers per category

# SUSTAINABILITY DRIVES ONLY A SMALL PROPORTION OF BRAND EQUITY GLOBALLY ON AVERAGE

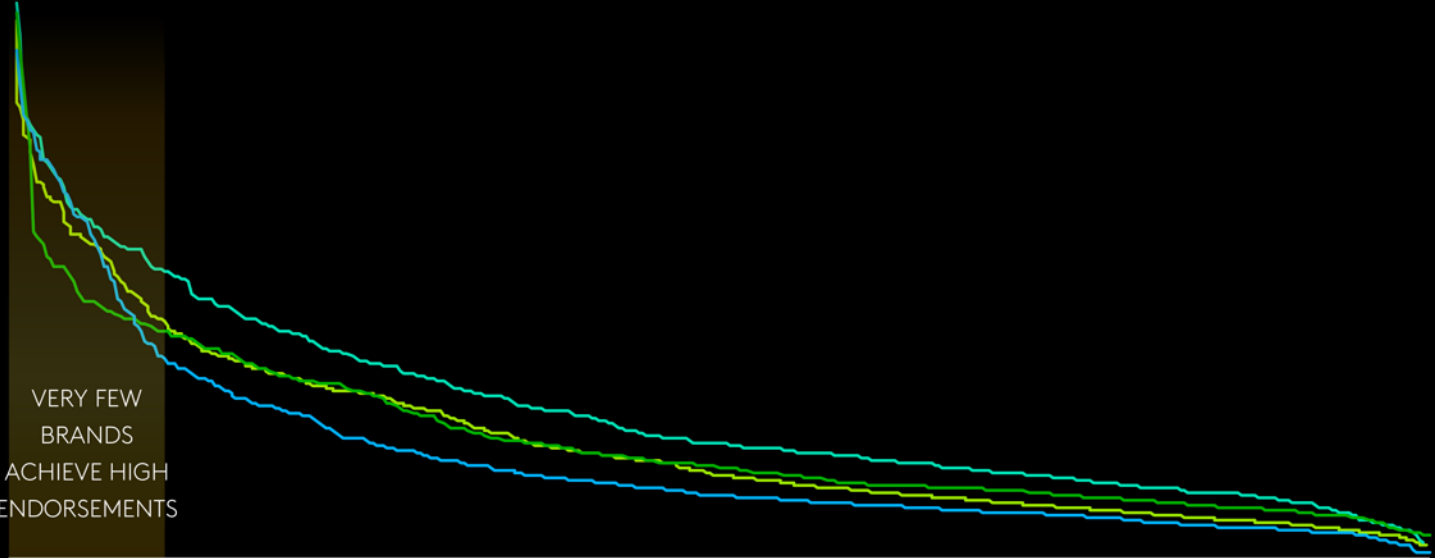
CURRENTLY ONLY A FEW BRANDS ACROSS CATEGORIES ARE HIGHLY ENDORSED IN THIS AREA

## Global brand equity drivers



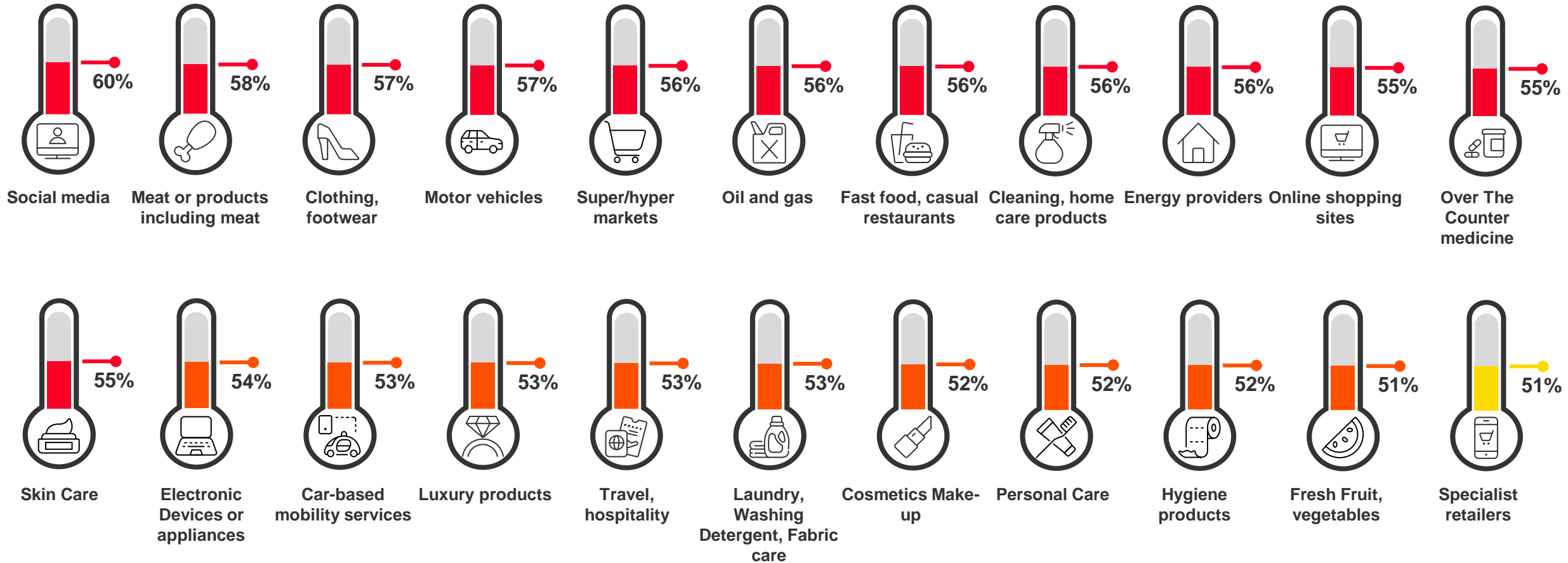
## Consumer Sustainability Perceptions

Beers, Banking, Female Beauty, Communication Providers

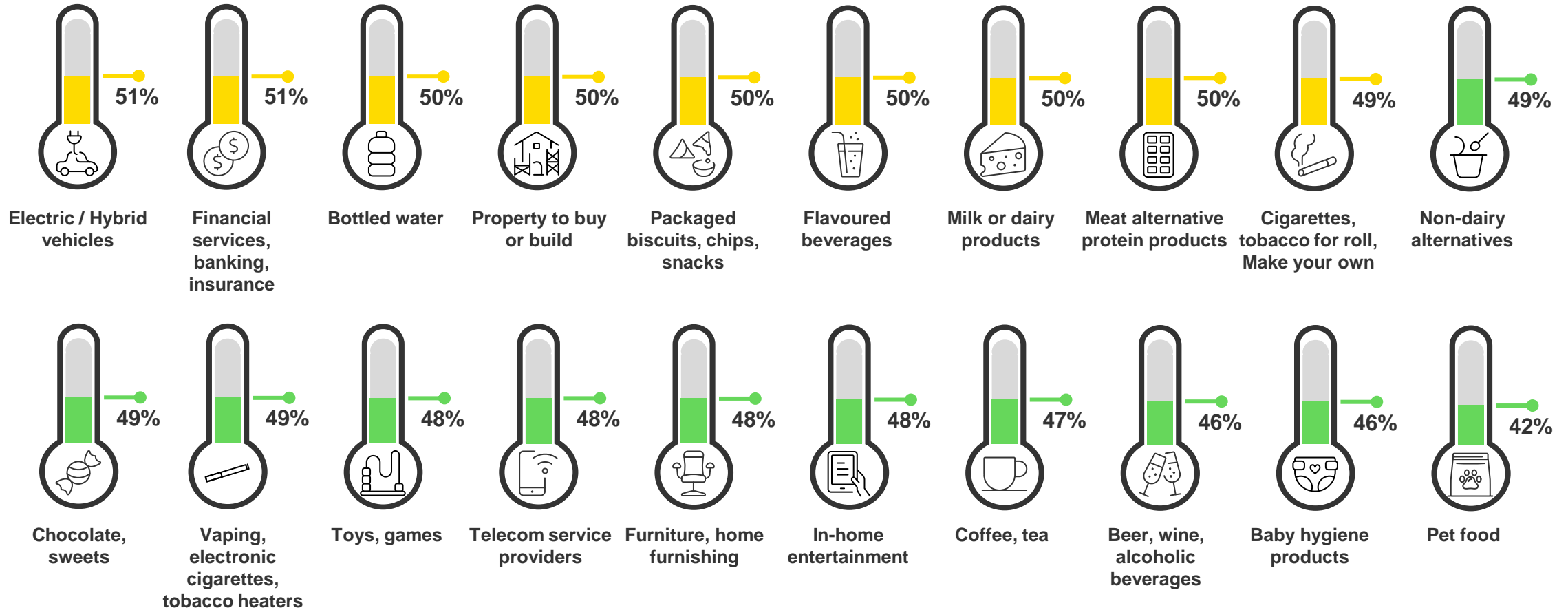


Environmental sustainability - % agree  
Individual brands plotted in ranked order

# Perceived greenwashing sector is high



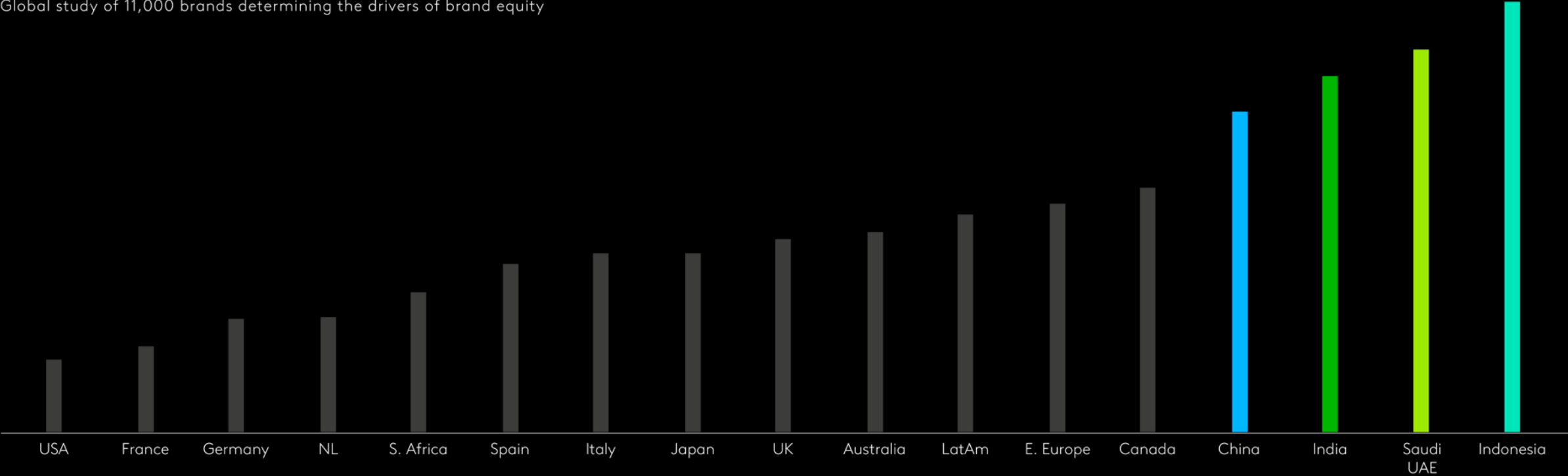
# Perceived greenwashing is high



**ITS INFLUENCE DOES DIFFER ACROSS MARKETS.  
FOR SAUDI, CHINA AND INDIA WHERE REPUTATION  
IS IMPORTANT AND BUSINESS RISK IS HIGHER,  
SUSTAINABILITY PLAYS MORE OF A ROLE**

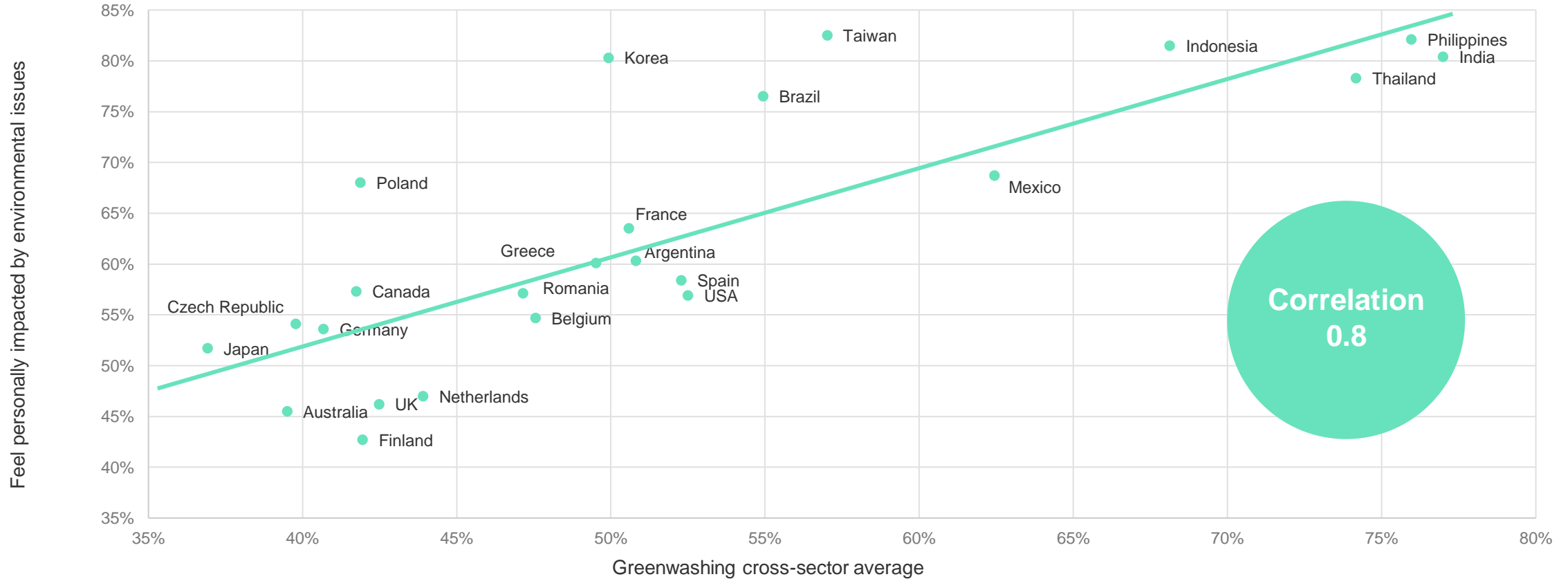
**Sustainability – derived impact  
Brand Structures Analysis**

Global study of 11,000 brands determining the drivers of brand equity





Additionally, the more people feel impacted by environmental issues, the more they sense greenwashing from brands. This is likely to erode trust in those brands.



## Is sustainability a business driver? To what extent? On what condition?

Average contribution  
of sustainability  
perception to brand  
consideration and  
brand value is low why?

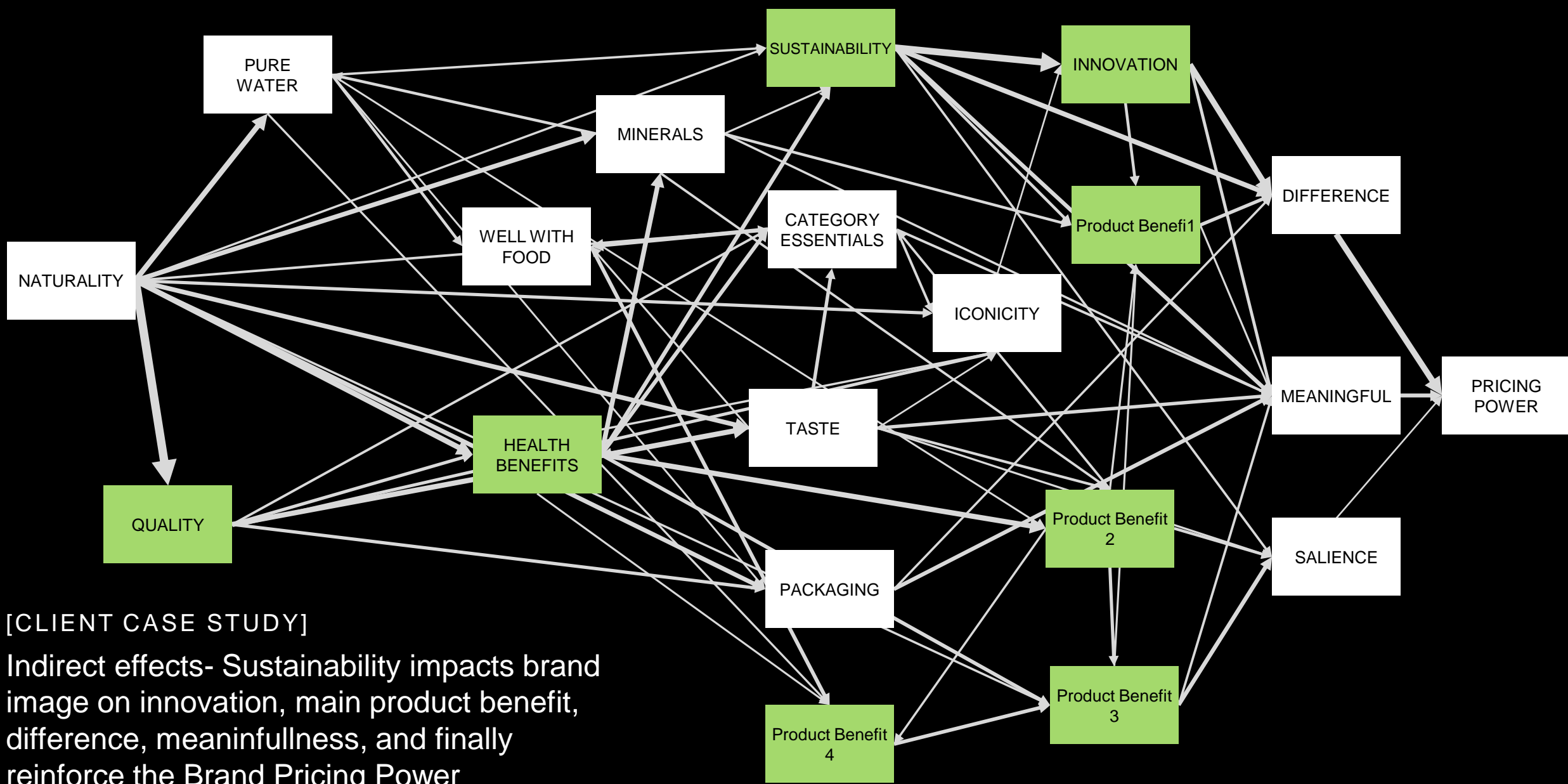


The brand has first to **deliver on the basics of their category**

Sustainability contribution is much higher when taking into consideration its **indirect effects**

Contribution is much higher for **Brands which strongly embeds sustainability** in their purpose and positioning

There is a "**threshold effect**". If brand does too little, its commitment are not perceived and then don't contribute to the brand consideration and the business



[CLIENT CASE STUDY]

Indirect effects- Sustainability impacts brand image on innovation, main product benefit, difference, meaningfulness, and finally reinforce the Brand Pricing Power



## Save money

Every load adds up on your energy bill, especially for families. With Tide, you can save up to \$150 on your yearly energy bill simply by turning to cold water.\*\*\* Tide is designed to work powerfully in cold water temperatures, giving you a great clean in every single load.



## Help the environment

By switching to cold, you can save on average 90% of the energy you use with every load of laundry. That means less energy wasted and less impact on the environment with every wash. That's just one way Tide contributes to a cleaner, brighter future.

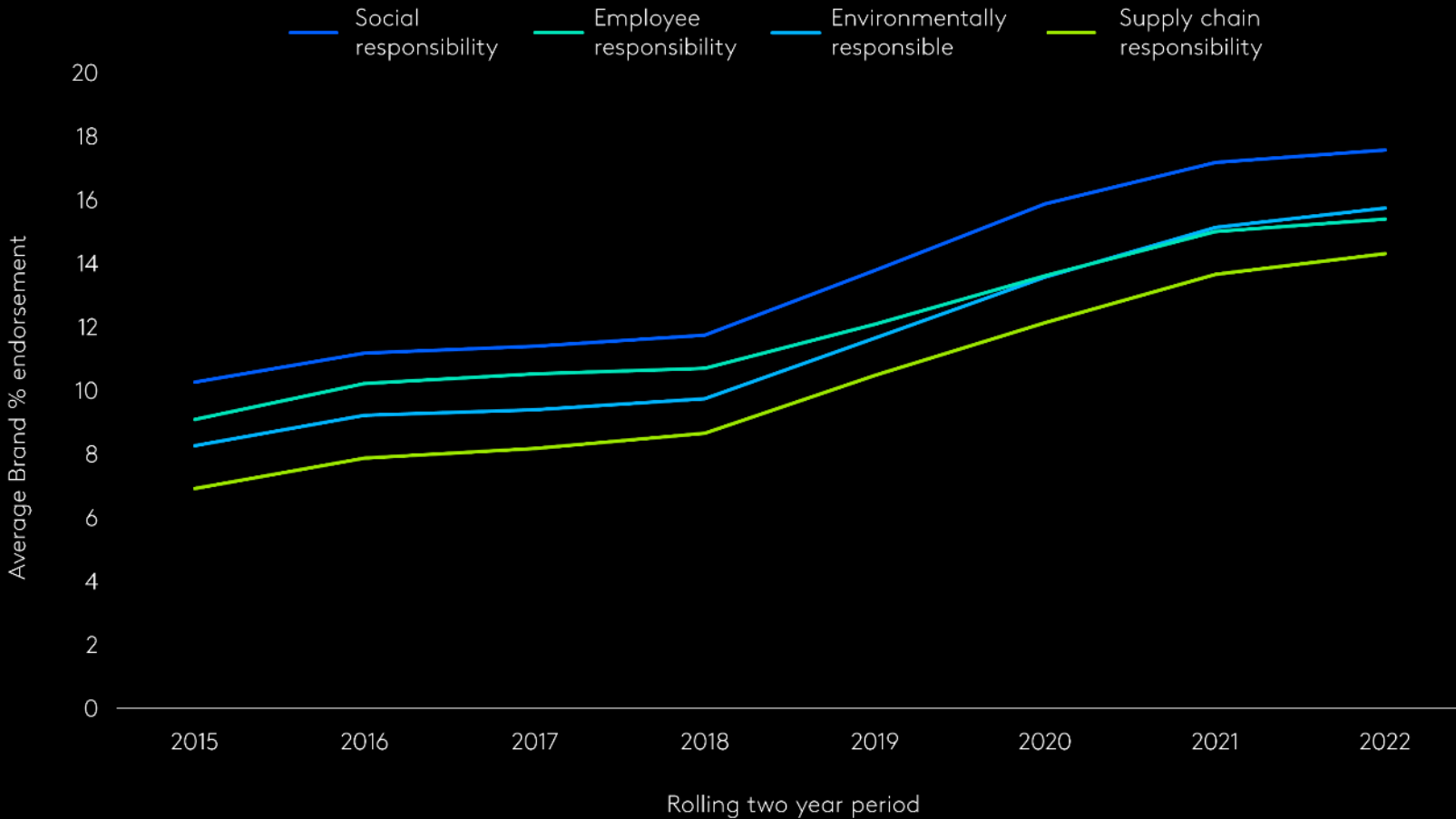


## Get a powerful clean

Get great results, no matter the water temperature. Tide is specially designed to give you the best clean in every wash, even in cold water. Tide even cleans better in cold water than the bargain brand does in warm.\*\*\*\*

# SUSTAINABILITY BRAND ENDORSEMENTS HAVE ALMOST DOUBLED SINCE 2014

But the average brand endorsement is quite low (>20%); generally too low to drive significantly brand consideration and value



## BRANDZ: SUSTAINABILITY INDEX

Brands with a score of **140 or more** in the BrandZ Sustainability Index, get a demand power index of 286: **multiply by 2,9 its capacity to generate demand**

Sustainability value contribution to brands is growing significantly.

Sustainability contribution to value of Global BrandZ Top 100

**\$193B**

Over 10 years, endorsements of sustainability perceptions have risen

**84%**

Sustainability remains the most important driver of corporate reputation, contributing

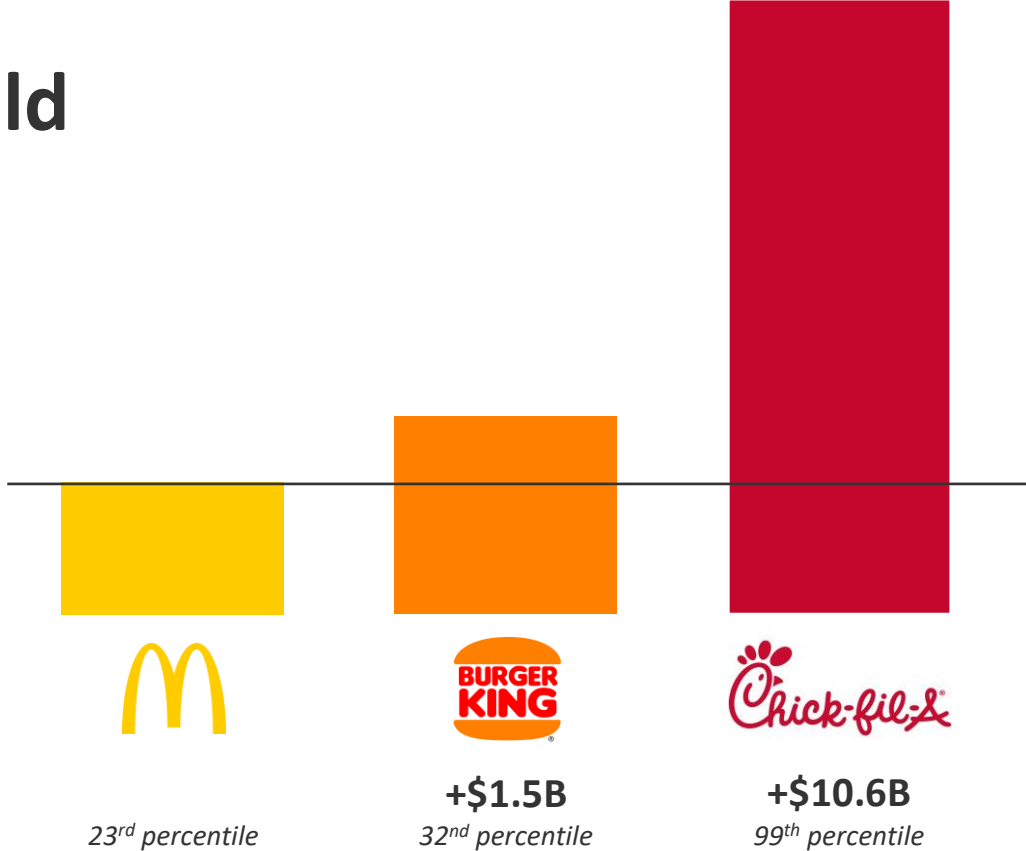
**45%**

YOY growth of brands rating highest on BrandZ Sustainability Index

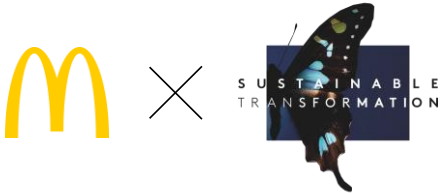
**31%**

# Get sustainability right with consumers and McDonalds could realise an extra \$10.6 billion in brand value

This brand value coming on top of its current \$191 billion total brand value through improving sustainability perception performance in line with Chick-fil-A.



Source: Kantar BrandZ Brand Values 2023 (Study of 23, 21 & 1 countries respectively)  
 SCV = Sustainable contribution to value  
 Importance of Equity of sustainability x Sustainability Profile Percentile





"THE SOCIAL  
RESPONSIBILITY OF  
BUSINESS IS TO  
INCREASE ITS  
PROFITS."  
- Milton Friedman

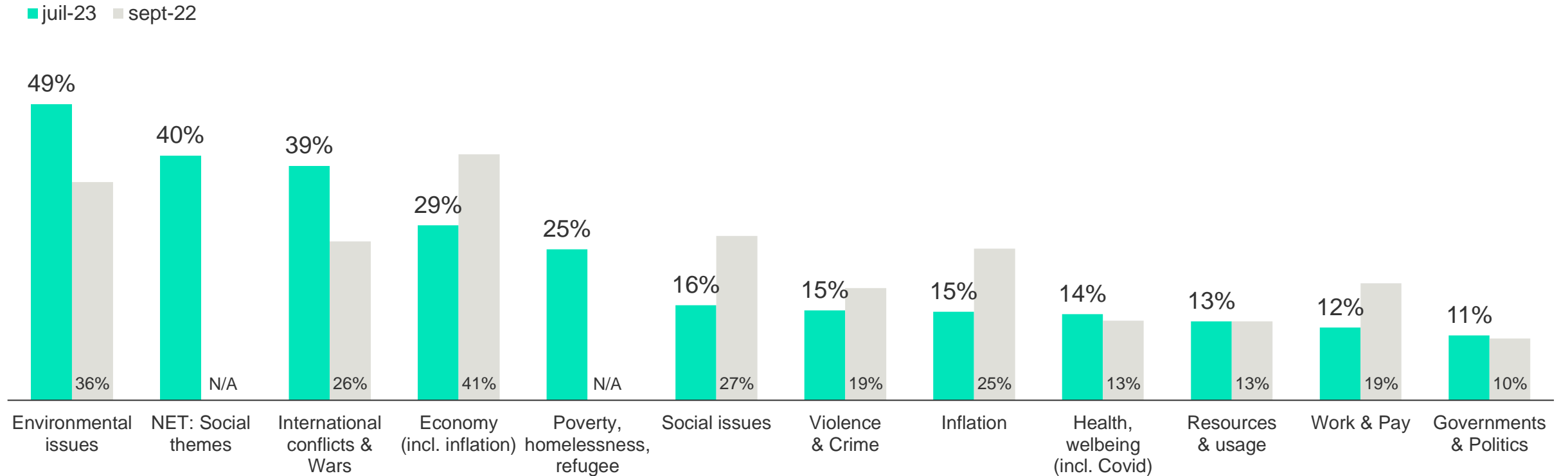


# Environment has become the primary concern of citizens around the world

## Social themes are also high in people concerns



% OF PEOPLE MENTIONING BIG ISSUES THAT NEED TO BE SOLVED BASED ON VERBATIM

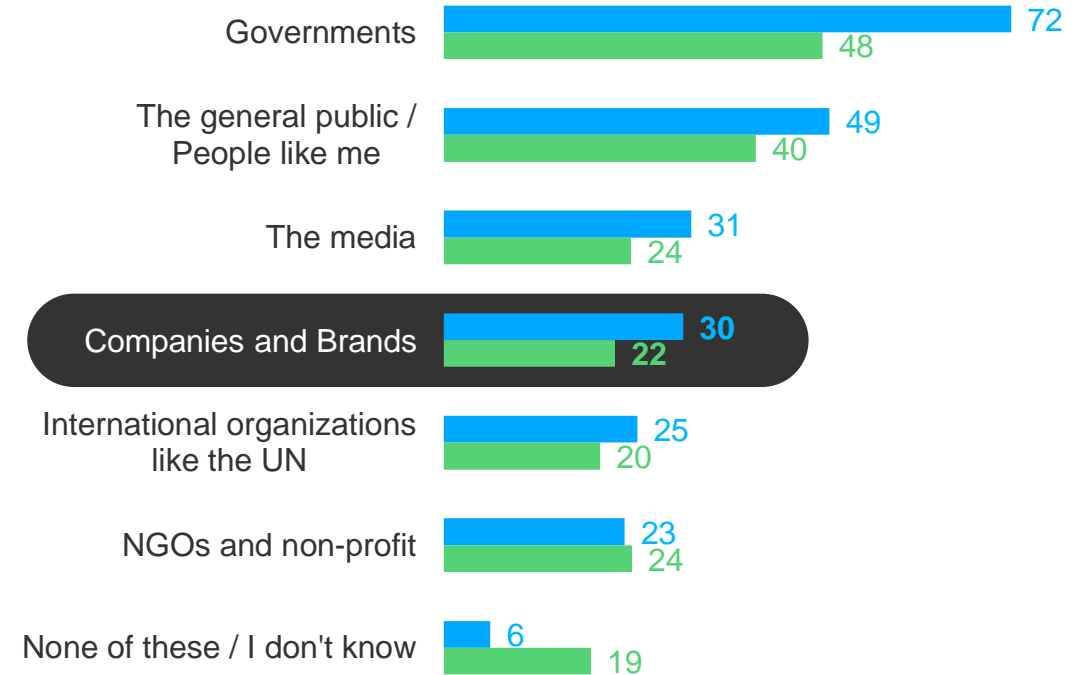
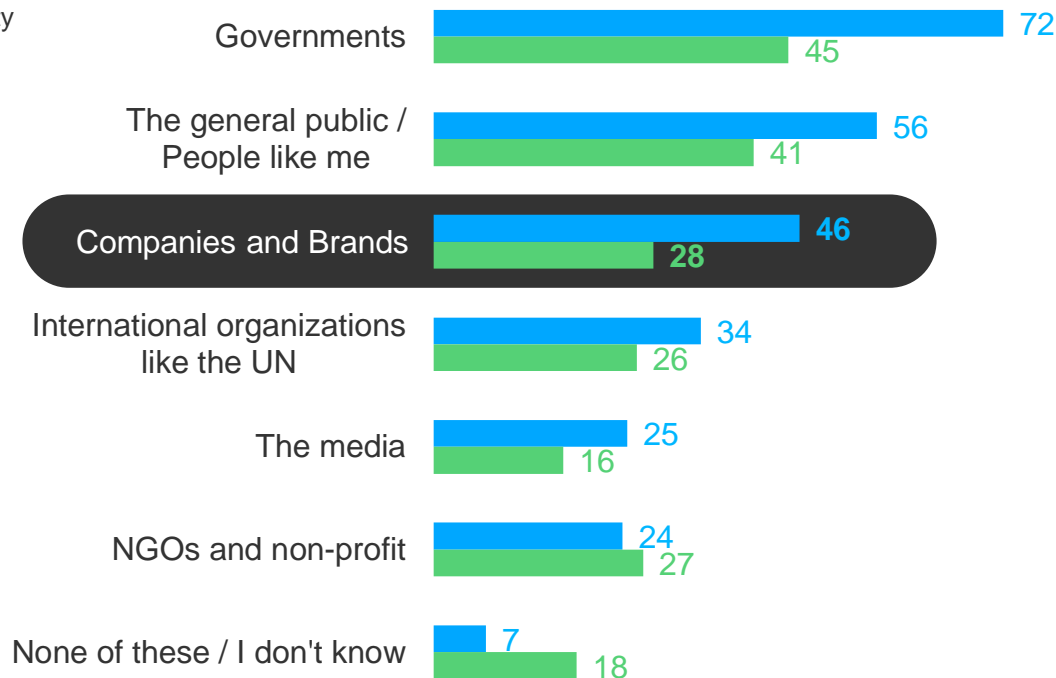


There is a strong sense of shared responsibility between governments, the general public, brands and the media to tackle environmental and social issues. Expectations towards companies are higher for environmental issues than for social issues. But all shareholders struggle to take significant actions.

### CLIMATE CHANGE & ENVIRONMENTAL ISSUES

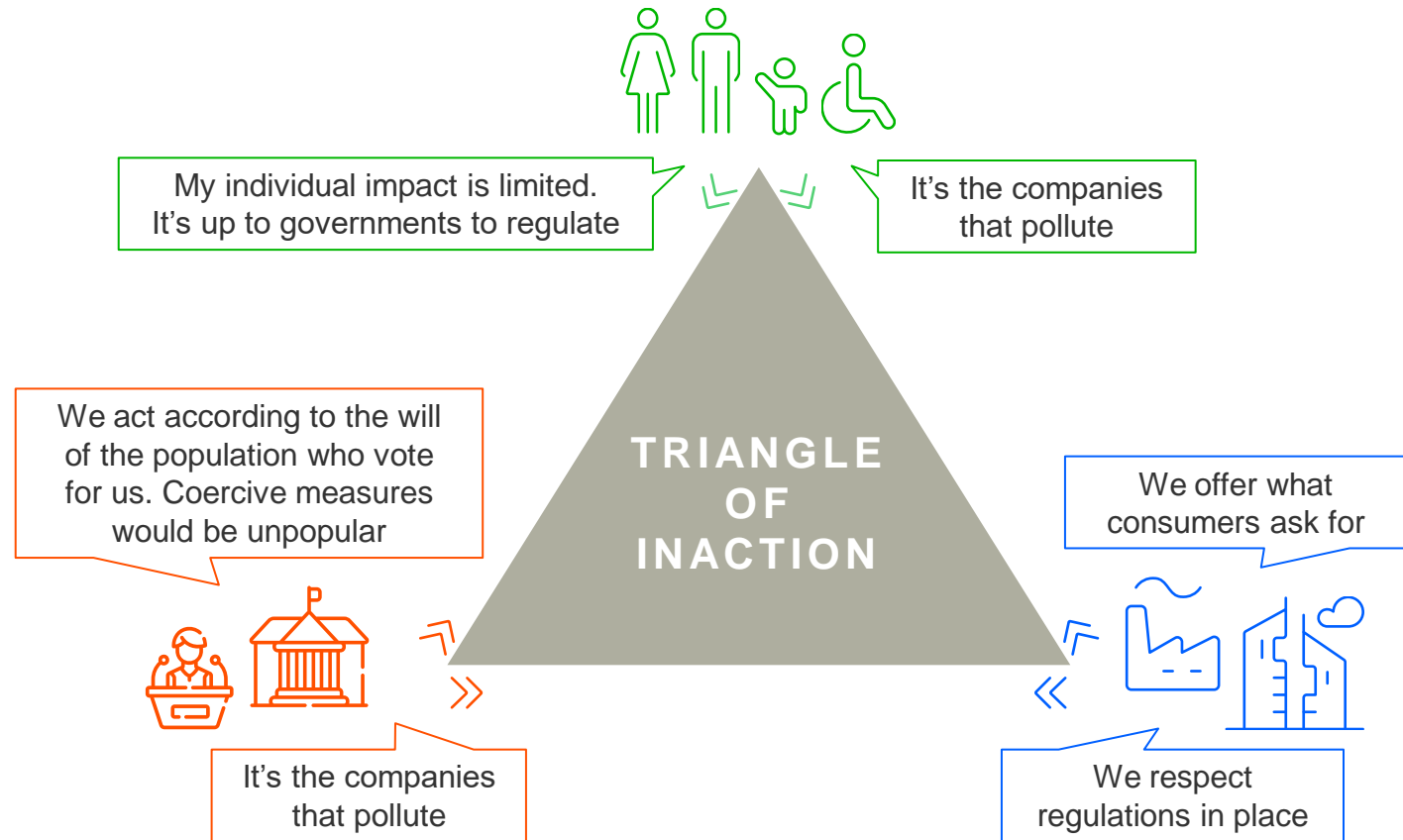
### SOCIAL ISSUES

■ Responsibility  
■ Action



# All need to close the Responsibility-Action gap, it's not just down to people to drive change.

Unfortunately, each stakeholder expects the other to make the efforts. A major push given by committed brands can put an end to this triangle of inaction, also making consumer and governments move. This positions them as leaders.



# Progress is happening.

## Exec involvement

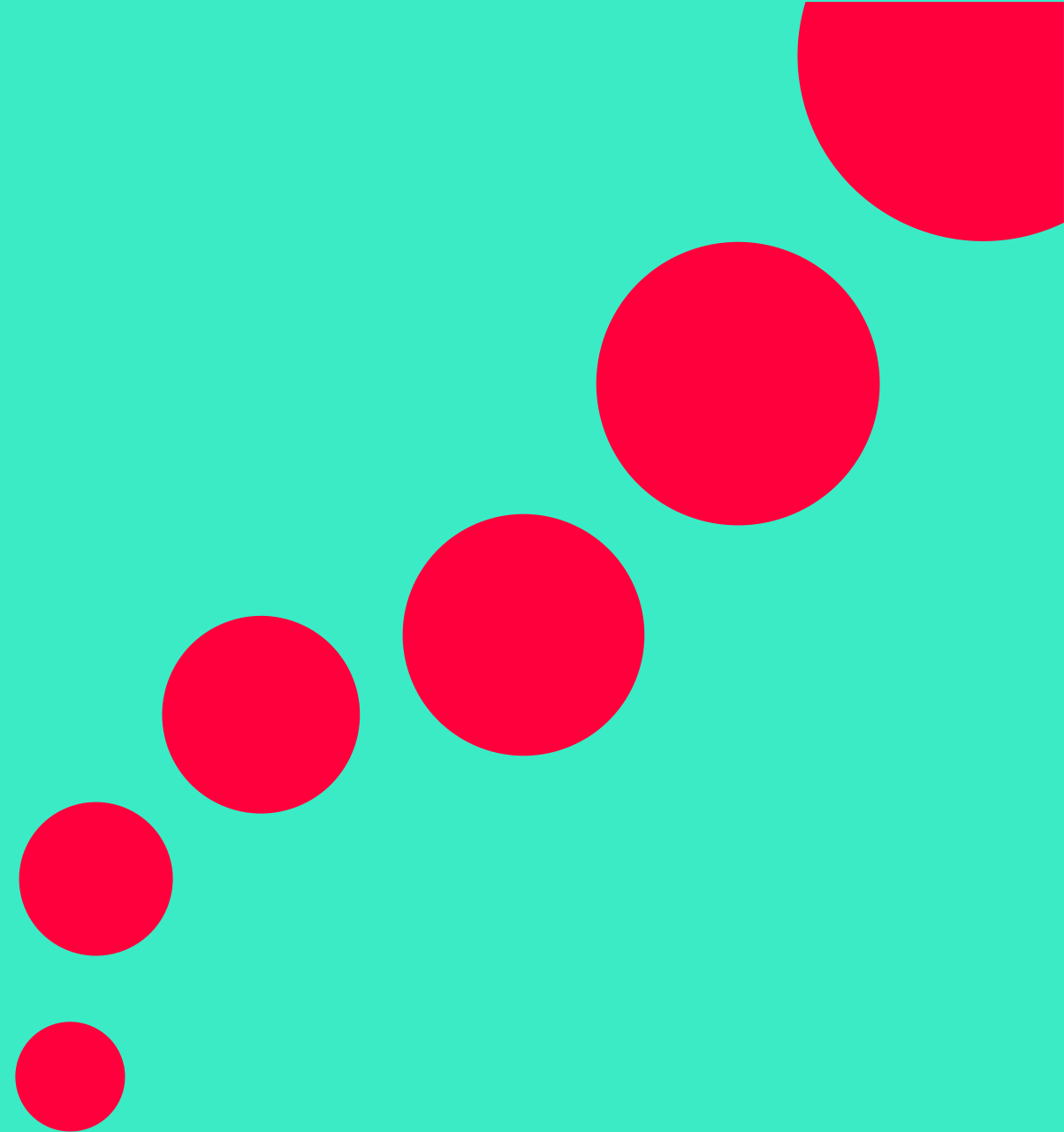
- 87% say the Chief Sustainability Officer reports to CEO/Board vs 80% in 2021

## Visibility of KPIs

- Sustainability as a KPI in marketing dashboards increased to 42% in 2023 vs 26% in 2021

## Sustainability comms

- 40% say they have a sustainability story and are proud to communicate it versus 25% in 2021



# But not fast enough....

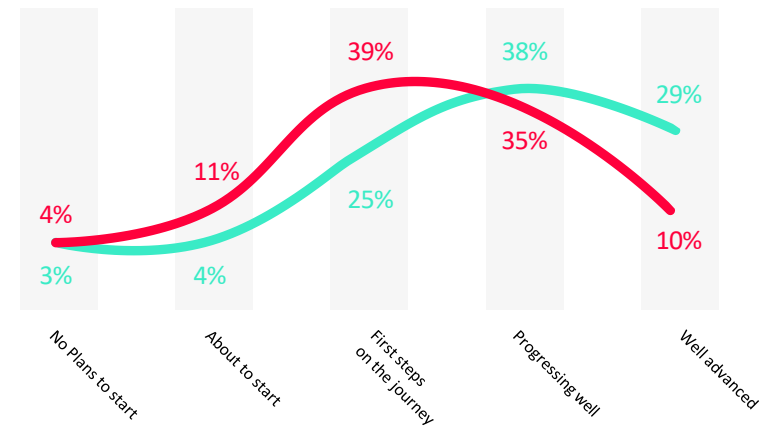
## 90%

of marketers agreeing that sustainability agendas must be more ambitious

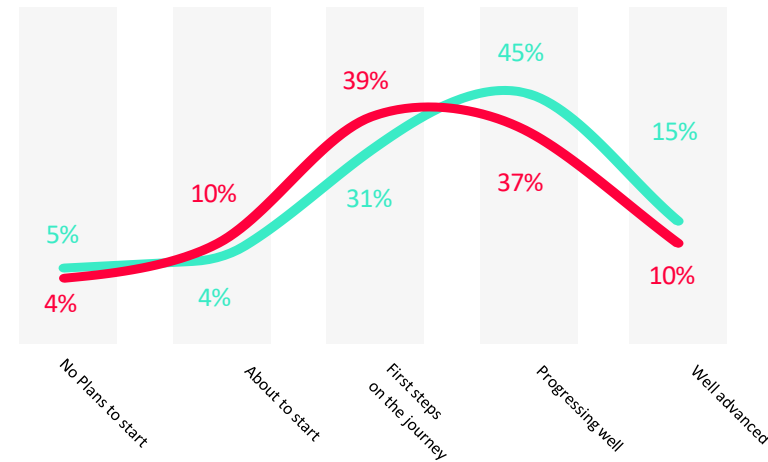
## 94%

saying marketers need to act more bravely and experiment to drive transformative change

“Marketing and Sustainability: Closing the Gaps”  
(WFA 2021 report)



“Sustainable Marketing 2030”  
(WFA 2023 report)



At company level  
Marketing function

# It's time for marketing to step up.



*"We are moved as a species by creativity. Marketers have the ability to take the science and the data, and to move people by connecting them to that information in a meaningful way. Now more than ever, the world needs marketers' creativity, commercial acumen and storytelling. That's what makes our industry part of the solution."*

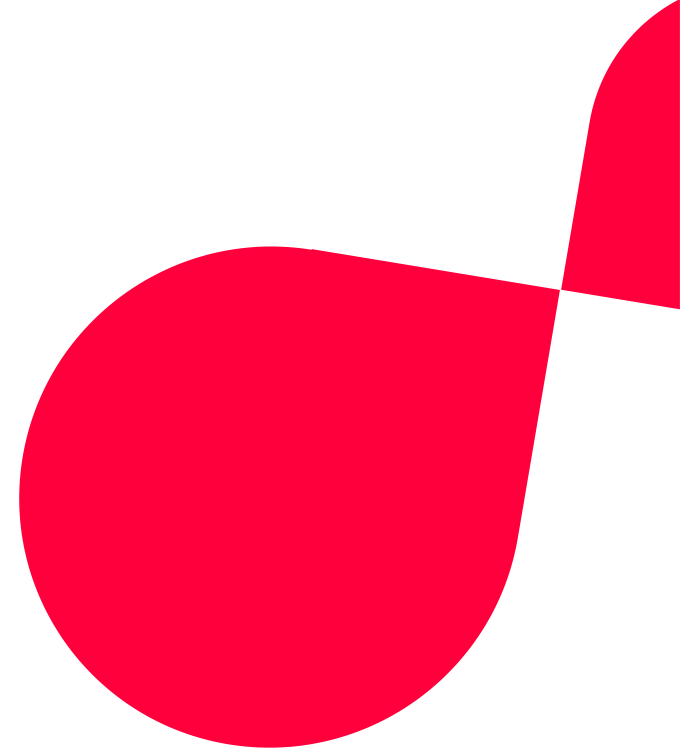
Charlie Thompson, Programme Director – Executive Education,  
Cambridge Institute for Sustainability Leadership

## It's our responsibility.

**93%** of marketers say brands have a responsibility to help people live more sustainably (vs. 92% in 2021)

## We have the right skills.

**93%** say marketing can make a difference in the sustainability journey (vs. 95% in 2021)



*"Over the last 70 years, we've been creating demand for lifestyles that call for more, more and more. We don't just need to make incremental changes in industry, we have to fundamentally rethink the model and the purpose of our industry. The good news is that's completely within our reach."*

Anna Lungley, Chief Sustainability Officer, International Markets, Dentsu



# A VOUS DE JOUER

Debat entre 2 équipes FOR/AGAINST

Restitution



## 2- Where to play?



We asked consumers about their expectations in terms of sustainable development, using the UNO Sustainable Development Goals

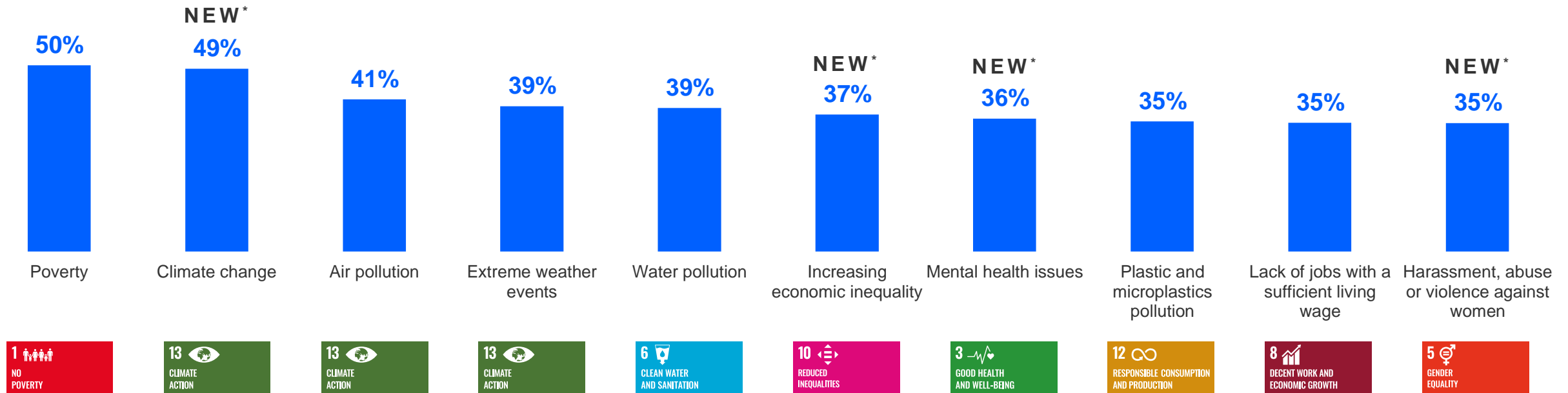


40  
ITEMS



Poverty remains people’s most concerning issue globally, alongside increasing economic inequality and lack of sufficient living wage. Climate change and pollution are also very worrying topics. Mental health and abuse against women now feature in the top 10.

TOP 10 OVERALL CONCERNS ON SUSTAINABILITY (OUT OF 40 TOPICS)



\* VS 2022



Expectations are different from one category to another. No common priorities can be found between "social media" and "milk and dairy products". "Beer, wine and Alcoholic" sector shares similar expectations as Milk and Dairy products (responsible production) and Social Media (social consequence of excessive consumption)

### MILK OR DAIRY PRODUCTS TOP 10 MOST RELEVANT SECTOR CONCERNS

26%	Animal cruelty and abuse	
20%	Intensive farming practices	
18%	Overpackaging, single-use, non-recyclable packaging	
18%	Overproduction and overconsumption	
16%	Waste	
15%	Quality of food degradation	
15%	Plastic and microplastics	
14%	Food shortages	
14%	Release of greenhouse gas emissions	
13%	Water pollution	

### SOCIAL MEDIA TOP 10 MOST RELEVANT SECTOR CONCERNS

30%	Mental health issues	
28%	Social isolation and loneliness	
26%	Racist content or behaviours	
23%	Social inequalities	
22%	Harassment, abuse or violence against women	
13%	Not enough learning and skills for the world ahead	
12%	Increasing economic inequality	
10%	Physical health issues	
10%	Business corruption or tax evasion	
9%	Insufficient respect of rights at work	

### BEER, WINE & ALCOHOLIC BEVERAGE TOP 10 MOST RELEVANT SECTOR CONCERNS

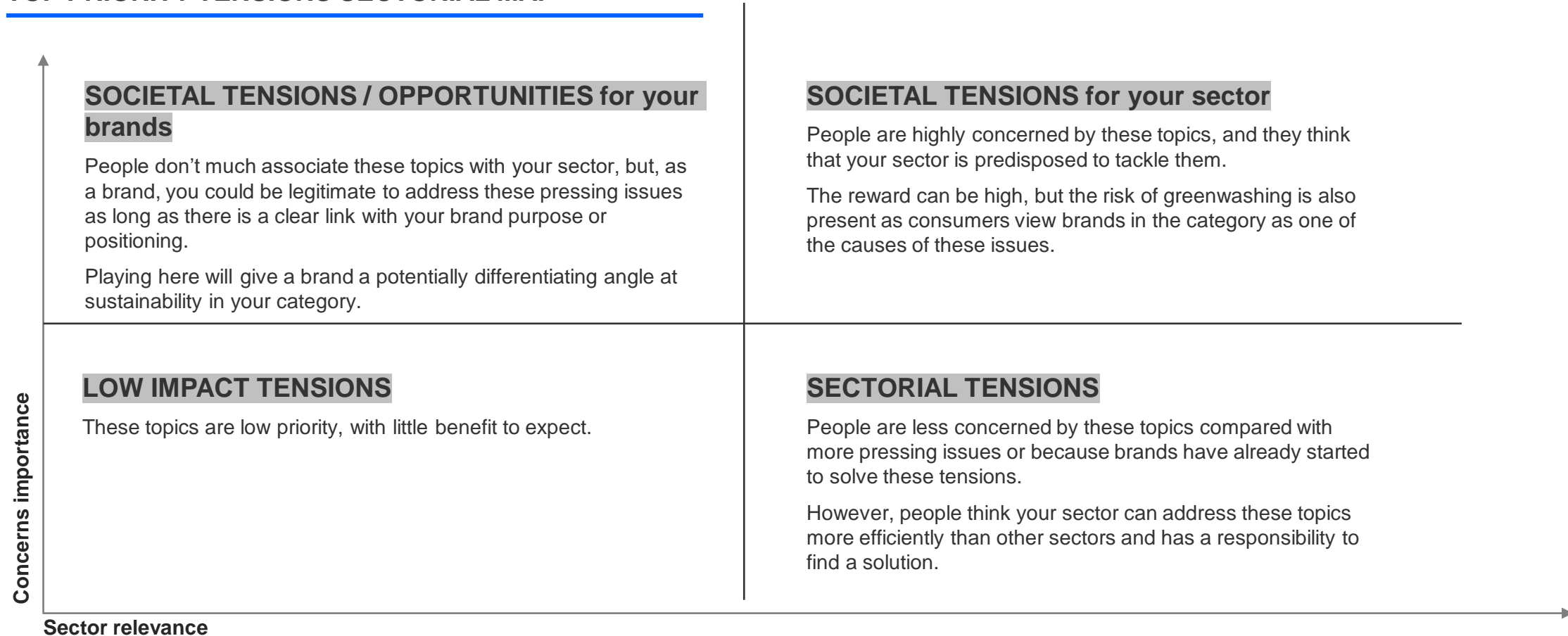
28%	Physical health issues	
26%	Mental health issues	
18%	Overproduction and overconsumption	
18%	Harassment, abuse or violence against women	
17%	Waste	
17%	Overpackaging, single-use, non-recyclable packaging	
16%	Social isolation and loneliness	
14%	Poverty	
13%	Plastic and microplastics pollution	
12%	Water pollution	

# A VOUS DE JOUER

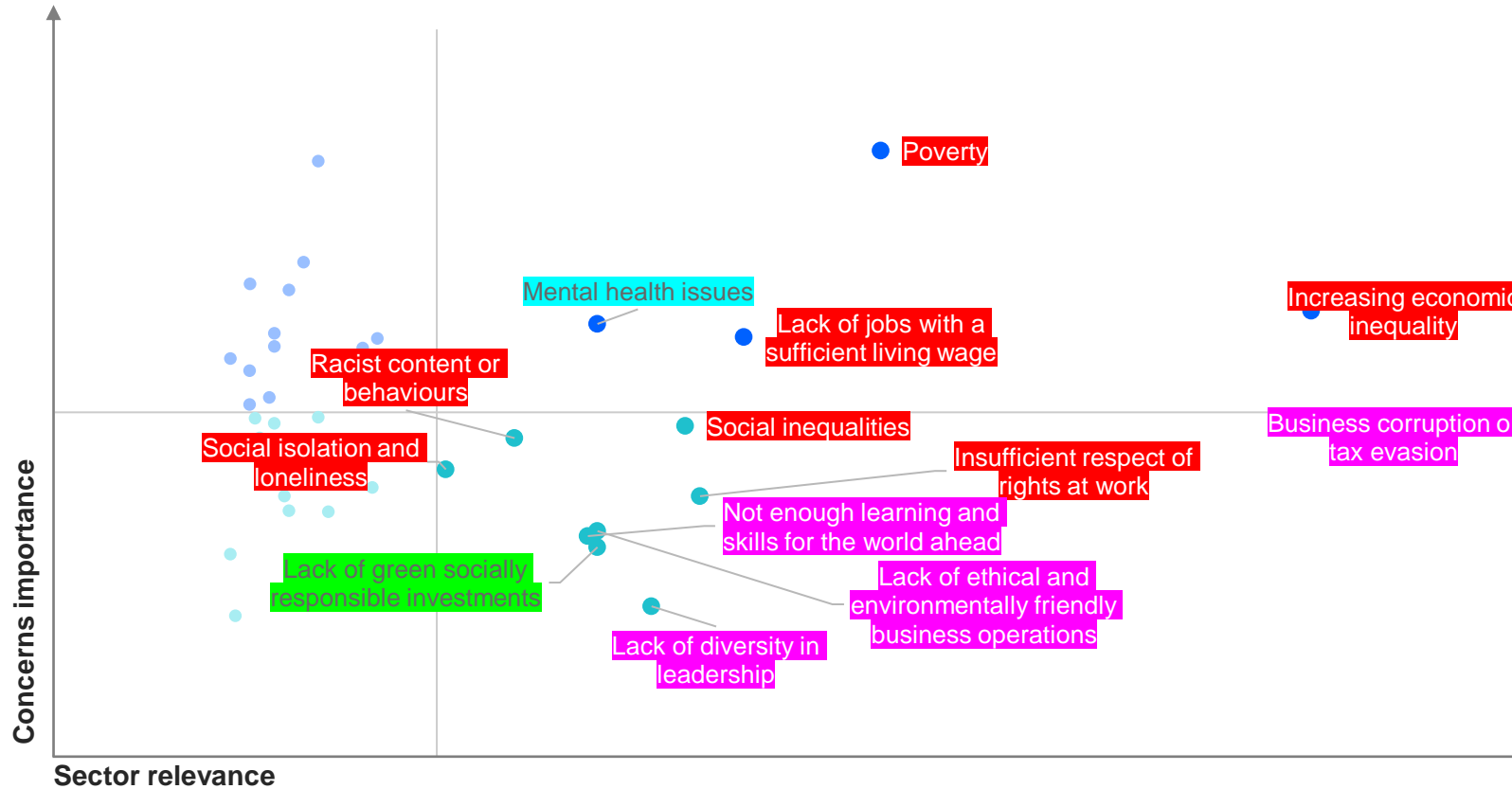
Donnez-nous 5 items sur lesquels les consommateurs attendent votre secteur (société, économie, environnement)

# We mapped sustainability issues by stated importance and sector relevance, which will help brands focus on the right areas

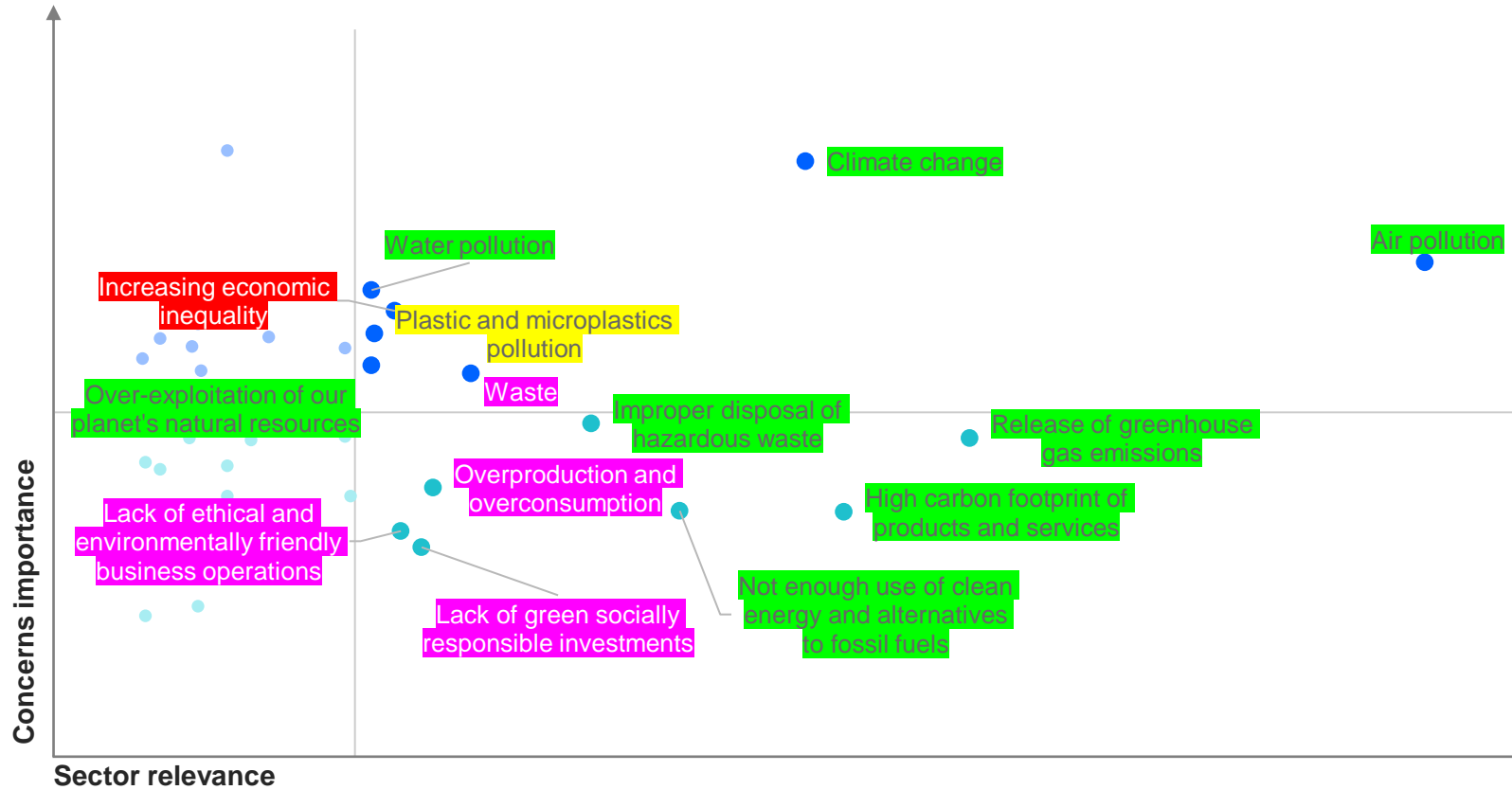
## TOP PRIORITY TENSIONS SECTORIAL MAP



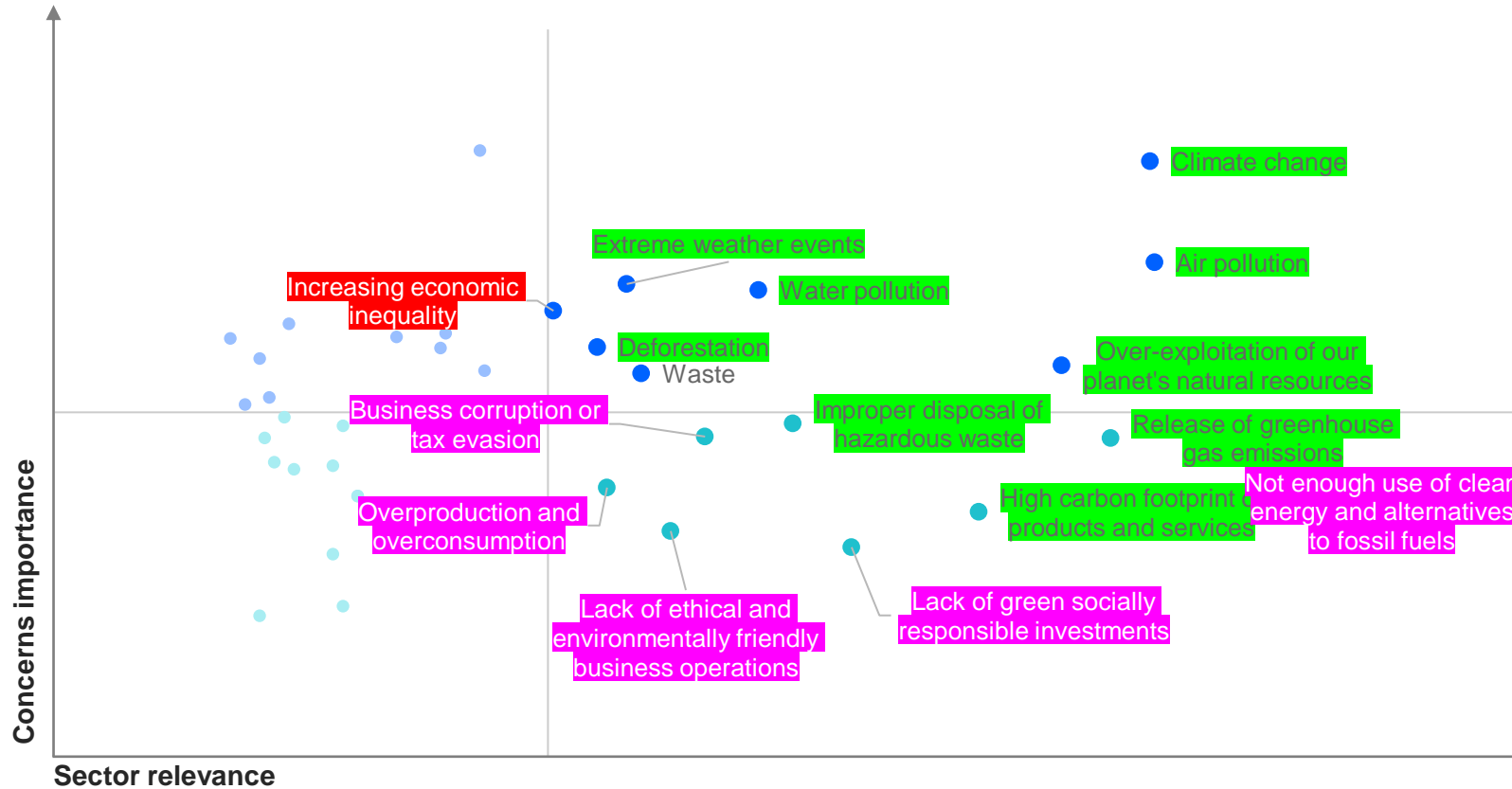
# Financial services, banking, insurance



# Motor vehicles

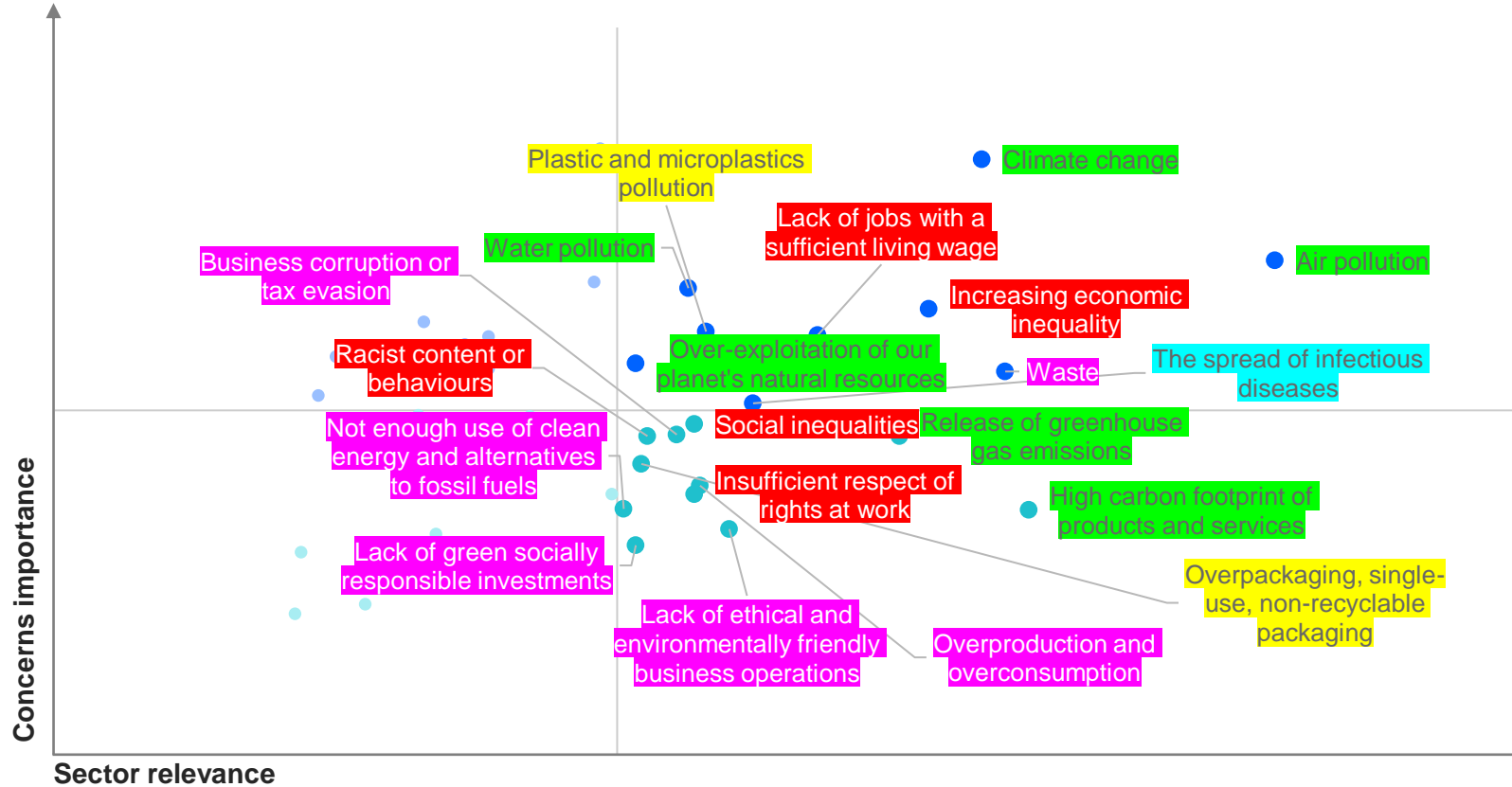


# Energy providers

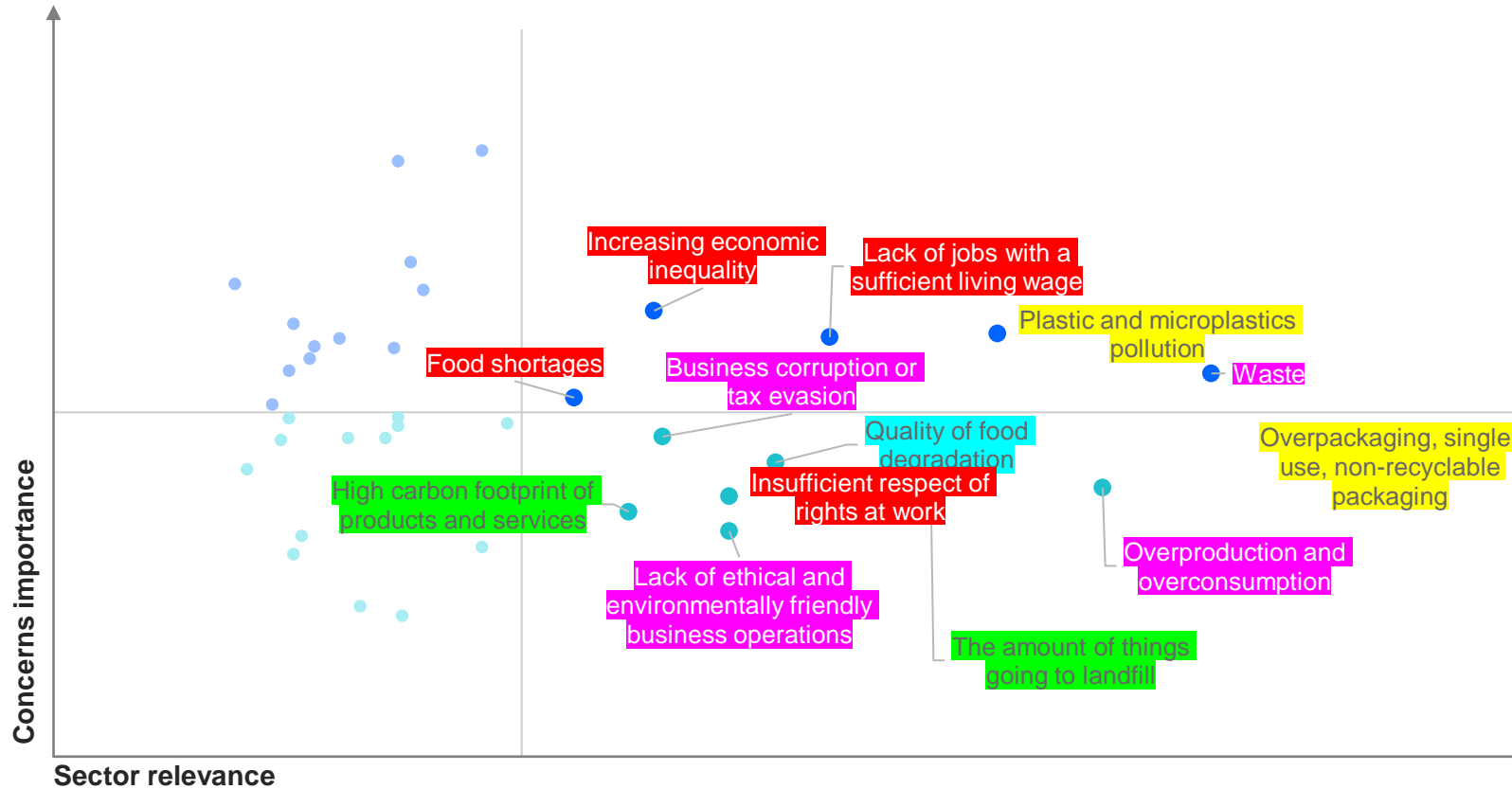




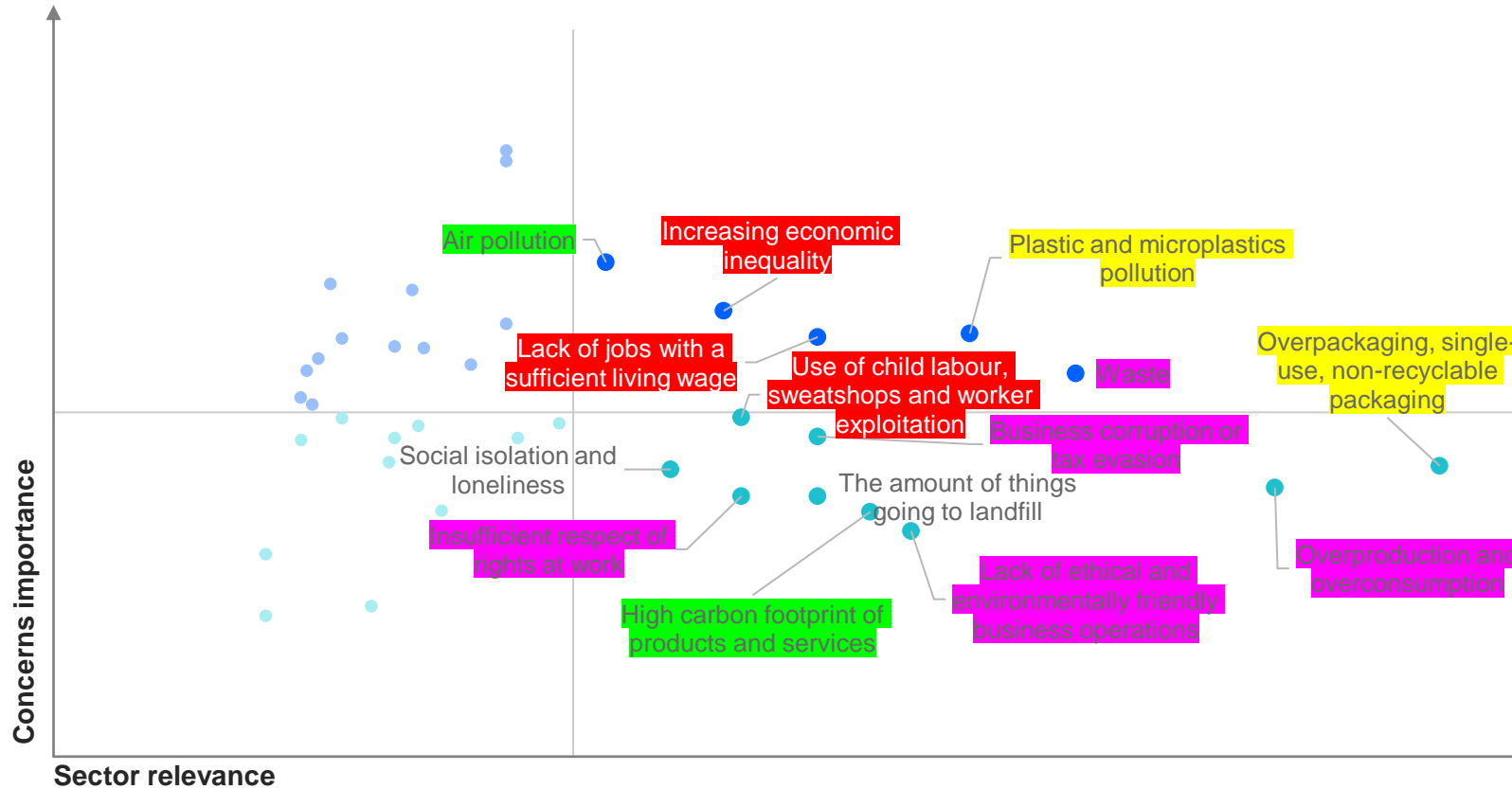
# Travel, hospitality



# Super/hypermarkets



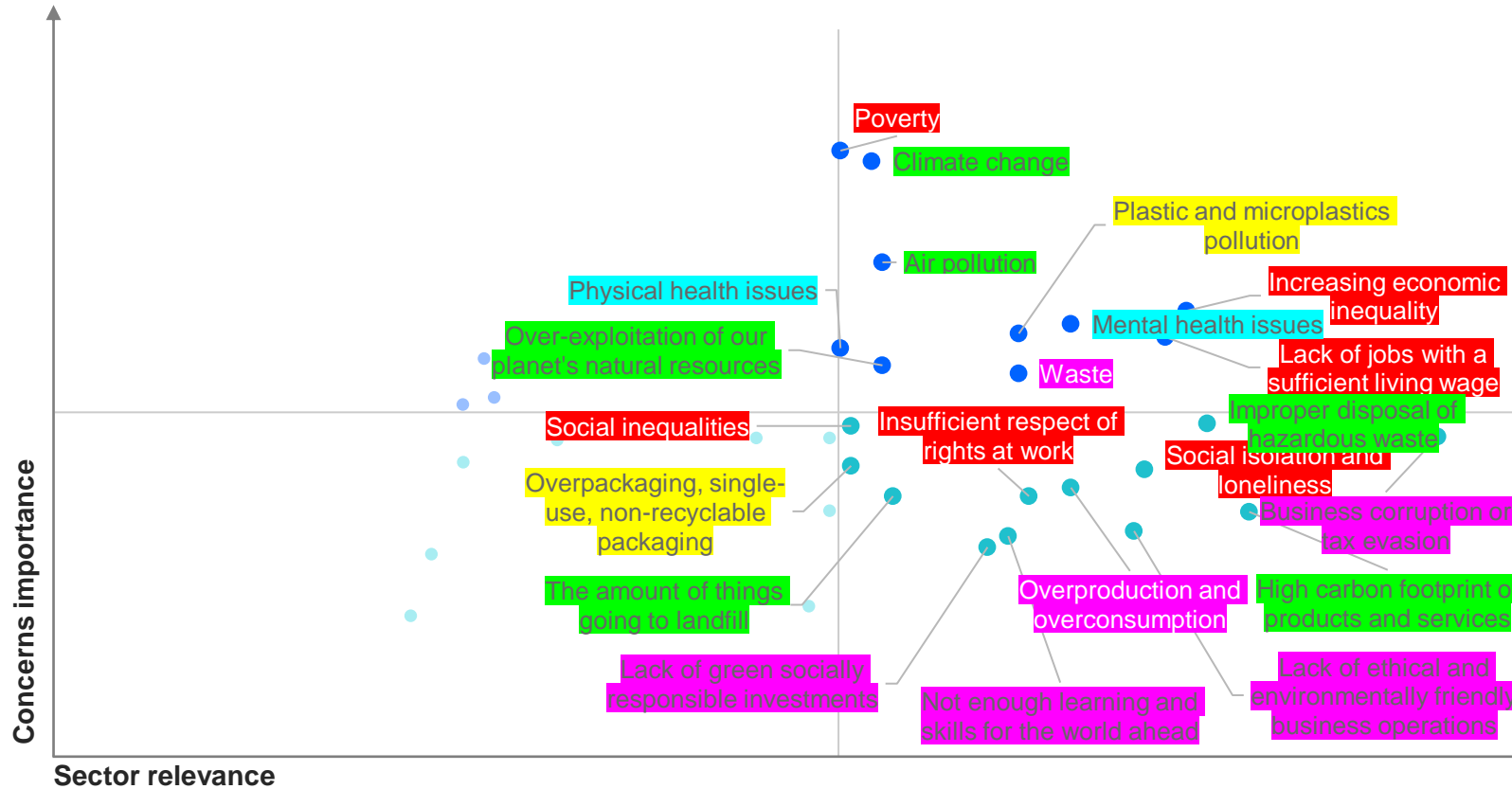
# Online shopping sites



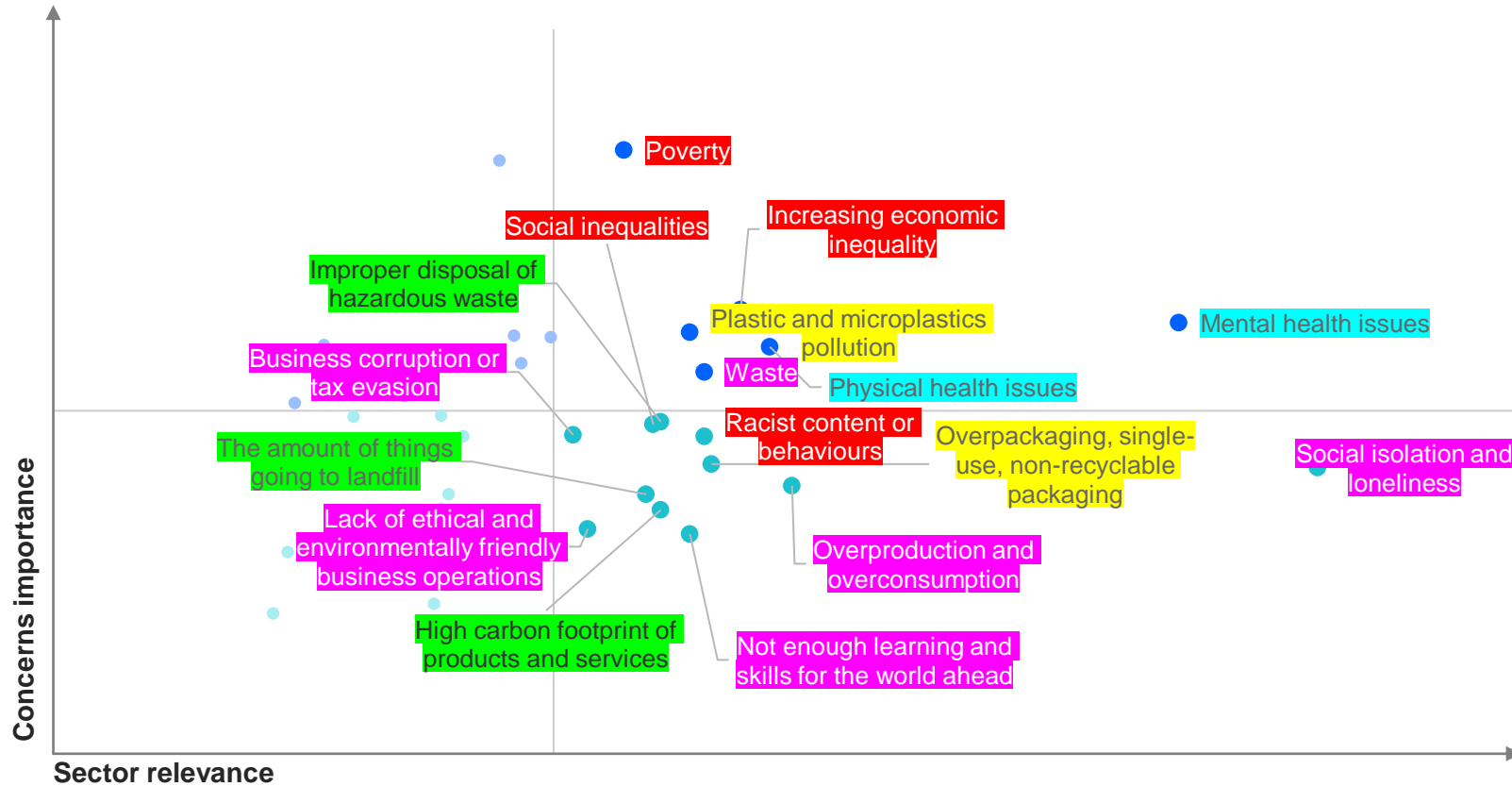
## TOP 10 MOST RELEVANT SECTOR CONCERNS

Overpackaging, single-use, non-recyclable packaging		Responsible Consumption and Production
Overproduction and overconsumption		Responsible Consumption and Production
Waste		Responsible Consumption and Production
Plastic and microplastics pollution		Responsible Consumption and Production
Lack of ethical and environmentally friendly business operations		Industry, Innovation and Infrastructure
High carbon footprint of products and services		Affordable and Clean energy
Lack of jobs with a sufficient living wage		Decent work and economic growth
The amount of things going to landfill		Sustainable Cities and Communities
Business corruption or tax evasion		Peace, Justice and strong institutions
Use of child labour, sweatshops and worker exploitation		Decent work and economic growth

# Telecom service providers



# In-home entertainment



# A VOUS DE JOUER

Que fait votre entreprise,  
comment pouvez-vous  
coopérer sur ces thèmes  
transversaux?

AIR POLLUTION

CARBON FOOTPRINT

SOCIAL INSUALITIES

POVERTY

OVERPRODUCTION

WASTE

MENTAL HEALTH

PHYSICAL HEALTH

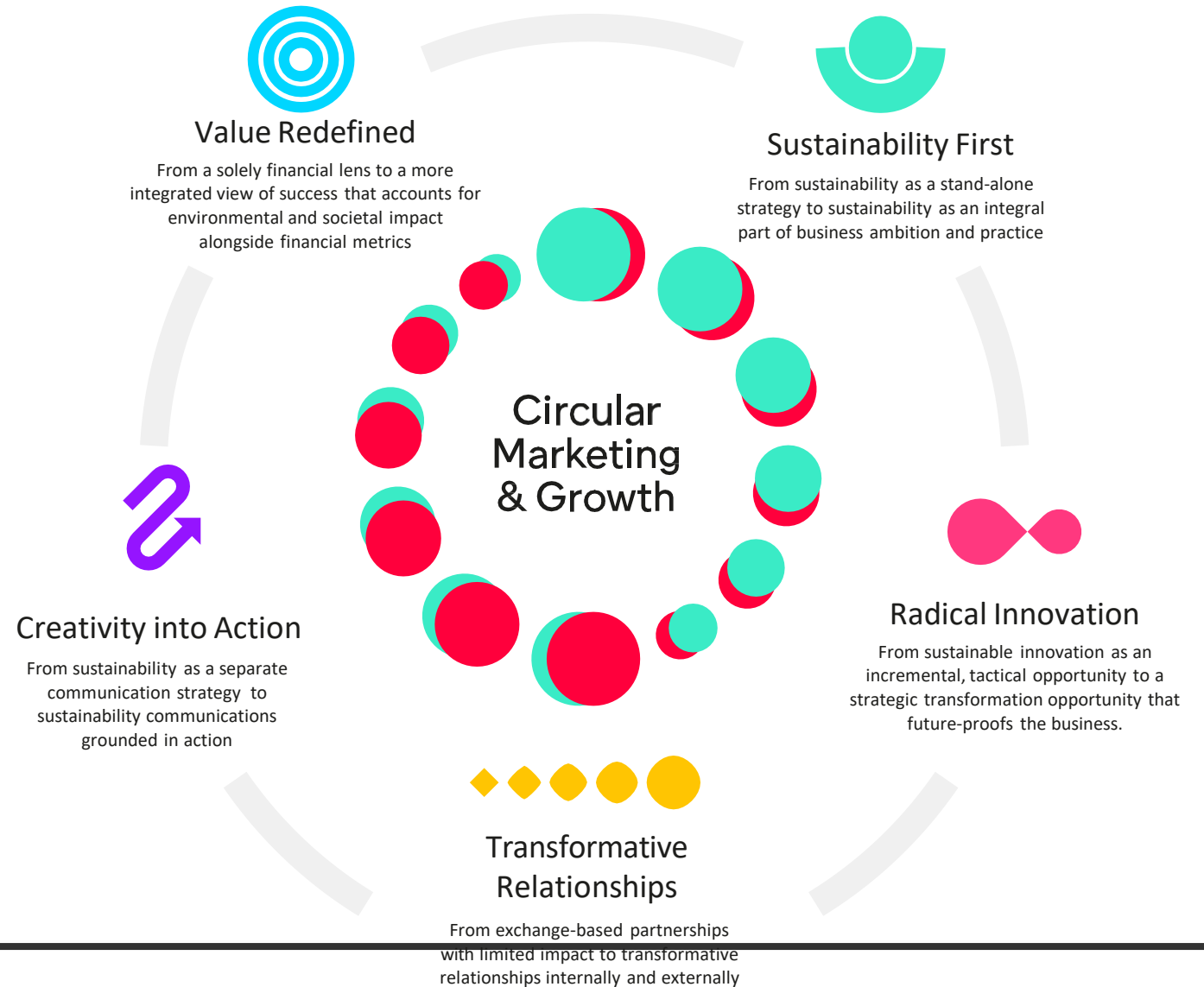
PLASTIC POLLUTION

PACKAGING



# 3- Connect Sustainability & Business

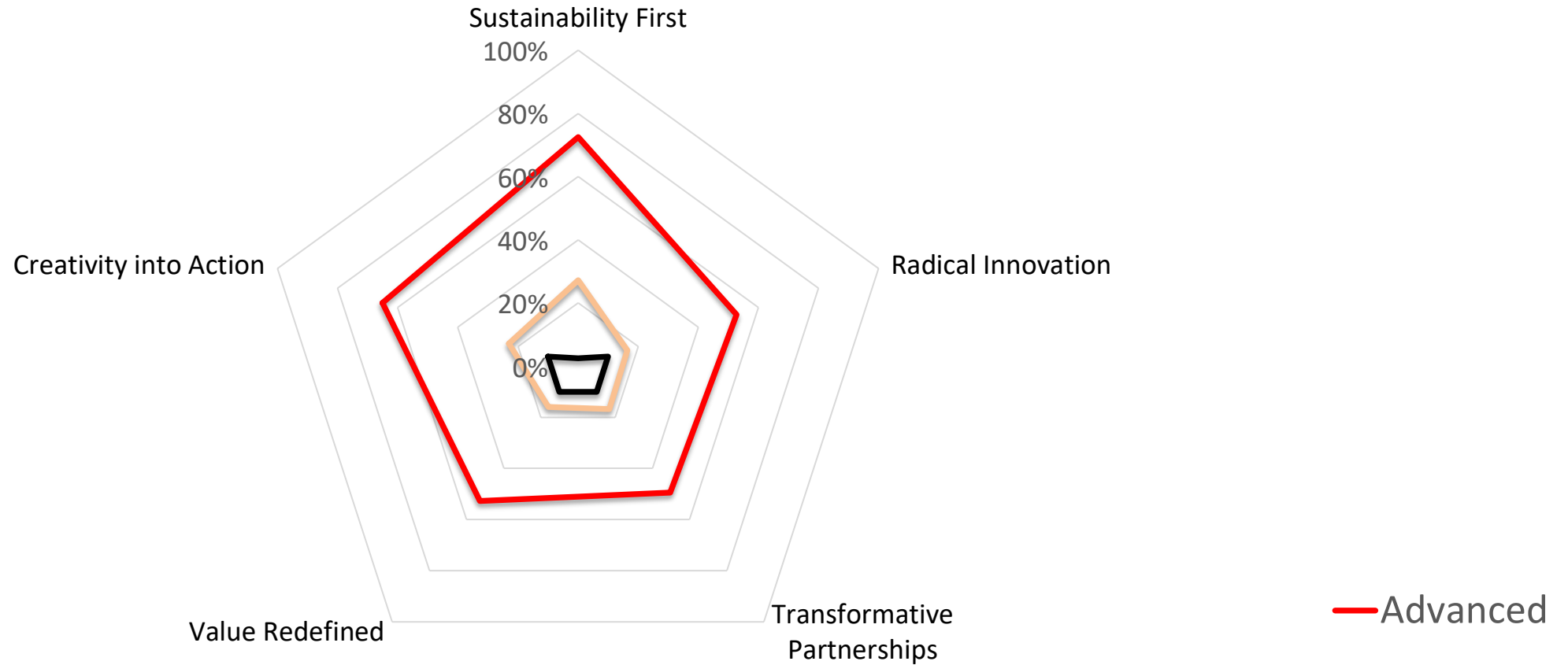
# Circular Marketing & Growth: the framework.





# Circular Marketing & Growth.

A performance overview.

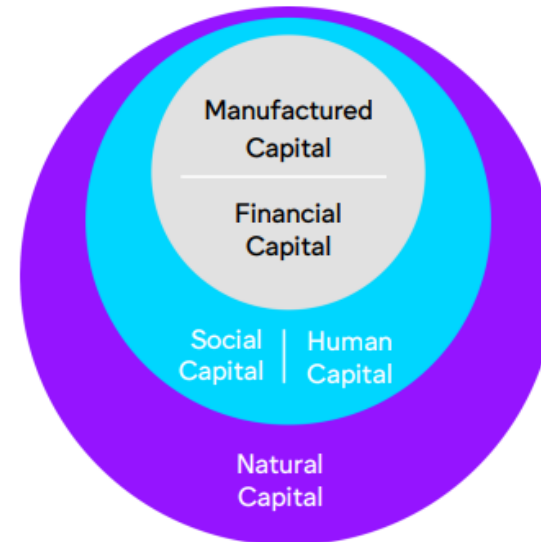


# Value redefined.

How we measure value has to evolve.  
Sustainability has to be embedded into the heart of our decision-making processes.

We have to make it personal – “what gets measured gets done”.

From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics



Sustainability on marketing dashboard  
– Yes

42%  
of total audience

62%  
Advanced group

29%  
Starter group

# Value redefined.

What it looks like.

## Natura's integrated P&L

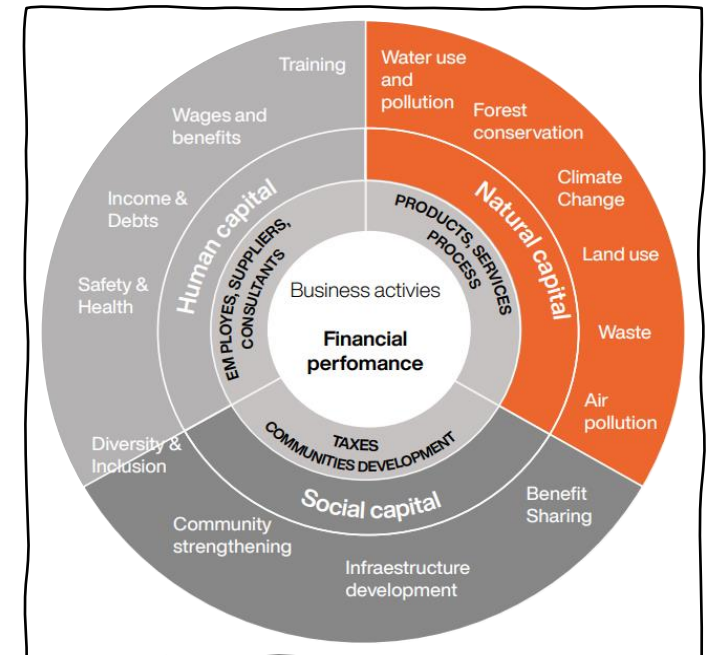
Natura integrates the triple bottom line into their P&Ls and dashboards - key for the entire organisation to redefine what value means to them

Natura follows the integrated profit & loss to both measure and subsequently manage its impact on the world. Their IP&L methodology relies mostly on the Natural Capital Protocol and the Human and Social Capital Protocol developed by the Capitals Coalition.

	Financial	Human capital	Social capital	Natural capital	Total
<b>Gross Sales</b>		-3,784	-	-399	-4,184
Consultants (BR Prata+ / LT Oro+)		8,684	-	-	8,684
Consultants (BR Bronze- / LT Prata-)		-12,468	-	-	-12,468
Use phase (updated for water use)		-	-	-257	-257
End of life (updated for plastic EOL)		-	-	-143	-143
<b>Tax</b>		-	11,648	-	11,648
<b>Net Sales</b>	12,133	-3,784	11,648	-399	7,464
<b>Cost of Goods</b>		2,030	681	-175	2,536
Direct operations		191	60	-5	247
COVID relief (products donations)		-	-	-	-
Suppliers		1,794	607	-170	2,231
Suppliers communities (incl. Amazon)		44	14	-	58
<b>Gross Profit</b>		-1,755	12,328	-574	9,999
<b>Expenses</b>		5,736	2,328	103	8,167
<b>Sales, Marketing &amp; Logistics</b>		2,609	1,074	-52	3,632
Direct operations		891	257	-	1,148
Suppliers		2,476	817	-52	3,241

Natura IP&L results overview for the year 2021 (in mR\$)

From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics

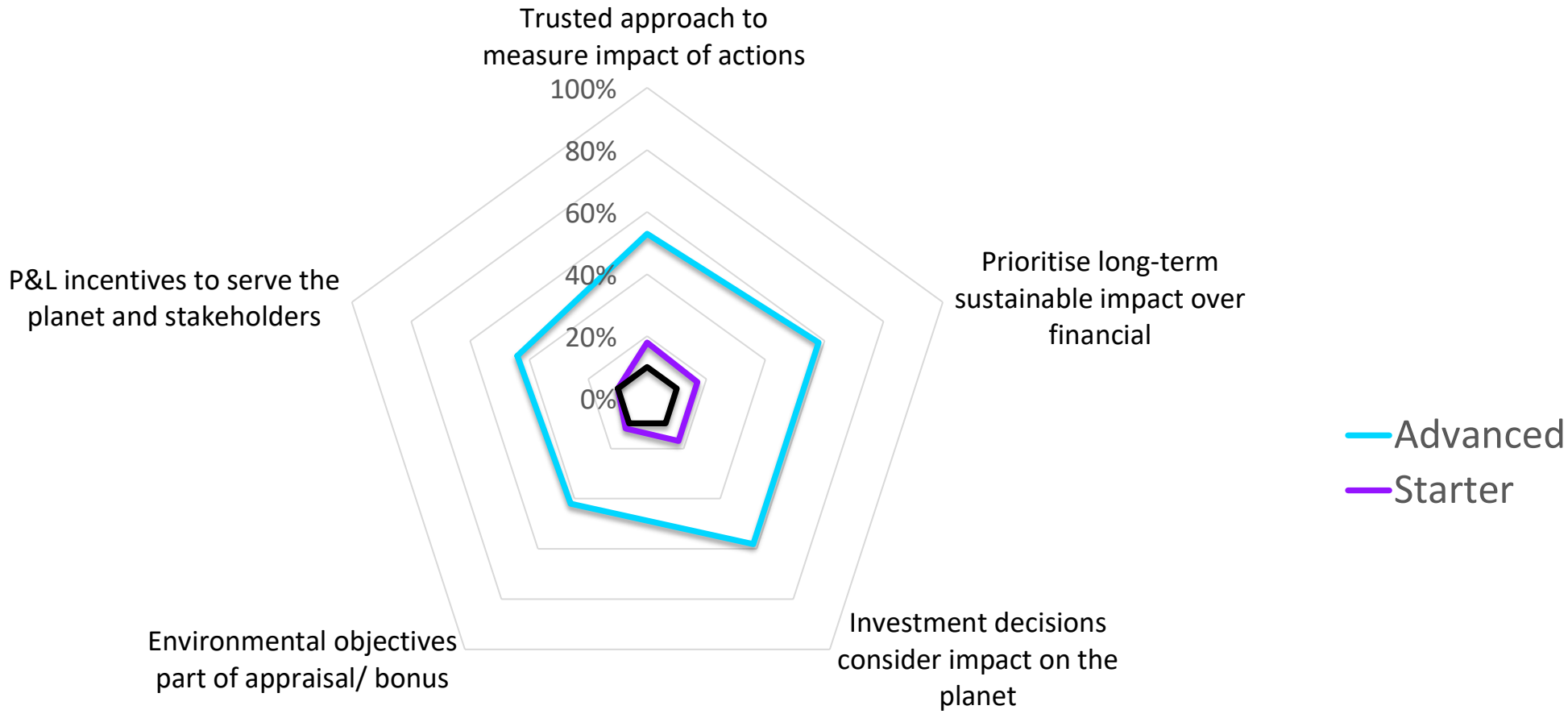


Natura's integrated model of activities

# Value redefined.

Your performance.

From a solely financial lens to a more integrated view of success that accounts for environmental and societal impact alongside financial metrics



# Sustainability first.

From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice

An overview.

Developing sustainability strategy in isolation from brand strategy and marketplace activation, combined with unaligned metrics results in a mismatch between strategy and reality.

Having the correct resources, capabilities and insights are the key enablers in overcoming this challenge.



# Sustainability first.

## What it looks like.

### Patagonia

A brand that creates **great products** and does **great things for the planet**

- **Built an ownership structure** where generation of profits is not a goal in itself, a means to serve the purpose of the company. No stakeholder benefit can stand in the way.
- **Embedded KPIs** to reduce the impact on the environment caused by not just only in the supply chain, but also the company
- Donates **1% of annual net revenues** to **non-profit charitable organisations** that promote environmental conservation and sustainability
- Knowing and defining **what sustainability looks like in their category**; they eloquently embed sustainability claims and have tangible proof points



From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice

### Tony's Choclonely

**Tackling** chocolate supply chain monopolies that result in **illegal child labour** and **modern slavery**

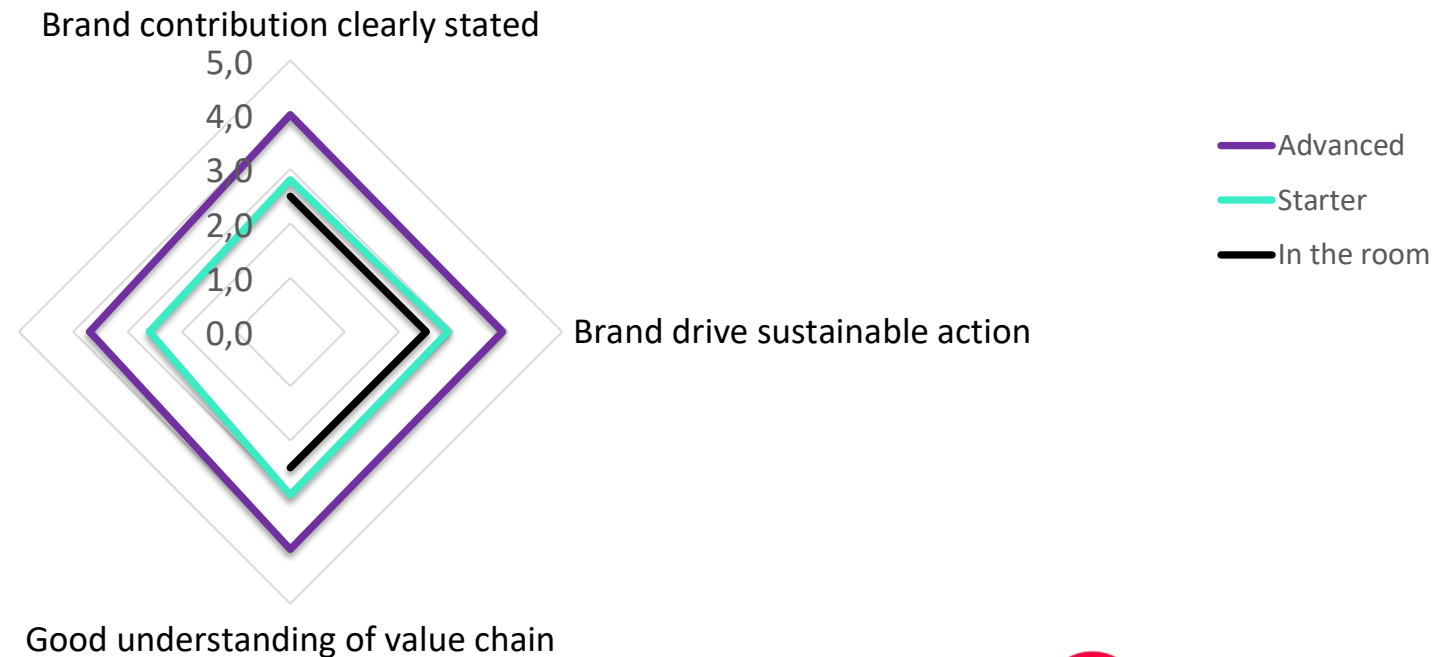
- They have **shifted** the **norms** and conversations around the **category** in what is **acceptable** and what is not: slavery and illegal child labour
- One way they do so is **investing in long-term partnerships** with farmers and help them professionalise: they are **willing to prioritise long term growth** over short term gains.
- They **showcase** that you can be a **sustainable company** but also be **commercial successful**



# Sustainability first.

Your performance.

From sustainability as a stand-alone strategy to sustainability as an integral part of business ambition and practice



Add in sample size of casual survey to deck

# Radical innovation.

From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.

An overview.

Marketing can have major impacts with radical innovation.

1. Normalise a new set of behaviours for consumers to drive more sustainable choices
2. Influence the shift to more sustainable portfolios, linking value chain activities with consumer & commercial opportunities

However, internal barriers are still present.

1. Internal beliefs that “sustainability is costly”
2. Marketers struggle to take risks & experiment
3. There is poor understanding of the full value chain



# Radical innovation.

From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.

## What it looks like.

### 'Normalise the behaviours'

#### Heinekens campaign in New Zealand to NOT drink

- Every year the brand aims to spend 10% of its media spend on responsible drinking consumption campaigns.
- They ran a campaign in NZ directly calling people not to drink their drink if they are driving, trying to influence consumer decision making

**Innovation scalability:** Global commitment to responsible drinking



### 'Rethink the business model'

#### INFARM's in-store vegetable farms

- The produce is grown in store in smart, modular 'farms'
- The farms are closely monitored and controlled through a technology (cloud based platform)
- Creating sustainable, efficient and environmentally-friendly food systems

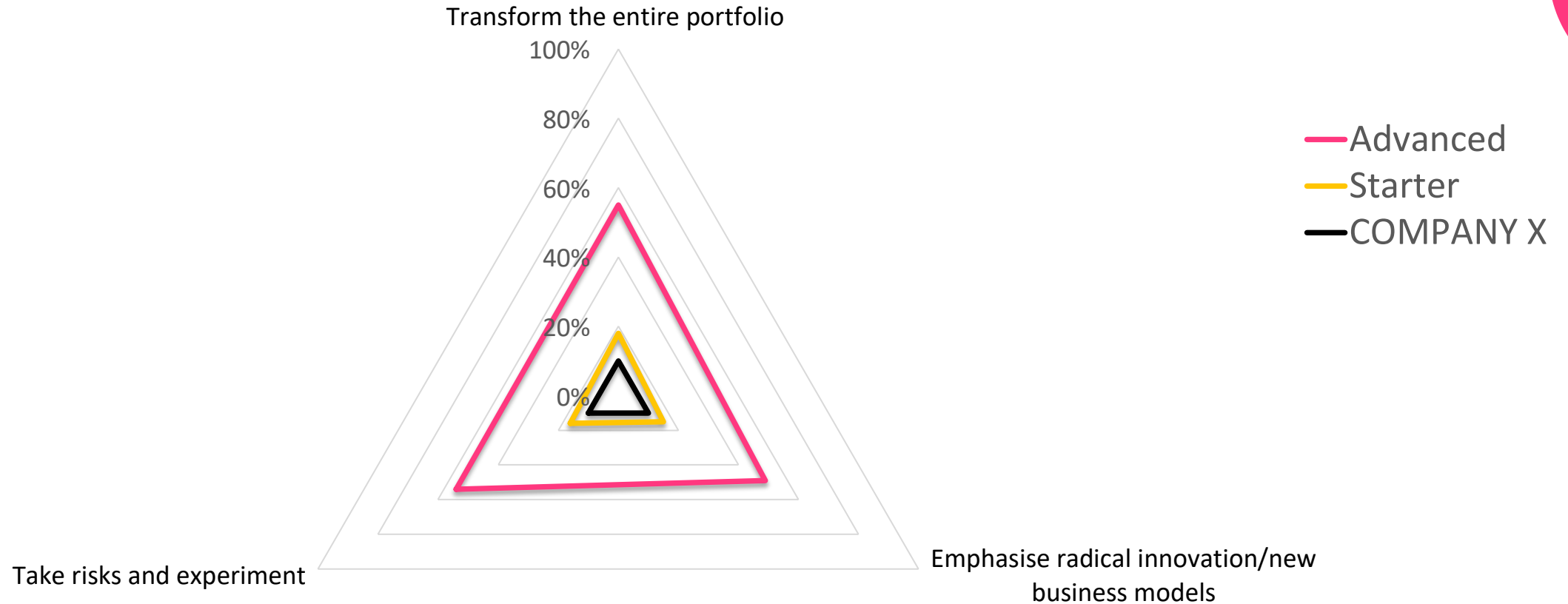
**Innovation scalability:** 1.850+ stores worldwide, that have 30+ partnerships with the world's top retail chains



# Radical innovation.

Your performance.

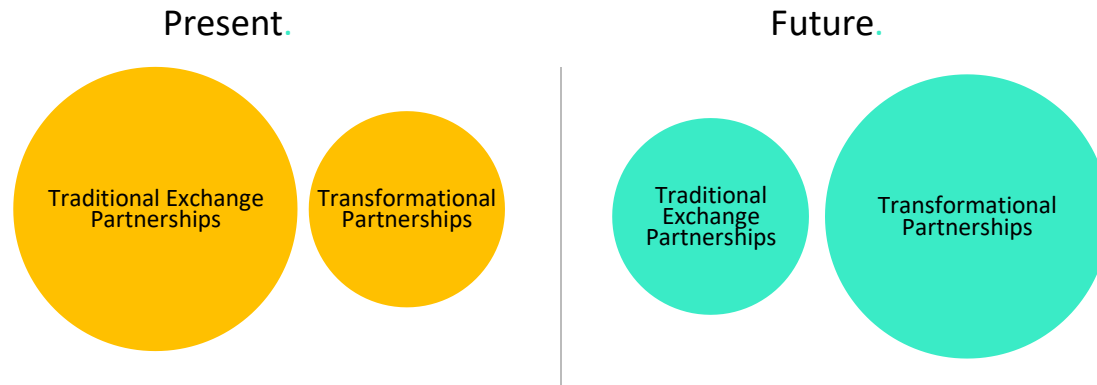
From sustainable innovation as an incremental, tactical opportunity to a strategic transformation opportunity that future-proofs the business.



# Transformative relationships.

From exchange-based partnerships with limited impact to transformative relationships internally and externally

We need to switch from exchange-based partnerships to transformative relationships for rapid and scaled impact.



Marketers are well positioned to play a pivotal role in unleashing value across the value chain. However, managing external partnerships requires new capabilities and understanding. We need a new level of collaboration internally to influence these wider partnership agendas.

# Transformative relationships.

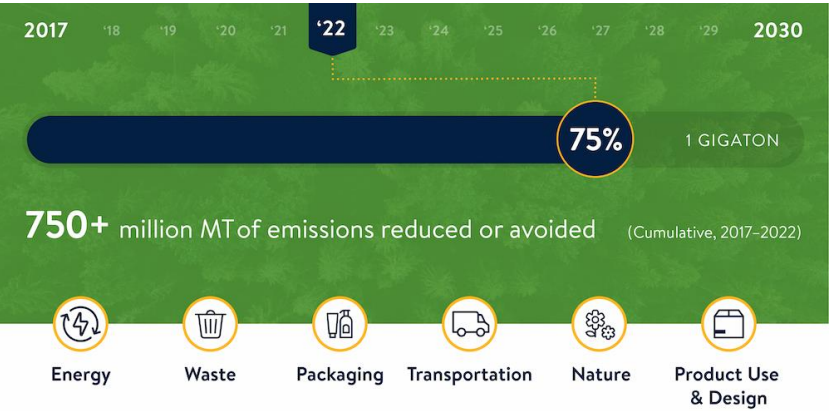
From exchange-based partnerships with limited impact to transformative relationships internally and externally

## What it looks like.

### Walmart - Project Gigaton

In 2017, Walmart created Project Gigaton to engage suppliers in climate action, along with NGOs and other stakeholders helping them reduce or avoid one billion metric tons (a gigaton) of greenhouse gases from the global value chain by 2030.

Project Gigaton’s success would represent a substantial reduction of Scope 3 emissions within Walmart’s and their suppliers’ value chains. More than 4,500 suppliers have formally signed on, making Project Gigaton™ one of the largest private sector consortiums for climate action



### J&J with WWF - Healing Forests Initiative

To better understand the connection between human health, disease outbreaks, and deforestation, the World Wildlife Fund (WWF) has partnered with Johnson & Johnson on the Healing Forests Initiative.

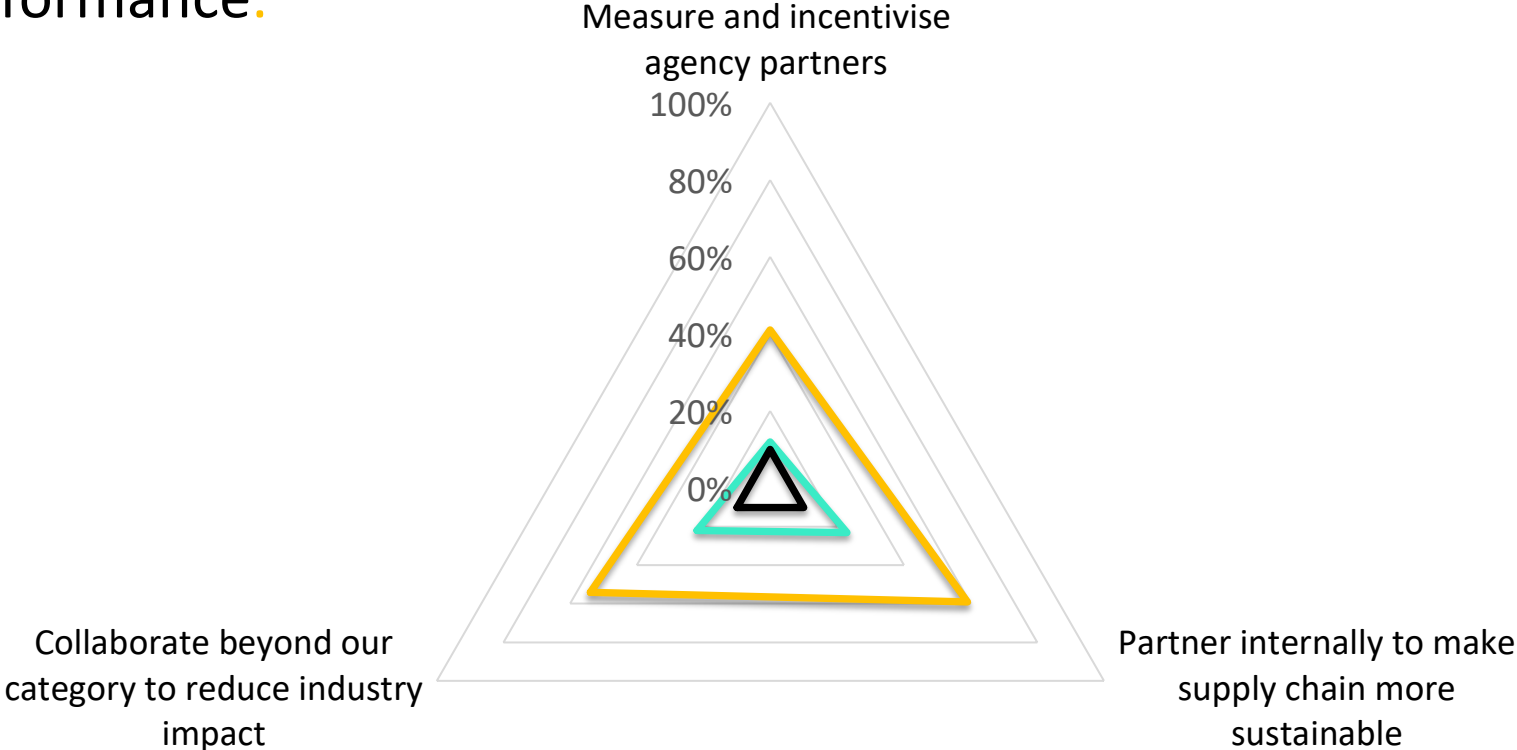
This three-year project will document how deforestation can undermine human health and economies and will note what efforts can be used to curb future disease outbreaks. J&J wanted to support initiatives on the ground that demonstrate the value of healthy, intact forests and contribute to more responsible palm oil supply chains



# Transformative relationships.

Your performance.

From exchange-based partnerships with limited impact to transformative relationships internally and externally



# Creativity into action.

From sustainability as a separate communication strategy to sustainability communications grounded in action

Sustainability has to now be placed in the heart of the communication process. The risk of greenwashing necessitates communication rooted in value chain reality. Brands have now been pressured in to communicating through action.

To help consumers change their behaviours, communication has to up the ante on normalising sustainable lifestyles. We must use our skills in creativity to paint an exciting but attainable vision of what sustainable living looks like in our categories.

# Creativity into action.

What it looks like.

## IKEA's CIRKULÄR

IKEA launched the service CIRKULÄR. A **platform for circular sales**, upcycling and resale of used furniture. The worldwide launch was both about **inspiring consumers to sell their used furniture back to IKEA**, giving them a second life, and to inspire consumers to **try something new by buying something old**.



From sustainability as a separate communication strategy to sustainability communications grounded in action

## Oatly's Lifecycle Labelling

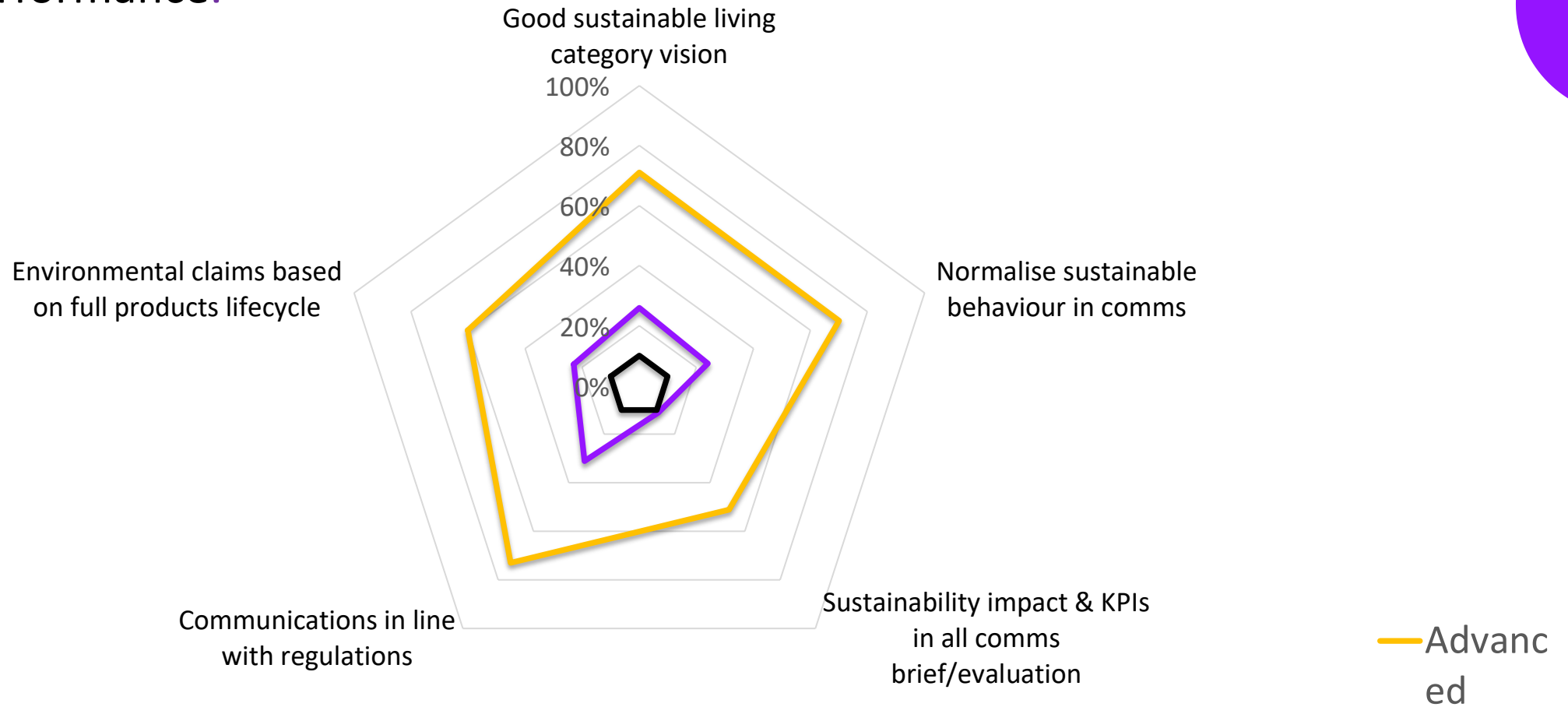
Certain Oatly products have **carbon emission per kg on pack**, basing their claims on a life cycle assessment approach but covering stages from farm to shop, **not the product's full lifecycle**. Capturing the full footprint at every stage of the product lifecycle stage i.e. store to home or at disposal is still a challenge. Oatly are not letting 'perfect' stand in the way of progressive messaging and climate action by **choosing to talk about what they can robustly measure and owning why they can't measure the rest**.



# Creativity into action.

Your performance.

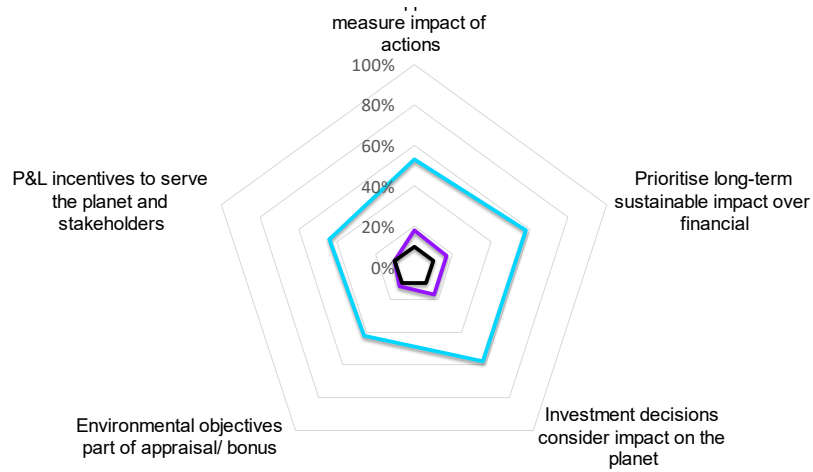
From sustainability as a separate communication strategy to sustainability communications grounded in action



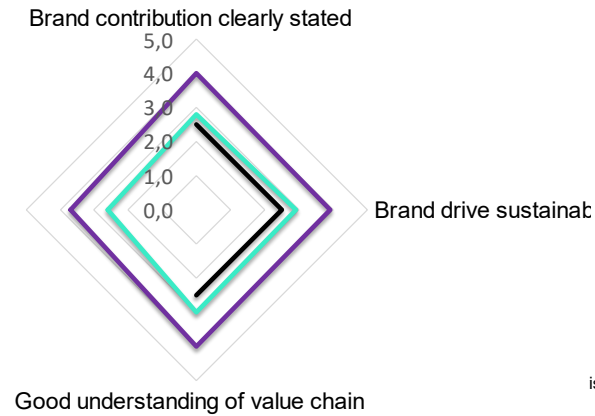


Comment vous évaluez votre entreprise sur ces sujets? Quelles priorités ?

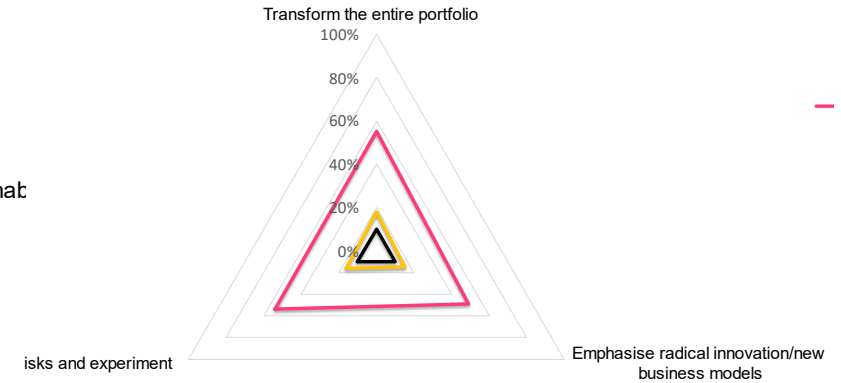
### Value Redefined



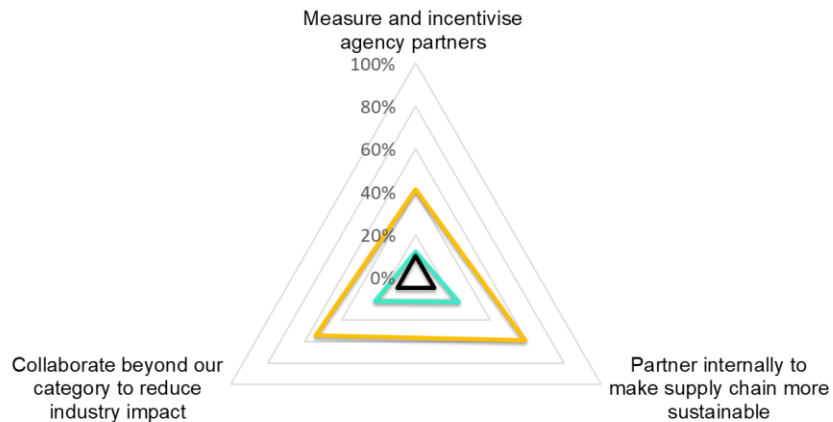
### Sustainability First



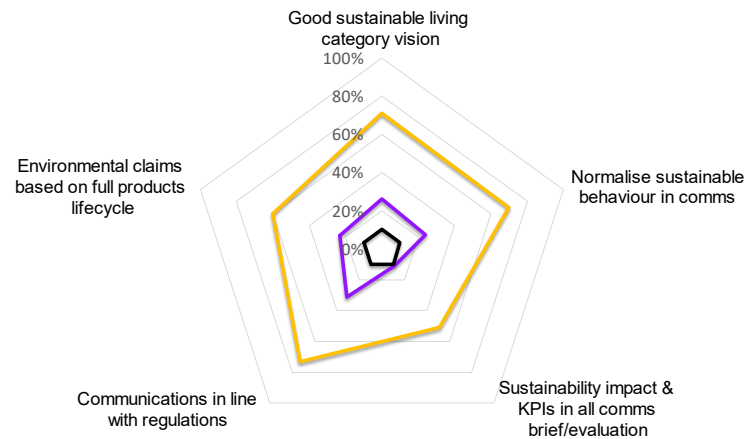
### Radical innovation



### Transformative Relationship



### Creativity into action



# We have a specialised Sustainable Transformation Practice to guide your brand through the shaping of strong ambitions and actions

**STRATEGIC FRAMING**  
Define the social and environmental issues that your brand can deliver in an authentic, unique and consistent way. Understand and prioritise different audiences, including under-represented populations.

**SUSTAINABLE INNOVATION**  
Anticipate disruptive change, consider underserved high-growth populations and facilitate behaviour change to build impactful innovations.

**ENGAGING ACTIVATION**  
Create communications and experiences that connect with people through the 'human story' and emotions to engage and empower people to act.

**MEASURING IMPACT**  
Benchmarking and brand value metrics to provide a strategic feedback loop across stakeholder audiences tracking the impact and ROI of your sustainability initiatives.



## Contacts



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