



Choke Points, Martini Glasses and Bad Guys:

Supply Chain Communications Lessons
from the Field

April 2016

Contact:

Belinda Griswold
Senior Program Director
Resource Media

belinda@resource-media.org
T 720.564.0500 x 17

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“In 1973, 83 percent of the value of a company was based on tangible assets, such as factories, production lines and fleets of vehicles. Today, 81 percent of the value of a company is based on intangible assets, reputation and brand value.”
- Jason Clay, WWF

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WHEN IN GRIDLOCK, CALL FOR A CHOPPER

The reality of national and international gridlock on climate solutions has spawned a number of end run strategies. Climate advocates are making what progress they can through state and local initiatives, and many have turned directly to the private sector, using a variety of “carrot and stick” approaches to persuade major corporations to voluntarily reduce emissions. These include supply chain campaigns and more traditional public-facing “corporate target” campaigns, some of which have a supply chain analysis.

The success of many [private sector campaigns](#) reflects the fact that the world of corporate valuation has changed dramatically. Because of massive shifts in technology, media and global markets, companies are far more vulnerable to [public pressure using brand image as the lever](#) than they were even a decade ago. This combination has proven fertile ground for supply chain strategies, in particular.

Every supply chain strategy is different, and while there are many notable successes, not every strategy will bear fruit. This raises questions about what it takes to succeed, and what kinds of communications strategies and tactics are necessary for a winning strategy. Given the growing focus on supply chain initiatives to address climate change emissions, Resource Media conducted an assessment of supply chain campaigns to identify winning communications strategies and tactics. We found that all supply chain campaigns share a need for carefully conceived and implemented communications support. Whether an effort is insider-focused or consumer-focused (or some combination of both), communications planning is an essential piece of an effective strategy.

In this report we delve into what makes supply chain campaigns successful and potentially replicable. 2014 was a year of major wins for several of the campaigns we've investigated here, and our aim with this report is to dig behind the headlines with in-depth interviews and media analysis to understand how these victories have been won. We focus particularly on both campaign planning and media strategy planning, for a behind-the-scenes look at what has worked, what hasn't worked, and how supply chain victories may, or may not, translate into policy change.

That question of whether and how supply chain campaigns can be leveraged for wider change is on the minds of many of the leaders we spoke with. We take up that question at the end of this report. We begin with three hallmarks of winning campaigns and from there, dive more deeply into the communications approaches and strategies that inform them. The development of these hallmarks is based on our key findings, described below in greater detail, with the hope they will help advocates create focused strategies and learning that can be shared more broadly.



The table below lists the campaigns we investigated. For a full list of interviews, please see the appendix.

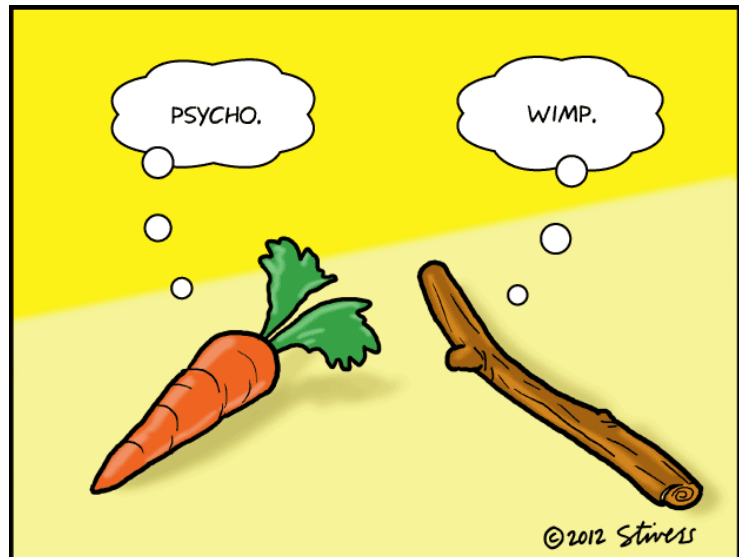
Campaign Name	Description
WWF – Food Goal	Inside campaign working with farmers, processors and food companies on continuous improvement of U.S. row crops for climate and land use solutions.
Dogwood Alliance and NRDC – Our Forests Aren’t Fuel	Outside campaign with an inside dimension focused on ending subsidies for wood pellet exports to the EU.
Behind the Brands	Oxfam-led consumer/outside campaign on human rights, land rights, climate goals for a wide range of major brands.
Initiative for Responsible Mining Assurance	First global certification scheme for industrial-scale mines.
No Dirty Gold	Consumer campaign, with an inside dimension, targeting mining and jewelry companies to abide by new standards on environmental impacts and human rights.
Campaign for Safe Cosmetics	Consumer campaign to force disclosure of dangerous chemicals in cosmetics.
Forest Heroes	Grassroots and grass-tops campaign focused on pressuring palm oil traders to change their practices. The campaign targeted major US brands as leverage points for the key traders. This campaign also had a significant inside component, including many C-suite meetings with Wilmar, the major target.
Greenpeace Palm Oil Campaign	Consumer/outside, with an inside dimension, campaign targeting palm oil producers and big brands to slow/stop deforestation and enhance human rights.

THE THREE HALLMARKS OF WINNING CAMPAIGNS

1. **Pressure From All Sides: Integrated Outside/Inside Campaigns Work Best**

Despite the diversity of advocates and leaders we interviewed, a clear theme emerged that both “inside” and “outside” campaigns are far stronger when these strategic approaches are used in concert. By “inside” we simply mean campaigns that don’t rely on embarrassment, public pressure or exposure to gain concessions. By “outside” we mean any campaign that uses those tactics, whether more or less publicly, to create pressure for change in corporate actors.

The [recent evidence](#) also speaks for itself: hard-hitting pressure campaigns are gaining [more significant results](#) far more quickly than longer-term “inside” campaigns, in general. And the failures of some high profile “inside” or collaborative campaigns, such as the Roundtable on Sustainable Palm Oil, are a clear lesson in the perils of campaigns that are not using some kind of “outside” pressure on corporate actors.



The bottom line: Purely inside campaigns tend (not always) to founder on the inertia of corporate practice. But purely outside campaigns can be vulnerable to marginalization and/or unable to help targets follow through on their promises.

The most successful campaigns we investigated always did both – usually in a very purposeful, strategic manner:

Liz Banse (Resource Media for No Dirty Gold): *“We would have repeated requests for meetings that were never answered. Then we would say we’re coming out with a report that exposes you, and we would get meetings pretty damn quick.”*

Ben Cohen-Grossman (Behind The Brands): *“The biggest spend we’ve done is the big print ads in national papers like USA Today. With those we always use the strategy of carrot and stick. We show them (the corporate leaders) the copy of the ad, and give them the chance to get out of it. That has been very successful.”*



Andy Tait (Greenpeace): *“Many people have a particular sense of what our organization does – i.e. that we are a blunt instrument that draws attention to an issue but not much more. But actually there’s a more subtle side to our work - such as with our work on implementation of the Great Bear agreement, or years of engagement with the soya moratorium in Brazil or more recently with working on trying to ensure corporate commitments are implemented in Indonesia. We wouldn’t have gotten as far as we had with just that one tool in the box – the big hammer. There has to be more to it than that. It’s really important to find ways to move forward that are also workable on the ground.”*

One important dimension of successful campaigns is their emphasis on understanding the needs of the companies they target. The framing differs by campaign, but successful campaigns almost always have behind-the-scenes conversations based on a deep understanding of a company’s supply chain, and its vulnerabilities – sometimes that understanding is even deeper than the company’s. This is where the “inside” or more collaborative approach is most visible:

Franklin Holley (WWF): *“We meet one on one (with corporations) and ask the right questions to point to the environmental, social and political risks inherent in their supply chain. We frame it that supply risk is at the heart of sustainability. We’re actually talking about supply security. That is much more translatable than high nutrient levels in freshwater. And often they don’t even know their supply chain impact until we tell them about it.”*

Greenpeace’s work with McDonalds on soya in Brazil, as well as in its [Kleercut campaign](#), is another example of this approach. Greenpeace went straight to McDonalds knowing that McDonalds’ influence on Cargill was supreme. Asking McDonalds to speak directly to Cargill was a clearly articulated demand:

Andy Tait (Greenpeace): *“Like with so many things, it comes down to people and the people at McDonalds, certainly on the European side, were quick to understand the risks connected to this issue, so they reached out and engaged with Cargill.”*

2. *It's All About the Target*

Traditional campaign planning emphasizes the importance of getting very clear about specific goals and objectives before identifying the decision-makers who can effect change. Successful supply chain campaigns, on the other hand, start with goals and move quickly to a market analysis in which the question of who has the power to transform a given market is primary. Once that corporation or person is selected, the campaign planning begins. A campaign might have a clear big picture goal, but specific campaign goals and objectives are not identified until after the target is selected.



The Campaign for Safe Cosmetics, various palm oil campaigns, and Beyond the Brands all started by identifying the target and then designing a campaign around it. The No Dirty Gold campaign connected with key sustainability-minded leaders in the target companies, and

leveraged those relationships into significant, market-wide change.

In both approaches, these advocates did not publicly set out to change the policy landscape, and then zero in on the resistance to that policy change. Instead, they worked “backward,” mapping the companies with power to transform the market, and going directly after them. As Joel Finkelstein of Climate Advisers says:

“The way we focused on the company’s interests with [the palm oil campaign] “Forest Heroes” is something we need more of in the environmental movement. We wanted to scare the hell out of Kellogg’s. You have to focus on what matters to the target.”

Focusing is the hallmark of the successful supply campaigns, whether they are hard-hitting outside efforts or corporate partnerships. Advocates walk through many options, and conceive their campaigns with specific targets in mind with a staged inquiry like this:

1. Who could be the change agent in the market?
2. How do you get to them/who influences them?

3. And, perhaps as importantly, how can a campaign leverage its own assets to affect these targets?

As **Ben Grossman-Cohen of Oxfam's Behind the Brands** campaign explains:

*"We limited the amount of companies we targeted based on our ability to engage with them the way we wanted to. In picking targets, we looked at our strengths and our assets and where in the food system we can leverage those. We focused on brands because the traders are not as easily impacted by **our** brand."*

A critical piece of strategic targeting is a deep understanding of the "choke points" in each supply chain – and how wildly they can differ. Mapping alongside targets can help ensure a campaign's ability to actually move a target. For WWF's row crop work, for example, **Franklin Holley** explains:

"It's the classic martini glass. There are 6-9B consumers at the top, and 1-3B farmers at the bottom. In the middle are a handful of companies – maybe a couple hundred. We choose companies with either a significant footprint, or market presence, or both."

In the Forest Heroes campaign, as well, a thorough industry analysis showed that the choke point in that chain is the traders, and particularly Wilmar, which controls 45% of the palm oil market, and touches 80% of palm oil producers. Without moving Wilmar, the rest of the market would not move. When Wilmar moved, the rest of the market, and many brands, followed in a hurry.

3. Communications: A Lynchpin

The underlying goal of the campaign isn't necessarily the public story, but purposeful plotting of the full communications arc of a campaign, including key messengers and messages, is a hallmark of successful campaigns. This means that understanding and



mapping target audiences, and the opportunities to reach them with a compelling message, is crucial.



For example, the Climate Advisers palm oil campaign is branded “Forest Heroes” and messages primarily on endangered forests and charismatic wildlife, instead of on the climate benefits of preventing tropical deforestation.

Another noteworthy example: the Campaign for Safe Cosmetics, where advocates ultimately wanted to expose the prevalence, and reduce the ubiquity, of endocrine-disrupting chemicals in consumer products. They chose cosmetics because the story of cosmetics involves women, their bodies, their consumer choices, and a constantly evolving array of colors, flavors and marketing tactics. The cosmetics

industry was vulnerable, the target audience was right, and the storytelling opportunities were [delicious](#).

Many of the advocates we spoke with described an arc of both traditional and social media engagement for their campaigns: A big splash of traditional media coverage at the beginning, followed by a steady drumbeat of both traditional and social media engagement to show the target that advocates mean business, followed by what many call “victory press” in which campaigners and targets partner to share the good news of commitments to sustainability and provide a springboard to the next target.

Many of the more public-facing campaigns build their communications strategies far in advance of their launch; examples include Greenpeace, Behind the Brands, No Dirty Gold, The Campaign for Safe Cosmetics, Dogwood Alliance, and Forest Heroes.

Dogwood Alliance, for example, worked long and hard for an in-depth *Wall Street Journal* piece on the rise of wood pellet plants in the Southeast – and they did this work well in advance of their Our Forests Aren’t Fuel campaign launch. Because the issue was so new, and so few people understood it at all, the *Wall Street Journal* article was a critical validator in the campaign launch itself.



Scot Quaranda (Dogwood): *“We didn’t even launch the Our Forests Aren’t Fuel campaign until the big Wall Street Journal story came out.”*

Ben Grossman-Cohen (Behind The Brands): *“When we set our initial strategy, a primary goal was engaging the public, and embedding that in the beginning of the strategy helped everyone be on the same page about prioritizing communications.”*

Liz Banse (Resource Media, for No Dirty Gold): *“The campaign focused on gold jewelry as their vehicle because gold is something that consumers touch, feel, and care about. It is also a metal that has many media hooks each year guaranteed. Think Valentine’s Day, Mother’s Day and Christmas/Hanukkah.”*

One thread worth pulling out from the communications conversation: across the board, visual collateral is crucial for supply chain campaigns (and of course for all campaigns, since humans are [visual creatures](#) first and foremost). From [video](#) to infographics to Instagram to beautifully designed “report cards” to Greenpeace’s [famous Kit-Kat ads](#), successful campaigns rely on the visual to tell the complicated stories behind supply chain efforts.

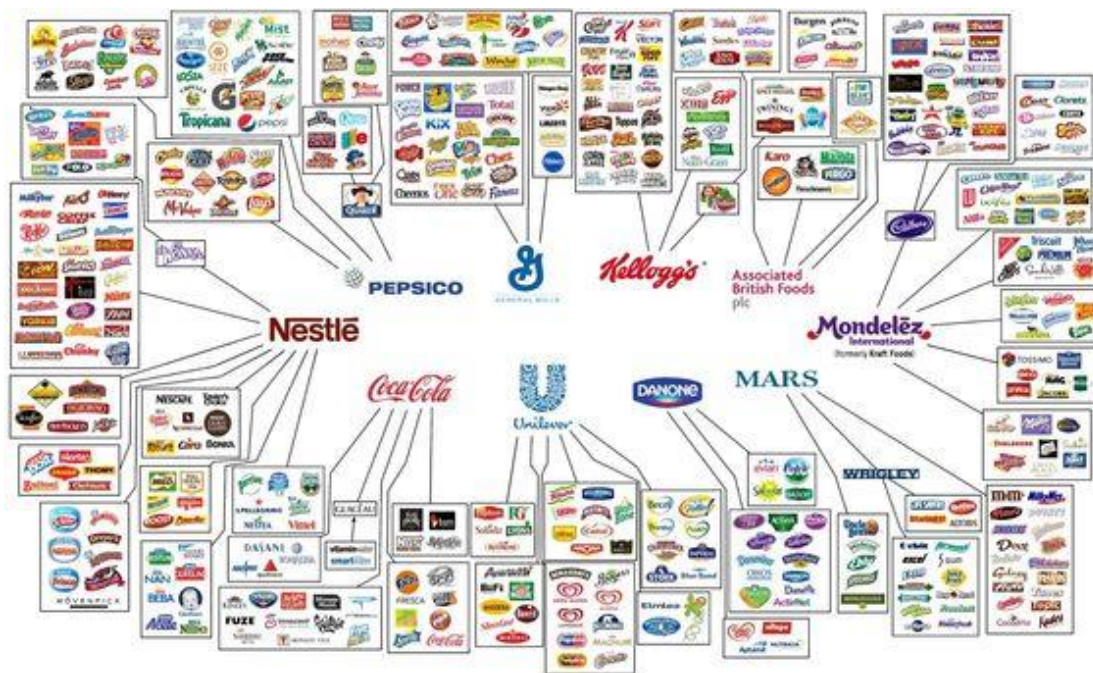


Emotions rule human decision-making, and visual storytelling is a much more effective way to elicit the emotions that prompt engagement. Rather than engaging our rational minds, they touch our hearts (or, in the case of internal communication pieces that target corporate decision-makers, may contain an implicit threat to the brand, or to supply chain security.)

This content doesn’t even need to be wildly original, as **Ben Grossman-Cohen (Behind The Brands)** explains:

“We had a really successful infographic showing which companies own which brands. And we had seen this graphic come out before our campaign launched, in a different format that just

kept arriving in my inbox from many different people. We asked a designer to do a version for us, and it just shows that if you tap into something already successful, it can be very useful. It has driven a decent amount of traditional media coverage and it's evergreen."

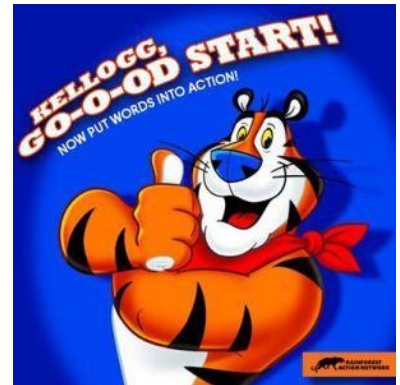


Worth a Thousand Words

Visual communications are the key to telling complex supply chain stories. Research shows that people process visual storytelling far more quickly, easily and emotionally than the written word. Leveraging these three best practices for visual collateral will strengthen every aspect of a campaign.

1

Use brand imagery that cues recognition so that instead of explaining you're targeting Kellogg's, Tony the Tiger appears and shortens the story considerably.



2

For infographics, be sure to include lots of space and type and images that are big enough to be seen on mobile and laptop screens.

3

Create once, repurpose many times. Spending the time and money to do visual communications right is worth it, but only if you're strategic about repurposing. All visual collateral should be used in blogs, on all social channels, in pitching materials for reporters, and in any other way you can imagine. When it comes to visual storytelling, repetition is key so don't be shy.



CORPORATE “TARGET” PERSPECTIVES

In developing this analysis, we reached out to three key corporate leaders to ground-truth the perspectives of advocates with those of their targets. Gavin Neath of Unilever, Teri Shanahan of International Paper, and Rod Snyder of Field to Market, and formerly of the National Corn Growers’ Association, graciously shared their confidential perspectives with us as well.

Gavin Neath, a global leader in corporate sustainability, validated many of the claims of the advocates we interviewed (particularly in the palm oil space):



And while **Teri Shanahan of International Paper** has a somewhat less collegial relationship with the Dogwood Institute (in contrast to a strong working partnership with WWF), she also spoke of her company’s realization that they need to take on their toughest critics in order to mitigate significant brand damage:

“We realized we were unlikely to succeed (in rehabilitating our brand) if we didn’t convince some environmental groups to change the way they talk about us. So we went after the ones who were most critical.”

All three leaders spoke to the question of “what then?” after the initial confrontations. **Gavin Neath**, again:

“Historically, the campaigning NGO’s have been less good at seeing change through, and finding ways to create structural change on the ground because the issues are so complex. But they’ve gotten a lot better at that, and are now (in Greenpeace’s case) actually making a contribution to resolving the problem instead of just highlighting it.”

*“Having (WWF) as an ally is so powerful. There’s instant credibility,” said **Shanahan**. “They’ve been on stage with us, and taped interviews with us, and that’s been terrific. They’re advocating for us which is something we appreciate.”*

In a slightly different context, **Rod Snyder of Field to Market** described how critical it has been for that organization to enlist the aggregators: “Our approach is not workable without Cargill and the aggregators, if they are not facilitating this kind of work and take on some of the responsibility to engage with the farmers.”

Speaking to what makes that possible, Snyder spoke to the need for roundtables like Field To Market to be more “safe” spaces where inside-campaign focused NGO’s can sound the reasonable voice, while outside campaigners can press from the perimeter:

“I do believe it takes both (inside and outside tactics). It is more effective if those are coming from different organizations. So splitting up the labor works best.”

The three corporate leaders we spoke with had quite different perspectives on certification schemes, certainly reflecting the diversity of their industries. **Neath of Unilever**, when asked about Greenpeace’s critique of the RSPO, had his only sharp words for Greenpeace:

“People have beaten up on the RSPO, but if it didn’t exist we would still be sitting here. It is broken, but it behooves us to fix it. It’ll be Groundhog Day all over again and we will have to construct something else. These things are very, very difficult to build. They are very easy to destroy. But they are very hard to replace.”

Shanahan, in contrast, spoke of how long International Paper has resisted Forest Sustainability Council and other certification schemes, but finally the company “did a 180” (in her words) under pressure from their customers:

“We had a realization that our customers just continued to ask for that standard. We tried hard, and for a long time, to educate them and in the end they said ‘we understand and believe you, but we’re under pressure and we need you to do this.’ It took a lot of money and time but we’ve made a huge change in how we use certification.”

One final note from our corporate interviews: Both Shanahan and Neath spoke to the opportunities and challenges of joint communications with campaigners, but from divergent perspectives. Neath said he was always very wary of joint communications because the problems of deforestation remain so pressing, and “puffing out our chests and saying aren’t we marvelous” will not work well. Shanahan spoke to the laborious process of crafting public statements with two sets of lawyers and many eyes on every document, but stood by her decisions to do this with both WWF and Dogwood on two occasions.



COMMUNICATIONS: THREE KEY TACTICAL CONSIDERATIONS

Our interviews, materials review and media scan gave us a rich portrait of many campaigns’ big wins and frustrating losses, and also of the great care and thought advocates have put into communicating these impactful initiatives. Since we live and breathe communications, we focused more deeply on tactical considerations for the communications dimension of a supply chain campaign. The unsurprising headline: these kinds of campaigns present a tricky and complex communications landscape. The three tactical observations elucidated below will, we hope, shed light on both best practices and planning considerations that future campaigns may take into account.

1. **Plot the Communications Arc**

The successful campaigns we surveyed were largely very clear about their story, audiences and messages, well before they launched. As mentioned above, many described the arc as follows:

1. An initial burst of mainstream media coverage that the campaigns amplified relentlessly through social media;



2. A steady drumbeat of both social media and “new angle” stories for traditional media;
3. All hopefully followed by “victory press,” sometimes released and/or pitched to outlets in coordination with the target corporation.

In the first stage, and sometimes in the second, nearly all used some form of public communications to highlight “leaders” and “laggards” in the target industry. Many campaigns use [reports](#), [scorecards](#) and infographics to tell the story of why a particular corporate target must change. Solid evidence and [scientific data](#) are critical components of this tactical quiver.

These products are often developed far in advance, are sometimes shared with the target companies before their release, and are strategically designed to capitalize on existing weaknesses of the targets.



Deforestation Kills More Than Trees

Successful campaigns were also strategic, and opportunistic, in their public “spankings” of target companies whenever these occurred during the narrative arc. Media moments do not come about accidentally, and campaigns such as Forest Heroes, which took great advantage of the Sumatran wildfires to connect the dots to Singapore-owned palm oil targets, were able

to leverage news hooks to great effect. Other campaigns, such as Behind the Brands, used a relatively quick succession of campaign “spikes” to draw attention to the poor records of their targets in a way that guaranteed fresh coverage of each spike. Still other campaigns, such as WWF’s food efforts, are focused only on telling positive stories; however, these are exceptional in the world of successful supply chain campaigns we surveyed.

Greenpeace’s Kit-Kat video is an important example of another kind of opportunism: Nestlé’s response to the video was [incredibly clumsy](#), and dramatically amplified its reach in the social media world. And Greenpeace was able to parlay that clumsiness into a lot more pressure, pressure that might not have come from a more skillful handling by Nestlé.

Once the spanking and exposure phase of a campaign is complete, however, there is often a need for joint communications with the target. All the campaigners we spoke with addressed the delicacy of joint communications; most organizations build in protocols about joint communications into their agreements with corporate targets, with the prime purpose of preventing early announcements that essentially amount to greenwashing. Telling the good news, and the success stories, is a critical piece of communications strategy, provided it doesn’t get forgotten by the targets.

As Greenpeace’s Rolf Skar wrote in his [piece in Greenbiz](#) evaluating the Kleercut campaign:

“The ‘end’ is the beginning of real work. Unlike the haters, a lot of people are ready for good news. So, when conflict ends and collaboration begins, it is easy for people to applaud and assume the problem (whatever it was) has been fixed. Not so. Many corporate commitments have faltered...some famously so. And, NGOs like Greenpeace often find it easier to run advocacy campaigns than to resource long-term implementation work that creates real results on the ground. While Greenpeace has invested in following through with Kimberly-Clark, there are plenty of things we can do better. For example, it shouldn’t take five years for us to take a step back, celebrate what’s been accomplished, and communicate that to the world.”

2. Solid Storytelling Matters

A solidly plotted communications arc must include compelling stories. Without those, it's impossible to reach real people – whether consumers, leaders inside the targets, or allies and other players in the industry in question. All of the campaigns we surveyed worked hard to tell real stories, often success stories, to the right people in the right places at the right times.



Dosan community leader Pak Dhalan talks about how this new way of farming can help protect the forest.

WWF, for example, individually profiled every single innovative [sugar farmer](#) whose lands impact the Great Barrier Reef. Telling the stories of successful approaches to water and fertilizer reduction has been a key tool in influencing other farmers.

Behind the Brands used the stories of [its supporters confronting corporate targets](#) to build energy for its consumer-focused campaign, and to seed social media with that “can-do” feeling. Greenpeace has video-profiled innovative [smallholder farmers](#) to reinforce the local and sustainable nature of non-deforesting palm oil harvests.

Proactive storytelling is also an important weapon in the fight against the risks of bad coverage, especially the risks of greenwashing or attacks on the credibility of the campaign. Credible, well-profiled people with real stories can be offered to reporters and editors as they seek new angles on the campaigns, as well as deployed in social media to counteract resistance in both consumer and producer markets. Examples of this in our research ranged from farmer profiles in the US to the Indonesian palm oil farmers mentioned above.

When it comes to storytelling, investment in the long run matters tremendously. Many of the campaigners we interviewed spoke to the significant challenge of keeping a steady investment in communications capacity over time. In the midst of a heated and exhausting campaign, it is critical to keep the drumbeat going after the initial spike of coverage. Focused storytelling is an important way that some campaigns have managed to do this – moving across messenger groups to focus on producers, consumers, community members and even companies who have already done the right thing.

3. **Remember: Emerging Media, Emerging Markets**

As supply chain campaigns go global, many campaigners are thinking deeply about the strategic consideration of cultural norms and market considerations in non-US or EU markets. Opinion leading media outlets in the rich countries are still, and will likely be for some time, critical outlets for supply chain campaigns to reach, simply because these outlets are globally influential.



But they are not the only voices, and they cannot be substitutes for local and national media in producer and consumer countries in Asia, particularly. Social media, on the other hand, is tremendously influential across cultures and continents if you build the right following. And innovative campaigns are leveraging social media to reach more deeply into new audiences in diverse societies.

However, the messaging and visuals developed for US and EU audiences are not always what these campaigners deploy in, for example, Asian social media channels. What works in the US or EU, like the Kit-Kat video, can be culturally offensive, too harsh, or simply not resonate with Chinese or Indian audiences, for example.

The same goes for tactical considerations around reaching key audiences. One campaigner, who asked that the details of this story remain anonymous, spoke about the rapid changes that resulted when her organization was able to reach into the social networks of wives of target company executives in Asia. The power and influence of these women on their

husbands did what public campaigning was unable to do. Getting the channel right in diverse cultures may look remarkably different from a traditional media approach in the US or EU.

One important caveat that was brought forward by Steve D’Esposito of RESOLVE is also connected to this deeper analysis of markets and media: In the minerals sector, many companies operate virtually outside of public view, and in supply markets where US and EU consumers have no sway. In these markets and industries, or sometimes sub-industries, culturally appropriate models of collaboration and pressure become even more important for US or EU campaigners. Such models are varied, but include long-term collaborative examples such as the Initiative for Responsible Mining Assurance (IRMA), where many years are invested in consensus-driven certification programs that will touch mines no campaign could ever visit, and that many advocates would not even know of.

SCALING UP, WITH EYES WIDE OPEN

As we survey the inspiring landscape of supply chain campaigns in early 2015, we hope that this communications-focused analysis will help beget yet more success. At the same time, many of the campaigners we spoke with expressed caution and/or concern about how to leverage a supply chain approach into more lasting policy change. “Leakage” of bad practices into more marginal markets is always a concern, particularly in Indonesia and Africa. In the US, collaborative approaches to row crop supply chains has run into difficult challenges with the superstructure of subsidies and the power of suppliers and trade associations over the rapidly diminishing numbers of farmers. There is only so much impact that one company’s progressive purchasing commitment can do in such contexts.

As **Gavin Neath of Unilever** pointedly put it:

“While there is increasing willingness or acceptance in the corporate sector to do business with Greenpeace, for example, many governments (in the Global South) are deeply suspicious and very hostile. So other mechanisms have to be created.”

Neath went on to talk candidly about the formation of the Consumer Good Forum, and the uniquely powerful ways in which aggregated corporate leadership can influence governments, in this case particularly the government of Indonesia.

So the issue of scalability is significant. And that is worth noting in two dimensions: for the funder and advocacy community, there is the matter of scaling up winning campaigns and the smart communications efforts that accompany them. Then there needs to be a deeper, more behind-the-scenes conversation about why these types of campaigns are important, how they can be scaled up, what their limitations are and how they can fit into and contribute toward the larger policy context.

For example, if a campaign succeeds in boosting consumption of grass-fed beef in one state, how can that success be transferred to other states? Similarly with the success of approaches; how can a successful campaign strategy such as the many deployed in the recent palm oil victories be shared and scaled up more widely? That is a longer, and probably more nuanced conversation than we have addressed here, but we feel it is an important next step in this analysis.



APPENDICES

1. CAMPAIGN/INTERVIEWEE MATRIX

Interviewee/Organization	Campaign/Corporation
Franklin Holley, WWF	Food Goal
Scot Quaranda and Andrew Goldberg, Dogwood Alliance	Our Forests Aren't Fuel – a joint campaign of the Dogwood Institute and NRDC
Ben Grossman-Cohen, Oxfam	Behind the Brands
Aimee Boulanger, Initiative for Responsible Mining Assurance (IRMA)	Coordinator
Steve D'Esposito, RESOLVE	Founder of IRMA
Liz Banse, Vice President, Resource Media	No Dirty Gold Campaign for Safe Cosmetics
Joel Finkelstein, Climate Advisers	Forest Heroes
Andy Tait, Greenpeace	Palm Oil
Gavin Neath, Senior VP for Sustainability	Unilever
Teri Shanahan, VP for Sustainability	International Paper
Rod Snyder, Executive Director	Field to Market, formerly Corn Growers Association of America

2. MEDIA SCAN

Search period: Jan 1 – October 1 2014

Campaign/Search Term	Number of Stories	Number of Blogs	Favorability Rating	Twitter Stats	Social Media Authority Breakdown
Behind the Brands	2,695	810	65%	2,755 tweets; 32.6 million impressions	53% medium 45% low 2% high
Dogwood Alliance	386	65	98%	353 tweets; 219,553 impressions	56% medium 44% low
Palm Oil (Donut campaign)	92	67	93%	353 tweets; 1.1 million impressions	54% medium 43% low 2% high
No Dirty Gold	64	50	78%	359 tweets; 829,875 impressions	52% medium 47% low 1% high

Note: The Behind the Brands campaign was the clear winner as far as media impressions and social media reach. However, despite the low numbers in stories for the donut/palm oil and No Dirty Gold campaigns, their social media reach was especially strong.

Contact:

Belinda Griswold
Senior Program Director
Resource Media

belinda@resource-media.org
T 720.564.0500 x 17