



**SLEEPING LION
THE ONLY WAY IS ETHICS**

"Time flies over us but leaves its shadow behind."

Nathaniel Hawthorne



SLEEPING LION

THE ONLY WAY IS ETHICS

How more thoughtful business practice
can greatly improve your marketing

All Sleeping Lion facilitated workshops are tailored made to suit the attendees. Each session is therefore different, but includes content and exercises included in this workbook.

1. INTRODUCTION

What are the benefits of being ethical?

5. SOCIAL / BUSINESS INTEGRITY - PEOPLE

How can we become a better business?

2. GETTING STARTED

Where do we start?

6. ENGAGING WITH YOUR EMPLOYEES

How can we improve the lives of our employees?

3. PROFIT, PEOPLE, PLANET

What is the Triple Bottom Line and how can this approach work for our business?

7. ACKNOWLEDGING YOUR CUSTOMERS

How can we show our customers more love?

4. ENVIRONMENTAL / SUSTAINABILITY - PLANET

How do we start trying to save the planet?

8. ETHICAL MARKETING

How can we humanise our branding and market with greater integrity?



1. INTRODUCTION

ETHICS: *moral principles that govern behaviour*

It's unrealistic to think a company can become 'ethical' overnight. The term itself means different things to different people. But all organisations can begin moving in the right direction. Starting with an agreed mission that engages employees, inspires customers, and helps protect the planet - all whilst still preserving the traditional bottom line.

In fact, thoughtful business practice can be highly commercial. Your 'ethical journey' can become central to your company's marketing and communications strategy, setting it apart from the competition. But you can only be ethical in your marketing if you have integrity.

A company does not have to be perfect, but it does need to be honest. Ethical practices need to be supported from the top down to be genuine and become a true part of a company's culture. It is not just about a few 'green' marketing claims.

What are the benefits of being ethical?

Although still frequently debated, it is now widely accepted that businesses have responsibilities beyond simply making profit - albeit often couched in terms of *enlightened self-interest*, i.e. the company takes on social responsibilities insofar as doing so promotes its own self-interest (see Traditional vs Contemporary CSR)

The case for good corporate social responsible (CSR) includes the following:

ENHANCING (LONG-TERM) REVENUES	<p>Companies perceived as being socially responsible are rewarded with extra, more satisfied and loyal customers . Perceived irresponsibility can drive customers away.</p> <p>Similarly, businesses with ethical agendas will seek out like-minded suppliers and partners that share their principles.</p> <p>Employees are also more attracted to, and committed to companies perceived as having a moral purpose.</p>
REDUCING COSTS	<p>CSR can reduce costs as it helps in saving energy, reducing waste and cutting out inefficiencies.</p>
MANAGING RISK AND UNCERTAINTY	<p>Voluntarily committing to ethical business practices can, in turn, steal a march on future legislation.</p>
IMPROVING MARKETING AND COMMUNICATION	<p>Companies with authentic and compelling stories to tell gain greater trust and engagement with customers.</p>

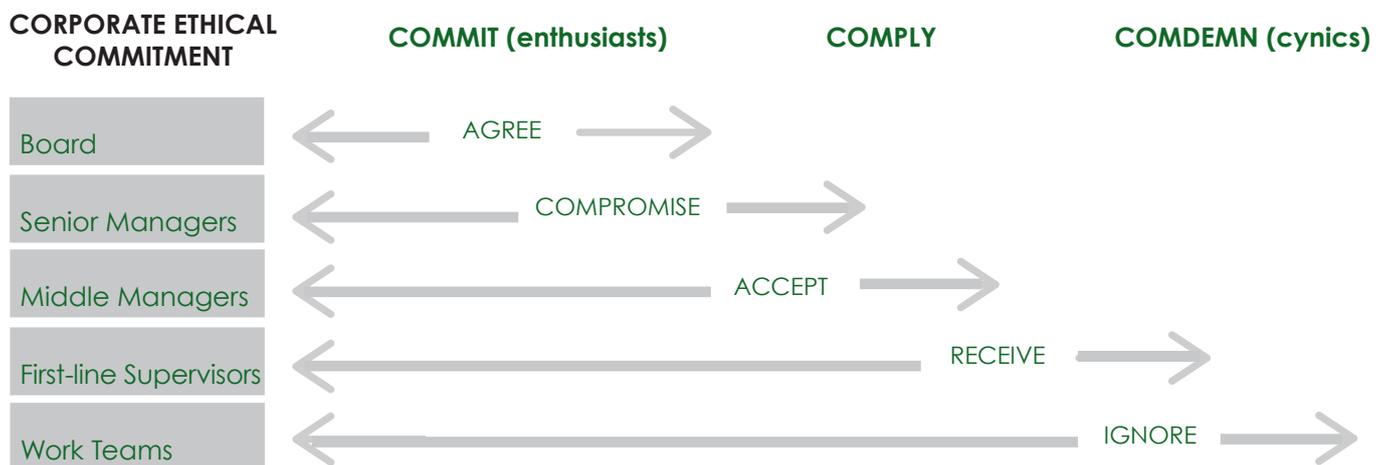
1. INTRODUCTION

The importance of leadership and robust implementation

Modern companies should embrace the powerful ethical dimension of corporate leadership, as outlined in Pringle & Gordon's book Brand Manners.

Customers, employees, government, pressure groups, journalists and opinion formers, suppliers, alliance partners, consumers - all of the stakeholders in a company are increasingly concerned with its position in the community. They question the contribution it is making to society, not just in the usual terms of profit and loss, but in the much wider sense of what it is putting back (in relation to what it is taking out). Hence the rise in importance of ethical and sustainable behaviour.

But truly ethical companies understand that this integrity needs to run through the entire organisation. Without effective internal communication, principles can easily weaken in the face of day to day reality, as this diagram from the book nicely illustrates. Board enthusiasm means little if initiatives are met with cynicism on the front line. Strategies need to be embraced at all levels of the business to be successful.

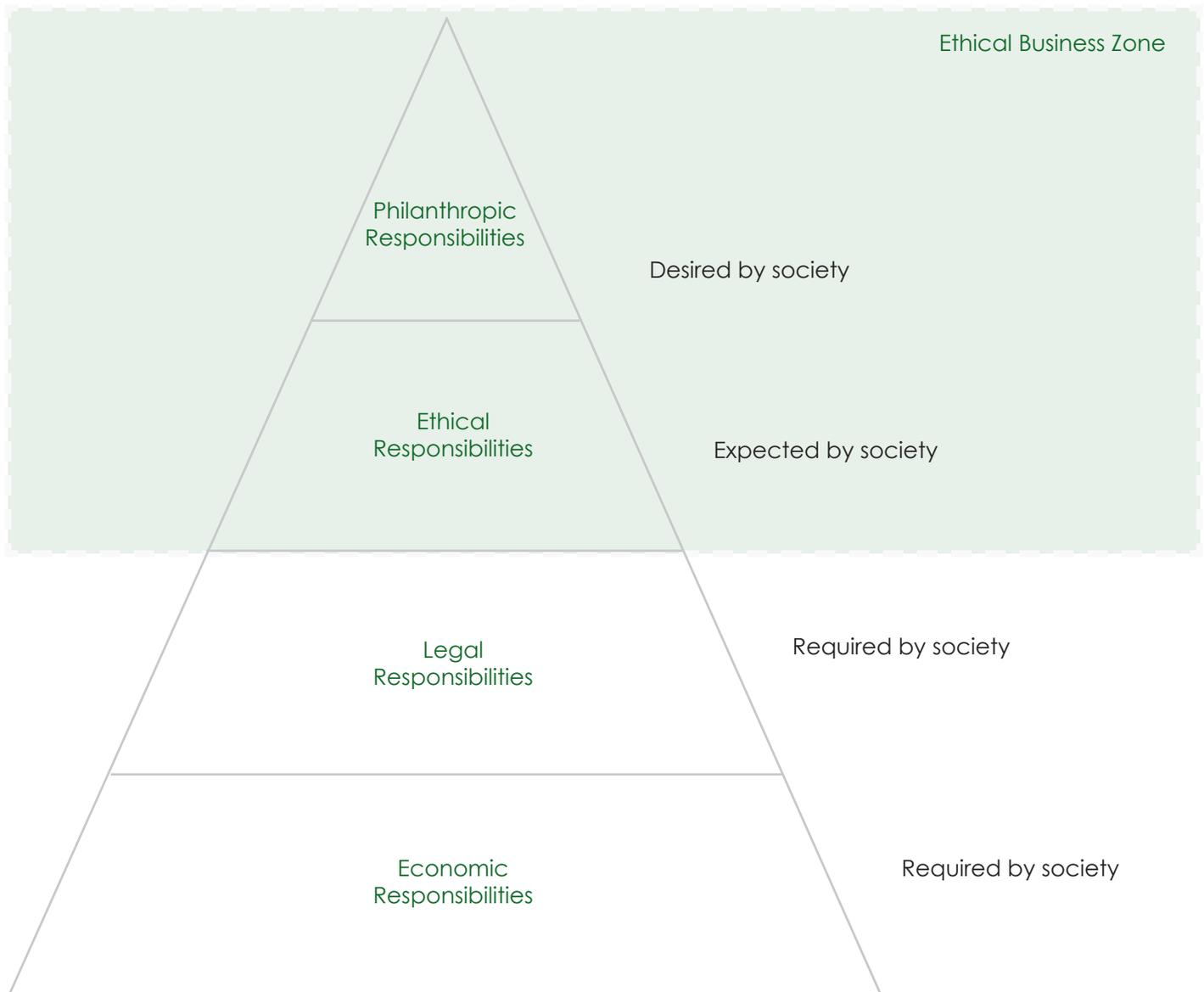


1. INTRODUCTION

Carroll's four-part model of corporate social responsibility (CSR)

Business ethics can be said to begin where the law ends. It's primarily concerned with those issues not covered by law and therefore up for interpretation. Discussion about the ethics of particular business practices (and pressure from stakeholders/society) can eventually lead to legislation, but in many cases it falls to the company's moral compass.

A B Carroll's four-part model of corporate social responsibility differentiates between a company's responsibilities in terms of what is required by society, as opposed to expected or desired.



1. INTRODUCTION

Traditional vs contemporary corporate social responsibility (CSR)

The way companies prioritise different levels of corporate social responsibility (CSR) depends on their overall strategy - as these two models illustrate.

'Traditional CSR' is a long-standing approach to social responsibility, still widely adopted around the world. It considers CSR as part of a strategy where a company generates its profits without too much consideration for wider societal expectations. However, once the profit is generated, the company then distributes some of the value created to projects, activities and causes that are important to stakeholders - that will ultimately enhance the wider image of the company and bolster its brand identity. CSR is therefore 'bolted on'. In Carroll's four-part model, CSR for these companies is mostly about philanthropy (Philanthropic Responsibilities).

'Contemporary CSR' companies see responsible behaviour as an opportunity to generate profits while at the same time living up to expectations of society. Rather than unilaterally dishing out money, they work with stakeholders to understand their interests and expectations. CSR for these companies is integral, or 'built in' to their core business.

	Traditional CSR	Contemporary CSR (Business Ethics)
Focus	Risk	Reward
Driver	Image, Brand, Public Acceptance	Performance, Markets, Products
Relation to Bottom Line	No direct contribution	Integral goal: CSR is value creation
Responsiveness	Reactive	Proactive
Emphasis	CSR is bolt-on	CSR is built-in

2. GETTING STARTED

Conduct a basic audit

EXERCISE: This straightforward basic audit is a good starting point to highlight your current areas of strength and weakness.

GOVERNANCE	Y / N	NOTES
The CEO openly supports and prioritises sustainability and ethical behaviour.	<input type="checkbox"/>	
Sustainability is specifically included in the company's mission statement and/or brand values.	<input type="checkbox"/>	
The company's business model is designed to benefit the Business (Profit), People and the Planet.	<input type="checkbox"/>	
EMPLOYEE ENGAGEMENT & DIVERSITY		
Employees are given opportunities to get involved in environmental and ethical initiatives.	<input type="checkbox"/>	
The company takes care of its people by paying a fair (living) wage and related benefits (such as wellness programme).	<input type="checkbox"/>	
Underrepresented groups (ie women, minorities, LGBT, individuals with disabilities) are represented at ALL levels of the business.	<input type="checkbox"/>	
ENVIRONMENTAL RESPONSIBILITY		
The company has specific energy and water saving policies.	<input type="checkbox"/>	
Recycling and composting bins are set up and employees are trained on proper sorting procedures.	<input type="checkbox"/>	
Employees are incentivised to carpool, take public transport, or bike to work rather than drive.	<input type="checkbox"/>	

SUPPLY CHAIN & PROCUREMENT

Y / N

NOTES

Preference is given to suppliers with a commitment to social and environmental sustainability.

Preference is given to suppliers who are local.

Environmentally preferable purchasing is set up for paper products, cleaning products, and reusable items instead of disposables.

SOCIAL RESPONSIBILITY

The company has a community service policy and encourages employee volunteerism.

The company has a charitable giving policy and makes donations to nonprofit organisations.

The company supports and/or sponsors local events and organisations.

METRICS & VERIFICATION

The company tracks its energy and water usage, waste generation, and its carbon footprint.

Sustainability goals have been established and communicated throughout the organisation.

The company's sustainability practices have been certified by an independent, third-party organisation.

2. GETTING STARTED

Capturing hearts and minds through The Power of Purpose

EXERCISE: The following questions come from Larry Weber's book *Authentic Marketing*. They will help you to examine the moral purpose of your business.

NOTES

EXPLORE VALUES

Does our company have a founding or current moral mission that is relevant to our audience today?

FEED YOUR AUDIENCE'S PASSION

What do our customers care deeply about that is aligned with our business?

How can we make a true difference in this area?

What is needed most and how can we make an ongoing contribution?

NOTES

TAKE A STAND

Does our product or service hold the potential to do harm in any way (think security issues, environmental issues, job loss issues, etc)?

If the answer is yes, what type of effort can we initiate to be vigilant and proactive to ensure more good than harm comes from our offering? Can we take a leadership role in this effort?

If it is a controversial subject, what risks do we need to assess and where do we need alignment?

PAY IT FORWARD

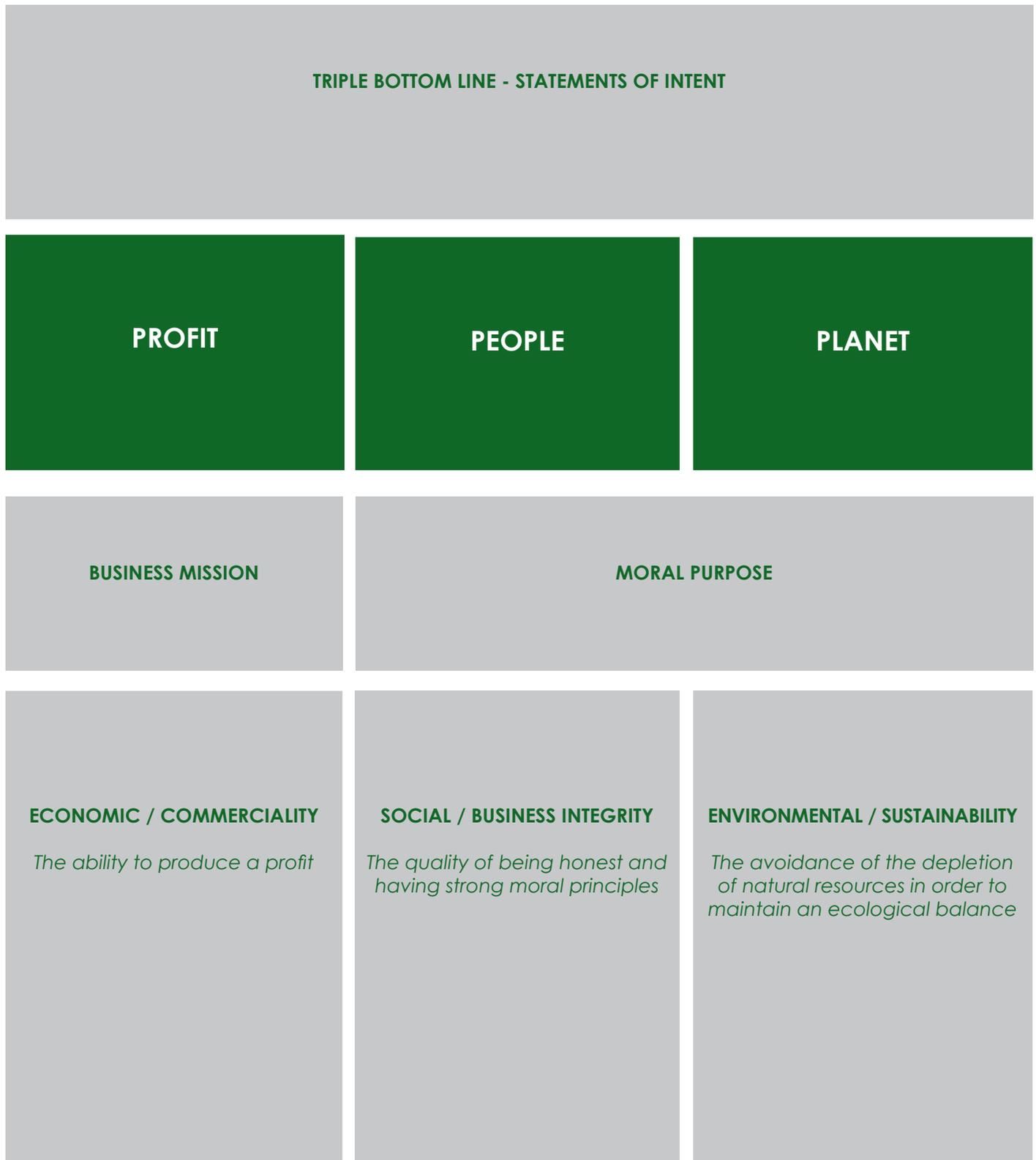
Who in the world would most benefit if they had access to our products/service?

How can we set up a programme to provide access to our products/service to those people in need?

3. PROFIT, PEOPLE, PLANET

The triple bottom line - how to preserve profits, prioritise people, and help save the planet

The triple bottom line (a term first coined by sustainability thought leader John Elkington) consists of not just healthy profits, but high business integrity and environmental sensitivity - resulting in both successful business strategy and moral business practice. This takes time and a degree of juggling commercial and moral imperatives, but provides the company with a great platform for future responsible business development.



EXERCISE: Start by developing individual statements of intent covering the triple bottom line: Profit, People and Planet and then create (or revisit) your overall Company Mission Statement - if possible, fusing the business mission and moral purpose.

INDIVIDUAL STATEMENTS OF INTENT

PROFIT

PEOPLE

PLANET

COMPANY OVERALL MISSION STATEMENT

We have a responsibility to our shareholders to deliver

(business mission or economic statement)

whilst

(moral purpose statements)

3. PROFIT, PEOPLE, PLANET

Sample mission statements

Source: Authentic Marketing - how to capture hearts and minds through the power of purpose

EXERCISE: Consider the following mission statements. Do they instil trust? What do you like/dislike and why?

		NOTES
GENERAL MOTORS	<i>To earn customers for life by building brands that inspire passion and loyalty through not only breakthrough technologies but also by serving and improving the communities in which we live and work around the world.</i>	
PEPSI	<i>To deliver top-tier financial performance over the long term by integrating sustainability into our business strategy, leaving a positive imprint on society and the environment. We call this Performance with Purpose.</i>	
GE	<i>To invent the next industrial era, to build, move, power and cure the world.</i>	
PATAGONIA	<i>Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.</i>	

3. PROFIT, PEOPLE, PLANET

Shifting the focus to People and the Planet

EXERCISE: Once you have your business and moral purpose statement/s, start working out which initiatives are important to support your long-term mission. We will elaborate further on these later in the workbook.

SOCIAL / BUSINESS INTEGRITY EXAMPLES (PEOPLE)

ENGAGE EMPLOYEES	GIVE BACK TO THE COMMUNITY	BUILD BETTER SUPPLIER RELATIONSHIPS	ENGAGE/INSPIRE CUSTOMERS
FULL DIVERSITY PROGRAMME	COMMUNITY PROJECTS	SUPPLIER RELATIONS CHARTER	CUSTOMER SERVICE CHARTER
REMUNERATION FAIRNESS CHARTER	PRIORITISE LOCAL SUPPLIERS		ETHICAL BRAND PRINCIPLES
EMPLOYEE WELLNESS PROGRAMME	APPRENTICESHIP PROGRAMMES		RESPONSIBLE / TRANSPARENT MARKETING (NO GREENWASHING)

ENVIRONMENTAL / SUSTAINABILITY EXAMPLES (PLANET)

GREEN YOUR SUPPLY CHAIN	REDUCE YOUR CARBON FOOTPRINT	CONSERVE ENERGY / WATER	MANAGE WASTE
LOCAL SUPPLIERS	TRAVEL POLICY	ENERGY SUPPLIER REVIEW	RECYCLING POLICY
SUSTAINABLE PRODUCTS		LIGHTING POLICY	
		TOILETS / HAND BASIN TAPS	

3. PROFIT, PEOPLE, PLANET

Prioritising initiatives

Once you have established the important initiatives that support your long term ethical strategy, you will need to start considering the order in which you need to implement them and the budget considerations that will need to be factored in over time and in line with profit projections.

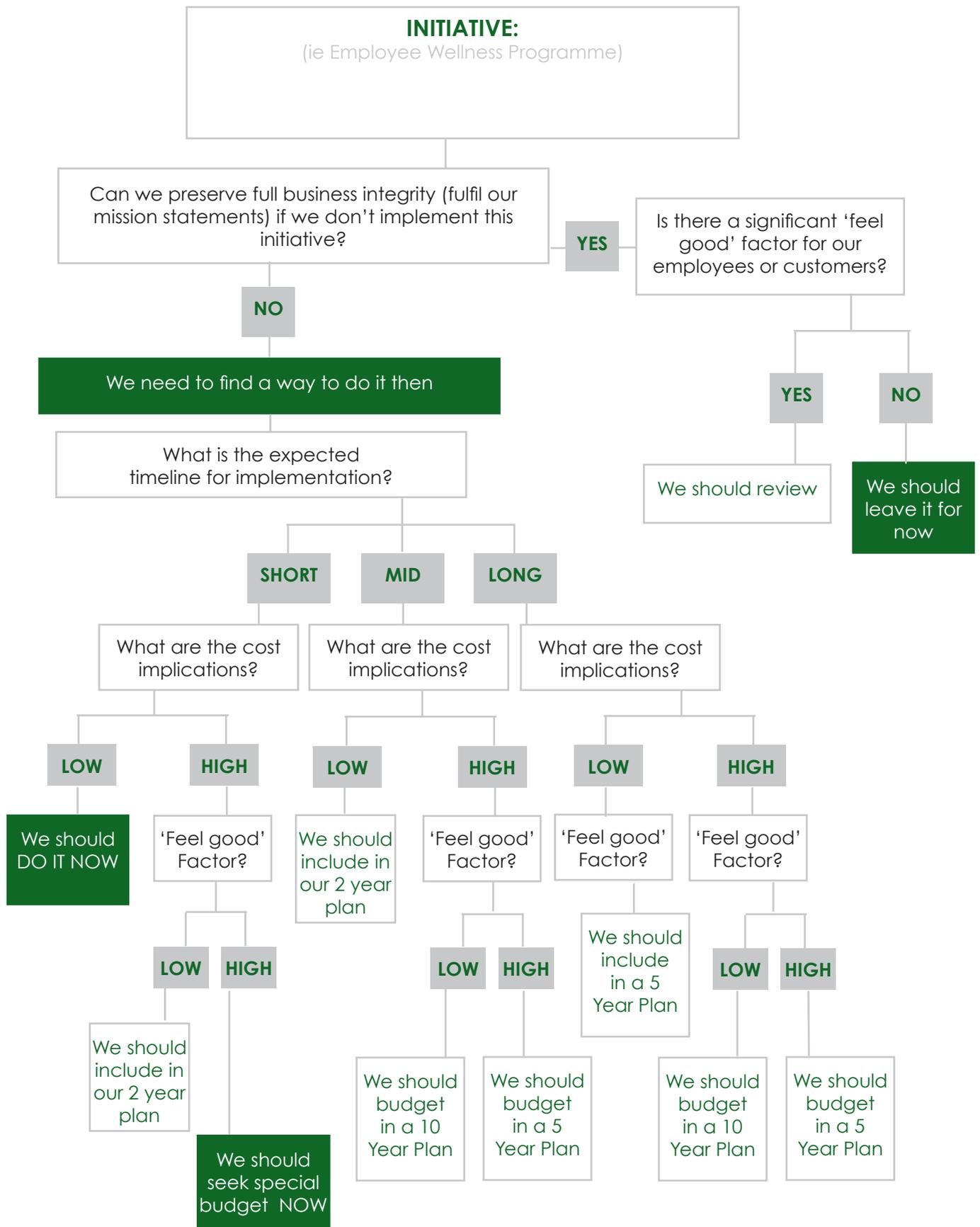
EXERCISE: The following matrix (from Oxford University Press - Business Ethics) provides a good framework for plotting initiatives based on cost vs feel good factors.



3. PROFIT, PEOPLE, PLANET

Prioritising initiatives

EXERCISE: Use the following flow as an additional sense check to help prioritise your initiatives over short term (2 year), mid term (5 year) and long term (10 year) time frames.



3. PROFIT, PEOPLE, PLANET

How you can help save the planet

EXERCISE: Proper guidance and expertise will be needed in most of these areas, but this exercise can help start your thinking. What do these headings mean to your company and what initiatives would work for you? Are there other areas that need to be added?

ENVIRONMENTAL / SUSTAINABILITY PLAN (PLANET)	
INITIATIVES TO HELP GREEN YOUR SUPPLY CHAIN	
INITIATIVES TO REDUCE YOUR CARBON FOOTPRINT	
INITIATIVES TO CONSERVE RESOURCES (ie. ENERGY / WATER)	
INITIATIVES TO MANAGE WASTE	
OTHER	

4. ENVIRONMENTAL / SUSTAINABILITY – PLANET

What does 'green' mean?

If you are just starting out on a road to a greener business, this can help to understand the many areas you will need to consider (from Ottman's The New Rules of Green Marketing).

EXERCISE: Write down examples of applicable green behaviour in your business now and where you can improve.

RAW MATERIALS

Sustainably harvested, Biobased, Fair trade

MANUFACTURING/PRODUCTION

Socially responsible, Low carbon footprint, Pesticide-free, Unbleached

PACKAGING

Recycled, Non-aerosol, Minimal, Recyclable, Refillable, Reusable

DISTRIBUTION

Fuel-efficient, Local, Reusable packaging

DISPOSAL

Landfill-safe, Compostable, Biodegradable

5. SOCIAL / BUSINESS INTEGRITY – PEOPLE

Being a 'better' business

EXERCISE: Use the framework below to brainstorm headline initiatives for employees, customers, suppliers and the wider community. Are there other stakeholder groups that need to be added?

SOCIAL / BUSINESS INTEGRITY PLAN (PEOPLE)	
INITIATIVES TO ENGAGE MORE WITH YOUR EMPLOYEES (see separate Employee Exercise)	
INITIATIVES TO SHOW YOUR CUSTOMERS SOME LOVE (see separate Customer Exercise)	
INITIATIVES TO BUILD BETTER SUPPLIER RELATIONSHIPS	
INITIATIVES TO GIVE BACK TO THE COMMUNITY	
OTHER	

6. ENGAGING WITH YOUR EMPLOYEES

How you can improve the lives of your employees

Your employees are the lifeblood of your company and attracting (and retaining) good people is essential to the success of any business.

EXERCISE: Use this framework to brainstorm ideas and initiatives for greater employee engagement and happiness.

REMUNERATION	COMPANY CULTURE	DIVERSITY	WELLNESS PROGRAMMES	COMMUNITY PROJECTS

6. ENGAGING WITH YOUR EMPLOYEES – COMPANY CULTURE

Focusing on company culture

Here are some great reminders of what makes a good company culture, from Why Should Anyone Work Here? by Goffee & Jones (a full staff survey example is also available at: sleepingliononline.com).

EXERCISE: Work through these six areas and make notes on your own company's strengths and weaknesses.

DIFFERENCE:

Does the company let people be themselves?

Yes / No

RADICAL HONESTY:

Does the company let people know what's really going on?

Yes / No

EXTRA VALUE:

Does the company magnify peoples' strengths?

Yes / No

AUTHENTICITY:

Does the company stand for something more than just shareholder value?

Yes / No

MEANING:

Does the company make the work make sense?

Yes / No

SIMPLE RULES:

Does the company make the rules clear and apply them equally to everyone?

Yes / No

6. ENGAGING WITH YOUR EMPLOYEES – DIVERSITY

Focusing on diversity

Diversity and inclusion is a challenging topic. Nevertheless, it is important for companies seeking greater business integrity to fully embrace it. It often starts with internal debate on team diversity, but should also extend to customer awareness and marketing sensitivity. A great book to read on the subject is June Sarpong's *Diversity*. There's a questionnaire at diversity.org that will force you to examine and/or challenge your own thoughts on diversity, which is a great starting point.

EXERCISE: Like many of the big and important ethical business initiatives, this will require expert focus to do properly and with full integrity. However the questions below can help start a healthy debate.

	NOTES
When was the last time the company conducted a Diversity and Inclusion Audit?	
Does your company genuinely celebrate differences? Can you give examples?	
Are you proud of the diversity in your company - including gender, race, sexual orientation, disability, age, and religion?	
Are there currently cliques and silos within your business?	
Does the company encourage open debate on diversity?	
Does your company have a Diversity Manger or 'go to' person for diversity matters/ concerns?	
Do your marketing materials correctly reflect the diversity of your employees and customers?	

7. ACKNOWLEDGING YOUR CUSTOMERS

Customer loyalty

How loyal are your customers? Probably not as much as you might like, which is the focus of this section. Here are some interesting stats to set the scene.

- 80% of 'satisfied' customers will use a different supplier next time.
- It is over 6 times more expensive to win a new customer than it is to persuade an existing customer to return.
- 96% of unhappy customers won't tell the organization about it. They'll tell their friends instead.
- News of bad customer experiences travels three times as fast as good news, and reaches 20 times as many people.
- Prospective customers are over 3 times more likely to believe independent reviews as the company's own marketing.

Source: *The Reputation Book*, Arnold & Wood

- Customers view only 20% of the companies they deal with as unique.
- 60-80% of customers who defect were satisfied or very satisfied at the last survey.
- 45% of people with something positive to say about a company tell 3 other people. 48% with negative things to say tell 10 people.
- 57% of callers try to solve the problem themselves on the web, and 34% are on the website when they call.

Source: *The Effortless Experience*, Dixon, Toman & Delisi

7. ACKNOWLEDGING YOUR CUSTOMERS

Show your customers some love

One of the better ways to understand the importance of customers is the '10 Customer Commandments' list, which can be traced back to Mahatma Gandhi who reportedly taught them to his law clerks.

EXERCISE: Think of each in relation to your internal and external customers and add notes for improvement.

	External Customers NOTES	Internal Customers NOTES
Customers are the most important people in our business.		
Customers are not dependent on us – we are dependent on them.		
Customers are not to argue or match wits with.		
Customers bring us their needs – it is our job to fill those needs.		
Customers are not an interruption of work – they are the purpose of it.		
Customers do us a favour when they call – we do not do them a favour by serving them.		
Customers are part of our business – they are not outsiders.		
Customers deserve the most courteous and attentive treatment we can give them.		
Customers are the individuals who make it possible to pay our wages.		
Customers are the lifeblood of this and every other business.		

7. ACKNOWLEDGING YOUR CUSTOMERS

How to understand where your customers' loyalty lies

Customers can appear deceptively loyal but actually be uncommitted. It's worth working out what else your customers could be 'committed to' and how fragile your current relationship is with them.

EXERCISE: Use this tool to tick any boxes that might apply and make notes on how best to tackle this.

<p>PEOPLE I like (or know) a particular member of staff and will follow them if they move on</p>	<input type="checkbox"/>	<p>THIRD PARTY I'm actually not loyal to you, I'm loyal to a third party selling your product.</p>	<input type="checkbox"/>
<p>LOCATION You happen to be the nearest, but if someone opens up closer I would be open to switching allegiance.</p>	<input type="checkbox"/>	<p>LATEST TRENDS It's cool right now (but probably won't last).</p>	<input type="checkbox"/>
<p>CONVENIENCE You deliver and no-one else (currently) does.</p>	<input type="checkbox"/>	<p>CELEBRITY CONNECTION If it's good enough for Kim,</p>	<input type="checkbox"/>
<p>PRICE I simply can't afford the alternative (at the moment).</p>	<input type="checkbox"/>	<p>FEAR OF THE UNKNOWN I'm scared to try something new.</p>	<input type="checkbox"/>
<p>HABIT I've always bought it, but habits can be broken.</p>	<input type="checkbox"/>	<p>OFFERS / PROMOTIONS Where's the free gift?</p>	<input type="checkbox"/>
<p>MORAL PURPOSE I want to feel good about the products and services I'm using and will continue to look for companies who prioritise sustainability and ethical business practice.</p>			<input type="checkbox"/>

NOTES

8. ETHICAL MARKETING – THE EVOLUTION OF MARKETING

Moving from manipulation to authenticity

Marketing has come a long way. Here's a reminder of its evolution and thoughts on the new age of Authentic Marketing practices. Source: Authentic Marketing - Larry Weber.

PRODUCTION ERA 1860 to 1920

During this time, companies pushed products at people, believing that if they developed a quality product it would sell. Businesses focused primarily on manufacturing.

SALES ERA 1920s to 1940s

During the great depression, people bought only the necessities and supply often exceeded demand. Competition was more intense. This drove companies to turn up the volume on the hard sell, heavily using advertising to push their products at people.

MARKETING ERA mid 20th century

Here came a fundamental shift in focus: from the needs of the seller to the needs of the buyer. Broadcast advertising emerged, giving companies new ways to capture attention - to interrupt and manipulate. However it was now done creatively - with likeable characters, celeb endorsements, etc.

RELATIONSHIP MARKETING ERA mid 1990s to early 2000s

Recognising that acquiring new customers was more expensive than keeping current ones, marketing folk began to value the role of relationships and brand loyalty. Big data emerged as a means to help companies better understand audience segmentation. Direct marketing became a staple tactic.

DIGITAL ENGAGEMENT ERA 2000s

As the internet and digital/social media started to become engrained in our culture, a seismic shift happened. A massive power shift put the reins directly in the hands of consumers, who now had the strongest and most important voice in the conversation. Engagement was the word.

AUTHENTIC MARKETING ERA 2018 -

To thrive and truly engage in today's elaborate environment, we need to continue to push marketing to its most evolved form yet - one of authenticity. The missing critical piece - moral purpose - holds the potential to propel companies by adding the values and ethical impact customers crave and demand.

8. ETHICAL MARKETING – NEW PRINCIPLES

Understand the new principles of ethical marketing

To adopt a new ethical approach to marketing you will need to challenge some of your existing habits and behaviours (from Ottman's The New Rules of Green Marketing).

EXERCISE: How are you challenging conventional marketing in your business?

	CONVENTIONAL MARKETING	GREEN MARKETING	YOUR BUSINESS
CONSUMERS	Consumers with lifestyles	People with lives	
PRODUCTS	Cradle to grave Products Globally sourced One size fits all	Cradle to cradle Services Locally sourced Regionally tailored	
MARKETING AND COMMS	Product end-benefits Paid advertising Selling One-way communication	Values Word of mouth Educating and empowering Creating community	
CORPORATE	Secretive Reactive Independent and autonomous Competitive Departmentalised Short term-orientated/ profit-maximising	Transparent Proactive Interdependent/allied with stakeholders Cooperative Holistic Long term-orientated	

8. ETHICAL MARKETING – HUMANISE YOUR BRAND

Bring out the human side of your brand to achieve deeper engagement

Bringing out the human side of your brand can help forge stronger and deeper connections with customers. Larry Weber's Authentic Marketing looks into specific marketing/engagement efforts that can make your brand more human and your outreach more authentic.

EXERCISE: Consider the following in terms of your brand.

		NOTES
Put honesty first	Communicating openly and honestly is crucial in today's untrusting world.	
Stand out by standing up	Companies today are expected to take a stand on issues and demonstrate they are working to solve societal problems.	
Be proactive	Be bold, be proactive, and stand out in your market place with messages that catch people's attention.	
Reveal your personality	When you truly know your customer base, you will understand the kind of personality they'll relate to.	
Paint the faces of your brand	Putting some of the faces in your company front and centre is a powerful way to reveal the human side of your organisation.	
Say you're sorry	Humanising your brand also means owning up to problems, and apologising - fast!	
Ditch the corporate speak	Customers don't trust corporate speak. They don't relate to it and they tune out as soon as they hear it.	
Show your funny bone	Don't be afraid to show your lighter side. Making people laugh is an engaging way to bring forth the human side of your brand.	

8. ETHICAL MARKETING – NEXT GENERATION STORYTELLING

Move from storytelling to storydoing

As Larry Weber explains in *Authentic Marketing*, the term storydoing may sound like marketing speak, but it's really about moving your organisation from telling stories to actually being an active part of them. This is all about showing what your company is *doing* to impact a problem, to make the world a better place.

EXERCISE: Below are techniques for creating compelling, ongoing stories that bring your moral purpose to life - with space for your own thoughts/notes.

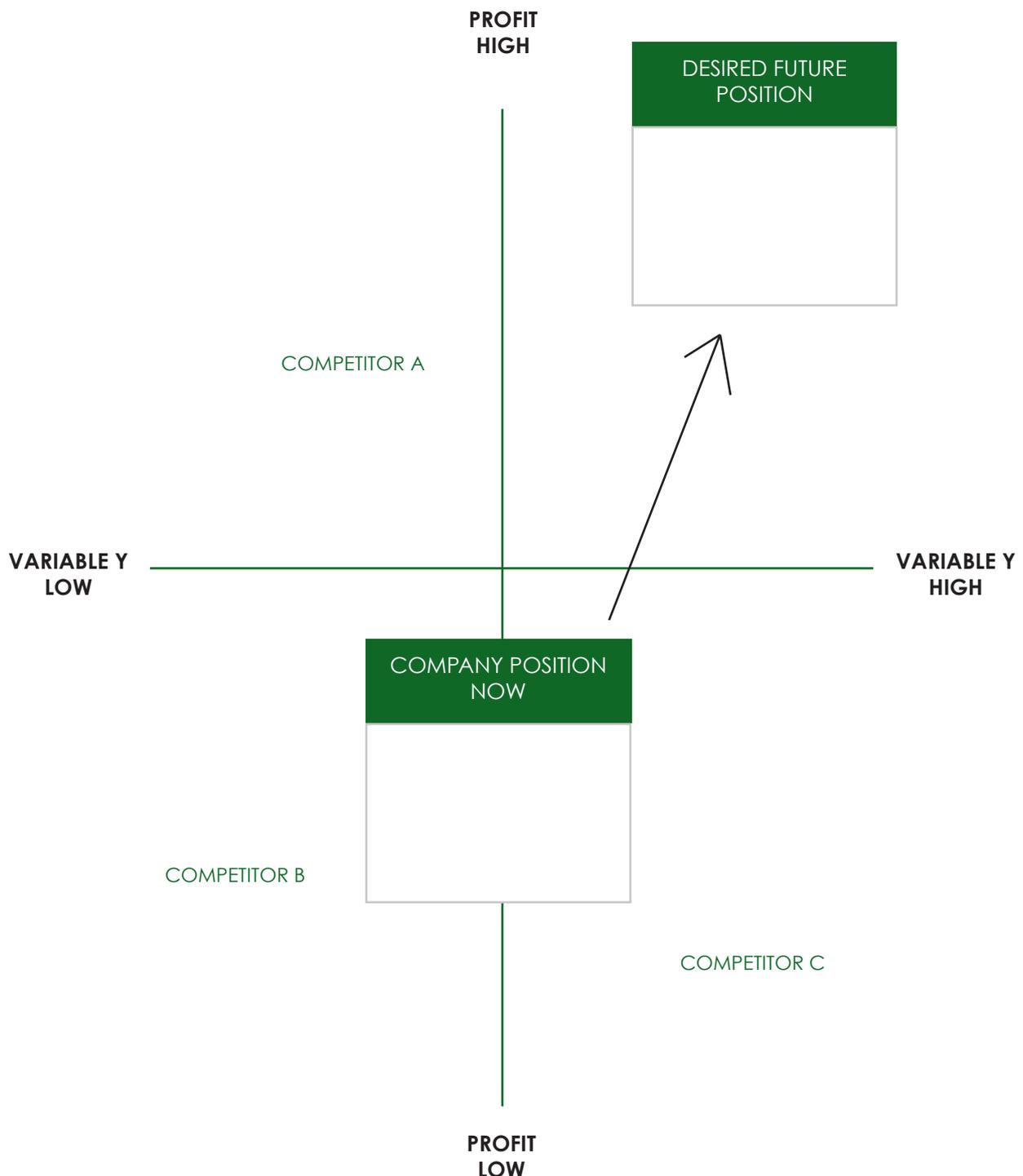
		NOTES
Tell it visually	Without a doubt, visual is the best format today. Repurpose stories across multiple visual media for maximum impact.	
Be selective with words	Use words that are vibrant, descriptive, evoke emotions, ignite the senses, and draw readers in.	
Ensure it's always on	Your company's ethical journey will have a beginning and many chapters, but should not have an end. It should be living, breathing and evolving.	
Highlight humanity	Bring forth the people in your stories. Share their voices (including employees, customers, and suppliers).	
Let creativity shine	Make the best use of the technical tools now readily available and tell stories with creativity.	
Keep it real	People will sniff out even the slightest hint of manipulation or marketing speak - so keep it honest and genuine, with a little dose of humility (and no hubris).	

8. ETHICAL MARKETING – POSITIONING

Establish your current and future ethical brand positioning

The Market Mapping tool is a highly effective and very flexible way to establish clarity and strategic authority when looking at any market.

EXERCISE: For this 'ethical' exercise, we will keep our vertical axis on Profit. Then choose one of the more important ethical elements for you from the People or Planet section (see previous exercises) for the horizontal axis. Place your company plus your competitors on the grid. Use the results to identify where you currently sit within your market place against where you would like to be.



8. ETHICAL MARKETING – STAND OUT INITIATIVES

Stand out and change the game

The Three Buckets exercise was introduced by Adam Morgan in his book *The Pirate Inside*. It is an extremely helpful way to categorise ideas or projects and work out how effective they are likely to be. Each idea must be placed in one of the three buckets.

On the left is Brilliant Basics. These represent 'excellence as standard'. You or your company should be doing these well as a matter of course, just like your competitors.

In the middle is Compelling Difference. These should be 'significantly better than normal'. These are demonstrably better than your competitors, but not genuinely remarkable.

On the right is Changing the Game. These are 'truly extraordinary'. They are utterly distinctive in the market, and genuinely remarkable.

EXERCISE: This exercise will reveal whether a sufficient proportion of your initiatives are going to make a genuine difference to your business. Vote collectively or place each idea or project into one of the three buckets. If everything, or too many, are in Brilliant Basics, think harder to generate more exciting ones.

**BRILLIANT
BASICS**



**COMPELLING
DIFFERENCE**



**CHANGING
THE GAME**



8. ETHICAL MARKETING – GET, KEEP, GROW

Differentiate your marketing messages between inspiring existing customers and attracting new ones

A successful business needs robust strategies not just to win new customers but to maintain their loyalty and, ideally, grow their purchasing or influence. Your ethical 'journey' can become central to your marketing strategies for each of these areas and something that gives your communications a greater 'feel good factor' for everyone associated with the brand (setting you apart from the competition).

EXERCISE: Use the framework below to separate out marketing messages that are appropriate for attracting new customers (GET), retaining existing customers (KEEP) or encouraging existing customers to introduce friends or try other products or services (GROW). There's likely to be crossover, but well worth the time to discover those gems that can be used for highly targeted campaigns or comms.

INSPIRE EXISTING CUSTOMERS	ATTRACT NEW CUSTOMERS	ATTRACT NEW CUSTOMERS

8. ETHICAL MARKETING – CHANNELS

Consider all marketing channels

EXERCISE: Marketing is all about getting the word out consistently through the most effective channels. Your strategy will have various tactical applications and these will fall within various marketing channels. Successful marketing campaigns need a complex mix of execution.

OVERARCHING ETHICAL INITIATIVE	GET, KEEP OR GROW?
---------------------------------------	---------------------------

--	--

DIRECT SALES	SALES PROMOTION	PRINT ADVERTISING	SOCIAL MEDIA	AFFILIATE MARKETING	POINT OF SALE	DIRECT MARKETING
--------------	-----------------	-------------------	--------------	---------------------	---------------	------------------

--	--	--	--	--	--	--

EMAIL MARKETING	DIGITAL ADVERTISING	REFERRAL MARKETING	PR / BRAND STUNTS	EVENTS	SEO	INFLUENCER MARKETING
-----------------	---------------------	--------------------	-------------------	--------	-----	----------------------

--	--	--	--	--	--	--

RECAP

1. What are the main benefits of being more ethical for my business?
2. Who do I need to get on board for this to be successful?
3. What are the quick wins we can work on immediately to help save the planet?
4. What are the quick wins we can work on immediately to improve the lives of our employees?
5. What are the quick wins we can work on immediately to show our customers more love?
6. What are the main learnings that we can take on board to improve our marketing?

ADDITIONAL NOTES

