



# BIG BRANDS, BIG IMPACT

A Marketer's Guide to  
Behavior Change

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Sustainable Lifestyles Frontier Group

Full Report

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Marketers sit at the nexus between consumers and the widespread adoption of sustainable lifestyles.



## INTRODUCTION

A sustainable lifestyle is about “living in harmony with our natural environment,” according to the United Nations Environment Program. This involves “rethinking our way of living, how we buy, and how we organize our everyday life. It is also about altering how we socialize, exchange, share, educate, and build identities.” The level of change required to achieve harmony with our natural environment, on personal, cultural, and technological levels, opens up enormous opportunities for today’s businesses to better meet the needs of their consumers. That is why we have described sustainable lifestyles as the new frontier for business. However, as any consumer behavior expert will tell you, people usually don’t change behaviors easily.

That is what the Sustainable Lifestyles Frontier Group (SLFG) has explored most recently: How companies can trigger simple behavioral shifts that enable more sustainable lifestyles, grow demand for more sustainable products, and create business value. A second SLFG investigation has examined how sustainability teams can more readily unlock engagement with their internal marketing and communication colleagues by using traditional marketing techniques and testing to “sell-in” sustainability.

One of the central findings of the group has been that it’s not about green marketing, it’s about great marketing. Focusing on the fundamentals of great marketing and leveraging sustainability credentials to enhance the value proposition is a powerful way to drive consumer value, business value, and, ultimately, sustainable lifestyles at scale.

## ABOUT THE SUSTAINABLE LIFESTYLES FRONTIER GROUP (SLFG)

The Sustainable Lifestyles Frontier Group is a collaborative initiative of five of the world's leading consumer goods and technology companies: AT&T, eBay, Johnson & Johnson Consumer Inc. (JJCI), McDonald's and Walmart. SLFG was convened and facilitated by BSR (Business for Social Responsibility), a global nonprofit business network and consultancy dedicated to sustainability, and change agency Futerra. The purpose of the group is to identify and pilot ways to positively influence consumer behavior for more sustainable lifestyles. The ultimate goal is to empower business to effectively promote sustainable lifestyle products and services, thereby creating a more sustainable consumer marketplace.

## THE SLFG ACCOMPLISHMENTS TO DATE INCLUDE:

### 2013

Identifying the business case for sustainable lifestyles. A tool summarizing the group's findings can be found at

[Business-Case-Builder.com](http://Business-Case-Builder.com).

### 2014

Surveying 54 of the world's leading brands to confirm that businesses see sustainable lifestyles as a major new consumer marketplace in the

[Value-Action Gap Report](#).

### 2015

Synthesizing insights from working group discussions with brands in [Selling Sustainability](#), a guide for marketing teams to better "sell-in" more sustainable products and behaviors to their consumers.

We are building on broader behavior change theories and the results have important implications for any marketer interested in understanding how to influence consumer behavior. We translate theory into practice and we offer valuable consumer insights, some confirming what a marketer might intuitively expect, but others that are unexpected.

## ABOUT THIS REPORT

This report shares the findings and recommendations from an 18-month testing program investigating the effectiveness of different messaging approaches in influencing environmentally sustainable consumer purchasing decisions and behaviors. The report is geared for sustainability and consumer behavior experts who wish to understand the SLFG barrier/benefit theory, testing methodology, case study examples, and key findings and recommendations.

For a shorter briefing on this report destined for marketers and wider stakeholders, please see our synthesis PowerPoint deck version of Big Brands, Big Impact: A Marketer's Guide to Behavior Change.

The testing program was designed by BSR and Futerra, and carried out by SLFG members between April 2015 and September 2016. The testing seeks to provide initial quantitative and qualitative evidence as to the kinds of messages that work and don't work to promote sustainable products and behaviors, and the effect of environmental messaging on brand perception.

Building on the previous work of the SLFG, the group focused on exploring the barriers standing in the way of more sustainable consumer purchases and actions, and determining what consumer benefits can help break through these barriers.

## THE CONSUMER VALUE FORMULA

Thinking through the barriers and benefits a consumer evaluates when considering to engage in a certain behavior can lead to powerful insights on how to influence decision-making.

### FEWER BARRIERS

TO SUSTAINABLE BEHAVIORS

INCLUDE LACK OF

**Skills**

**Motivation**

**Infrastructure**

**Beliefs, etc.**



### MORE BENEFITS

FROM SUSTAINABLE BEHAVIORS

**Functional**

**Emotional**

**or Social**



### VALUE

Remove the barriers and shine a light on the benefits. This is how you deliver better consumer value from sustainability.

## SFLG APPROACH

The SLFG embarked on a large multi-brand, multi-audience testing of what works (and what doesn't) when selling sustainability, to provide evidence to validate the above value equation. The SLFG explored what benefits can tear down the barriers to sustainability, as perceived by consumers, and promote sustainable lifestyle behaviors.

Each brand conducted some form of simulated testing (online surveys and research) or live, in-store testing. The tests covered both purchasing behaviors (intent to purchase) and engagement behaviors (e.g., recycling, consumer favorability and advocacy). The methodologies used, the analysis of test findings, and the insights and practical skills developed during the tests are outlined in this report.

## THE SLFG METHODOLOGY

In January 2015, all the SLFG had was a theory: that by highlighting benefits, brands might be able to overcome barriers to engaging consumers in more sustainable behaviors. To test that theory, BSR and Futerra developed a testing methodology that enables each participating company to identify which messaging best serves to overcome the barriers their consumers face.

## SEVEN-STEP PROCESS

### 1. CHOOSE BEHAVIOR

Identify the type of behavior to influence and test: Options include a purchasing behavior (e.g., purchasing eco-friendly soap) or a non-purchasing behavior (e.g., recycling, click through on online content related to sustainability).

### 2. CHOOSE TESTING METHOD

Choose the testing method that best suits the company's level of ambition and resource capacity: Conduct a live test (e.g., online/store) or a simulated test (e.g., survey).

### 3. MAP BENEFITS & BARRIERS

Identify the possible consumer benefits and barriers from engaging in the chosen behavior. Options range across Functional, Social, and Emotional areas. For example, if the behavior to test is the purchase of eco-friendly soap, a potential functional barrier might be that less foaming leads to a perception of inferior quality and a potential social benefit may be a surge of pride—consumers are more likely to showcase their eco-friendly purchases to friends.

### 4. ASK RESEARCH QUESTIONS

Based on the key benefits and/or barriers, formulate the research questions that the test is designed to answer. For example, if a key consumer barrier to purchasing eco-friendly soap is the perception that less foaming equates to inferior performance, then a good research question is: What product attributes can stand in for performance?

### 5. SELECT HYPOTHESES

Select a set of hypotheses that will best answer the research questions, and that match the chosen behavior. See below for more on the SLFG's approach to developing hypotheses.

### 6. DESIGN TEST

Select an appropriate testing design (A/B, alphabet, mechanism),<sup>1</sup> establish what types of things to measure (e.g., customer's age, time of day), and the sample of consumers included in the test (e.g., existing or potential consumers).

### 7. DEVELOP MESSAGING

Develop custom messages that test the chosen hypotheses

<sup>1</sup> See Design Test section for more information on pg 12.

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

## 1. CHOOSE BEHAVIOR.

Participants chose to test their influence on behaviors that could provide a significant positive environmental impact. Behaviors ranged from purchases of more environmentally sustainable services to testing of engagement with social media content related to sustainability (as a proxy for influencing off-line sustainability behaviors). Below are the types of behaviors SLFG members selected for testing.



# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

## 2. CHOOSE TESTING METHOD.

Participants chose between two broad testing options: live or simulated.

### 1

#### LIVE

Live testing involves observation and measurement of consumer

### 2

#### SIMULATED

Simulated testing is conducted through the observation and measurement of consumer responses to messaging in a controlled setting such as a focus group or online survey.

## 3. MAP BENEFITS AND BARRIERS

Members were then challenged to identify the barriers to overcome and the primary benefits that consumers face when proposed with engaging in the chosen behavior. To help distinguish between the different types of barriers and benefits, the group categorized responses as Functional, Social, or Emotional. BSR and Futerra provided the following guidance to provoke discussion.



### Functional

#### CAN SUSTAINABILITY:

- Add or detract from value for money?
- Enhance or hinder performance and efficacy?
- Improve or worsen quality?
- Give my consumer more or less time in their day?
- Add to safety or risk?
- Make their life easier or harder?



### Social

#### CAN SUSTAINABILITY:

- Strengthen or weaken sensory experience?
- Offer more or less physical comfort?
- Provide a thrill of excitement or only a dull experience?
- Heighten self-worth or add guilt?
- Enhance or detract from personalization?
- Make their life happier or sadder?



### Emotional

#### CAN SUSTAINABILITY:

- Facilitate or disrupt family bonding?
- Make one seem more or less desirable in others' eyes?
- Prove how cool, smart, and able one is or make them look foolish?
- Offer community and a sense of belonging, or isolate them?
- Be adapted into shareable content or is it too singular?

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

## 4. ASK RESEARCH QUESTIONS

To help focus the test, members developed specific research questions. Clear research questions ensured tests aligned with the aim of the SLFG test project: to identify the types of messages that influence behavior change by overcoming barriers and highlighting benefits.

Defining focused research questions requires avoiding broad generalizations or narrow inquiries that could be answered through different research messages.

**For example:**

TOO BROAD	TOO NARROW	JUST RIGHT
“How can I sell sustainability?”	“Is the home automation service market expanding?”	“What message attributes can help overcome the perceived low performance of electric cars?”
Does not define what aspect of sustainability you are interested in or any methods of selling.	A yes or no question that could be answered by desktop research.	This question is open for investigation, can be tested by measurement and falsification, and produces unique research findings.

### A formula to follow

Members’ research questions mentioned the barriers to overcome or the benefits to be highlighted, and the tool used to do so.

- Tools can be things like sales messages or creative visuals.
- Barriers and benefits should be the top 2-3 that encourage or inhibit the chosen consumer behavior the most.

For example, if “prior experience with poor performing green products” is identified as a key barrier to overcome, and the tool to use is messaging, a good research question could be:

“How can **messaging** overcome consumers’ **perception of green products as poor performers?**”

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

## 5. SELECT HYPOTHESES

To ground the tests in the current best thinking on consumer behavior, BSR and Futerra conducted an academic literature review.<sup>2</sup> From this, the following concepts and theories were extracted and then translated into our barriers/benefits framework in order to suit market testing and brand engagement.

<b>THEORIES OF SELF</b>	<b>Self-identity</b>	We use items in our environment to construct and negotiate our self-identity
	<b>Symbolic self-completion</b>	Servicing consumers' self-identity process with symbols and language
<b>THEORIES OF SOCIAL SELF</b>	<b>Social identity</b>	Feelings of belonging to a chosen group directs choice
	<b>Social proof</b>	People look at others' behavior to guide their own
<b>THEORIES OF CHOICE</b>	<b>Default</b>	Default options have a powerful effect on choice
	<b>Framing</b>	Choices are heavily influenced by the context in which they are presented
	<b>Loss aversion</b>	People are more averse to loss than they are positive to gain
	<b>Paradox of choice</b>	Lots of choices lead to poor or no decision-making
	<b>Time discounting</b>	Even when later yields more value, we prefer value now
<b>THEORIES OF BEHAVIORAL EFFECTS</b>	<b>Positivity bias</b>	We prefer, and remember, positive instances more than negative ones
	<b>Moral behavioral spillovers</b>	Appealing to morals affects subsequent behavior in various ways
	<b>Single action bias</b>	Highlighting a sub-goal reduces chances of fulfilling the optimum goal

<sup>2</sup> See Bibliography for a list of academic papers consulted to develop the SLFG hypotheses.

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

After conducting this review, the group created a series of hypotheses that theorized how to influence consumers to adopt more sustainable behaviors. Some of these hypotheses were then selected or adapted by members to test.

HYPOTHESES TYPE	HYPOTHESES
<p><b>FUNCTIONAL</b></p> 	<ul style="list-style-type: none"> <li>• Losing money, compared to gaining or saving, is more likely to promote behavior</li> <li>• A solution, as opposed to a problem, promotes behavior</li> <li>• The presence of simple statistics and facts promote behavior</li> <li>• Telling what to do, as opposed to why, is likely to promote behavior</li> <li>• Showing people undertaking an action is more likely to promote behavior than showing impact</li> <li>• Language around safety, efficiency, efficacy, performance and intelligence sells better than green</li> <li>• Placing a sustainable option as default promotes behavior</li> <li>• Placing a sustainable option with two less desirable ones leads to picking the sustainable one</li> <li>• Functional messages are more successful in the morning/day (exploratory)</li> </ul>
<p><b>EMOTIONAL</b></p> 	<ul style="list-style-type: none"> <li>• Pictures of people promote behavior more, as compared to ones of nature (exploratory)</li> <li>• The experience of nature sells better than an image of nature (exploratory)</li> <li>• Highlighting benefits, as opposed to appealing to guilt, is likely to promote behavior</li> <li>• In the context of sustainability, different colors will spark different behavioral responses (exploratory)</li> <li>• Easy actions with small impact yield different results compared to bigger actions with high impact (exploratory)</li> <li>• A positive response to entertaining content promotes behavior (e.g., laughter)</li> <li>• Emotional messages are more successful in the evening (exploratory)</li> <li>• Sustainability jargon and “loaded” terms are less effective than common language (e.g., “good,” “better,” etc.)</li> </ul>
<p><b>SOCIAL</b></p> 	<ul style="list-style-type: none"> <li>• Offering an opportunity for bonding with your family or community promotes behavior</li> <li>• A third-party verification promotes behavior</li> <li>• “I buy, you buy, we buy” messages yield differences in behavior (exploratory)</li> <li>• Collective benefits are less likely to promote behavior than individual ones</li> <li>• Collective praise yields different results compared to individual praise</li> <li>• Asking people to try something will have different outcomes compared to asking them to commit/pledge (exploratory)</li> <li>• Social messages are more successful at lunch and dinner time (exploratory)</li> <li>• Consumer testimonials promote behavior</li> <li>• Social status/social desirability will increase sharing/purchasing/recycling behavior</li> </ul>

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

## 6. DESIGN TEST

Members chose from three different types of tests:

A/B DESIGN	Test the effect of two different types of value messages on one behavior, and then analyze whether there is a difference in effect. This test design does not test against a control scenario.
ALPHABET	Test two types of messaging, but also introduce a control condition that does not offer value. This enables comparison if new messaging produces any significant effects as compared to existing control messaging.
MECHANISM	<p>This measures how a behavior rather than a static message can influence another behavior.</p> <p><i>Note: In the end, no SLFG members decided to conduct a Mechanism Test.</i></p>

## 7. DEVELOP MESSAGING

The final part of the test development is to create messaging. Members created messaging based on the hypotheses proposed. For example, multiple members tested the hypotheses that highlighting individual benefits was more likely to promote sustainable behaviors than collective messaging. Creative messaging for “collective benefits” messaging highlighted how the behavior could help the planet whereas “personal benefits messaging” highlighted how the behavior could benefit the individual alone by providing benefits like monetary gains.

# THE SLFG'S BEHAVIOR CHANGE METHODOLOGY

Brands developed testing programs using the SLFG methodology, all of which assessed the impact of different messaging on an identified sustainable behavior. The group can be categorized into two segments: those that chose to test a **commercial behavior** (e.g., purchasing) and those that chose to test a **recycling behavior**.

In addition, some brands also chose to investigate the impact of messaging on **customer perceptions** of the brand.

## COMMERCIAL BEHAVIOR



AT&T investigated three types of messaging to market a new security and home automation service that enables homeowners to remotely and digitally manage home energy, water, and security systems:

**Core message** – Highlighted control, convenience and security.

**Core message + benefits message** – Highlighted core benefits plus additional energy, water, and monetary savings.

**Core message + sustainability message** – Highlighted core benefits plus additional carbon footprint reduction benefits.

AT&T used a survey to test the appeal of the text of the above messages to participants and resulting purchase intent.



eBay wanted to test whether messaging could influence consumers' decision to sell pre-owned items on eBay.com

**Control** – Simply encouraged users to “Sell More.”

**Sustainability individual benefit** – Used the “Sell More” language plus emphasized how the reader was helping to save the planet.

**Sustainability collective benefit** – Used the “Sell More” language plus emphasized how other eBay users were helping to save the planet.

**Financial individual benefit** – Used the “Sell More” language plus emphasized how the reader could financially benefit.

**Financial collective benefit** – Used the “Sell More” language plus emphasized how other eBay users were benefitting financially.

eBay's testing program inserted the above messages into a mock email that would be sent to users after they listed an item on eBay. eBay collected responses via a survey.

eBay also chose to measure changes in survey respondents' perception of eBay as an environmentally responsible company.



Walmart aimed to gain an initial understanding of consumers' perspectives and interest in apparel made with recycled content or otherwise defined as “sustainable” by surveying consumers.

## RECYCLING BEHAVIOR



McDonald's sought to explore how different types of messaging at their restaurant recycling stations could encourage correct recycling behavior. Four types of messaging were tested against a control at one restaurant location:

**What to Do** – Used clarifying language and images to make disposal more convenient

**Collective Benefits** – Empowered consumers to contribute to a collective cause (e.g., keeping San Francisco beautiful)

**Thank you** – Thanked customers for their disposal efforts

**Teachable Moment** – Catalyzed a memorable and fulfilling moment between parent and child



Johnson & Johnson Consumer Inc. (JJCI) wanted to understand the most effective type of messaging to drive consumer bathroom recycling behaviors through its Care To Recycle® digital campaign. Seven sample Facebook messages were tested in a closed survey. JJCI measured impact of message types on brand perception and intent to recycle (rather than actual observed recycling behavior).

**Teachable moment** – Presented bathroom recycling as an opportunity for bonding with one's children.

**How To (Part I & II)** – Made recycling simple and easy for consumers by clearly communicating how to recycle in the bathroom via different creative executions.

**How To (DIY)** – Made recycling fun through DIY “upcycling” projects (reusing discarded material to be re-made into a product of higher value than the original).

**Solutions/Benefits** – Demonstrated benefits of reducing waste through understandable facts and stats.

**Why** – Described one reason why consumers should recycle bathroom products.

**Problem** – Described the problem created when consumers don't recycle.

## TEST LIMITATIONS

Like any testing program, conclusions should be made carefully with consideration to limitations related to scale, external factors, and statistical significance. While the tests followed the SLFG methodology, there are some limitations to the study that are clearly outlined in each of the brands' full case study included in this document. The group has also taken care to not draw findings and recommendations from results that are inconclusive, and it has outlined areas for further investigation.

# KEY FINDINGS & RECOMMENDATIONS

THE SLFG UNCOVERED INSIGHTS  
ACROSS FOUR AREAS



**How to increase  
purchase intent and brand  
reputation**



**How to  
increase recycling  
behavior**



**How to test  
creative behavior change  
marketing**



**How to bridge the divide  
between sustainability  
and marketing teams**



## How to increase purchase intent and brand reputation

### FINDINGS

#### 1

#### Sustainability has value for consumers

The test results confirmed what other surveys and focus groups have found: consumers are interested in sustainability.

**AT&T** surveyed consumers to see what features of a security and home automation service were most appealing to consumers. Respondents indicated that energy conservation is second only to features like home security and control over locks and doors. In addition, the ability to reduce one's carbon footprint ranked higher than AT&T marketers had expected.

Existing surveys on consumer attitudes towards sustainability align with this finding. For example, 55 percent of global online consumers across 60 countries say they are willing to pay more for products and services provided by companies that are committed to positive social and environmental impact.<sup>3</sup> Sales figures suggest consumers are starting to follow through on this intention. Futerra has tracked at least 15 consumer goods companies that have generated US\$1 billion or more in sales from a product line that has sustainability or social good at its core, the so-called Green Giants. These include Unilever, Target, and Organic Valley.<sup>4</sup>

#### 2

#### Sustainability can boost brand reputation

SLFG brands found that sharing environmental messaging and engaging their customers on more sustainable product choices drove a positive perception of the brand.

**eBay** found that including sustainability messages in consumer emails successfully drove an increase in perception that eBay cares about the environment. The brand posits that this can have positive reputational value with some customers.

Similarly, **JJCI** found that pro-recycling social media messages drove increases in perception that the brand was environmentally responsible. In particular, explaining "Why" recycling was important was significantly effective at driving positive perceptions.

<sup>3</sup> "Global Survey of Corporate Social Responsibility," Nielsen. 2014. Accessed via <http://www.nielsen.com/us/en/press-room/2014/global-consumers-are-willing-to-put-their-money-where-their-heart-is.html>

<sup>4</sup> "Welcome to the New Green Giants," Freya Williams, SustainableBrands.com. June 2016. Accessed via [http://www.sustainablebrands.com/news\\_and\\_views/stakeholder\\_trends\\_insights/freya\\_williams/welcome\\_new\\_green\\_giants](http://www.sustainablebrands.com/news_and_views/stakeholder_trends_insights/freya_williams/welcome_new_green_giants)



## How to increase purchase intent and brand reputation

### FINDINGS

# 3

### **But sustainability is an outcome not a marketing strategy**

It appears the best way to influence sustainable behavior is by not flagging sustainability directly. We are not at a stage where sustainability messages alone can sell to mainstream customers. According to SLFG test results, the messages that were most effective at driving purchase intent (or selling behavior in the case of eBay) did not include appeals to save the environment. The “winning” messages appealed to more direct, personal benefits for the consumer.

Respondents in the **AT&T** test indicated that the message with the highest appeal left out a message that promoted how home energy automation service could help “reduce your carbon footprint.” Instead the message focused on functional benefits like “control over one’s doors” and “security.” And when **eBay** tested messaging to encourage more people to list their pre-owned items on the web platform, messaging that focused on functional, monetary benefits alone was more effective than messaging that focused on ways the consumer could help the planet by giving items a “second life.”



## How to increase purchase intent and brand reputation

### RECOMMENDATIONS

# 1

#### **Consider marketing and wider business objectives when leveraging sustainability messaging as a tool**

Persuading a consumer to purchase a product on the spot is very different from building overall brand appeal. Consider your overarching marketing and wider business objectives, then plan out where sustainability messaging best fits in your communications mix. Below are recommendations to consider if your objectives are to build reputation or drive sales.

# 2

#### **Use sustainability to boost brand reputation**

If your objective is to drive brand reputation, sustainability messaging can help. Multiple testing programs show that respondents did view brands more favorably after viewing sustainability messaging. Arguably, this type of favorability can drive brand preference over time. Messaging can include raising awareness of your company's sustainability programs or initiatives designed to help consumers easily engage in sustainable behaviors.

# 3

#### **Consider positioning sustainability as an additional value, but not the only value**

If your objective is to drive sales, integrate sustainability as an additional value but not the only value. Marketing designed to generate sales should always be built around human wants, needs, and desires first. Just because a certain behavior leads to environmental benefits does not mean marketing those benefits should be the most prominent focus. Perceived value of the product and functionality are nearly always the primary purchase drivers.

Some of the tested messaging with sustainability elements did not perform as well because the hierarchy of benefits was off. Collective benefits are beneficial for the planet and wider society, but can get in the way of personal benefit messages, which are targeted directly to the consumer. For example, eBay found that promoting the increased income benefits of selling ones pre-owned items online resonated with users. The most effective messages for AT&T to promote home automation service were those that promoted home security and a sense of control over one's home. This confirms the SLFG's earlier theory that when weighing whether or not to engage in a behavior, individuals typically ask, "What's in it for me?"<sup>5</sup>

However, sustainable behaviors can be positioned in such a way that they help deliver on human wants and needs rather than conflicting with them. For example, Tesla has sold electric cars on the basis of their appeal and performance, and not solely on their ability to reduce one's carbon footprint.

<sup>5</sup> "Selling Sustainability," Futerra and BSR. 2015.



## How to increase recycling behavior

### FINDINGS

#### 1

#### **Consumers respond to simple, clear instructions that make recycling easy and convenient.**

Many consumer goods brands are trying to promote more sustainable behaviors among their consumers, including recycling. Testing showed that when trying to influence more sustainable behaviors such as recycling, simple and easy-to-understand messaging works effectively.

**McDonald's** found that it was essential to clearly explain how to recycle in restaurants in order for customers to recycle properly. Messages that clearly illustrated what items to recycle by image and name were more effective at increasing correct waste disposal behavior than the control message, which did not include recycling guidance.

**JJCI** tested various social media posts and found that messaging clearly explaining what to recycle and what not to recycle in the bathroom led to a significant increase in participants' intent to recycle. While messaging explaining the reasons why to recycle in the bathroom also performed well, the results consistently show that simple and easy guidance is an effective starting point to influence behaviors.

#### 2

#### **Tone matters**

Tone is important to consider, as it is content and audience specific. Targeting messaging to the right audience is just as important when designing messaging for sustainable behaviors as it is in traditional marketing.

**JJCI** received significant engagement and positive verbatim feedback with messages that optimistically stated “we can do this!” in contributing to solving the landfill waste issue.



## How to increase recycling behavior

### RECOMMENDATIONS

1

#### **Make your call to action clear and the behavior change easy**

Efforts to simplify what needs to be done and empower consumers with knowledge are appreciated and motivating. When it comes to recycling, the baseline for good signage should include instructions on what and where to recycle. (See McDonald's tested messaging on pg. 28 for an example)

2

#### **Know your audience and target them correctly**

While positive messages can be empowering, they can also be demotivating. Conversely, we found cases of negative messages were motivating to some audiences. There are a variety of tactics and messaging types to drive behavior change. The answer may lie in getting to know your audience well and highlighting the benefits of behavior change to overcome the barriers.



## How to make behavior change marketing more effective

### FINDINGS

#### 1 Creative visuals can be a powerful ally or foe, affecting behavior in both positive and negative ways.

At the beginning of the SLFG tests, the group placed a large emphasis on the actual words in tested messaging and how well they enabled the group to test hypotheses. Then the results of the **McDonald's** recycling test came in, showing that Collective Benefits and Teachable Moment signage significantly increased correct recycling behavior (see pg. 33). Both of these message types used colorful and fun imagery that was far more evocative than traditional recycling signage.

The SLFG theorizes that this captures attention and provides a form of entertainment for customers in an unexpected place (the waste bin in a restaurant), thus leading to greater focus on the waste disposal task at hand.

Creative visuals have the power to spark immediate emotional responses from people. They can evoke positive emotions like joy and delight, which can put people in a receptive mood where they are more willing to engage in a behavior like recycling.

Similarly, **JJCI** found that messages that elicited an emotional response were more likely to drive participants' intent to recycle than messages that did not. For example, content connecting recycling to the Earth performed well. Participants also responded positively to creative messaging promoting bathroom recycling as a fun DIY craft activity.

However, the wrong imagery also has the power to backfire. Participants in the **Johnson & Johnson Consumer Inc.** test reported that messages featuring a character aimed at children was in fact too childish, and therefore not directed towards them as adults (see "Teachable Moment" message on page 39). This also highlights the importance of targeting creative content and messages to the right audience (see Finding 2).

And without creative imagery at all, marketing messages are likely to be ignored or not engaging enough to gain people's attention. None of **eBay's** tested messages via email significantly increased participants' intent to sell items on eBay. Some eBay test respondents noted that the messaging did not break through from an engagement perspective, leading the company to conclude that visual and creative elements of a message are vital, in addition to the copy itself.



## How to make behavior change marketing more effective

### RECOMMENDATIONS

1

#### **It's not about green marketing, it's about great marketing**

Pay as much attention to the creative as you do the words in messaging. The SLFG studies show that creative visuals have just as much, if not more, of an effect on consumer behavior than marketing copy itself. While this may be obvious to seasoned marketers, it is worth keeping in mind for sustainability teams when conducting message testing.

2

#### **Follow the SLFG 7 Step Methodology**

Each SLFG member followed the 7 Step SLFG Methodology to test how marketing can positively influence sustainable behaviors. The Methodology guides sustainability and marketing teams to identify behaviors that the company can influence and recommends hypotheses that may be effective at sparking a change in behavior. See page 6.



## How to bridge the divide between sustainability and marketing teams

### FINDINGS

1

#### Metrics matter to marketers

SLFG members were able to have more effective conversations with marketing colleagues as a result of presenting the results of the testing program. Sustainability teams essentially learned how to speak the language of marketing by bringing concrete metrics to the table related to consumer demand and brand perception. Metrics that gained attention with marketing teams included:

- a. Intent to purchase
- b. Intent to seek out more information
- c. “Importance” of product/service features (including sustainability benefits)
- d. Overall “appeal” to different marketing messages
- e. Perceptions of the brand as environmentally responsible
- f. Brand favorability
- g. Brand advocacy (i.e., likelihood to recommend the brand to a friend)

2

#### Cross-functional teams work best

Collaboration between sustainability and marketing teams lead to new insights about the mutual value of each team and ways to partner in the future. Marketers saw that sustainability teams could help identify the benefits of sustainable products and achieve larger brand reputation goals. And sustainability teams benefited from understanding how their company evaluates consumer demand and marketing success. For future projects, marketers can help sustainability teams make sustainable products and behaviors more desirable, thereby achieving business and sustainability goals.



## How to bridge the divide between sustainability and marketing teams

### RECOMMENDATIONS

1

#### Do your own testing

Tests and metrics help to make behavior change practical, instead of theoretical. Measuring the effectiveness of marketing campaigns not only improves credibility of sustainability initiatives internally, but also gives evidence to launch projects on a larger scale. To help mainstream the production and marketing of sustainable products and services, SLFG members found that hard metrics opened the door to new conversations with marketing and product design teams about effectively meeting consumers' unmet sustainability aspirations.

2

#### Foster collaboration to enhance effectiveness

Marketing teams can help make sustainable products and services more desirable. This in turn helps sustainability teams develop the internal business case for higher corporate sustainability ambitions. Sustainability teams understand the various social and environmental issues affecting their consumers and how those issues may affect purchasing decisions. Sustainability teams can help marketers to identify the potential unmet needs of consumers related to sustainable lifestyles, which can inform more effective marketing. Increased collaboration between the two groups can drive real innovation opportunities.

Given the success of the SLFG testing program to bring together marketing and sustainability teams, consider proposing a marketing pilot to test different messaging approaches that can drive more sustainable behaviors. Marketing pilots are a practical and cost-effective way for both teams to share skills and build relationships.

# BEHAVIOR CHANGE CASE STUDIES



## CASE STUDIES



### MCDONALD'S

1 out of 5

#### *the challenge*

McDonald's is facing a challenge at their recycling bins – customers do not always use the restaurant recycling stations properly, resulting in compostable and recyclable material unnecessarily going to landfill. The following test sought to explore how marketing messages could help increase recycling efficiency.

Two key barriers were identified to successful recycling behaviors:

1. Correct disposal is often not convenient and can be time consuming.
2. Recycling can be perceived as confusing and therefore frustrating.

#### *hypotheses for changing behavior*

With these barriers in mind, McDonald's defined a set of benefits as potential enablers to overcoming the barriers:

**CLARIFYING** language and images to make disposal more convenient (“What to Do”)

**ENABLING** consumers to contribute to a collective cause (“Collective Benefit”)

**ACKNOWLEDGING** customers for their disposal efforts (“Thank You”)

**CATALYZING** a memorable and fulfilling moment between parent and child (“Teachable Moment”)

Each one of the benefits was translated into messages. McDonald's hypothesized the following outcomes of presenting these messages to customers:

**H1:** Showing people what to do promotes behavior as compared to standard bin messaging.

**H2:** Showing people how recycling is a collective effort promotes behavior as compared to standard bin messaging.

**H3:** Thanking people for their effort will promote behavior as compared to standard bin messaging.

**H4:** Presenting recycling as an opportunity to teach a child a valuable lesson will promote recycling behavior as compared to standard bin messaging.

**H5:** The success of messages in promoting the desired behavior will vary significantly.

## MCDONALD'S

### test background

McDonald's measured the influence of messaging by testing different types of signs at one restaurant in San Francisco, Calif. The test was conducted over five consecutive days (Monday-Friday), where each message was tested for one day during lunchtime (12-2 p.m.).

- In total, 277 individuals were observed disposing of waste at the restaurant over the course of five days.
- Waste disposal was measured by conducting a waste audit after each day's test.

After each testing session, in partnership with waste disposal experts, McDonald's recorded the weight of waste and the contamination and purity rate in each disposal bin. "Purity rate" measures the percentage of correct waste material disposed in each bin (landfill, recycling, compost).

### TEST LIMITATIONS

A set of limitations to the test were identified:

**SAMPLE SIZE:** For individual behavior, sample size was small considering the number of treatment messages, limiting the predictive power of the test. It is possible that we would observe larger effect sizes had the sample been larger. For the waste audit results, only one case was used (the single restaurant), making potential conclusions limited.

**LIMITED DATA POINTS:** A limited number of variables were measured for each type of test, limiting the types of findings that can be extracted from the test.

**RANDOMIZATION:** To overcome contextual causes, such as which day a sign is presented, customer demographics in area, time, or year, etc., a test should be fully randomized. For this preliminary trial, proper randomizations were not conducted, although we recommend that process for additional testing phases.

**NATURE OF MATERIALS:** Testing messaging live is ridden with contextual differences (e.g., color of signs and number of words), making the isolation of direct causes of behavior very difficult. The approach chosen in the present test was to use messaging similar to what would have been used in real terms, and to treat the results with caution, rather than isolate individual causes robustly.

**STATISTICAL SIGNIFICANCE:** A multinomial logistic regression was used to test whether the messages significantly impacted on waste disposal behavior, and if any messages predict our desired outcome better than the control. While the analysis did not identify statistical significant effect, the SLFG views the test results as preliminary conclusions that warrant further exploration to confirm.

With these limitations in mind, the present test should be seen as a trial that tests the methodology in practice and gives preliminary indications of what types of signs may affect customer waste disposal behavior in the San Francisco area.

## MCDONALD'S

Each identified benefit was translated into a treatment message:

<i>Tested Messaging Title</i>	<i>Consumer Benefit(s)</i>
<b>1 CONTROL SCENARIO</b>	No consumer benefit created
<b>2 WHAT TO DO</b>	Clarifying language and images to make disposal more convenient
<b>3 COLLECTIVE BENEFITS</b>	Enabling consumers to contribute to a collective cause
<b>4 THANK YOU</b>	Acknowledging customers for their disposal efforts
<b>5 TEACHABLE MOMENT</b>	Catalyzing a memorable and fulfilling moment between parent and child

To ensure a baseline to test each treatment against, disposal behaviors and purity rates were also recorded against the existing in-store messaging. This test served as the Control scenario.

MESSAGE 1

Control



## MESSAGE 2

### What to Do



### MESSAGE 3

#### Collective Benefits



MESSAGE 4

Thank You



MESSAGE 5

Teachable Moment



**MCDONALD'S**

*test results*

**WASTE PURITY RESULTS**

Purity rates define the amount of material in each bin that is not a contaminant. In other words, a purity rate is the percentage of material in each bin that has been correctly discarded. The purity rates resulting from each testing day are presented in Table 3 below.

SIGN TYPE	RECYCLING	LANDFILL	COMPOST	TOTAL
Control	0.2%	0.0%	98.9	40.8%
What to Do	4.2%	0.2%	99.9%	45.2%
Collective Benefits	1.0%	2.0%	99.5%	57.7%
Thank You	23.4%	4.1%	99.2%	60.8%
Teachable Moment	9.3%	13.0%	90.6%	53.7%

LEGEND	
100% Purity Rate	All waste has been correctly discarded in bins
0% Purity Rate	All waste has been incorrectly discarded in bins

All new messages outperformed the Control scenario.

**Thank You, Collective Benefits, and Teachable Moment generated the greatest overall purity rates** – Thank You in particular generated a purity rate of 60.8 percent, which is a 20 percentage point improvement over the control scenario.

**The Thank You message delivered contradictory results** – The Thank You message delivered a high purity rate. However, in addition to weighing the waste, McDonald’s also manually measured the observed recycling behavior of each customer and, according to that measurement, Thank You actually increased the number of customers who recycled incorrectly. The SLFG decided to rely on the more objective data collection method, the purity rate. This contradiction led the group to recommend further research into the effectiveness of Thank You messaging to drive recycling behavior, but we refrain from conclusively supporting it as effective.

6 Total Purity Rate = (Total weight of waste in each bin – Total amount of contaminated waste in each bin) / Total weight of waste in each bin.

## KEY INSIGHTS

MCDONALD'S

### RECYCLING EFFECTIVENESS

The data indicates that Collective Benefits and Teachable Moment show promising signs of increasing effective waste recycling disposal behavior based on the purity rate (the amount of material in a bin that is correctly disposed of).

- A key factor in the success of Collective Benefits and Teachable Moment is believed to be their colorful and “cute” creative signage. It was dramatically more colorful and playful than the control messaging, which simply stated “Recycling,” “Compost,” or “Landfill” over each disposal bin. The new signage may have been a) colorful and intriguing enough to catch the attention of customers, and b) playful enough to inspire customers to “play along” with the cartoon figures who gently encouraged them to recycle and compost. The sign’s graphics and tone were also in line with McDonald’s family-focused brand messaging, which may have appealed to customers.
- The intention behind the Collective Benefits creative was to instill pride and responsibility over one’s community (in this case San Francisco) as well as respect or love for wildlife (e.g., the whales). Given the sign’s success, pride and responsibility for one’s city and/or appreciation of wildlife may have played a role in driving increased recycling rates.

### ENHANCING THE CUSTOMER EXPERIENCE AND ALIGNING WITH BRAND PROMISE

All creative messaging signs made customers smile more than the control sign.

- While observing customer’s reactions to each sign, the researcher noted that customers smiled more when viewing all the tested signs compared to when they viewed the control signage. Considering most of the creative signs also increased recycling behavior and purity rates, this suggests there may be a link between entertainment and inspiring recycling behavior.
- This finding carries value for McDonald’s because the brand promise is to “make delicious feel-good moments easy for everyone.” McDonald’s works

to make this promise come to life in all aspects of the customer experience—including the after-meal experience, which includes recycling. So if playful signage can make customers smile and relieve a pain point around confusing recycling direction, then the company considers it has enhanced the overall customer experience.

### RECOMMENDATIONS FOR FURTHER RESEARCH

- **Pilot testing on a larger scale** – The findings from the McDonald’s testing are viewed as preliminary conclusions, but the group recommends wider testing before adopting this messaging on a larger scale. While the message types increased positive recycling behaviors vs. the control scenario, these results are confined to one McDonald’s restaurant, and the group recommends further testing on a larger scale to determine effectiveness in different recycling contexts.
- **Disposal behavior versus purity rate metrics** – In addition to the measuring the purity rates per rubbish bin, McDonald’s also recorded observed recycling behavior by visiting the testing restaurant. However, the observed recycling behavior contradicts the results of the Thank You message, and the SLFG team therefore decided to rely on the more objective data set for the purposes of its findings.<sup>7</sup> Measuring recycling behavior through observation requires manually noting exactly where customers place each individual waste item (even a small sauce container) and whether that placement was correct, partially correct, or incorrect. Understandably this can be difficult to measure accurately when multiple customers dispose of waste in quick succession.
- The ideal recycling measurement tool is waste audit analysis, but it should be applied across 10 or more participating restaurants to increase the power of the test. However, waste audits can be costly which may make this option infeasible. Other options include filming customers as they recycle, then recording correct, partially correct, or incorrect recycling behaviors after the test.

<sup>7</sup> See Appendix for full Observed Behavior test results.



## AT&T

2 out of 5

### *the challenge*

AT&T offers a security and home automation service, Digital Life, that enables homeowners to remotely and digitally manage home energy, water, and security systems. AT&T wants to encourage energy and water conservation by increasing Digital Life purchase intent.

The AT&T team posited that a possible barrier to purchasing Digital Life was a lack of consumer awareness of the product itself and the features it provides.

With these barriers in mind, participants defined a set of benefits as potential enablers to overcoming the barriers. Digital Life services provide:

**CONTROL** – Homeowners have better control over their home (locks, video visibility, temperature, energy/water) providing peace of mind

**CONVENIENCE** – Homeowners can control these systems wirelessly and remotely from digital devices

**SECURITY** – Homeowners can lock doors remotely, view video footage of their homes, and receive security alerts via text

**FINANCIAL SAVINGS** – Homeowners can conserve energy and water which can increase savings on monthly bills

**ENVIRONMENTAL IMPACT** – Homeowners can reduce their personal environmental footprint through energy and water conservation, thereby helping to protect the environment.

### **AT&T then devised the following hypotheses:**

### *hypotheses for changing behavior*

**H1:** Promoting benefits of control, convenience, security, energy/water conservation, and monetary savings is more likely to promote purchase intent than promoting control, convenience, and security benefits alone.

**H2:** Promoting benefits of control, convenience, security, energy/water conservation, monetary savings, and environmental stewardship is more likely to promote purchase intent than promoting control, convenience, and security benefits alone.

**H3:** Promoting environmental sustainability benefits through explicit messaging to consumer segments to whom sustainability appeals is more effective at driving purchase intent than promoting control, convenience, and security benefits alone.

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## AT&T

### *test background*

AT&T conducted a simulated test—an online survey of 801 participants in April 2016. Two groups of respondents were targeted:

1. Current home security and/or home automation users of competitive brands and
2. Home security and/or home automation intenders (i.e., those interested in purchasing home security and/or home automation).

Each group was shown one of three options: the “core description” (control message), the “core description plus a benefits message,” or the “core description plus a sustainability message.”

AT&T measured appeal towards each of the messages as well as purchase intent after viewing the messages. In addition, to help determine the Digital Life features that participants perceived as most valuable, AT&T asked participants to distribute 80 points across eight potential benefits of a smart home system, giving more points to items that are more important and fewer points to those items of lesser importance.

### TEST LIMITATIONS

**Message Length:** AT&T compared a shorter message with two longer messages, which could or could not negatively impact how participants respond to the messages. While message length was not tested, this is worth bearing in mind when interpreting the results.

## AT&amp;T

*creative messaging*

AT&T tested three messages. Each consumer group only viewed one message type.

TESTED MESSAGING TITLE	CONSUMER BENEFITS	MESSAGE
<b>1. CORE MESSAGE (CONTROL)</b>	<b>Control</b>  <b>Convenience</b>  <b>Security</b>	<p>This is an all-digital, wireless smart home system. With 24/7 professional monitoring, an easy to use app to help manage your home remotely, programs to simplify daily routines and text and email notifications, it gives you the flexibility to manage your home from almost anywhere.</p> <p>The system includes smart home security to keep you connected and protected. Now you can secure your home, check in on the kids or pets, and adjust the temperature all on the go—giving you more freedom, flexibility, and peace of mind.</p>
<b>2. CORE + BENEFITS MESSAGE</b>	<b>Control</b>  <b>Convenience</b>  <b>Security</b>  <b>Energy and water conservation</b>  <b>Monetary savings (implied)</b>	<p>This is an all-digital, wireless smart home system. With 24/7 professional monitoring, an easy to use app to help manage your home remotely, programs to simplify daily routines and text and email notifications, it gives you the flexibility to manage your home from almost anywhere.</p> <p>The system includes smart home security to keep you connected and protected. Now you can secure your home, check in on the kids or pets, and adjust the temperature all on the go – giving you more freedom, flexibility, and peace of mind.</p> <p>The system also allows you to conserve your usage of energy by providing greater control over home temperatures (heating and air conditioning), to optimize the use of lights, and also to better control your usage of water.</p>
<b>3. CORE + SUSTAINABILITY MESSAGE</b>	<b>Control</b>  <b>Convenience</b>  <b>Security</b>  <b>Energy and water conservation</b>  <b>Monetary savings (implied)</b>  <b>Reduce personal environmental footprint and help to protect the environment</b>	<p>This is an all-digital, wireless smart home system. With 24/7 professional monitoring, an easy to use app to help manage your home remotely, programs to simplify daily routines and text and email notifications, it gives you the flexibility to manage your home from almost anywhere.</p> <p>The system includes smart home security to keep you connected and protected. Now you can secure your home, check in on the kids or pets, and adjust the temperature all on the go—giving you more freedom, flexibility, and peace of mind.</p> <p><i>The system also allows you to conserve energy and water, reducing your carbon footprint and helping you protect our environment.</i></p>

**AT&T**

*test results*

The Core Description generated the most appeal among consumers— The Core Message on its own has the most appeal, although it is statistically a tie with the Core + Benefits. The Core + Sustainability Message still drove significant appeal (68 percent overall), but not as much as the other two message types.

Appeal and Likelihood to Take Action Among Users and Intenders  
After viewing the message, each group was asked:

**Q1.** How appealing is the concept to you, using a 10-point scale where 10 is “very appealing” and 1 is “not at all appealing”?

**Q2.** How likely are you to seek out more information about this smart home system, using a 10-point scale where 10 is “very likely” and 1 is “not at all likely”?

	TOTAL (N=265-271)	USERS (N=137-141)	INTENDERS (N=128-130)
CORE DESCRIPTION (A)	<p>78% 66%</p>	79% 63%	78% 70%
CORE + BENEFITS MESSAGE (B)	<p>74% 65%</p>	74% 65%	74% 65%
CORE + SUSTAINABILITY MESSAGE (C)	<p>68% 61%</p>	71% 63%	64% 59%

A/B/C = statistically significant at 95% confidence level between messages.

## AT&T

### test results

**1. Energy conservation is seen as a valuable benefit** – Energy conservation was ranked high on the list of valuable product benefits. Respondents gave high importance to core functional benefits like control over locks/thermostats and peace of mind related to security, but energy conservation ranked right behind Control. We speculate that the high value is due to the implied monetary savings that can result from more efficient conservation of household energy use.

In addition, respondents ranked the ability to reduce one’s carbon footprint as significantly important. It ranked last on the list, but it did generate enough consumer interest to warrant further research.

**2. Current Users of home automation services expressed more interest in sustainability features than Intenders.** We speculate that some Users expressed interest in sustainability features because of their environmental benefits, whereas others may have rationalized their decision after they made it.

### Appeal of individual product benefits

- After viewing the message, each group was asked to indicate how distribute 80 points across individual benefits based on the level of importance to them. The mean scores of their ranking are listed below.

	TOTAL (N=801)
<b>Safety/security</b> – for your household	18.8
<b>Peace of mind</b> – knowing that your home is safe when you are away	14.0
<b>Control</b> – cameras, lights, thermostat, doors, locks, and security systems	9.6
<b>Energy conservation</b> – control thermostats and other devices	9.1
<b>Knowledge</b> – awareness of what is going on in your home at all times	8.4
<b>Convenience</b> – easy to use app on your smart phone/mobile device	7.5
<b>Personalized</b> – customized packages to meet your specific needs	6.9
<b>Sustainable</b> – reducing your carbon footprint to help the environment	5.7

**Q4.** Below are 8 potential benefits of this smart home system. Please distribute 80 points across these benefits, giving more points to items that are more important to you, and fewer points to those items of lesser importance to you.

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## AT&T

### *test results*

**3. High Appeal Users found appeal in all three message types** - AT&T analyzed the responses of participants for whom sustainability had high appeal (the “High Appeal” group included respondents who allocated 10-plus of the 80 points to “sustainability” feature)<sup>8</sup> and found that the group was significantly interested in each message.

**4. High Appeal Intenders found more appeal in the Core + Benefits messaging over the other message types.**

<sup>8</sup> Data for High Appeal group can be found in the Appendix.

## KEY INSIGHTS

AT&amp;T

- **Consumers are interested in energy conservation.** Previously AT&T did not prioritize energy conservation as a primary benefit of Digital Life services, but this test reveals that consumers viewed conservation as second only to Security and Control. This may be due to the fact that consumers understand the potential monetary savings resulting from more efficient use of home energy systems, making it beneficial to explicitly promote the opportunity for monetary savings when marketing any energy conservation product or service that has this potential. All things being equal, sustainability benefits may add value. Aligning with existing research on consumer behavior related to sustainable consumption, AT&T's test results show that sustainability benefits such as helping consumers to conserve energy/water or reducing one's personal environmental footprint are valuable to consumers. While the Core message was slightly more appealing according to these results, the Core +Benefits message generated significant appeal for respondents, and we speculate that the longer length of the Core + Benefits message could have negatively impacted appeal for respondents. We also speculate that energy conservation and sustainability benefits can add additional value for consumers when they do not interfere with the communication of core home automation performance benefits such as control and safety.
- **Focus on primary benefits in primary messaging.** Respondents expressed the most appeal in the "Core" and "Core + Benefits" messages. These messages focused primarily on functional benefits that personally and immediately benefited the respondent like safety and conservation of energy (which implies monetary savings on utility bills). The "Core + Sustainability" message also received high appeal, although slightly less than the first two messages. This suggests indirect sustainability benefits like reductions in personal carbon footprint have value, but more immediate functional benefits are more likely to drive purchase behavior. Therefore, the group recommends limiting primary marketing messaging to the benefits that consumers indicate are most valuable (usually functional benefits related to performance). Indirect sustainability benefits should be included in secondary marketing messaging to enhance consumer value propositions.
- **High appeal among young and early adopters.** When AT&T analyzed the demographic of those consumers who expressed high appeal in sustainability, it found that they tend to be younger, earlier adopters of technology who work full time and are more likely to have home automation.
- **Explicitly promoting environmental benefits may not be necessary when targeting consumer segments that are already well-versed in sustainability.** AT&T's analysis of consumers who had high interest in sustainability shows that adding an explicit carbon footprint reduction benefit does not drive more appeal. We speculate that high appeal respondents already understood the environmental benefits of energy conservation and felt the carbon reduction message was unnecessary.

## JOHNSON & JOHNSON CONSUMER INC.

### *the challenge*

As part of its Citizenship & Sustainability 2020 Goals, Johnson & Johnson Consumer Inc. is working to increase the recyclability of its consumer product packaging to at least 90 percent in key markets. But designing packaging to be more recyclable is only half the story. Effective value chain recycling requires customers to properly recycle products at home. Consumer research shows that recycling in the bathroom, where many JJCI personal care products are used, is lower than in other parts of the house.

JJCI launched a digital and social media campaign called Care to Recycle® to raise awareness of how to recycle items used in the bathroom. While previous research showed that exposure to the program increased consumers' reported intent to recycle bathroom products, the company wanted to understand which types of creative were most effective at influencing consumers' reported recycling behaviors.

Therefore, the behavior JJCI sought to influence during the SLFG test was intent to recycle in the bathroom.

Barriers to driving this behavior include:

1. Lack of awareness that recycling bathroom products is possible or important.
2. Recycling is passé and boring. It is not memorable enough to influence recycling behavior in the bathroom.
3. Talking about or sharing things about the bathroom is embarrassing.

With these barriers in mind, JJCI defined a set of benefits as potential enablers to overcoming these barriers:

- Bathroom recycling can be an opportunity for bonding with one's family (Teachable Moment).
- Recycling in the bathroom can be easy with clear how to recycle tips.
- Recycling can be fun with trendy DIY upcycling projects.
- Recycling provides other benefits beyond waste reduction.
- Consumers can be a part of the solution to the landfill waste issue.

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## JOHNSON & JOHNSON CONSUMER INC.

JJCI then developed hypotheses about how these benefits could drive recycling behavior:

### *hypotheses for changing behavior*

- H1:** Presenting bathroom recycling as an opportunity for bonding with your family promotes recycling behavior as compared to presenting it as a task.
- H2:** Messaging telling people how to recycle in the bathroom promotes recycling behavior as compared to messaging telling people why they should recycle.
- H3:** Messaging focused on the positive impact of bathroom recycling (benefits) promotes recycling behavior more effectively than messaging focusing on the problems of bathroom waste and lack of recycling.

### *test background*

JJCI ran two sets of message testing via a simulated, online survey with female and male respondents in the United States, ages 25-54, and with a focus on parents of children ages 0-12. The first round of testing had 400 survey respondents, and the second had 535 survey respondents. Responses were recorded pre- and post-exposure to pieces of creative messaging using five key indicators:

**RECYCLING BEHAVIOR:** How likely are you to recycle personal care items in the bathroom?

**ENVIRONMENTALLY RESPONSIBLE:** To what extent do you think Johnson & Johnson Consumer Inc. cares about the impact of its products on the environment?

Verbatim responses were also collected, which helped to explain why content performed well or why it didn't.

## JOHNSON & JOHNSON CONSUMER INC.

*creative messaging*

JJCI developed creative messaging to elicit the benefits included in the set of hypotheses.

All messaging concepts were brought to life through animated or video gifs with supporting copy designed for social media platforms such as Facebook.

TESTED MESSAGING TITLE	CONSUMER BENEFIT(S)	MESSAGE
Teachable Moment	Presenting bathroom recycling as an opportunity for bonding with one's children	 <p><b>GIVE IT YOUR BEST SHOT</b></p> <p>“Setting up a mini basketball hoop over your bathroom recycling bin is a great way to practice some eco-friendly 3-pointers as a family. Seriously, when was the last time you had this much fun in the bathroom?”</p>
How To (Part I)	Make recycling simple and easy for consumers by clearly communicating how to recycle in the bathroom	 <p><b>CAN I RECYCLE TOOTHPASTE?</b></p> <p>PETE the Duck says: “Recycle this! Not this! The more you know about what is recyclable, the more likely you are to do it!”</p>
How To (DIY)	Inspiration to create a trendy and fun DIY upcycling project	 <p><b>ADORABLE DIY UPCYCLED SUCCULENT PLANTER</b></p> <p>Give that empty Neutrogena Hydroboost Water Gel container a second life—and reduce waste in landfills—by reusing it as a planter for your succulents! Directions: When you're done using the product, rinse out the pot, dry, add a layer of pebbles, and top with well-draining soil. Finally, add your succulent! (No plant on hand? Take the family to your local nursery to choose a special one.)”</p>

<p><b>Solutions/Benefits</b></p>	<p>Inspire consumers to conserve energy and reduce waste through concrete and understandable facts and stats.</p>		<p>You may already know that recycling reduces landfill waste. But did you know that the energy saved from recycling just one shampoo bottle from your bathroom can power a computer for 25 minutes?</p>
<p><b>How To (Part II)</b></p>	<p>Make recycling simple and easy for consumers by clearly communicating how to recycle in the bathroom.</p>		<p>All done with your favorite lotion? Step away from the trash can – and instead follow these easy recycling steps: 1: Remove the pump and discard (pumps aren't recyclable). 2: Give your empty bottle a quick rinse. 3: Toss in your recycling bin! It's that easy to help reduce waste in our landfills and conserve our natural resources!</p>
<p><b>Why</b></p>	<p>Provide an opportunity for consumers to eliminate feelings of guilt about the global landfill waste issue by promoting the importance of recycling.</p>		<p><b>LOTION BOTTLE - CIRCLE THE EARTH</b></p> <p>The amount of plastic we throw away each year is enough to circle the earth FOUR times! That's why it's so important to recycle empty lotion and shampoo bottles, and other #1 and #2 plastic bottles from the bathroom that so often go in the trash. We can do this!</p>
<p><b>Problem</b></p>	<p>Provide an opportunity for consumers to eliminate feelings of guilt about the global landfill waste issue by promoting the importance of recycling.</p>		<p><b>100-400 YEARS</b></p> <p>What happens if you put that empty shampoo bottle in the trash instead of the recycling bin? It usually ends up in a landfill – where it can take 100–400 years to break down!</p>

## JOHNSON & JOHNSON CONSUMER INC.

### test results

% LIFT (STATISTICALLY SIGNIFICANT)		
Message	Recycling Behavior Intent to Recycle	Environmentally Responsible Perceptions of Johnson & Johnson Consumer Inc. as Environmentally Responsible
“Problem”	75%	27%
“Solutions / Benefits”	71%	29%
“Why”	48%	65%
“How To (Part II) Messages”	48%	31%
“How To (DIY)”	41%	44%
“Teachable Moment”	39%	-33%
“How To (Part I)”	35%	23%

## KEY INSIGHTS

## JOHNSON & JOHNSON CONSUMER INC.

### PERCEPTIONS OF ENVIRONMENTAL RESPONSIBILITY

- **Messages that struck a positive upbeat tone to solving environmental challenges were more likely to drive perceptions that the brand was environmentally responsible.** The Why message which encouraged consumers with a “We can do this!” message and the creatively upbeat DIY message were most effective at driving perceptions that JJCI was environmentally responsible. In contrast, messages that focused on more negative topics like the Problem message were not as effective. Similarly, the Solutions/Benefit message, while illustrating a positive benefit of recycling, may have been too indirect of a message for consumers to link JJCI with environmental responsibility.
- **The How-To (DIY) messaging shows that indirect messaging can be as effective as direct recycling messages.** The DIY messages promoting the upcycling of bathroom waste drove the second largest lift in terms of perceptions of JJCI. It also drove intent to recycle (see below).
- **Respondents reacted negatively to childish creative.** In interviews, some participants said the Teachable Moment and the How To Part I messaging were too childish and, therefore, may have felt like it was not catering to them. The approach was deemed inappropriate for a social media platform as opposed to McDonald’s test of the Teachable Moment concept in a live, restaurant setting. JJCI is investigating other Teachable Moment approaches that are more direct to their invitation to involve children in recycling.

### INTENT TO RECYCLE

- **All tested messages drove intent to recycle.** Every message tested caused a statistically significant increase (at least 35 percent) in the intent to recycle after having seen the message. However, content targeted toward adult audiences was more impactful. Watch out for childish approach to creative when trying to reach adult audiences.
- **Participants responded well to content that provided new and interesting facts about recycling.** This confirms the need for messages to “breakthrough” the noise to grab consumers’ attention about a topic that may be considered boring or “old news.”
- **How-to messaging can drive significant recycling behavior.** All messages that included “how to recycle” guidance drove increased intent to recycle. This helps overcome a common barrier to recycling—the fact that many people are confused about what is and is not recyclable. Concrete language, with clarity and simplicity.
- **Why-style messaging can drive perhaps even more widespread intent to recycle.** The Problem message was the most effective message out of all seven messages tested when it comes to driving recycling intent, even though it did not include how-to-recycle guidance, suggesting that telling people how to recycle is helpful, but appealing to some emotional rationale for recycling is more likely to drive widespread engagement.

## KEY INSIGHTS

## JOHNSON & JOHNSON CONSUMER INC.

### INTENT TO RECYCLE

- **It is unclear whether messaging targeting Why To recycle are definitely more effective at driving recycling behavior than messages explaining How To recycle.** While the two highest-performing pieces of content, Problem and Solutions/Benefits, targeted why someone should recycle, the separate Why message performed just as well as How To #2, which simply provided guidance for recycling. The group speculates that the words “landfill” and “earth” could have triggered responses. “Landfill” appears to have performed well, whereas “earth” performed well but not as well as “landfill.”
- **Potentially combining Why/Rationale messaging with How/Guidance messaging could drive significant recycling behavior.** All messages that included “how to recycle” guidance drove increased intent to recycle. This helps overcome a common barrier to recycling—the fact that many people are confused about what is and is not recyclable. Yet messages that appeal to an emotional rationale drove significant intent to recycle results.
- **The SLFG would recommend exploring the effectiveness of messages that include both an emotional appeal and short, clear recycling guidance** to provide people with agency to follow through on that appeal. This approach was the second most effective approach in JJCI’s test (the Solutions/Benefits message). The most effective message, Problem, may not work in every circumstance, because while consumers may be motivated to recycle after viewing the message, they may not have the necessary information to recycle properly.



## EBAY

4 out of 5

### *the challenge*

The eBay platform connects buyers and sellers around the world, often extending the useful life of products via resale of pre-owned items. eBay wanted to test whether messaging could influence consumer behaviors and perceptions such as:

- Selling pre-owned items on eBay
- Intent to recommend eBay to friends
- Perception of eBay as environmentally responsible.

eBay tested a range of messages that appeared in an email sent to users who had just listed an item on eBay.com.

eBay identified a number of barriers to increased listing of items on eBay.com, namely:

- The perception that it is difficult to sell on eBay. People feel that the act of listing is difficult or cumbersome. They might not know how to package and ship items. Additionally people may not have time to undergo the listing process.
- Perception that packing and shipping is cost prohibitive
- The desire to get rid of an item can be greater than the desire to make money selling it.
- The lack of awareness regarding the sustainability benefits of buying/selling pre-owned items compared to new items.

With these barriers in mind, eBay defined a set of benefits as potential enablers to overcoming the barriers.

- Selling pre-owned items on eBay provides a monetary benefit.
- Selling pre-owned items is a way to reduce one's environmental footprint or "do something good for the planet."
- Selling pre-owned items on eBay makes me part of a community of people who sell on eBay and those who actively contribute to reducing their environmental footprint.

eBay then derived the following hypotheses:

### *hypotheses for changing behavior*

**H1:** The presence of statistics and facts promotes listing behaviors.

**H2:** Appealing to individual benefits is more likely to promote listing behaviors than appealing to collective benefits.

## EBAY

### test background

eBay conducted an online, quantitative survey of current customers who had listed or sold on eBay for the first time in the last 90 days prior to the test. A total of 2,077 listers were asked a series of up-front questions, followed by one of five creative messages. They were then asked questions about the email itself and given the opportunity to indicate what parts of the treatment (“hot spots”) they found particularly appealing or unappealing. Participants also had the ability to register verbatim comments.

### creative messaging

Participants were divided into three testing groups and exposed to one of five messages:

### MESSAGE 1

Control (Standard listing confirmation page)

Hi, eBay User



**Congratulations, your item has been listed!** It may take some time for the item to appear in eBay search results. [Learn more.](#)

Listing details:



**Amazon Kindle 2nd Generation Free 3G, 6" Display, White - Great Condition**

Item Id: 201525586524

**Starting price: \$20.00**

**Buy It Now price: \$26.00** Buy It Now

End time: Feb-24-16 22:10:00 PST

Listing fees: 0

[Revise item](#) | [Go to My eBay](#)

**Ready to List Your Next Item?**

**Sell More**

Click to list another item

#### Select your email preferences

- Want to reduce your inbox email volume? [Receive this email as a daily digest.](#)  
For other email digest options, go to [Notification Preferences](#) in My eBay.
- Don't want to receive this email? [Unsubscribe from this email.](#)

#### Marketplace Safety Tip

- If you are contacted about buying a similar item outside of eBay, please do not respond. Outside-of-eBay transactions are against eBay policy, and they are not covered by eBay services such as feedback and eBay purchase protection programs.

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## EBAY

### MESSAGE 2

Sustainability Individual Benefit (50% of the group viewed this version)



**Congratulations, your item has been listed!** When you sell a pre-owned product on eBay, you're giving it a second life, doing good for the planet. [Learn more.](#)

### MESSAGE 3

Sustainability Collective Benefit (50% of the group viewed this version)



**Congratulations, your item has been listed!** Every year eBay sellers give millions of pre-owned products a second life through our platform, doing good for the planet. [Learn more.](#)

### MESSAGE 4

Financial Individual Benefit (50% of the group viewed this version)



**Congratulations, your item has been listed!** Selling things you no longer need on eBay is a great way to put cash in your pocket. [Learn more.](#)

### MESSAGE 5

Sustainability Collective Benefit (50% of the group viewed this version)



**Congratulations, your item has been listed!** Every year millions of people use eBay to sell things they no longer need and put cash in their pockets. [Learn more.](#)

EBAY

test results

- The message that drove the most intent to list again and purchase pre-owned items or to recommend eBay was the Control message. Instead of including an extra marketing message related to monetary or environmental benefits, this message simply stated “Congratulations! Your item has been listed! It may take some time for your item to be listed in eBay search results.” And like the other messages it encouraged consumers by stating “Ready to list your next item? Sell more.”
- Both Sustainability-related messages drove an increase in perception that eBay cares about the environment.
- Messages promoting individual benefits resonated better than messages promoting collective benefits. This may be due to the personalization of the message, which helps create a more positive emotional response.

Hot Spot (Sustainability – Individual)

**LIKES**

“Gives you a good feeling”

“Makes you feel good about your choice to sell rather than throw away.”

“Good feeling that it can be reused.”

“make me happy”

“It makes me feel like I’m helping earth”

“It’s good to do good for the environment.”

“It changes perspectives on selling pre-owned items. It helps people realize that they are not just making money, but also reducing waste.”

**DISLIKES**

“Should be a banner that is green and brown that symbolizes doing something good for the environment. The colors blue, unattractive banner is not noticeable at all; especially, during a quick glance.”

“Most people sell pre-owned items for money, not for recycling.”

Hi, eBay User

**Congratulations, your item has been listed!** When you sell a pre-owned product on eBay, you’re giving it a second life, doing good for the planet. [Learn more.](#)

It may take some time for your item to appear in eBay search results. Listing details:

**Amazon Kindle 2nd Generation Free 3G, 6" Display, White - Great Condition**  
 Item Id: 201525586524  
**Starting price: \$20.00**  
**Buy It Now price: \$26.00** Buy It Now  
 End time: Feb-24-16 22:10:00 PST  
 Listing fees: 0  
[Revise item](#) | [Go to My eBay](#)

**Ready to List Your Next Item?**

**Sell More**

  
Click to list another item

**Select your email preferences**

- Want to reduce your inbox email volume? [Receive this email as a daily digest.](#) For other email digest options, go to [Notification Preferences](#) in My eBay.
- Don't want to receive this email? [Unsubscribe from this email.](#)

**Marketplace Safety Tip**

- If you are contacted about buying a similar item outside of eBay, please do not respond. Outside-of-eBay transactions are against eBay policy, and they are not covered by eBay services such as feedback and eBay purchase protection programs.

Only 8 percent of respondents identified sustainability as a main message of the emails at the unaided level, which helps explain why the messages didn’t influence their behavior any differently than the control.

## KEY INSIGHTS

EBAY

**Neither of the test messages drove listing, purchasing, or recommendations better than the control message in the short term.** This is likely because the messages failed to break through from a creative standpoint.

**Design matters.** There are indicators that some messages were less successful due to the creative content. Future tests should experiment with alternative messaging vehicles to engage the customer.

**Sustainability messages successfully drove an increase in perceptions that eBay cares about the environment.** This could help build long-term equity for the brand.

**Sustainability and CSR work can drive positive brand and reputational value.** The testing provides a proof point to the hypothesis that eBay's Global Impact program to make commerce "a force for good" can enhance eBay's reputation with some consumers.

**Sustainability messages with individual benefits resonated better than those with collective benefits.** This is likely because the personalization of the message makes it more relevant and creates a positive emotional response.

**The non-sustainability test messages were seen by some as redundant.** Participants commented that messages that promoted financial benefits alone pitched benefits that people were already aware of, which diminished their potential to break through and motivate sellers even more.



## WALMART

5 out of 5

***preface** Walmart has been an integral member of the Sustainable Lifestyles Frontier Group since it was founded. Insights from the Walmart team on engaging consumers in making more sustainable purchasing decisions has influenced the SLFG's thought leadership over the past three years. During the 2015-16 working group period, Walmart conducted a survey to determine how interested consumers are in sustainable apparel and what, if any, barriers they have to purchasing sustainable apparel. The data provides insight into overall consumer interest in sustainability as an attribute of apparel products and will help Walmart refine future sustainability messaging to focus on apparel issues and products that resonate best with interested consumers.*

***the challenge** Walmart carries a wide assortment of products that could be labeled as "sustainable," including apparel. Determining whether, and how, consumers will react to sustainability has been a key question when considering messaging on products to influence the purchase of sustainable products. This research provided an initial understanding of consumers' perspectives and interest in apparel made with recycled content or otherwise defined as "sustainable."*

***test background** Online survey of 900-plus consumers over 2015-2016. Most participants had shopped at Walmart in the past six months.*

***the barriers** Consumer survey participants responded that the most common barriers to purchasing sustainable apparel were:*

### **AWARENESS AND UNDERSTANDING**

46 percent of respondents had not heard of "sustainable apparel" before the survey. A further 29 percent had heard of it, but were not "familiar with the details."

### **PERCEPTION OF INFERIOR PERFORMANCE**

"I don't think sustainable apparel is durable/will last long" – 21 percent.

**PERCEPTION THAT IT WILL NOT BE COMFORTABLE** – 17 percent.<sup>9</sup>

<sup>9</sup> Note that these responses were not from open-ended questions. Walmart provided a set of responses for consumers to choose from, which may have influenced the responses.



WALMART

5 out of 5

test results

Q. If all factors you consider when purchasing apparel (price, quality, etc.) were the same for clothing made with recycled content / sustainable apparel and regular clothing, how likely would you be to purchase clothing made with recycled content / sustainable apparel in the next 12 months?

To purchase “clothing made with recycled content”	To purchase “sustainable apparel”
Somewhat likely and very likely: 67%	Somewhat likely and very likely: 61%
Somewhat not likely and not likely at all: 15%	Somewhat not likely and not likely at all: 10%

Q. Which of the following are reasons why you would NOT purchase sustainable apparel?

38% of respondents selected: “nothing would prevent me from buying this type of sustainable apparel.” This option received the most responses.

## KEY INSIGHTS

WALMART

### **Consumers are interested in sustainable apparel.**

Thirty-eight percent of respondents stated that “nothing would prevent me from buying this type of sustainable apparel.” And 60 percent to 70 percent of respondents stated that they would purchase sustainable/recyclable apparel if price and quality were equal to that of “regular clothing.”

### **Provide a range of benefits in consumer surveys— not just collective social or environmental benefits.**

Companies can gain deeper insight into the barriers and benefits consumers perceive to purchasing sustainable apparel if a wider range of benefits are included as survey response options. In this case, respondents were only able to choose from a limited range of apparel benefits like “apparel follows fair trade guidelines.”

Consumer value questions could include:

**FUNCTIONAL** If a sustainable garment had an added quality benefit, such as a better fit or stretch or lightweight material, how willing would be you to purchase it (assuming price is equal)?

**SOCIAL** If several of your friends recently purchased sustainable garments and shared posts of themselves wearing them on social media, how willing would you be to purchase a sustainable garment for yourself (assuming quality and price are equal)?

**EMOTIONAL** On a scale of 1 to 10, how much or little do you agree or disagree with the following statement: “Through my purchase decisions I can make a small but significant impact on people and the planet.”

The SLFG recommends further research into messaging and product options that can drive increased purchases of more sustainable apparel.

## WHERE TO GO FROM HERE?

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Over the last 18 months, the SLFG testing program has validated the importance of message testing to understand what drives sustainable behavior change. The project also highlighted the value of internal metrics to evidence consumer demand for sustainable products and behaviors, which aid internal engagement with marketing and communication teams.

The SLFG group, however, sees this testing period as just the beginning of a deeper exploration into what drives sustainable consumer behaviors. The project's results warrant further testing to:

- Investigate hypotheses not yet tested (see the full list on pg. 11)
- More effectively test hypotheses from this project (see table below)
- Further validate existing findings, and help answer inconclusive results, for example:

What works better to increase sustainable behaviors like recycling, telling the audience what to do or why to do it? While there is clear evidence to substantiate the finding that simple, easy to understand instructions lead to an increase in intent to recycle (e.g., McDonalds, JJCI tests), it is not so clear whether providing an explanation as to why to take action performs better. Similarly, results indicate that a combination of clearly explaining how to recycle while resonating with the emotional or social benefits of taking action may be an even more powerful message.

MCDONALD'S

SUMMARY OF TESTED HYPOTHESES		
Hypothesis	Confirmed, Rejected, Inconclusive	Remarks
<b>H1.</b> Showing people what to do promotes behavior as compared to standard bin messaging	<b>CONFIRMED</b>	Recycling behavior did increase
<b>H2.</b> Showing people how recycling is a collective effort promotes behavior as compared to standard bin messaging.	<b>CONFIRMED</b>	Recycling behavior did increase
<b>H3.</b> Thanking people for their effort will promote behavior as compared to standard bin messaging.	<b>CONFIRMED</b>	Message type may have driven incorrect recycling behavior. Behavior data results are contradictory. See pg. 33 for explanation.
<b>H4.</b> Presenting recycling as an opportunity to teach a child a valuable lesson will promote recycling behavior as compared to standard bin messaging.	<b>CONFIRMED</b>	Recycling behavior did increase. Note, however, that although the sign was designed to engage children and parents together, only two children participated in the test, which suggests parents were also impacted by the more playful approach to recycling.
<b>H5.</b> Messages will significantly vary in their success in predicting desired behavior.	<b>CONFIRMED</b>	All messages drove increased recycling behavior as compared to the control scenario ("standard bin messaging").

AT&T

Hypothesis	Confirmed, Rejected, Inconclusive	Remarks
<b>H1.</b> Promoting benefits of control, convenience, security, energy/water conservation, and monetary savings (the Core + Benefits message) is more likely to promote purchase intent than promoting control, convenience, and security benefits alone (the Core message).	<b>REJECTED</b>	The message promoting control, convenience, and security benefits alone performed slightly better (four percentage points) than the message promoting control, convenience, security, energy/water conservation, and monetary savings.
<b>H2.</b> Promoting benefits of control, convenience, security, energy/water conservation, monetary savings, and environmental stewardship is more likely to promote purchase intent than promoting control, convenience and security benefits alone.	<b>REJECTED</b>	For a more clear test result, the SLFG recommends: <ul style="list-style-type: none"> <li>• Testing messages of the same length to enhance comparability</li> <li>• Testing a message with only a sustainability benefits message to serve as a baseline for the value of sustainability alone, and</li> <li>• Adding creative to each tested message to bring similar appeal to messages that would appear in actual marketing content.</li> </ul>
<b>H3.</b> Promoting environmental sustainability benefits through explicit messaging to consumer segments to whom sustainability appeals is more effective at driving purchase intent than promoting control, convenience, and security benefits alone.	<b>REJECTED</b>	Respondents for whom sustainability had high appeal indicated interest in the message promoting the capability to reduce one's environmental footprint, but they indicated higher interest in messages promoting energy conservation (which the SLFG considers an implicit environmental message).

**JOHNSON &  
JOHNSON**

SUMMARY OF TESTED HYPOTHESES		
Hypothesis	Confirmed, Rejected, Inconclusive	Remarks
<b>H1:</b> Presenting bathroom recycling as an opportunity for bonding with your family promotes recycling behavior as compared to presenting it as a task	<b>REJECTED</b>	<p>The Problem task-related message generated greater consumer intent to recycle than the Teachable Moment-related messages (Teachable Moment).</p> <p>JJCI did see interest in the Teachable Moment style of messaging, so it continues to test this concept, although with more direct guidance to encourage parents to engage children in recycling.</p> <p>Note that there is an imperfect comparison between JJCI and McDonald's test of the Teachable Moment hypotheses due to the different contexts. While McDonald's tested in a restaurant, JJCI tested via social media.</p>
<b>H2:</b> Messaging telling people how to recycle in the bathroom promotes recycling behavior as compared to messages telling people why they should recycle.	<b>INCONCLUSIVE</b>	<p>Results are contradictory. In some cases why/rationale-related messaging performed better than how-to related messaging. However some why-messaging included how-to statements, which complicates the findings. The SLFG recommends further research on this hypothesis.</p>
<b>H3:</b> Messaging focused on the positive impact of bathroom recycling promotes recycling behavior more effectively than messaging focusing on the problems of bathroom waste and lack of recycling.	<b>INCONCLUSIVE</b>	<p>Both message types increased likelihood to recycle (they were some of the most effective messages tested), but one did not perform statistically significantly better than the other.</p>
Hypothesis	Confirmed, Rejected, Inconclusive	Remarks
<b>H1:</b> The presence of statistics and facts promotes listing behaviors	<b>INCONCLUSIVE</b>	<p>Tested messaging did not drive significant changes in listing behaviors.</p> <p>Limited creative visuals may have hindered the reaction of consumers to tested messaging. The SLFG recommends including significant creative when testing marketing to ensure the messages reach their intended effect.</p>
<b>H2:</b> Appealing to individual benefits is more likely to promote listing behaviors than appealing to collective benefits.	<b>INCONCLUSIVE</b>	(see above)

**EBAY**

## CONCLUSION

*Don't focus on green marketing, it's just about great marketing.*

Don't focus on green marketing, it's just about great marketing. Participating brands agree that the testing and findings demonstrated that sustainability marketing should not be seen or treated differently from mainstream marketing. Consumers' intent to purchase is driven by a holistic benefits case, augmented by sustainability credentials. Similarly, environmental messaging can have a positive effect on brand and reputation. Therefore, these findings are not just for sustainable marketing, but for all marketing. Using these recommendations, you can develop more effective and efficient campaigns to fulfill not only sales and reputational objectives, but also to drive positive environmental impact.

### DON'T FOCUS ON GREEN MARKETING, IT'S JUST ABOUT GREAT MARKETING

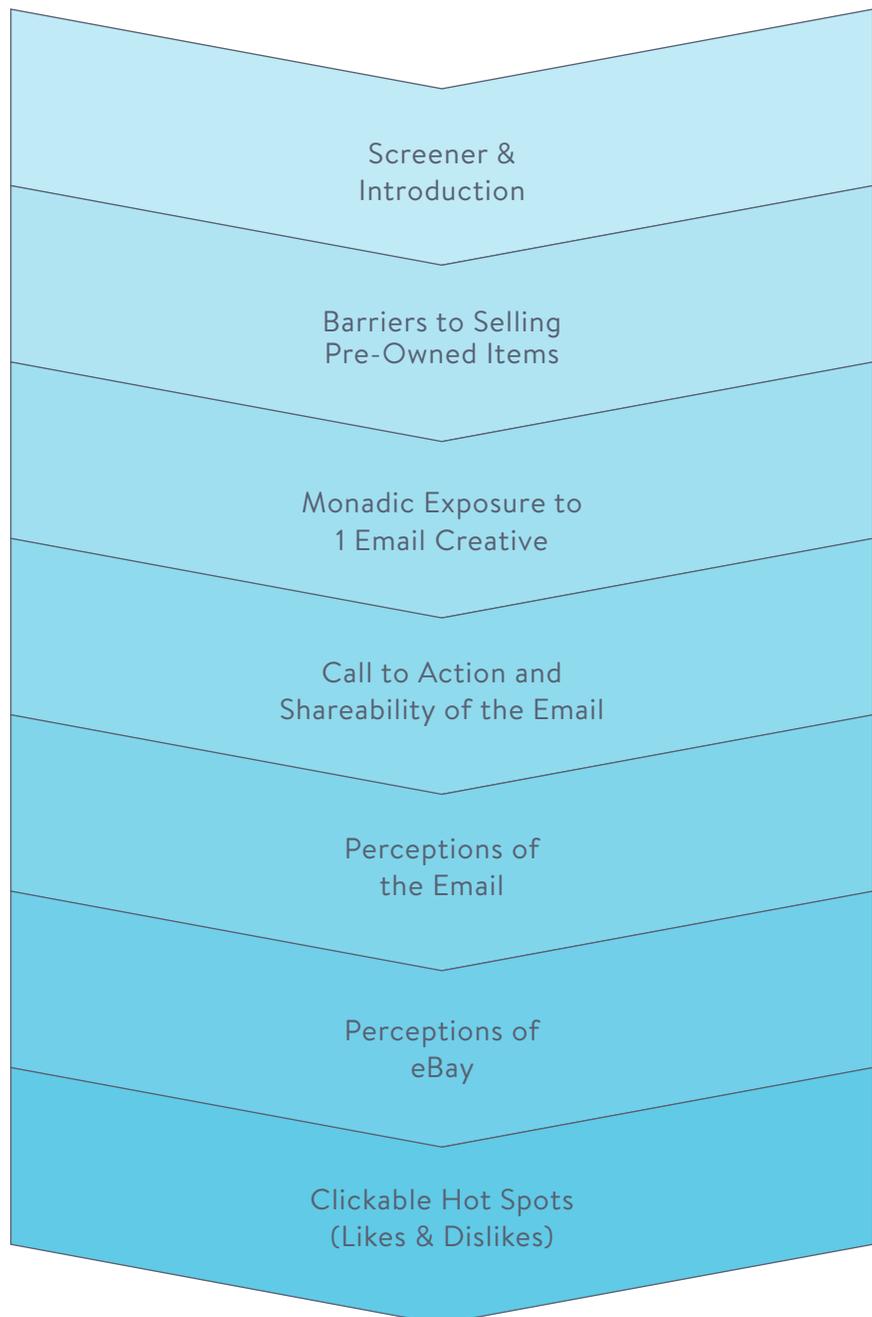
 How to increase purchase intent and brand reputation	Sustainability has value for consumers, but sustainability is an outcome not necessarily a marketing strategy.	Consider marketing and wider business objectives when leveraging sustainability messaging as a tool.
		Consider positioning sustainability as an additional value, but not the only value.
 How to increase recycling behavior	Sustainability messaging can boost brand reputation.	Use sustainability to boost brand reputation.
	Consumers respond to simple, clear instructions that make recycling easy and convenient.	Make your call to action clear and the behavior change easy.
 How to make behavior change marketing more effective	Tone of messaging matters.	Know your audience and target them correctly.
	Creative imagery is a powerful ally, while the wrong creative, or no creative at all, can be a turnoff for consumers.	Pay as much attention to the creative as you do to the words in messaging.  Follow the SLFG 7 Step Methodology.
 How to bridge the divide between sustainability and marketing	Metrics matter to marketers.	Do your own testing.
	Cross-functional teams work best.	Foster collaboration to enhance effectiveness.

# APPENDIX

## EXAMPLE TEST STRUCTURES

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### EBAY ONLINE QUANTITATIVE SURVEY STRUCTURE

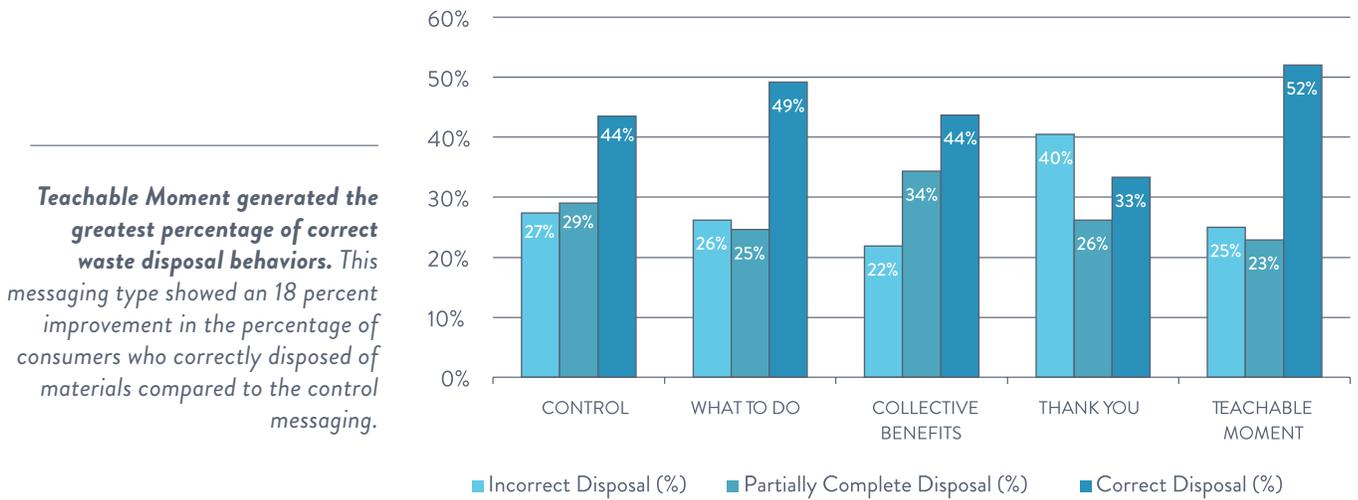


## ADDITIONAL MCDONALD’S TEST RESULT DATA

### INDIVIDUAL OBSERVED BEHAVIOR RESULTS

One researcher from McDonald’s personally observed and recorded waste disposal behavior of individual restaurant visitors at a recycling station and recorded behaviors as incorrect, partially correct, or correct.

**Figure 1—Percentage of Customers Disposing of Waste Incorrectly, Partially Correct, and Completely Correctly per message**



### MCDONALD’S RAW WASTE AUDIT DATA

	Weight of Items in Landfill Bin (lb)	Landfill Contamination (lb)	Landfill Purity Rate (%)	Weight of Items in Recycle Bin (lb)	Recycled Contamination (lb)	Recycling Purity Rate (%)	Weight of Items in Compost Bin (lb)	Compost Contamination (lb)	Compost Purity Rate
<b>Control</b>	8.4	8.4	0.0%	5.0	4.99	0.2%	9.4	0.1	98.9%
<b>What To Do</b>	6.0	5.99	0.2%	12.1	11.59	4.2%	14.0	0.0	99.9%
<b>Collective Benefits</b>	5.4	5.29	2.0%	10.5	10.39	1.0%	21.4	0.1	99.5%
<b>Thank You</b>	4.9	4.7	4.1%	6.4	4.9	23.4%	13.0	0.1	99.2%
<b>Teachable Moment</b>	5.8	5	13.0%	5.5	5	9.1%	12.9	1.2	90.6%

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Sustainable lifestyles are the new frontier for business. Triggering the behaviors that make those lifestyles is the new challenge. How can your brand find ways to break through?

The past three years of pioneering research from the Sustainable Lifestyles Frontier Group suggests that providing value for consumers beyond sustainability benefits alone is key. Testing your approach before scaling up is also a smart way to deliver value and impact.

To find out more or to gain further advice on how to conduct your own test, please contact:

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## FUTERRA

We are the sustainability change agency. Using strategy and communications to imagine better businesses, better brands and ultimately a better world.



BSR is a global nonprofit organization that works with its network of more than 250 members companies to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.