



ADAPT PRODUCT & WASTE & RESOURCES





WHY

Kenco is helping customers reduce their waste from instant coffee by creating refill pouches.

HOW

- Kenco created foil Eco Refill packs of instant coffee so customers didn't have to buy a new glass jar with every purchase.
- Customers can send empty Eco Refill packs to TerraCycle, free of charge.
- TerraCycle converts the packs into bags or picture frames and Kenco donates two pence per returned pack to the charity of the customer's choice.
- The Eco Refill line was launched with a big advertising and marketing campaign.

BUSINESS VALUE

 RISK	Short term cost – Reduced packaging costs allow Kenco to keep prices low.
 REPUTATION	Brand awareness – Almost half of all UK households are aware of Kenco's Eco Refill products.
 MARKET	Share – Strong support from Tesco and other retailers has increased customer uptake and market share.
 INNOVATION	Technology – Kenco have developed innovative new packaging capabilities.

CONSUMER VALUE



FUNCTIONAL

Consumers pay 4% less for coffee sold in Eco Refill packaging than in glass jars.



EMOTIONAL

The new packaging has increased the perceived quality of the product, and makes consumers feel good about choosing a more environmentally-friendly product.

RESULTS

- 48% of UK households are aware of the product and 7% now buy Eco Refill coffee. [Source](#)
- 16,000 individuals have returned over 30 tons of empty packaging to be recycled. [Source](#)
- Eco Refill packs have 97% less packaging weight and take 81% less energy to produce compared to conventional glass jars. [Source](#)

Sainsbury's



ADAPT PRODUCT & WASTE & RESOURCES



WHY

Sainsbury's is eliminating cardboard packaging of 'Basics' cereal boxes in order to reduce customer waste.

HOW

- Sainsbury's customers cite packaging as their biggest environmental concern when grocery shopping.
- The UK retailer responded by replacing the cardboard boxes of its 'Basics' cereals with plastic packaging.
- Positive consumer response led to Sainsbury's converting the full range of its 'Basics' cereals to bags.

BUSINESS VALUE

 RISK	Brand sentiment – The commitment to reduce waste strengthens the brand promise on sustainability issues.
 REPUTATION	Short term cost – The switch to plastic bags has reduced Sainsbury's overall packaging costs.

CONSUMER VALUE



FUNCTIONAL

Reduced packaging costs allow Sainsbury's to keep 'Basics' cereals at low prices. Less packaging means people have less waste to recycle.

RESULTS

- "It will also reduce our packaging costs, enabling us to keep these cereals at low prices. As such, customers' wallets win, and the environment wins too."
– Stuart Lendrum, Sainsbury's Head of Packaging. [Source](#)



Neutrogena® Naturals Moisturizers

What's better than nourishing your skin with vitamins, antioxidants and omegas? Doing it naturally.

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NEW PRODUCT & **WASTE & RESOURCES**

WHY

Johnson & Johnson is meeting a market need for natural skincare products with its Neutrogena Naturals product line.

HOW

- Neutrogena saw the naturals skincare market growing at four times the rate of the non-naturals market.
- But only 37% of consumers agree that natural health and beauty products are as equally effective as their non-natural counterparts.
- The Neutrogena Naturals line features products with naturally derived ingredients, sustainable packaging, reductions in greenhouse gas emissions and energy use.
- Sales promote clean water projects in the United States through cause partnerships with conservation organizations.

BUSINESS VALUE

 MARKET	New segment access – Neutrogena Naturals is accessing a new market segment with people who prefer naturally derived skincare products.
 SALES	Growth – The Neutrogena Naturals range was responsible for a significant proportion of category growth since it launched.
 INNOVATION	Technology – Johnson & Johnson developed new capabilities around making skincare products from naturally derived materials.

CONSUMER VALUE



FUNCTIONAL

The Neutrogena Naturals range makes it possible for people to buy effective, naturally derived skincare products.



EMOTIONAL

Consumers feel good about using naturally derived products.

RESULTS

- Neutrogena Naturals drove 25% of the total cleansing category's growth in launch year 2011. Source: Johnson & Johnson Interview
- Neutrogena Naturals products were the #1, #3, and #4 new items in the cleansing category, and were largely incremental to the Neutrogena business. Source: Johnson & Johnson Interview



DISRUPTIVE OFFER & **WASTE & RESOURCES**




WHY

Amazon encourages customers to dematerialize their consumption of books by buying digital versions on its e-reader device.

HOW

- Amazon Kindle allows users to carry all of their digital books on a single e-reader equipped with Wi-Fi.
- e-books are purchased on the Amazon platform.
- The sales model locks people into the Amazon platform and enables people to buy books wherever and whenever they want.

BUSINESS VALUE

 MARKET	<p>Market creation – The Kindle Fire’s pricing and features have created a new market beyond color e-readers and fully functional iPads.</p> <p>New segment access – Amazon has access to new segments of the e-reader market through partnerships with Apple which make the Kindle shop available to iPad owners.</p>
 INNOVATION	<p>Relationships – Selling e-books has led Amazon to develop close relationships with major publishers.</p> <p>Technology – Creating the Kindle needed new hard and software development.</p>
 SALES	<p>Penetration – On average, Kindle users buy over three times as many books as they did prior to owning the device.</p>

CONSUMER VALUE



FUNCTIONAL

Users are able to carry their whole library on one device, making heavy holiday suitcases packed with books a thing of the past. They can also buy new e-books whenever they like, which are often cheaper than physical versions.

RESULTS

- Amazon reports that it sells more e-books than physical books, just four years after launching the Kindle. [Source](#)
- Kindle Fire sales experienced a significant increase from 29% in 2011 to 54% in 2012, making up more than half of the Android tablet market at that time. [Source](#)
- Amazon’s e-book sales model has increased the number of repeat customers, because Kindle devices can only display books from the Amazon store. [Source](#)
- On average, Kindle users buy over three times as many books as they did prior to owning the device. [Source](#)



DISRUPTIVE OFFER & WASTE & RESOURCES







WHY

eBay and Patagonia are encouraging customers to resell products they no longer use to extend the life of Patagonia products.


HOW


- In 2011, eBay and Patagonia created a partnership to help each other achieve core elements of their corporate responsibility strategies.
- The partnership encouraged Patagonia customers to use the eBay platform to resell their old Patagonia products.
- eBay uses an algorithm to place all Patagonia items listed into Patagonia’s Common Threads branded eBay store.


BUSINESS VALUE

 REPUTATION	<p>Brand loyalty – The partnership drove engagement and loyalty beyond financial transactions.</p> <p>Brand awareness – The partnership has had significant online reach.</p>
 MARKET	<p>New segment access – The partnership opened up the Patagonia brand to a wider market, who can’t yet afford new Patagonia products.</p>
 SALES	<p>Growth – Sales for both used and new Patagonia products increased following the partnership.</p>
 INNOVATION	<p>Business model – Patagonia was the first brand to endorse customer to customer sales of their pre-owned goods on eBay.</p>

CONSUMER VALUE

- 

FUNCTIONAL
Patagonia products were made available to a new customer base who previously could not have afforded them.
- 

EMOTIONAL
The endorsed resale of Patagonia products gives customers a way to pass old products onto a new home.
- 

SOCIAL
The Common Threads store creates a community of Patagonia fans around a common cause.

RESULTS

- Compared to the year before the program launched, there was a 25% year-on-year increase in the sale of new and used Patagonia gear on eBay. Source: eBay Interview
- Over 40,000 pre-used Patagonia products were kept out of landfill and given a new lease of life on eBay. Source: eBay Interview
- “The second-hand market opens up the brand to a lot of people who can’t afford to buy first-hand... it opens up a market that we might otherwise not have.” – Vincent Stanley, VP Global Brand, Patagonia. Source: eBay Interview



WHY

Patagonia encouraged consumers to reduce their environmental footprint with unconventional advertising messages.

HOW

- As part of Patagonia's Common Threads Partnership, consumers are encouraged to make a pledge to Reduce, Repair, Reuse and Recycle their clothing, and reimagine a sustainable world.
- On Black Friday 2011, (the 'official' day Christmas shopping starts in America) Patagonia ran a full page advert in the New York Times urging customers not to buy new when old will do, with the message: 'Don't Buy This Jacket'.
- The company instead offered to provide products which were made to last, as well services to fix, re-home and recycle worn items.

BUSINESS VALUE

 REPUTATION	Brand loyalty – Patagonia was able to strengthen their relationship with a core segment of their consumer base, people who value high-quality, well made goods.
 SALES	Growth – The campaign encouraged consumers to invest in high quality products, which increased sales.

CONSUMER VALUE



EMOTIONAL

The campaign's clear messages, appeals to consumers who feel the same way, showing them that Patagonia is a brand for people like them.

RESULTS

- In 2012, sales for Patagonia increased by almost 1/3. [Source](#)
- “We wanted to engage with these people – these were our people. Engaging around quality products is a great way to lower the impact of our products.” – Rick Ridgeway, Vice President of Environmental Initiatives, Patagonia. [Source](#)



BEHAVIORAL SERVICE & WASTE & RESOURCES

WHY

Carlsberg Polska, in partnership with Tesco and Coca-Cola HBC Polska increased consumer recycling across Poland.




HOW

- Carlsberg Polska, Tesco and Coca-Cola HBC Polska installed recycling collection points around 20 Polish cities.
- The campaign was supported by media partners across Poland to raise awareness.
- By recycling their packaging waste, consumers were rewarded with plant seedlings or Tesco Green Clubcard points.
- Awareness campaigns were carried out in-store, online and internally to drive action from both consumers and employees.

BUSINESS VALUE

 RISK	Short term costs – An increase in the number of bottles returned for recycling delivered cost savings for Carlsberg Polska.
 REPUTATION	Brand sentiment – Research showed an increase in perception of the brands involved as being ‘environmentally friendly and responsible’.
 INNOVATION	Relationships – Relationships between partners and internal functions within Carlsberg Polska were strengthened.

CONSUMER VALUE

-  **FUNCTIONAL**
Participating consumers received Green Clubcard points and plant seedlings to incentivize their behavior.
-  **EMOTIONAL**
The broad nature of the campaign made people feel like they were part of a movement happening across Poland.
-  **SOCIAL**
The campaign and public location of the recycling collection points made recycling a very visible act, turning it into a normal social behavior.

RESULTS

- Recycling collection points were visited by over 20,000 people. [Source](#)
- In total, the campaign recycled 242 tons of waste packaging. [Source](#)
- Carlsberg Polska was named as an ‘Eco-Responsible Business’ in Poland. [Source](#)

YOUR M&S

BEHAVIORAL SERVICE & WASTE & RESOURCES







WHY

Marks & Spencer (M&S) incentivize customers to recycle old clothes through its clothing takeback program, 'Shwopping'.



HOW

- The campaign encourages customers to return unwanted clothes to M&S stores for recycling.
- Customers' old clothes, whether they're from M&S or not, are then collected from local stores and workplaces by Oxfam, the international charity.
- Oxfam then resell or recycle the clothing to raise money to support people living in poverty.
- Customers who recycle clothes receive M&S vouchers for new purchases.
- The campaign was launched across television and press media, fronted by British TV star Joanna Lumley.

BUSINESS VALUE

 RISK	Long term supply – M&S is beginning to close the loop in its supply chain through the re-use and recycling of materials.
 REPUTATION	Brand sentiment – The Oxfam and M&S partnership has created positive brand association for M&S.
 SALES	Growth – The initiative has driven sales through increased footfall from special Shwopping promotions.
 INNOVATION	Business model – The scheme is enabling M&S to explore new business models.

CONSUMER VALUE

-  **FUNCTIONAL**
Customers are given discount vouchers in return for their unwanted clothes.
-  **EMOTIONAL**
Shwopping gives customers a way to put their old clothes to good use.

RESULTS

- “M&S Shwopping days have been a great success raising the profile of Shwopping, encouraging people to think differently about how they dispose of clothing whilst driving footfall in M&S stores.” – Mike Barry, Director of Sustainable Business, Marks & Spencer.
- The initiative has generated over £8 million for Oxfam to support people living in poverty. [Source](#)
- Since 2008, customers have donated over 10 million garments weighing the equivalent of 20 jumbo jets. [Source](#)



BEHAVIORAL SERVICE & WASTE & RESOURCES

WHY

Nike is enabling customers to recycle their old sneakers into surface material for sports facilities through the Reuse-a-Shoe campaign.

HOW

- Launched in 1993, Reuse-a-Shoe allows customers to bring up to 10 pairs of shoes to one of 300 designated Reuse-a-Shoe collection locations, or mail their shoes directly to Nike.
- Nike transports all collected shoes to its recycling facility to be processed into Nike Grind, a material used for sports surfaces and certain new Nike products.

BUSINESS VALUE

 RISK	Long term supply – Through the reuse of its materials Nike is securing its supply of rubber, foam and fiber.
 MARKET	New market – Nike Grind programs have created a new market for Nike, supplying materials for high-performance surfaces such as tennis courts, running tracks and turf fields.
 INNOVATION	Relationships – Nike has built strong relationships with Nike Grind customers, including schools and athletics facilities. Business model – Through the program Nike is learning how to close the loop on its products.

CONSUMER VALUE



EMOTIONAL

Nike customers feel satisfied in the knowledge that their shoes are being diverted from landfill and recycled into sports materials.

RESULTS

- Over 28 million pairs of shoes and 36,000 tons of scrap material have been recycled into Nike Grind since 1990. [Source](#)
- Nike Grind is used in over 450,000 locations around the world, covering an area of approximately 632 million square feet. [Source](#)
- Nike has donated 320 Nike Grind sports surfaces, an integral part of a \$50 million infrastructure investment for underserved communities. [Source](#)



BEHAVIORAL SERVICE & WASTE & RESOURCES



WHY

O2 are enabling consumers to recycle their old mobile phones in return for cash compensation or a donation to charity through their O2 recycle program.

HOW

- Consumers register online, specify the old mobile phone model, and receive an offer from O2.
- O2 also accepts phones from other network carriers, as well as MP3s, tablets, cameras and other electronic gadgets.
- Consumers then bring their phone to an O2 store or send it by mail with the postage paid by O2.
- O2 sends payment to the consumer in the chosen form. The majority of phones received are reused and the rest are either repaired or recycled.

BUSINESS VALUE

 RISK	Long term supply – By encouraging consumers to donate their old gadgets, O2 is less reliant on virgin materials in its supply chain.
 REPUTATION	Brand loyalty – Almost all surveyed consumers would recommend the program to a friend. Brand awareness – In 2011, O2 set a new Guinness World Record for collecting the largest number of old mobile phones in one week.
 INNOVATION	Business model – O2 has developed closed loop capabilities by collecting and recycling phones and other gadgets.

CONSUMER VALUE



FUNCTIONAL

Consumers can earn up to £400 for their old mobile phones, which they can choose to receive in the form of money back, Amazon gift certificate or O2 bill credit, or donate to O2 Think Big, a community youth initiative.



EMOTIONAL

In addition to helping protect the environment, consumers feel good that all proceeds from the O2 recycle program are donated to O2 Think Big, a community youth initiative.

RESULTS

- 9 out of 10 consumers surveyed said they were completely satisfied with the program and would recommend it to a friend. [Source](#)
- O2 has paid over £30million to consumers through the O2 recycle program. [Source](#)
- In November 2011, O2 recycle set a new Guinness World Record by collecting 10,310 old mobile phones in one week. [Source](#)



BEHAVIORAL SERVICE & WASTE & RESOURCES





WHY

Sprint is incentivizing customers to recycle their old mobile phones through its Buyback Program.


HOW


- Customers bring a mobile phone from any carrier to a Sprint store for recycling.
- Sprint provides customers with up to \$300 of instant credit at the point of sale, which can be used to purchase a new mobile phone.
- Sprint also sponsors celebrity events, recycling events, and recycling pledges to raise awareness of the Buyback Program.

BUSINESS VALUE

 RISK	<p>Long term supply – Reusing materials means Sprint is less reliant on virgin materials and supply chain volatility.</p> <p>Short term cost – Refurbishing and recycling mobile phones is generating huge savings for Sprint.</p>
 REPUTATION	<p>Brand sentiment – Sprint is recognized as the leading green wireless carrier and the Buyback Program as best in industry.</p> <p>Brand loyalty – The program has helped create numerous repeat Sprint customers.</p>
 MARKET	<p>Share – Customers from other carriers can participate in the program and receive credit, which helps convert customers.</p>
 INNOVATION	<p>Business model – Sprint has developed closed loop capabilities through the program</p>

CONSUMER VALUE

- 

FUNCTIONAL
Customers receive instant credit which they can use to buy a new mobile phone from Sprint.
- 

EMOTIONAL
By recycling their old mobile phones, customers feel they are playing a role in environmental protection and conservation.

RESULTS

- Over \$75 million was returned to customers in 2012 alone, with \$1 billion in cost savings for Sprint. [Source](#)
- 40% of Sprint customers recycle their mobile phones, compared to the US national average of less than 10%. [Source](#)
- Sprint collected 40 million devices between 2001 and 2012, representing 4,000 metric tons of electric waste. [Source](#)