



GRSB workshop territories

Towards a global communications strategy

May 2019

Contents

- 1 Introduction
- 2 Case study: Reframing forestry in Australia
- 3 Recap on Day 1 key learnings
- 4 Exercise 1: Walk in their shoes
- 5 Exercise 2: Potential new frames
- 6 Exercise 3: Best foot forward
- 7 Close & next steps

*“We live in the solutions
to yesterday’s problems”*

Before setting goals for the future, we first need to know where we are now.



Reframing is a way of viewing
and experiencing events, ideas,
concepts and emotions to find
more positive alternatives.



Case study: reframing
forestry as a positive industry

Summary of media 'codes' by sector.

Theme	Mainstream Media	Regional Media	Environmental media	Policy	Industry
NET Political positive	0	0	0	2	1
NET Economic positive	4	9	4	3	13
NET Social positive	2	6	2	2	3
NET Technology positive	0	1	0	0	5
NET Legal positive	0	1	1	3	5
NET Environmental positive	1	2	1	3	3
NET Political negative	12	10	5	2	0
NET Economic negative	5	5	4	2	0
NET Social negative	12	19	8	2	0
NET Legal negative	8	5	6	1	0
NET Environmental negative	83	37	14	17	0

Key truths that hold across multiple studies

Environment

- Most people are concerned about the environment
- Many people try to make environmentally friendly decisions
- Most people tend to adopt behaviours that are easy to do and have little additional cost

Forests

- People see forests as an important environmental and recreational resource but much less as an economic resource
- People have an emotional connection with forests
- Around half feel that forests are threatened

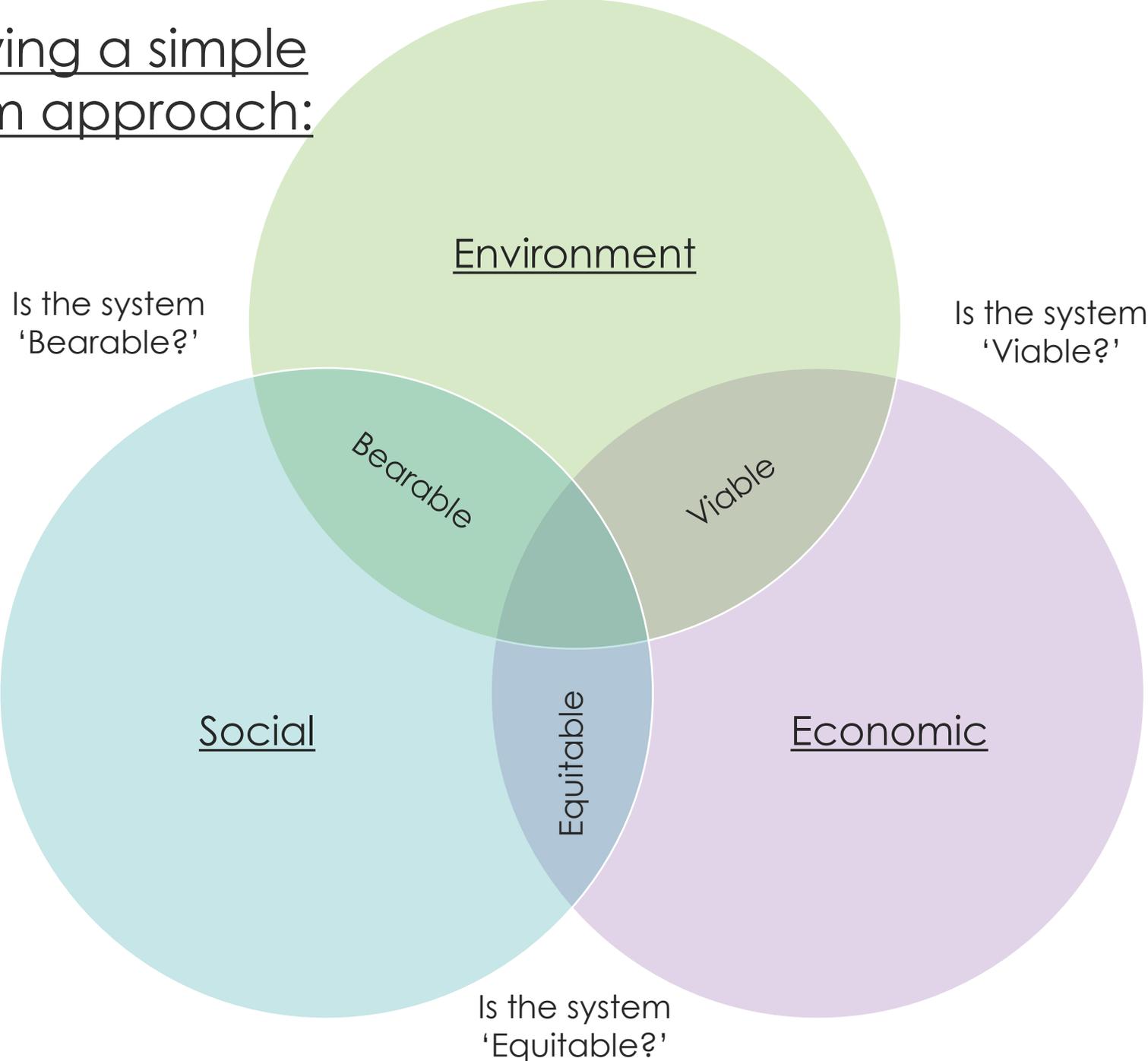
Harvesting

- People increasingly recognise that wood is a renewable resource
- They are against the idea of cutting down trees
- However, most are comfortable with harvesting as long as more trees are planted than harvested

Wood

- Wood is loved for its beauty, utility and natural qualities
- It is the material of choice for consumers and professionals
- Cost and durability are barriers to usage
- Being around wood has a measurable positive impact on people's wellbeing

Applying a simple system approach:

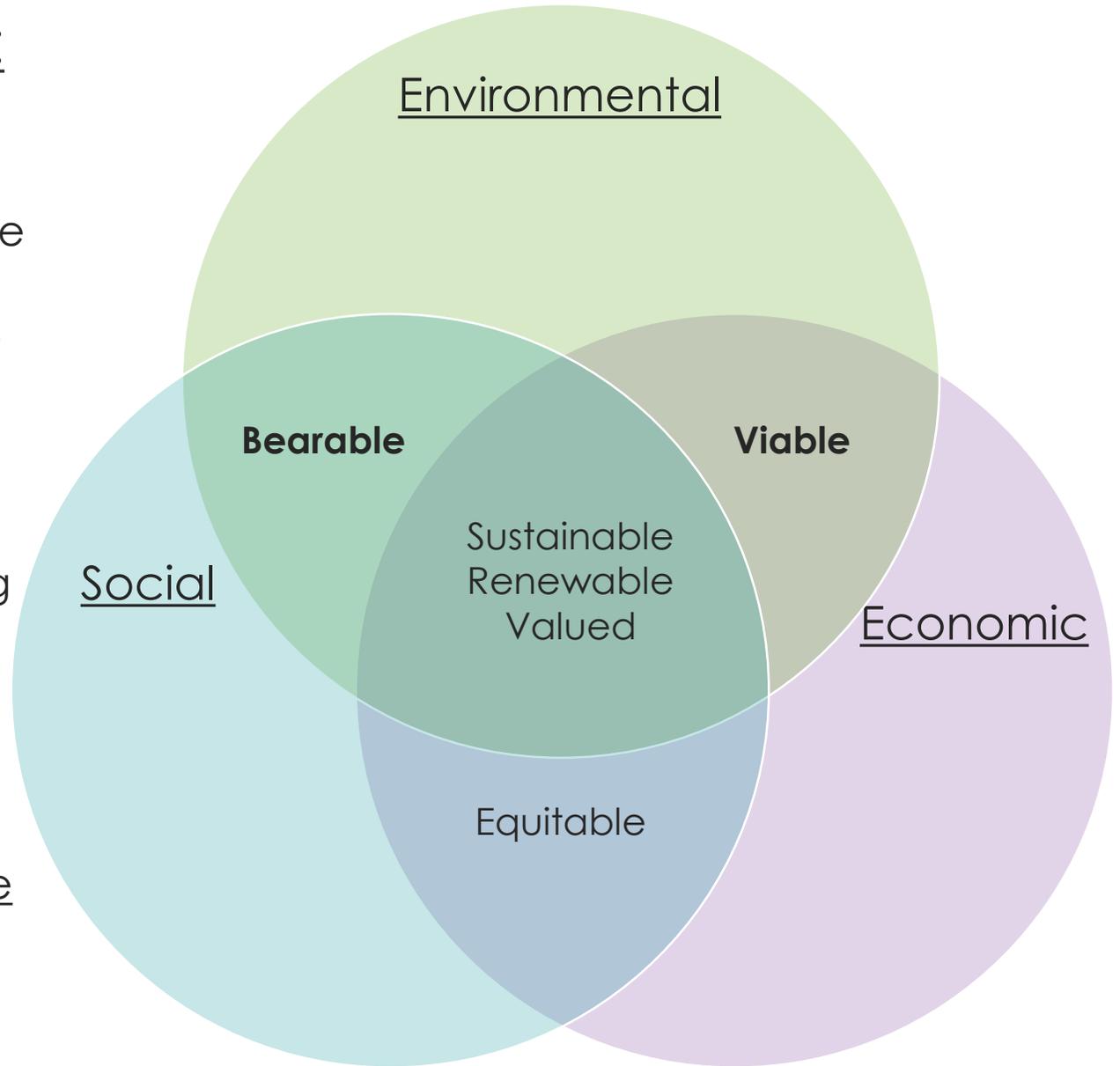


Insight & implication:

1. The forestry industry is not considered 'viable' because it cuts down trees upon which life on Earth depends
2. The public does not see evidence that forests are replanted. Therefore they see deforestation as making life unbearable and have removed forestry's social license

Implication:

3. Promoting economic value (jobs/exports) of forestry reinforces negative perceptions of unsustainable economics over long term survival

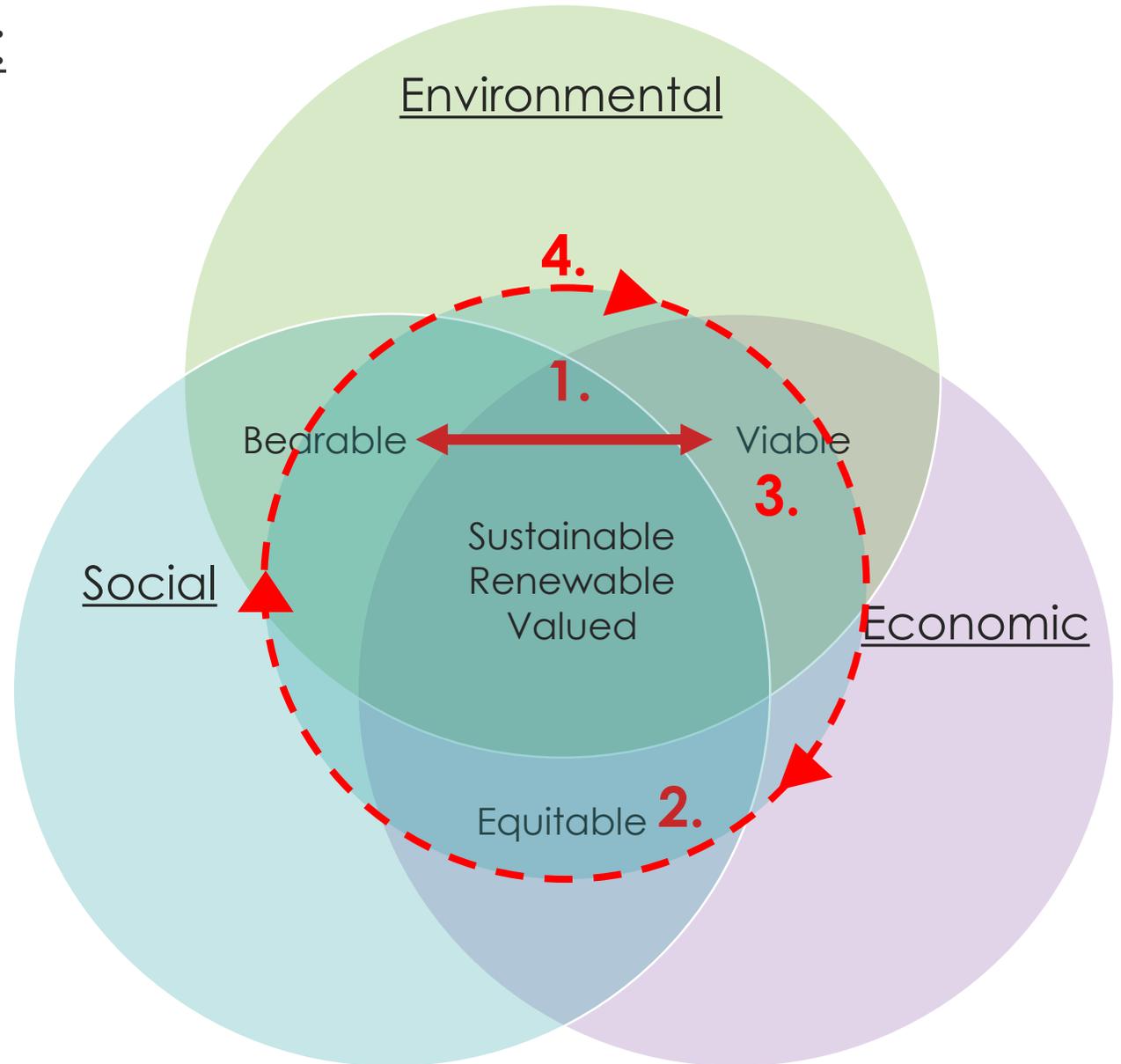


Insight & implication:

1. The conflict is between 'bearable' and Viable because...
2. The public does not value the 'equity' in forests, wood and paper.
3. And the public does not see/hear about replanting

Implication:

4. Forests need to be understood as a sustainable system:
'the ultimate renewable'



12 Territories with potential to positively change perceptions of forestry

Creating a world made from renewable forestry Paper, not plastic	The other renewable; 'Wind, Solar, Wood'	Stronger wood grown faster. Forestry got smarter	A material solution to a global problem
More forests, more wood, less carbon	Forestry has changed, we're not like we used to be*	The world's only renewable and sustainable building material*	Replacing all plastic packaging with paper
Forestry; learning from thousands of year of indigenous forest management	Forestry; providing everything from tables to toilet paper†	Certifications ensure responsible wood harvesting†	Wood makes people happier, healthier and more efficient. More forestry = more wood†

*Territories that were iterated in line with learnings over the course of research

† Territories tested in fewer than 4 groups

Top 3 in total (across all 4 workshops*)

3 Creating a world made from renewable forestry Paper, not plastic	7 The other renewable; 'Wind, Solar, Wood'	3 Stronger wood grown faster and cheaper. Forestry got smarter	A material solution to a global problem
2 More forests, more wood, less carbon	Forestry has changed, we're not like we used to be	1 The world's only renewable and sustainable building material	Replacing all plastic packaging with paper
1 Forestry; learning from thousands of years of indigenous forest management	2 Forestry; providing everything from tables to toilet paper	Certifications ensure responsible wood harvesting	6 Wood makes people happier, healthier and more efficient. More forestry = more wood

*NSW, Victoria, Tasmania, WA

Top 3 in total: Renewable, Happier/healthier, Products & process

Renewable

7
The other
renewable; 'Wind,
Solar, Wood'

3
Creating a world
made from
renewable forestry
Paper, not plastic

1
The world's only
renewable and
sustainable building
material

Happier/
Healthier

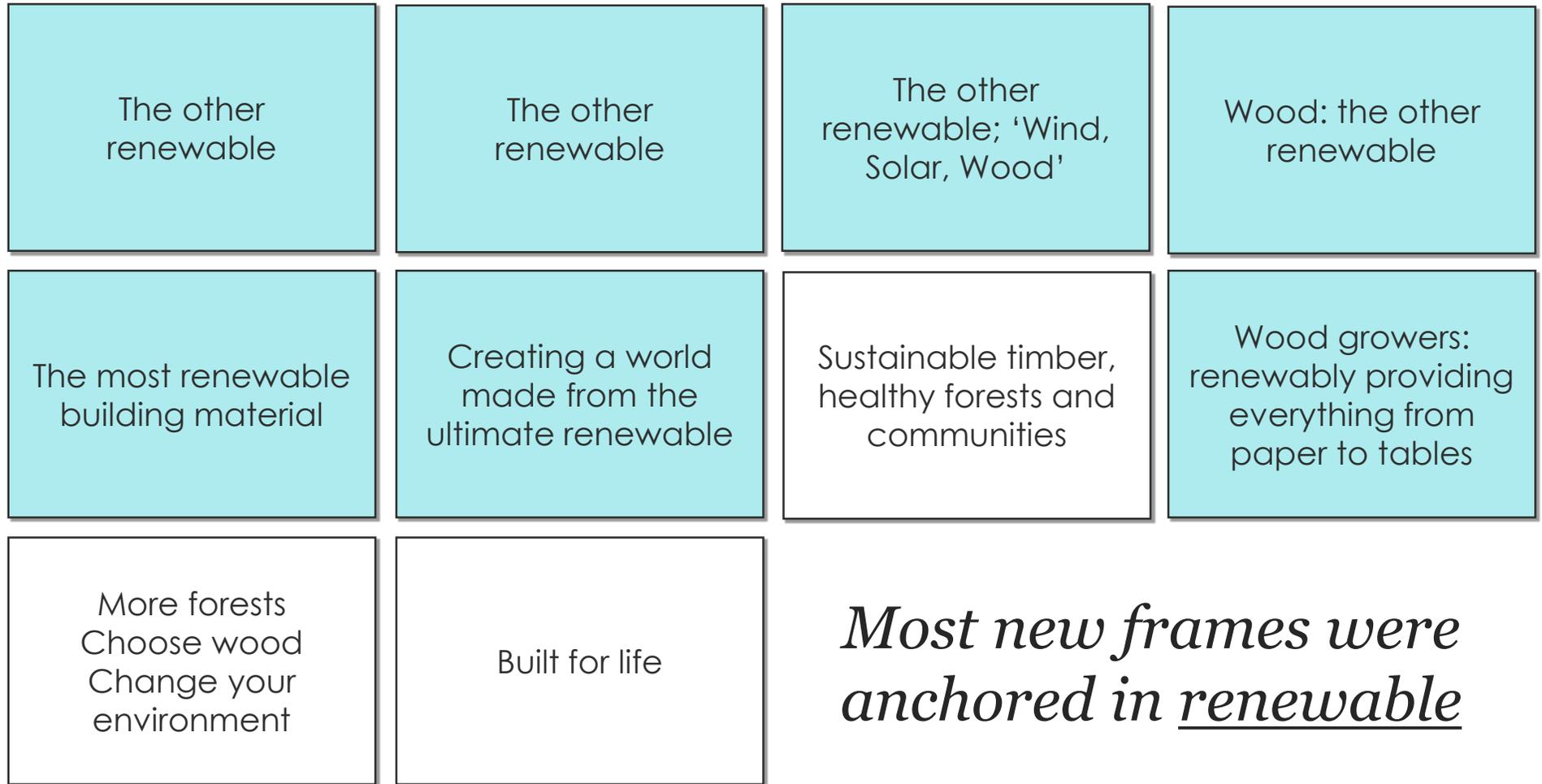
6
Wood makes
people happier,
healthier and more
efficient. More
forestry =
more wood

Products &
services

2
Forestry;
providing
everything from
tables to toilet paper

3
Stronger wood
grown faster
Forestry got smarter

The final frames across all 4 workshops*



*NSW, Victoria, Tasmania, WA

Understanding “Renewables” and equity exchange

The other renewable: Wood

- X Still an implicit association with energy
- X Relies on ‘other’ prompting recall of solar/wind

The original renewable

- ✓ Strong claim for wood/forestry
- X Creates a sense of moving ‘backwards’ (as opposed to forwards)

Wood: the ultimate renewable

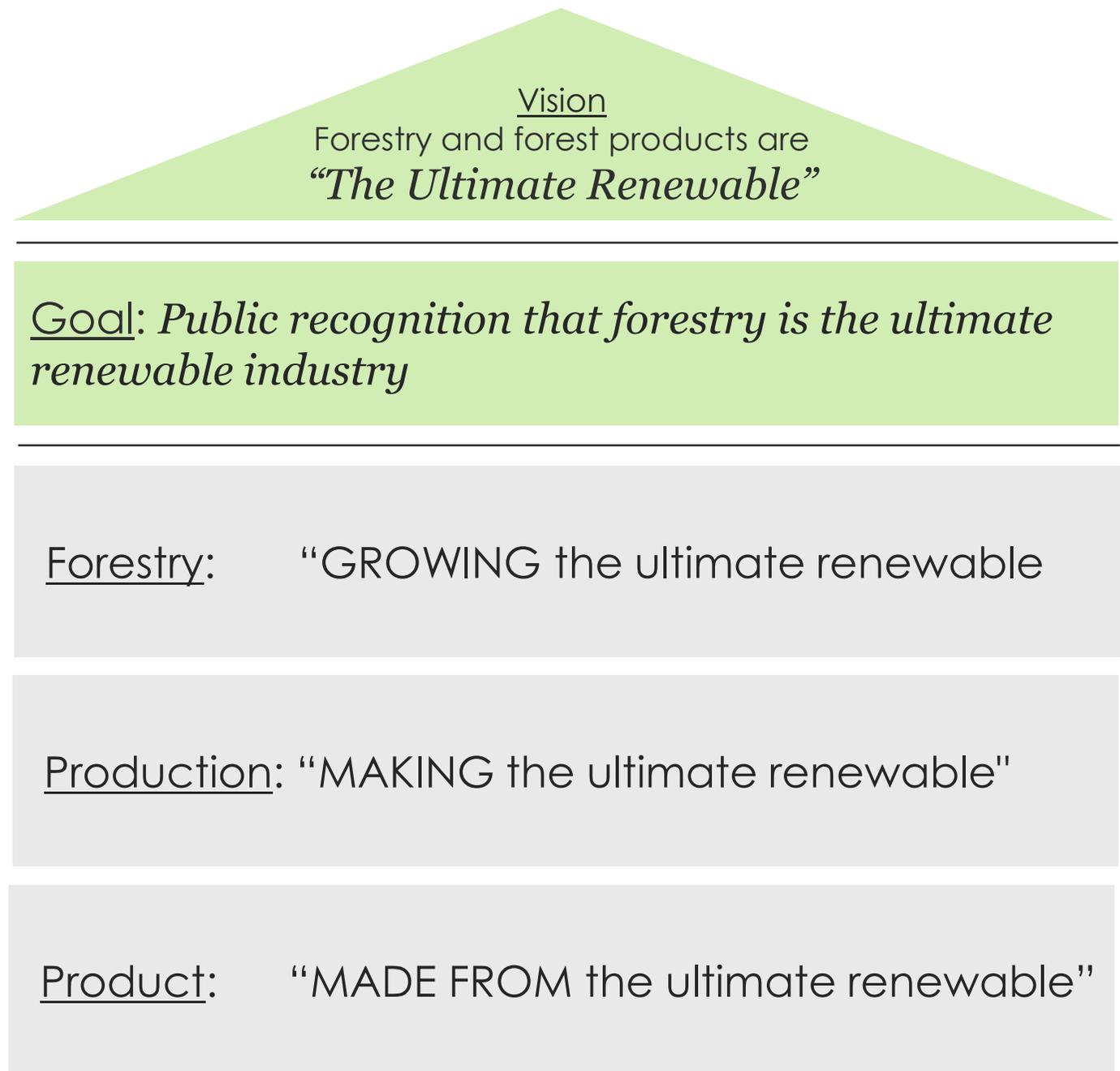
- ✓ A strong claim for wood and sets up a challenge
- ✓ Creates a sense of looking ‘forwards’ and expansiveness.

Wood: the ultimate
renewable

A positive strategic reframe:

“The ultimate renewable”

Applicable across all aspects of the forestry sector.

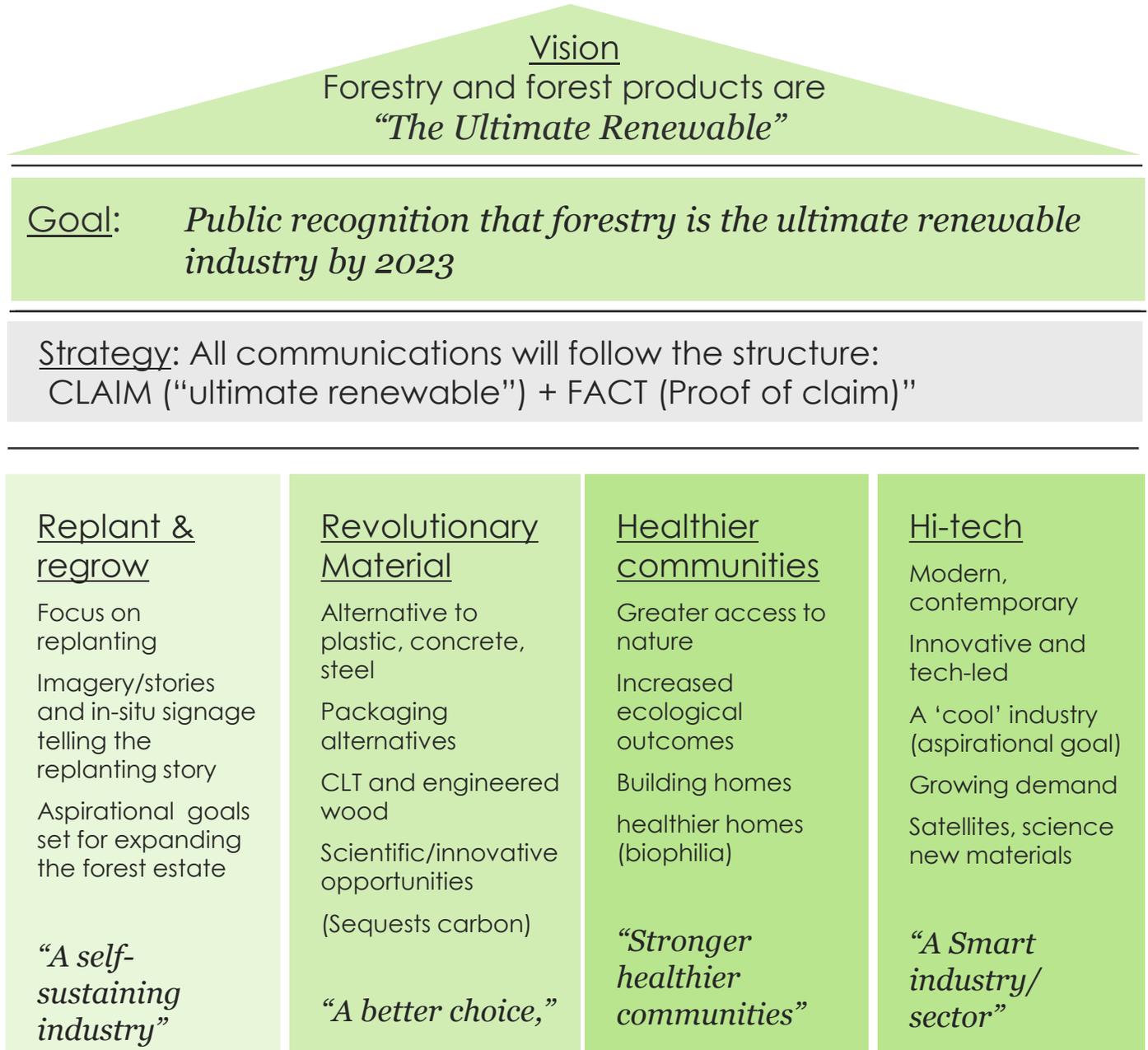


Comms strategy on one page

*Each pillar
requires
SMART goals.*

*With clearly
considered
processes that
will deliver the
capacity to
achieve the
goals*

Industry action 'pillars'





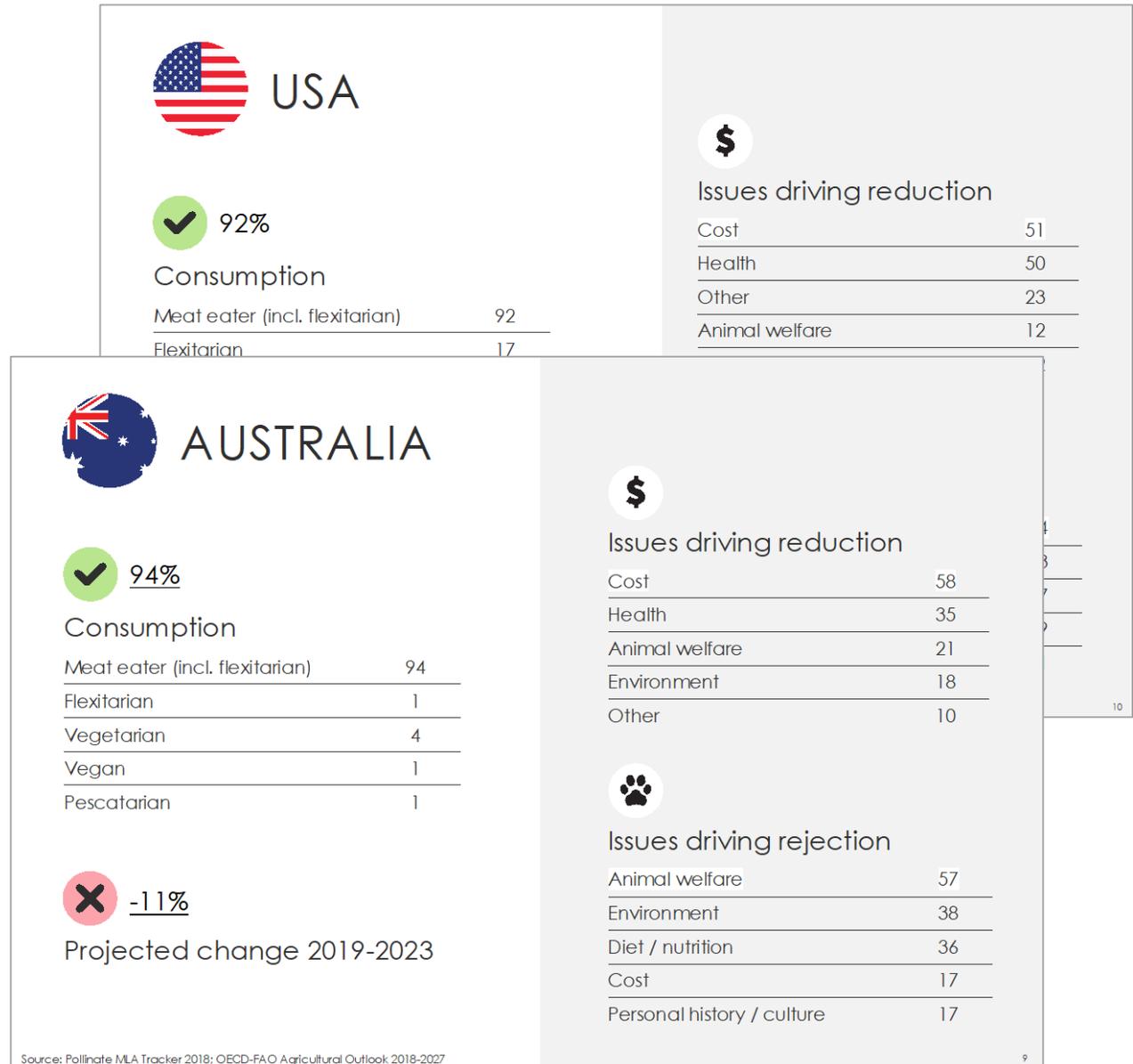
Review Day 1

Cost

Cost is a major trigger/barrier to behavior change.

Both reducing meat consumption and adopting sustainable behaviours

Cost is a key factor



Health

Health is the other side of the consumer 'meat reduction' coin

Health, food, nutrition, diet...

Flexitarianism (reducing) is driven by pragmatism

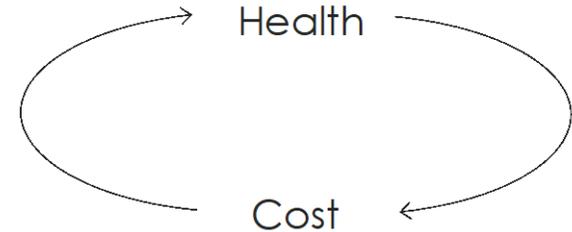
There is a reinforcing loop to the drivers of reduced beef consumption:

1. Cost: "Beef is expensive and I save money by eating less meat".
2. Health: "And eating less meat makes me healthier"

This is a classic 'reinforcing loop'. One benefit directly reinforces the other.

This reinforcing loop logically explains the predicted reduction in meat consumption:

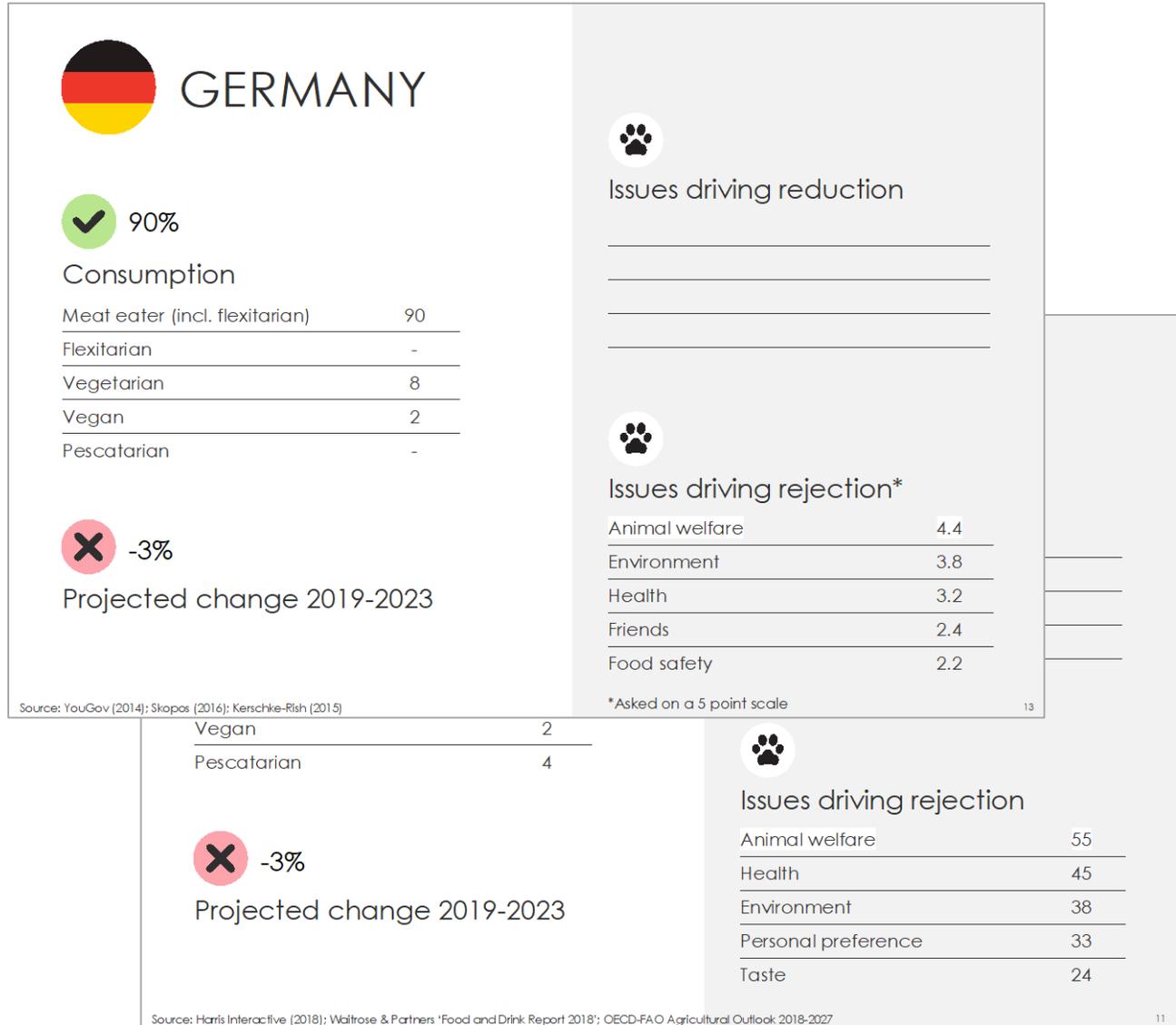
"Being healthy pays back and it pays to be healthy"



Animal Welfare

This is the number one driver of vegetarianism/veganism

It's an ethical, moral issue



Environment

A major concern around beef is environment, greenhouse gas and those 'flatulent' cows.

Animal welfare and the environment conflate as a negative feedback loop.

Vegetarianism (rejection) is driven by morality

There is a reinforcing loop to rejecting beef consumption:

1. Animal welfare: Ethically it is unacceptable to eat meat.
2. Environment: Beef farming is bad for the environment.

This is a second 'reinforcing loop'. Giving up meat for animal welfare concerns directly makes me feel good about helping the environment

"Save the planet by saving the animals"



Trust

Trust is in decline.

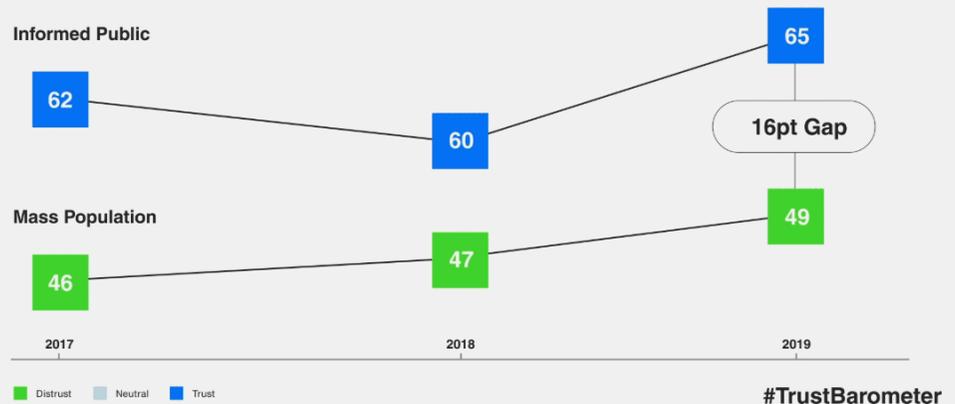
And at record low levels.

Trust is in steep decline globally

DIVIDED BY TRUST

There is a 16-point gap between the more trusting informed public and the far-more-skeptical mass population, marking a return to record highs of trust inequality. The phenomenon fueling this divide was a pronounced rise in trust among the informed public. Markets such as the U.S., UK, Canada, South Korea and Hong Kong saw trust gains of 12 points or more among the informed public. In 18 markets, there is now a double-digit trust gap between the informed public and the mass population.

Trust Inequality Returns to Record Highs



Culture/ identity

Deeper meaning
that beef gives to
our sense of self,
to local commons
and to our
cultural identity

*“We are the
backbone of our
community”*
(Chad Ellis)

Biography of Indigenous activist Tracker Tilmouth from the Miles Franklin award-winning novelist is a testament to the power of collective storytelling

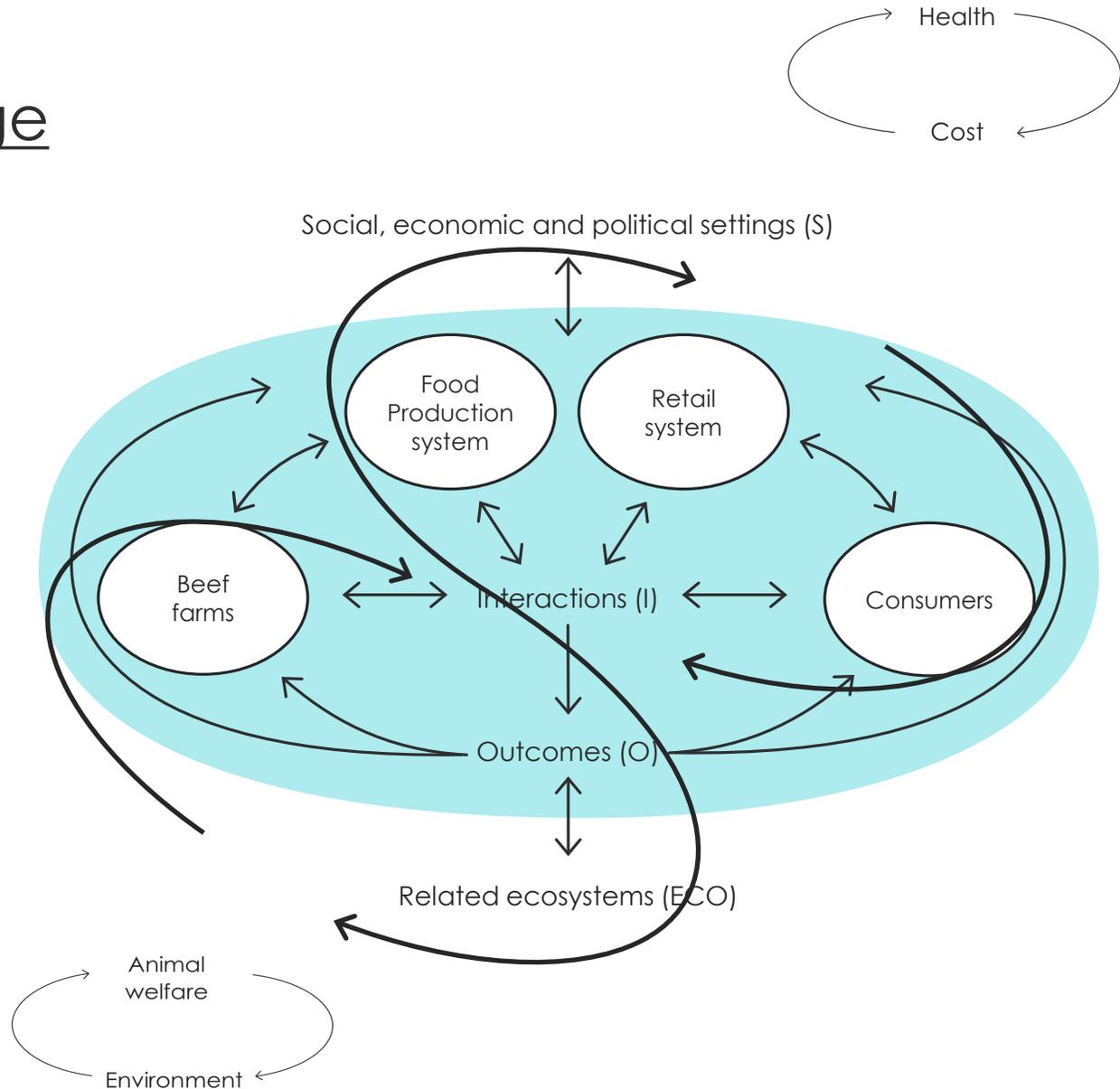


The linked feedback loops require leverage points to transform

The two feedback loops themselves are mutually reinforcing: the benefits of Flexitarianism also links to the benefits of Vegetarianism.

A potent alignment of pragmatic and ethical drivers:

“It pays to be healthy and save the animals to save the planet”





Exercise 1: Different views

Why different views?

A story only
makes sense
viewed
holistically,
from multiple
points of view

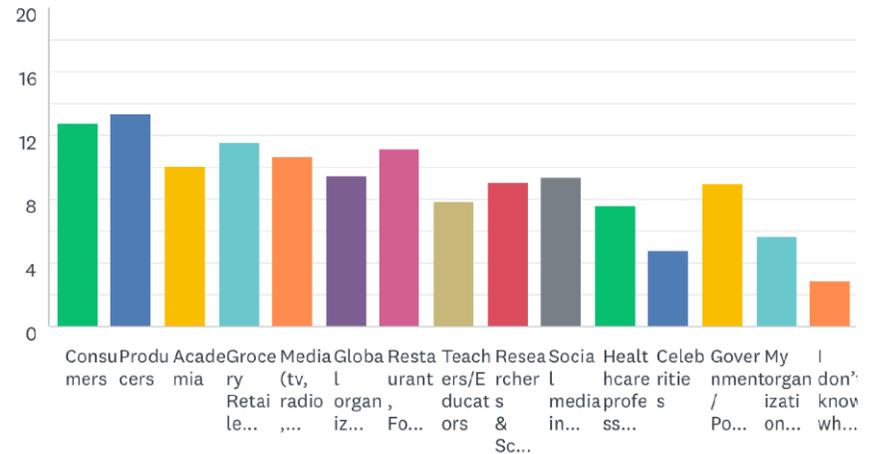
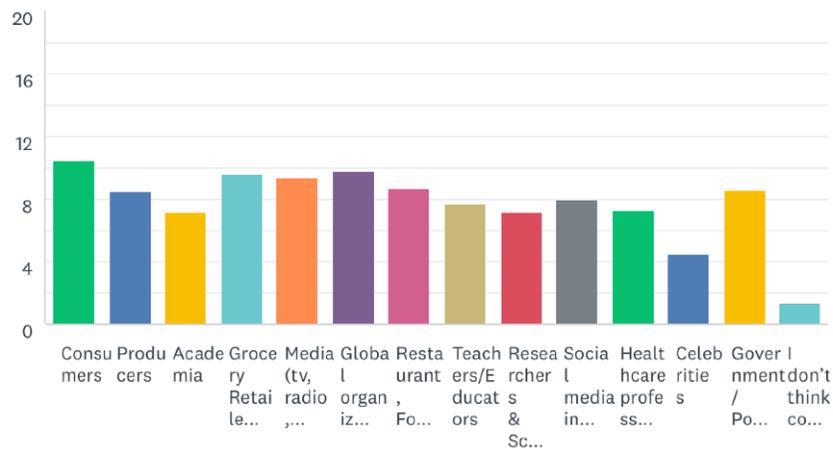
Context and
perspective
matters.



[https://www.youtube.com/watch?v= SscRkLLzU&feature=youtu.be](https://www.youtube.com/watch?v=SscRkLLzU&feature=youtu.be)

GRSB

Your Org



PRE-SUMMIT SURVEY ~ AUDIENCE

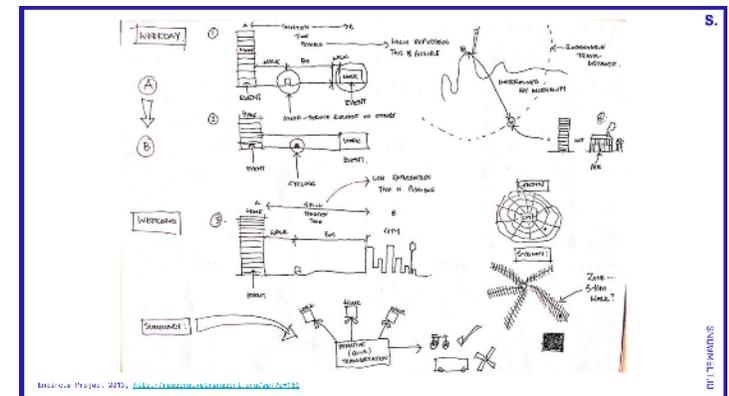
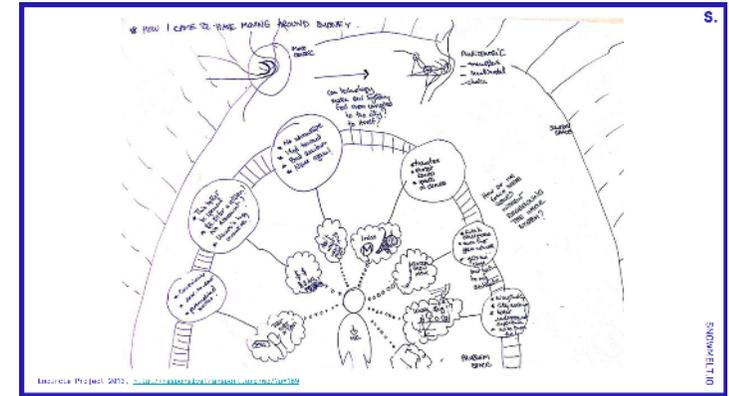
Exercise 1: Draw a Rich Picture

Adopt a point of view (that is not your own!)

- Main grocery buyer (consumer)
- Vegetarian
- Chef
- Environmentalist
- Animal welfare activist
- Government
- Mainstream media

How: Instructions: from the perspective of your new identity (write at top of page):

1. Draw a rich picture of the beef sector
2. Draw whatever comes to mind (as visual as possible!)
3. Remember to draw yourself somewhere in the picture



Three key questions

Target Audience (demographic profile)

Defining attitude

What is their current attitude to beef?

Desired change

What do we want them to think, feel, and say do about beef?

Obstacles/issues

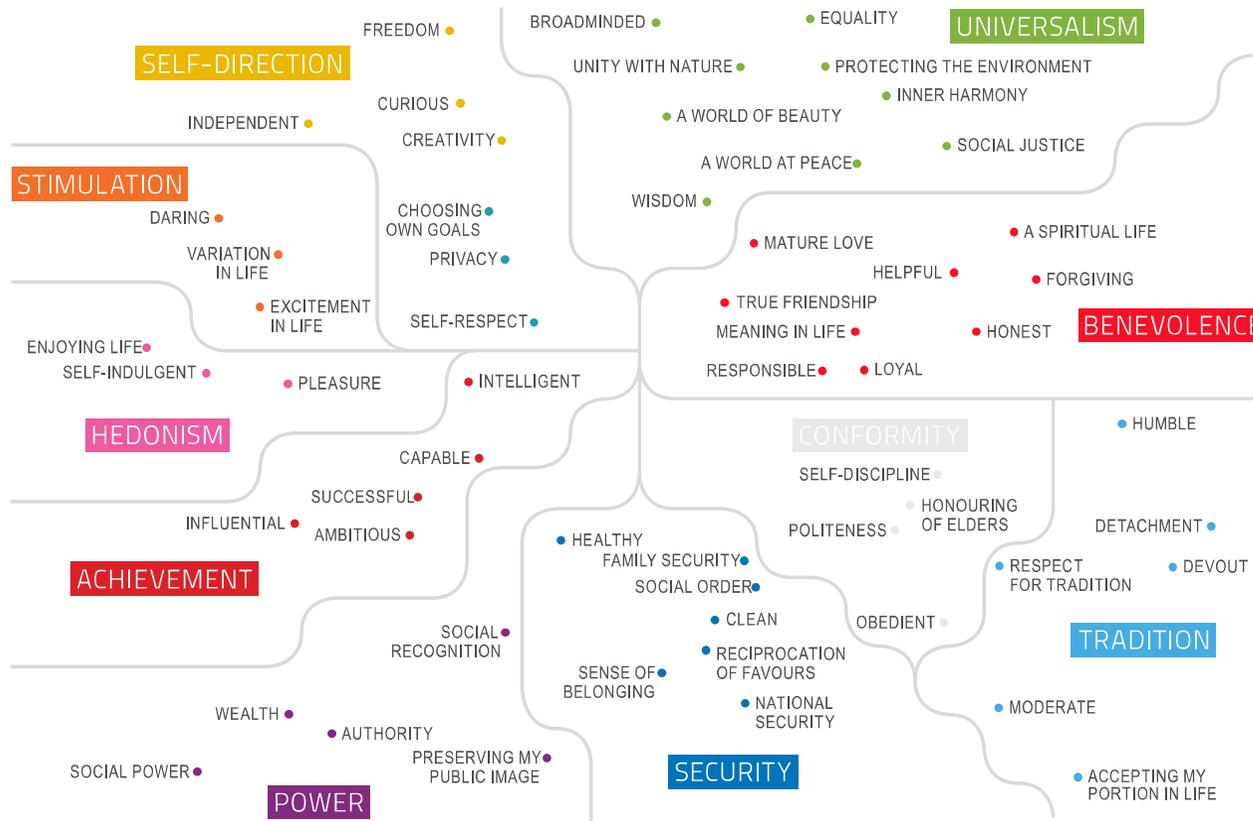
What beliefs, cultural practices, peer pressure, misinformation, stand in the way?

'Feel' not 'think'.

Values first

Facts second

A framework of universal values to develop compelling narratives



Values determine our identities, what we find important, desirable and worth striving for



What are the fundamental human motivations that drives your persons point of view?

What is their number one 'held' value?

Write this on the bottom of your rich picture

Three key questions

Target Audience (demographic profile)

Defining attitude

What is their current attitude to beef?

Desired change

What do we want them to think, feel, and say do about beef?

Obstacles/issues

What beliefs, cultural practices, peer pressure, misinformation, stand in the way?

Share, compare and contrast the different 'world views' with your tablemates

Sum up the key things that matter to different people.



3

Exercise 2

Exercise 1: 'Potential new frames'

Each team will review multiple potential ways to communicate or 'position' the beef industry in terms of sustainability. They have to analyse and critique each in turn and choose the best and worse frame

The preferred frames are then shared with the forum.

Example frames from forestry strategy development

'Renewable industry'

Comparisons to solar and wind as industries are misleading.

Cues renewable as a noun (energy), not an adjective.

A renewable industry is desired...

but needs support from

Forestry is the other renewable industry (Solar, wind, wood)

Palinote →

'Hi-tech driver of jobs & growth'

At surface level there is nothing to dislike - more jobs and growth is good for the country and people like hi-tech

But it is a hollow promise/sloganeering and doesn't demonstrate any change in the industry

Perpetuates the existing frame - unsustainably cutting down trees for economic gain

A high tech timber industry will drive more jobs & growth

'Forestry is Smarter'

Promise of smarter is desirable - alludes to 'hi tech' and indicates a true change for the industry.

Gives the unengaged a reason to engage with forestry

Faster growing and revolutionary materials serve as proof points.

Watchout for concerns around genetic modification

Forestry is smarter: faster growing, renewable forests and revolutionary materials

Palinote →

Output: one preferred strategic frame to develop further

Territories with potential to reframe beef as sustainable

Farmers care for the land and animals because their livelihoods depend on it

A third of the planet relies on beef to get it right

Everyone should be able to afford beef for optimum vitality

Beef is the original superfood

Eating a balanced diet includes beef in moderation

Good beef is nature positive

Beef is much more than food: community, economy, sustainability

We commit to better beef for all of us

Beef is natural, renewable, real food

Choose quality over quantity to enjoy beef

Beef is a natural whole food produced in nature



4

Exercise 3

Develop the best

Work together to complete a final 'pro-forma' that explores criticism of your chosen 'best' frame

Make it as good as you can

Be critical but constructive!

What is the key message?

What is their current attitude to beef?

Who is it for?

List the key audience(s)

And why?

What is the desired shift we want to see?

From what to what?

And why (deeper values base)

What is the tone of voice?

What beliefs, cultural practices, peer pressure, misinformation, stand in the way?

Thank you

Pollinate

Level 6 | 8 Hill Street | Surry Hills | NSW | 2010 | www.pollinate.com.au