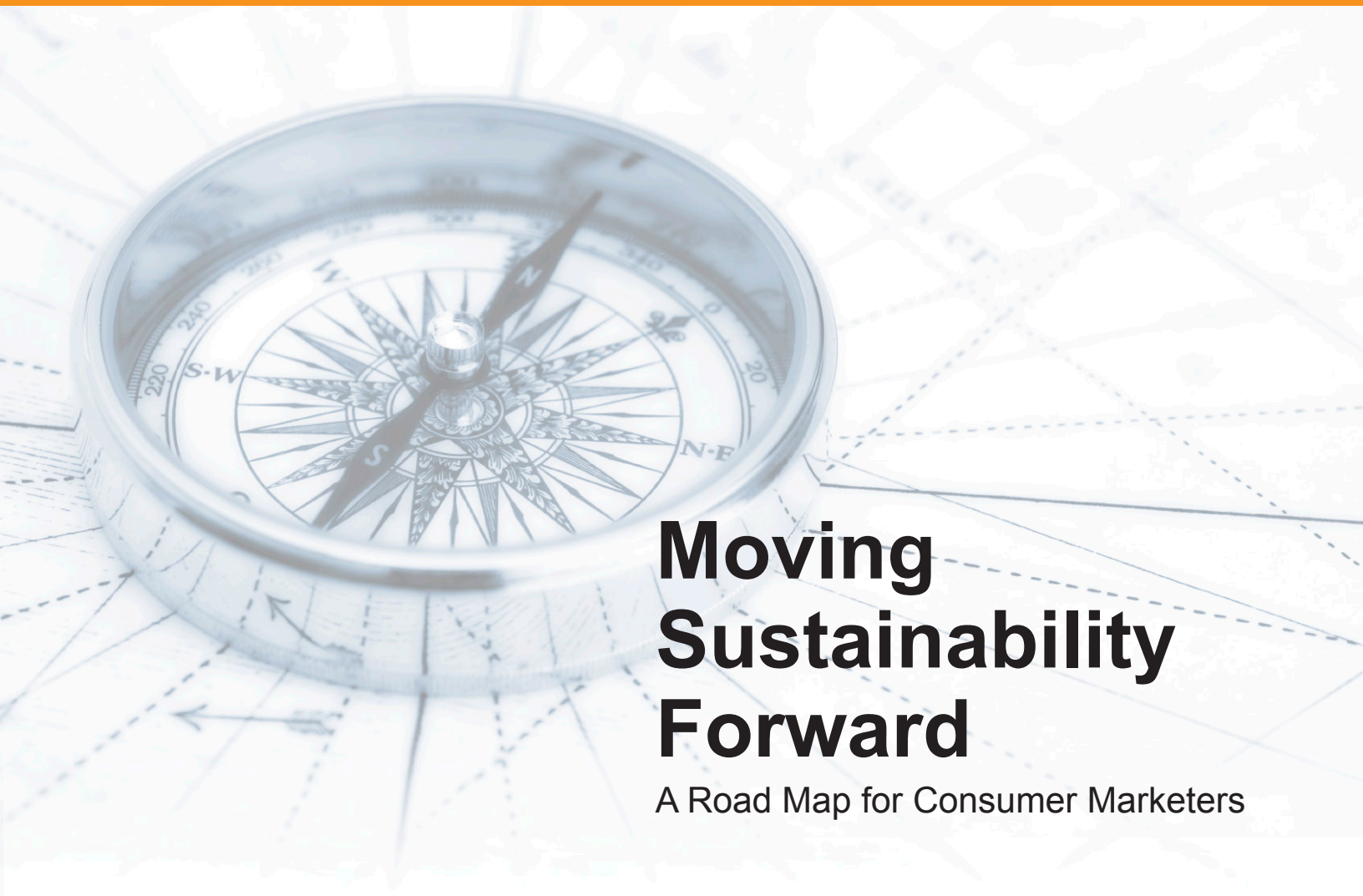
J. OTTMAN CONSULTING

Strategies, Tools, and Inspiration for Sustainable Brands



Moving Sustainability Forward

A Road Map for Consumer Marketers

J. Ottman Consulting Green Paper

by Jacquelyn Ottman

Founder and Principal, J. Ottman Consulting, Inc.
Author, *The New Rules of Green Marketing: Strategies, Tools and Inspiration for Sustainable Branding*

June 2011

About “The New Rules of Green Marketing”

Many of the ideas in this green paper were gleaned from Jacquie Ottman’s new book, *The New Rules of Green Marketing: Strategies, Tools and Inspiration for Sustainable Branding* (Berrett-Koehler, 2011), 256 pp.

Ms. Ottman’s fourth book on the subject of green marketing, *The New Rules of Green Marketing,* is being hailed as “the new green marketing bible”, “the be all and the end all of green marketing”, and a “must read for *all* marketers”.

Drawing on the latest poll data and incorporating lessons learned from Ottman’s forward-leaning clients, it demonstrates how to: spur innovation through a proactive approach to sustainability, design products to be greener throughout their life cycle, and communicate credibly and transparently.

It was recently named by Cambridge University as one of the top 40 Sustainability Books of 2010 and as a top green “e” book by EcoLibris. It is available at bookstores and at online booksellers. More information is available at http://www.greenmarketing.com/our-book

About J. Ottman Consulting

J. Ottman Consulting is a marketing and new products firm with a mission: To meet consumer needs in the most sustainable way possible. Led by founder and principal Jacquie Ottman, J. Ottman Consulting has helped over sixty of the Fortune 500, U.S. government eco-labeling programs, and many entrepreneurial clients uncover new sources of value and establish competitive advantage through eco-innovation and by creating strategies for award-winning marketing campaigns.

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Some of the 155 case examples discussed in *The New Rules of Green Marketing.*

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Executive Summary

In this "green paper" Jacquelyn Ottman, founder and principal, J. Ottman Consulting, Inc., proffers that greenwash is a symptom of a larger problem that is preventing consumers from getting more involved in sustainability efforts.

Diagnosing the problem as an immature "eco-system" surrounding the fast growing green marketing industry, she suggests steps the industry can take to build the holistic support it needs from retailers, government, and especially consumers in moving sustainability forward.

Among the steps she suggests are:

- marketers who are knowledgeable about the technical subtleties of greening one's processes and products, and who can work closely with technical and legal experts to create communications that are at once in step with the FTC Green Guides and with consumers' understanding of environmental issues;
- retailers and government agencies who can interpret and enforce the FTC Green Guides and ensure that environmental claims are not misleading;
- self-regulation, via bodies such as the National Advertising Division of the Better Business Bureau;
- products that address all life cycle stages;
- products that can sell themselves without the use of clichéd imagery and green claims; and
- engaged consumers who can make choices among competing "green" and "brown" products as well as help reduce the environmental impacts of the products they buy during use, after-use (recycling, reuse), and disposal.

Ottman offers several strategies for engaging consumers, among them:

- providing feedback (via information, e.g., Toyota Prius dashboard);
- peer pressure (e.g., comparative electricity usage and "smiley faces" on utility bills;
- making it fun (e.g., the quizzes and games offered by RecycleBank).
- visualizing life cycle impacts;
- providing "consumer-useful" information such as total life cycle costs;

Ottman invites comments from the industry and stakeholders and offers to summarize and post them on her company's website, http://www.greenmarketing.com at some point in the near future.

Moving Sustainability Forward

All of us share a common goal: we want to quickly move to a more sustainable society in the next five, ten and 20 years. We're impatient for answers and momentum. When I started my green consulting practice in 1989, I thought the world was going to be pretty green by 1995. Then I thought, okay, let's give it a few more years. I'm still waiting — and you are, too.

What is the real problem?

The key to solving a problem is to define it correctly. The experts even go so far as to say, "The answer is usually embedded in the correctly worded question."

I've been giving a lot of thought to why I think consumers aren't more engaged in sustainability, and I'd like to start this paper describing what I think is the real problem we need to solve if we are going to reach our goal of moving our industry forward — and what it isn't. Then, I'll go on to provide some ideas for solving it.

Greenwash is not the problem

Let me start by ruling out what many of us likely believe is the big problem in our industry: greenwash. How many of us log on to our favorite green websites in the morning and read something about greenwash? "99% of claims are greenwash!" Sins of greenwashing! Fibbing! Hidden trade-offs! Worshipping false labels!

Don't get me wrong. Greenwash is definitely an issue. Establishing credibility for claims and other communications is critically important to all branding efforts. And it's especially important to our industry, because our industry is built on trust, emotions, and moral suasion.

A lot of greening is intangible. Consumers can't see the fumes that aren't coming out of the power plant when they flick on their energy saving bulbs. They can't see the 5 million tons of paper that aren't going into a landfill when they drink from a Starbucks cup. So consumers need to believe our claims.

Greenwash breeds skepticism that can keep customers from buying our products and trusting our brands. Greenwash brings negative press to our industry. The potential risks associated with greenwash prevents businesses from talking about their legitimate achievements. It holds them back from much needed investment in greener products and technologies.

An immature eco-system

However much a deterrent, I maintain that greenwash is merely a symptom of what I believe to be the real problem: an immature "eco-system". The eco-system of stakeholders that supports us is not broken. It just hasn't matured around us. Those of who describe green marketing as the "Wild West" are not too far off!

What I'd like to do in this paper is to provide a vision of what a more mature, supportive system might look like and how we can get there. But first, I'd like to talk a little bit about the challenges of greening, and greenwash in particular.

Skepticism is not unique to green!

The term "greenwashing" was created by skeptics. But we have to remember that consumers are skeptical of all advertising. Greenwash has its counterpart in many other industries that are heavily advertised — but those industries don't have cute names like greenwash. (Why don't they call car advertising "car wash?")

Consumers have been skeptical of advertising not just since the days when Campbell's put the marbles in the soup. Not just since the Egyptians put the first commercial messages on papyrus, but since the Indians put up the world's first billboards, paintings on rocks in 4,000 B.C. advertising where the best woolly mammoth hunting grounds could be found!

Did you know that Coca Cola was originally marketed as a nerve tonic? Did you know that snake oil was an actual product that was marketed in the 19th century in the same drugstores as Coke? It was skeptical consumers and courageous journalists[1] who, in the early 1900s, exposed snake oil and other "patent medicines" — and this all led to the Pure Food and Drug Act of 1906.

And the beat goes on until this very day. Food brands are getting in trouble lately for overpromising health benefits. Brands such as Activia and Pom have been required to retract claims related to digestive health and boosting the immune system. Do you know that you have to eat three bowls of Quaker Oats to reduce the cholesterol they promise on the front of the box? But we don't call that "food wash".

As I report in my new book, skepticism is so rampant in all industries that consumers trust each other more than they trust brands, websites, ads and newspapers and other media. That's one reason why social media is soaring right now.

Besides, a little skepticism is good — it keeps us on our toes!

Most greenwash is inadvertent

The Terrachoice folks tell us the "Sin of Fibbing" is actually the smallest of all the sins of greenwashing. Was Frito-Lay fibbing when they aired a video showing how the Sun Chips bag could degrade over 14 weeks? That video got a lot of play on YouTube. Many of us were excited to see it. It seemed to be the next logical step in a series of very laudable greening efforts that the folks at Frito-Lay had undertaken, starting from using solar power in the factories, to creating a healthier snack. We marveled at the company's leadership and creativity.

Now, I don't want to spoil the fun, but it's possible that many consumers thought the bags might degrade on the side of the road. Many ardent backyard compos-

[1] Snake oil and other "patent medicines" were a major source of advertising in print media during the late 19th Century.

ters I know failed to get the same results. Fact is, the bags will only degrade over the 14 weeks when placed in an industrial compost facility and only in a very few backyard compost piles where they are buried deep with other compostables and with the right amount of microbes, aerated and reach 130 degrees over the entire three-plus months. Frito-Lay maintains that this was made clear on a website, but apparently the message didn't get through.

Do you think Frito-Lay was trying to pull to wool over our eyes when they aired that video and made their claims? I don't think so! I believe Frito-Lay was attempting to demonstrate the principle behind the bag. Companies as large as Frito-Lay have too much at stake to try to greenwash. I believe they got caught up in some of the challenges of greening, discussed as follows.

Greening is messy

Greening one's products and processes, and communicating the benefits to consumers is messy. Confusing. That's because, more often than not, greening is not clear cut. There are no absolutes in green.

There's no such thing as a green product

In fact, there's no such thing as a green product. All products use energy and create waste. So green is a relative term. One product is greener for someone at sometime in some place. You hear the "sin of the hidden trade-offs". I've got news for you, folks. It's all about the trade-offs!

Cloth diapers might not cause any trees to be chopped down, but they do use a lot of hot water. Disposable diapers don't use water but they do clog landfills—and with a lot of hazardous waste at that.

It depends

So, the answer to the question "what is the greener (est?) solution for any one consumer?" is "it depends." For example — and I'm likely oversimplifying here — Cloth diapers might be better in NY where we have lots of water and no landfill. But they might be environmental disasters in the Southwest where diverting water from other areas might be even more environmentally hazardous than digging a hole in the ground and burying the diapers.

Regional, climatic and other differences cannot be underestimated. I've been told that if you live in NY, it may actually be better for the environment to eat strawberries grown in New Jersey using conventional methods than buying USDA Organic strawberries grown in California. I might even venture to say that the Frito-Lay folks might have been better off if they had introduced their corn-based bags regionally — in those cities like Seattle and San Francisco that have access to municipal collection of compostables.

We need better marketers

So greenwash is not the problem. I think we need better educated marketers. Marketers who are steeped in the principles of environmental science and sustainability. Marketers who understand where consumers are at on these issues.

Readers may know this, but how many of our colleagues and clients still need to be educated as to why biodegradability isn't a silver bullet?

We need better retailers and better government

We wouldn't have so much greenwash if we had better oversight of green claims by retailers and government. The greenwash team at Terrachoice surveyed 5,296 products and packages on shelves in 13 big box stores. But I ask, "What were all those stores doing with 11,457 unverified green claims on their shelves? Were the buyers asleep at the switch?

Under the Bush administration, the FTC not only didn't update the Green Guides, they didn't enforce one claim! The proposed revised FTC Guidelines are being called inadequate partly because they don't define "sustainable" or "natural." (I happen to think they're pretty good myself.) And the FTC gives consumers very little direct guidance (what little they give can be accessed at FTC.gov.) Hopefully the revised proposed Green Guides, due out some time in 2012, will satisfy industry and consumers' needs. I say let's try to enforce what we do have!

A market-based economy

Until recently, the last time the CAFÉ standards for cars had been changed was 35 years ago. If we wait for government to act, we're going to have to wait a long time.

Our challenge is we've got a market-based economy. And we've got a Congress that is loathe to regulate consumer products, whether it means dealing with eco-labels or regulating products directly. If we keep making such a big deal about greenwashing, we're going to undermine the potential for green marketing as the only tool we have for shifting the economy toward greener goods.

We have the power!

The young idealists in the Middle East aren't waiting for their governments to act. It's quite the opposite. They're doing it through the power of communication and the power to motivate. Similarly, we wield the power to accelerate sustainability.

Let's focus on doing what we can do. Let's start with self-regulation, better products and most of all, better consumers.

Let's self-regulate

Let's come together as an industry and foster self-regulation.

I have a sister who works for QVC. They make her go through hoops to support the claims that go on that channel. I personally spent 12 years on Madison Avenue

marketing consumer packaged goods like *Sure* and *Pringles* before deciding to devote my career to green marketing. There, I gained an appreciation for the major television networks who required strict claims clearance for ads before they air; sometimes their screens are even more strict those of the lawyers for my former clients, Procter & Gamble and Ralston Purina.

I'd like to propose that we take our claims issues not to the public, but like the larger, more mature advertising and marketing community of which we are a part, to the National Advertising Division of the Better Business Bureau. The NAD was set up by the advertising industry to provide a quick, affordable way to address questionable claims within the industry — and out of court! And it's likely the body today with the most experience on green claims. (NADReview.org) The NAD stands ready to help. All we have to do is ask.

Industry standards

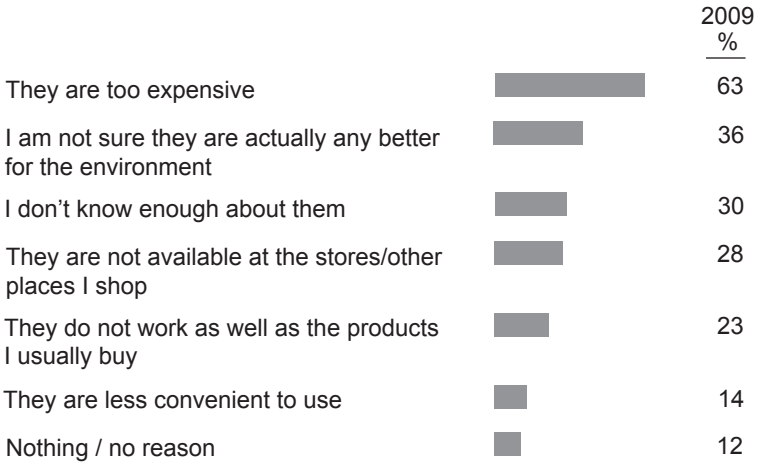
I propose that we pick up where the federal government is leaving off by engaging in efforts to develop industry standards and consensus methods for supporting various green claims. And that we also explore opportunities to develop industry-sponsored certifications. Let's lead, not follow!

Let's make better products

The number one reason by far why consumers say they don't buy more green products is because they are too expensive.

Barriers to Green Purchasing

% U.S. general population indicating each of the following prevents them from using environmentally responsible products and services



Source: © 2010, Natural Marketing Institute (NMI), 2009 LOHAS Consumer Trends Database.

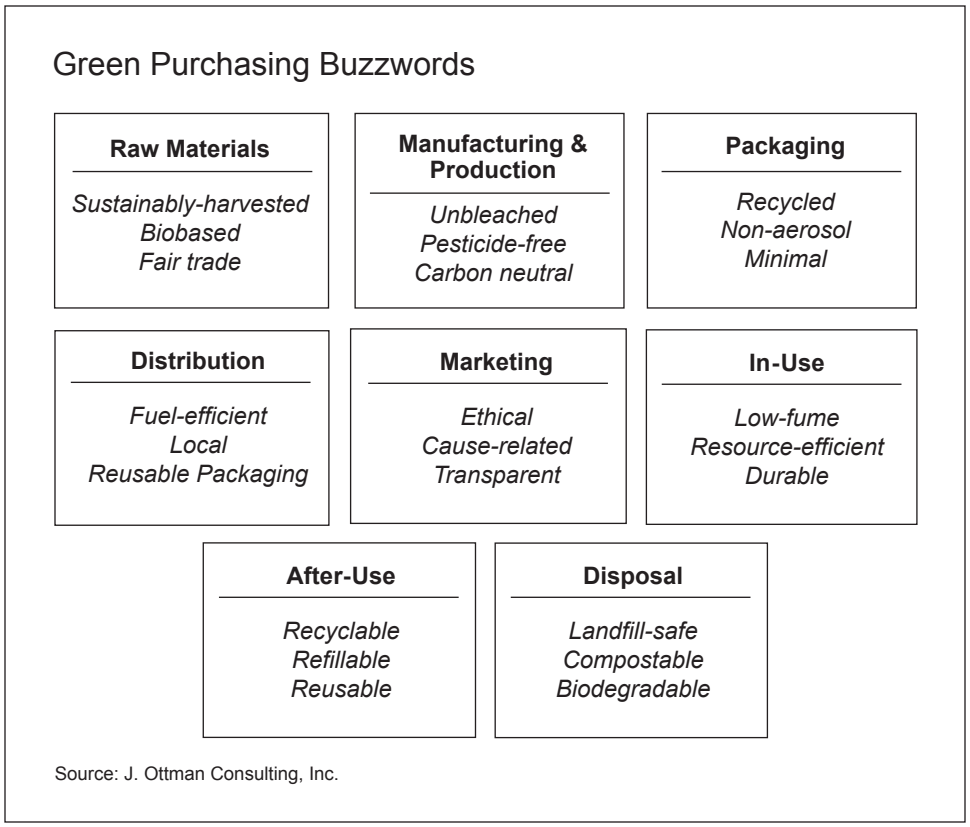
Many greener products cost more because of special ingredients, or because they have not yet achieved economies of scale.

If we had better products, we'd be able to provide more value to consumers. When products are perceived as providing more value, they can command a premium price.

Address full life cycle impacts

Environmental quality is now a part of overall quality and customer satisfaction. One route to better value, then, is to address the full life cycle impacts of the products we make.

Consumers are telling us by all the buzzwords they are using —"sustainably harvested," "recycled" and "biodegradable" among them — that they are concerned about all the impacts of their products. This phenomenon is what distinguishes green marketing from conventional marketing. In the old days, consumers went to the store to buy products that performed as expected, were convenient, and were priced affordably. But today, they scan the shelves with a fuller agenda that encompasses all the impacts of the products they buy. They are asking questions they never asked before, like what kind of materials is this product made from? How was it manufactured? What will happen to it after I use it? Addressing these impacts adds value to today's consumers.



Source: J. Ottman Consulting, Inc.

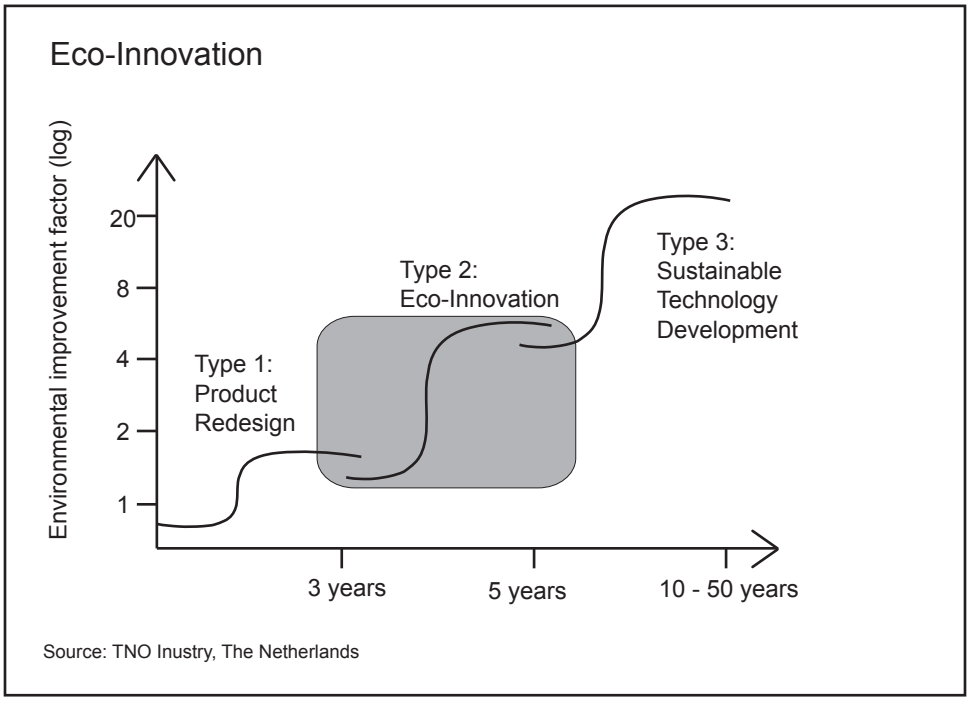
So for this reason, we not only need to create products and packages that are green from start to finish, but we also need to communicate sustainability-related messages along with the primary benefits seek from the products they buy.

Coke is one manufacturer who tackles multiple life cycle stages with their new PlantBottle™ — they make it partially from plants, and they made it recyclable with other PET bottles. (I won't go into the sustainability of what's actually inside the bottle — as we all know, Coke and Pepsi are desperately working on coming up with more healthful soft drinks.)

Eco-Innovation

One avenue toward better products is what I call in the book, "Eco-Innovation." I define Eco-Innovation as "innovating around the function of the product".

Included below is a schematic of Eco-Innovation and its three "S" curves.



Laundry detergent manufacturers have been doing a great job of moving their products along the first curve, "Type 1" product re-design. First they removed phosphates. Then they incorporated recycled content into the jugs, and finally they concentrated the formulas. But one day they're going to run out of things they can do from a product redesign standpoint.

To reduce impacts further, they will likely need to jump to the second curve – the eco-innovation curve. They (or someone else) are going to have to make clothes that don't get dirty in the first place! (And in fact, there are actually textiles and adjunct products on the market that offer this benefit.)

Let's create products that can sell themselves

If we all did more innovating around green, we'd have such good products to sell, we wouldn't need green claims to sell them. We wouldn't need to put what I call "the planets, the babies, and the daisies" in our ads. We wouldn't need expensive eco-labels and green claims that can confuse or make us a target.

Thanks to advances in technology, materials, and design, many greener products actually work better than "brown" counterparts. The chart below from the book shows greener products that are already being sold on the primary benefits their unique designs, technologies or formulations can deliver.

Green Products Offer Mainstream Benefits

Product Category	Consumer Benefits
CFL lightbulbs	Save money, last longer
Hybrid cars	Quiet ride, fewer fill-ups, status
Natural cleaners	Safety, peace of mind
Organic produce	Safety, better taste
Recycled paper	Save money
Car sharing	Convenience, save money
Solar powered cellphones	Extended use

Source: J. Ottman Consulting, Inc.

Skeptics point to the fact that greener products represent only a small percentage of all products. In fact, there are many products on the market today that could qualify as bona fide greener products, but they are not marketed as such because they simply provide superior value.

Take Apple's iPod, the most successful new product of the last decade. Apple could have told us about all the CDs and jewel cases (remember the fuss over jewel cases?) iPods replace, but they opted for the more compelling benefits of portability and design.

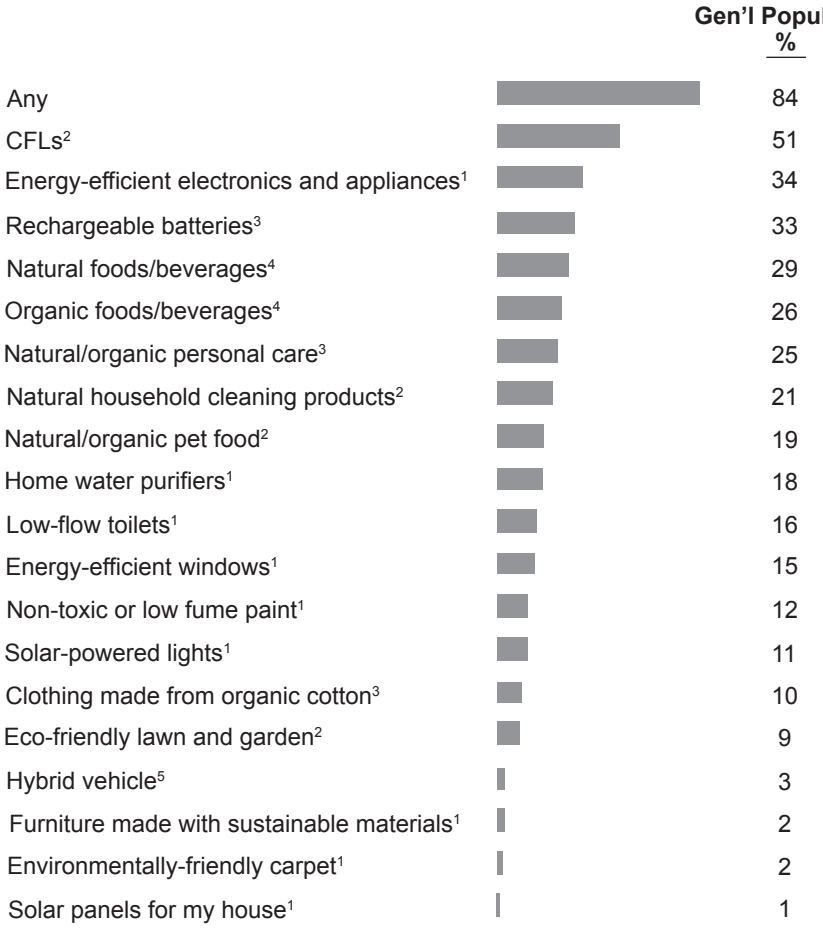
Let's engage consumers

Starting today, we can rely on our power as communicators to help consumers make choices. Given that the consumer economy represents two-thirds of the U.S. economy and one-third of all of the pollution, it is imperative that consumers share responsibility to reduce the impacts of the products they buy.

Let's empower them to turn the trade-offs into their choices. Let's empower consumers to choose between the cloth and the disposable diapers. Between the LED's and compact fluorescents and the incandescents. Let's empower them to choose the products with the best design, the best materials, and the best technology for their circumstance and needs.

Green Purchasing Behavior

% U.S. general population indicating they purchased products within the last 3 years[1], 12 months[2], 6 months[3], 3 months[4] and those that own/lease a hybrid vehicle[5].



Source: © 2010, Natural Marketing Institute (NMI), 2009 LOHAS Consumer Trends Database.

Consumers are ready to hear our messages!

I believe that consumers are trying to do their bit. And they themselves are telling us they want to do more.

In 2009 over 84% of all consumers bought at least one green product and high numbers of them are taking steps like recycling and turning off the lights.

As I point out in my book, 55% of consumers agree "Individuals should be doing more." That's just a tad behind those who think "businesses should be doing more" (62%) and "government should be doing more" (68%). So, clearly they recognize their own responsibility. So, let's give them a job to do! Let's help consumers learn.

Let's provide them with accessible forms of information and education. We have lots of incentive to help them to do so. Did you know that consumers who have higher levels of ecological awareness, higher awareness for sustainability, and higher awareness for their own health tend to be willing to pay a higher price for certain products?[2]

Consumers have the capacity and the willingness to learn. How many students do you know who are currently enrolled in Environmental Studies courses and Green MBA programs or courses in community colleges that didn't exist 5, 10 years ago? The internet is exploding with websites catering to all consumers' needs for information on every topic related to sustainable consumption.

Let's help consumers share responsibility

Let's teach consumers how to use and dispose of products and packages responsibly. I call this "responsible consumption." As I pointed out in a blog post[3] earlier this year, there are several routes to achieving this, including communications, product design, eco-innovation, and teaming up with retailers.

Manufacturers can reduce the impacts of various aspects of their products. They can choose the materials, and how a product is manufactured, and packaged. They decide how it is marketed, too. What they often can't control is how much water, energy, or other resources it may ultimately use, or if it winds up in the recycling or compost bin. This is the purview of the consumer. So, Tom's of Maine can make the toothpaste more natural, but they can't force consumers to turn the water off when they brush. Coke can make the bottles recyclable, but only consumers can see that they get recycled. Sun Chips can make the bags compostable — but only consumers can see that they get into a composting bin as opposed to a trash can. Communications can fill this gap.

[2] Stefan Kurka, Klaus Menrad, "Biorefineries and Biobased Products from the Consumer's Point of View. Paper prepared for presentation at the 13th ICABR International Conference on Agricultural Biotechnology: "The emerging bio-economy" Ravello (Italy), 18th to 20th June 2009.

[3] http://www.greenmarketing.com/blog/comments/responsible-consumption-the-next-frontier-in-green-marketing/

Engage, enlighten, entertain

There are several strategies for educating consumers to make choices and engage them in more responsible forms of consumption. Following are a few ideas to get your thinking started:

Provide feedback.

The now familiar dashboard feature on Toyota's Prius provides real-time information on the miles per gallon being attained by the electric motor and combustion engine. Prius owners report trying to best their previous mileage achievements on successive tries, and even try to beat each other.

Use peer pressure.

The software company, OPower provides electric utilities with software that helps provide comparative information on electricity usage that is communicated to customers with "smiley faces" when performance exceeds that of neighbors. This simple device was responsible for generating sustained reductions of energy usage of 2% in a 2008 test by the Sacramento Municipal Utility District.[4]

Make it fun.

We're learning that incentives and rewards can help. RecycleBank for one, does a fine job of educating consumers through the use of games. And all kinds of information allowing consumers to check a product's eco-credentials is now becoming available via SmartPhones, making shopping a discovery trip!

Make the intangible tangible.

Motivate consumers to use and dispose of products and packages more responsibly by using compelling visuals to better understand their impacts.

The chart on the following page from Procter & Gamble (I added the "You are Here") was intended for businesspeople, so it might be a tad technical, but I think you'll get my point. It shows the energy impacts throughout various life cycle stages for several product categories including laundry detergent, shampoos and diapers, among others.

If you follow the line that stands out like the Empire State Building, you'll see that the key energy-related impacts for laundry detergent is not involved in production or in the energy it takes to transport product to warehouses and stores; the main impact is the energy it takes to heat the water. I'm sure you'll agree that a visual like this, combined with other information — let's say costs

Engage, enlighten, entertain

Provide feedback

Use peer pressure

Make it fun

Make the intangible tangible (visualize, dramatize)

Provide "consumer-useful" information (total cost of ownership)

[4] Barbara Crane, "SMUD: Sixty years of energy conservation"; http://www.green-technology.org/green_technology_magazine/smud.htm, accessed May 27th, 2011

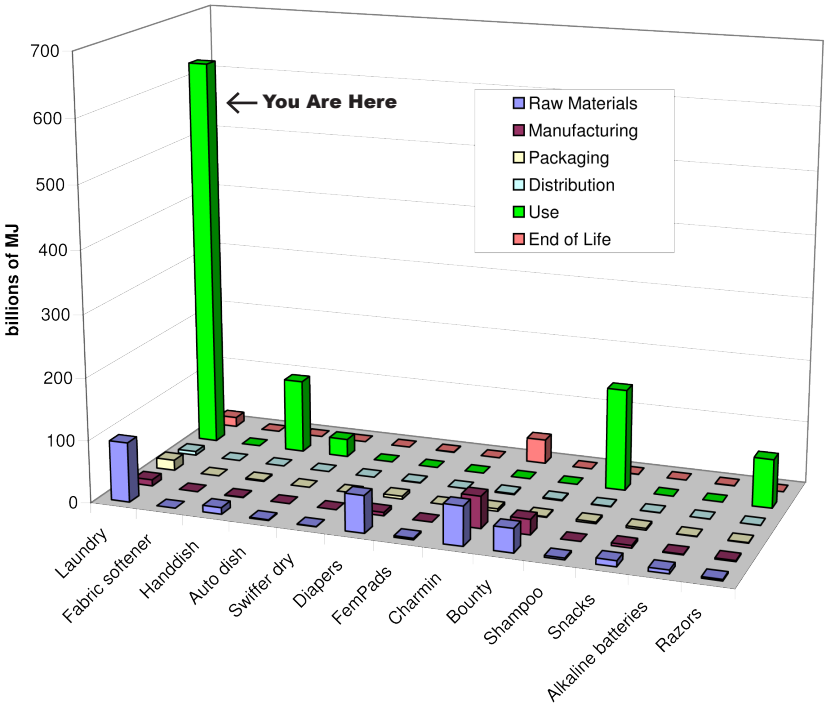


Chart: The Procter & Gamble Company, 2010. Reprinted with permission.

and climate change impacts (including performance assurance) — could be instrumental in getting consumers to turn the dial down to cold.

Provide "consumer-useful" information.

Have you seen the new fuel-economy labels just released by U.S. EPA? They not only explicitly detail information about expected fuel economy, and give individual Greenhouse Gas and Smog ratings, they provide useful information about annual fuel costs coupled with the fuel costs projected over five years of car ownership. I'll bet this latter information, which is akin to Total Cost of Ownership, is more persuasive in shifting car sales to more efficient vehicles than the environmental data that's provided! (It's OK to sneak green past consumers, folks — whatever works.)

Transparency is good but helpful information is better. This new fuel economy rating makes me view some even heretofore quite striking consumer environmental labels in a new light. Timberland's Green Index, which I hail in my book as a watershed mark in transparency, is highly laudable, but I now believe it fails in comparison with the new fuel economy label as a useful tool for making purchase decisions. Comparative information would help, as well as, more pointedly, information on how long the boots might be expected to last, and whether or not Timberland provides a repair/rebuild service akin to Allen Edmonds.

Similarly, HP's EcoHighlights label lists a number of environmental attributes and eco-labels they have earned, but at the end of the day, consumers might be more interested in the connection between double-sided printing and expected life expectancy and the costs per printed page and the ease with which it can be upgraded or repaired.

Finally, I fell in love with the "Levi's Care Instructions for Our Planet" label when I first saw it, and I still congratulate Levi's for including it on their jeans. However, I might suggest that consumers would be more motivated to follow the instructions if the primary benefit was making one's jeans last longer or look better. (It's the planets, babies and daisies thing all over again.)

It can start with us

In order to keep the sustainability movement on track, we need to do more than just curb greenwash. We need a holistic approach. And it can start with us. Let us lead the way.

Let's take our roles seriously

I'd like to propose that we take our own roles and responsibilities as marketers, citizens, and shoppers more seriously.

Let's take it upon ourselves to improve our knowledge base as professionals. How many readers have obtained some type of certification or degree that relates to our field?

Let's take it upon ourselves to understand the resources that are available for advertising truthfully; the FTC Green Guides is an important first step.

Let's take steps to explore the NAD and other vehicles for self-regulation, described above.

Let's call upon our elected leaders to courageously fight for legislation and regulations and create voluntary initiatives that can help skew the market towards green.

Let's become more responsible consumers ourselves. I suspect we're all some of the greenest shoppers on the planet. But there's likely more we can each do. Let's each pledge to do one thing differently for a full month starting today. To buy one greener product or try one behavior that we haven't done before. When we start making a change, the change in ourselves can start to ripple among our communities. (I for one have got a worm bin on order for my NY apartment.)

About the NAD

Created by the advertising industry's trade associations, the National Advertising Division of the Better Business Bureau was created to 1) stave off the threat of overly restrictive regulations by proving to skeptics and policymakers that private industry can voluntarily adhere to high standards of truth and accuracy, and 2) to foster trust in the marketplace and uphold the integrity of brands — exactly what is at stake today!

The NAD specifically acts as a mechanism for challenging and reviewing claims, thereby holding industry and competitors to high standards of truth and accuracy in advertising. The NAD also issues reports which serve as useful guidance for substantiating advertising claims, including different kinds of green claims. Over the past several years, NAD has had more public occasions to apply the FTC Green Guides than FTC has. The goal of the process is not to punish "evil" greenwashers, but to raise the bar and to foster trust in advertising.

Source: David Mallen, NAD Deputy Director, dmallen@nad.bbb.org

Engage your team

Let's pledge to make marketing decisions with the input from a full complement of professionals. Bring your technical and legal staff to conferences such as Sustainable Brands, and to focus groups to hear consumers speak about the issues. This will help all the members of your team to speak the same language. Your technical and legal teams will be more attuned to the needs of consumers and the challenges of sustainable branding. It will also lead to the integration of environmental attributes and compelling consumer benefits within your overall marketing efforts.

How will you move sustainability forward?

Starting now, using the ideas in this paper as a guide, I urge you to gather informally with colleagues and expand upon these ideas.

The next time you go to a conference or evening sustainability panel, I urge you to listen to the speakers with a new set of ears. How many are trying to solve real problems, not just treat symptoms? How many can inspire you to innovate? To act courageously? Ask: what opportunities exist to move consumers closer to sustainability? Ask: what opportunities exist to work together to empower the industry to advance?

Send me your comments

Send me your thoughts, your comments, and questions, and I'll gladly update this document, so we can all refer to it as creative stimulus and guide.

Consumer Marketers' Roles and Responsibilities

To educate ourselves on relevant environmental issues facing our products and consumers.

To develop products that attempt to minimize environmental impacts at all life cycle stages.

To understand our suppliers and their sources of supply.

To consider not just profit, but the triple bottom line in our goals and measurement.

To innovate new products, packages and business models that represent significantly less environmental impacts with better performance than current ones.

To engage our colleagues and team members in the process of creating communications that advertise fairly and to follow the FTC Green Guides precisely.

To continually innovate in our professional lives and expand the scope of our sustainability activities in our personal ones.

About the Author

Considered to be the nation's foremost expert on green marketing, Jacquie Ottman is the author of four books on the subject. Her newest book is *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding* (Berrett-Koehler, 2011). http://www.greenmarketing.com/ourbook)

After spending over a decade in major NYC advertising agencies learning the marketing ropes from the likes of Procter & Gamble and Ralston Purina, in 1989, Ottman founded the New York City-based J. Ottman Consulting, Inc. and pioneered green marketing. Her goal: apply her finely-honed consumer packaged goods skills, her creative bent for dreaming up new products, and her strategic instincts to the solving the toughest issues involved in meeting consumers' needs sustainably.

Over the past 23 years, Ottman and her colleagues have helped more than 60 Fortune 500 businesses and various U.S. government labeling programs including U.S. EPA's Energy Star and the USDA's new USDA Certified Biobased label develop concepts for exciting new products, and create strategies for reaching green consumers while minimizing the risk of backlash.

Frequently quoted in major business publications including *Forbes, Fortune, Businessweek, The Wall Street Journal* and *The New York Times,* Ottman blogs at http://www.greenmarketing.com/blog and regularly contributes to the *Harvard Business Blog, Sustainable Brands Weekly* and other online and off-line publications.

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