

OUR STRATEGY:

Leverage The Ecological Roadmap

A values-based segmentation study, the Ecological Roadmap shows how different segments of the public relate to environmental issues - and why...

Research methodology: American Values Survey & Focus Groups

One of the largest in-home surveys conducted in 2004 and 2007: ~2,000 Americans 15 and older, voters and non-voters, citizens and non-citizens

Psychographic research tracks ecological concern and a range of more than 100 social values in 800+ questions

Includes personality, social psychology, media use, and demographics

Issues include: women, environment, foreign policy, health, kids, race, sexuality, religion, taxes, government

Validated findings with a dozen focus groups in NY, CA, WA and OR

BARRIERS TO ENVIRONMENTAL ENGAGEMENT

Environmental Sainthood.

Real or not, the perception that environmentalists are willing to sacrifice all self-interest to save the earth sets an unattainable standard.

Environmental Elitism.

Having the time and money to be green seems out of reach for many. There are, however, Americans at all income levels and of all races who believe that living in a clean environment, having access to the outdoors, and eating healthy food shouldn't be a luxury.

Environmental Fatalism.

Having a sense that something can be done about the environment and that individuals can help effect that change makes all the difference in engagement on environmental issues.

Environmental Cognition.

Environmental professionals communicate at an expert level, often failing to make the connections between the environment and the issues people care most about -- their jobs, their health, and their families.

Environmental Overload.

The public, for the most part, finds environmental issues overwhelming. Without a compelling vision of what can be done, the range and magnitude of ecological problems cause people to tune out.



RECOMMENDATIONS

- 1) Redefine what it means to care about the environment.
 - Use non-expert language and focus on values.
 - Bring a range of perspectives and constituencies into environmental campaigns.
 - Don't make people feel guilty about their impact on the environment.
- 2) Illustrate the interconnectedness of environmental issues.
 - Illustrate how environmental issues connect with each other and to daily life.
 - Demonstrate tangible improvements to people's lives as a result of environmental protection measures.
 - Collaborate with clients and partners that represent the full issue impact of an environmental concern.
- 3) Leverage personal actions and turn them into collective action.
 - Illustrate the connections and impacts between daily lifestyle choices and larger systemic issues.
 - Provide feedback mechanisms for engagement.
 - Tap into existing environmental attitudes, emotions, and beliefs.
- 4) Fill people's need for social connectedness and a sense of purpose
 - Create environmental narratives based on values that connect to everyday challenges.
 - Overcome social isolation and growing fatalism by addressing issues such as poverty and job creation.
 - Give people a large role in creating change.



THE RESEARCH IDENTIFIED TEN SEGMENTS

PRIORITY 1

9% Greenest Americans
Everything is connected, and
our daily actions have an impact
on the environment

24% Caretakers

Healthy families need
a healthy environment

3% Idealists
Green lifestyles are part
of a new way of being

PRIORITY 2

20% Traditionalists
Religion and morality dictate actions in a world where humans are superior to nature

7% Driven Independents
Protecting the earth is fine as
long as it doesn't get in the
way of success

Fatalists
Getting material and status
needs met on a daily basis
trumps worries about
the planet

PRIORITY 3

17% Murky Middles
Indifferent to most everything,
including the environment

7% Materialists
Little can be done to protect
the environment, so why not get
a piece

6% Cruel Worlders

Resentment and isolation leave no room for environmental concerns

3% UnGreens
Environmental degradation and pollution are inevitable in maintaining America's prosperity

Ecological Fatalism
Excessive Taxation
Confidence in Big Business

AUTHORITY

Religiosity Responsibility Traditional Families

• UnGreens 3%

• Traditionalists 20%



• Fatalists 5%

Driven Independents 7%



SURVIVAL

Cruel Worlders 6%

Murky Middles 17%

• Caretakers 24%



Greenest Americans 9%

• Materialists 7%

• Idealists 3%

Acceptance of Violence Joy of Consumption Civic Apathy

INDIVIDUALITY

Ecological Concern Flexible Families Community Involvement



RE:INTRODUCE Meet the Greenest Americans, the segment whose ecological concern influences their worldview more than any other social value.

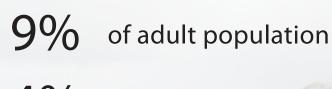
RE:THINK But this doesn't mean their level of political activity and donations of time and money to environmental organizations match the levels these values may suggest.

RE:IDENTIFY For more than half of this group, environmental values are primarily acted on through daily lifestyle and purchasing decisions. The Greenest Americans have the money to support their green lifestyles, but more importantly, they do it because it's the right thing to do.

RE:EVALUATE While the Greenest Americans are dedicated to green choices, many don't see themselves as environmentalists. They believe that government must take a leadership role in large-scale issues like climate change.

Even the Greenest Americans are not that Green. Although these Americans care the most about the environment, only a third (35%) give time to the environment, and less than half (47%) give money to environmental groups.





14% of registered voters

93% are very likely to vote in 2008

1/3 have household incomes of 100k+



25% are over 65

76% are over 45



have a college or 88% post-graduate degree 89% are white self-identify as 65% strong Democrats 52% self-identify as liberals agree that the quality 70% of the environment is one of the most important problems have donated time to 35% the environment have donated money to 47% the environment

GREENEST AMERICANS BELIEVE THAT CHANGE IS POSSIBLE, BUT AREN'T SURE HOW TO MAKE THE BIGGEST IMPACT.

"There's nothing you can do about oil corporations, it's like they're just bigger than the world, and they're bigger than all the countries and all the governments, so there's no point in even trying."

"I would never consider myself an environmentalist because I can't do it all the way."

Dee, NY

"I'm not a political radical.

I think living in trees is dumb."

Grandmother, CA

"Individual actions... I don't think they're terribly effective compared to a regulation that tells CAFÉ mileage for an automaker."

Woman, Retired Attorney, CA

Michael, NY

VALUES

Taking care of the environment and nature:

Ecological Concern, Animal Equality, Faith in Science

Taking care of others/ Obligation to others:

Liberal Communitarianism, Social Responsibility, Altruism

Conscientious Consumption:

Ethical Consumerism, Brand Apathy, Deconsumption















Connection to the community: Civic Engagement, Community Involvement

Strong interest in diversity and other cultures:

Culture Sampling, Global Consciousness, Multiculturalism, Racial Fusion

Importance of being healthy for a full, balanced life:

Holistic Health, Effort Toward Health, Vitality

Government needs to be part of the solution:

Active Government, Government as Economic Equalizer, Largesse Oblige, Tax the Rich

Greenest Americans' Least Important Values:

Confidence in Big Business, Crude Materialism, American Entitlement, Civic Apathy, Ecological Fatalism

WORLDVIEW



I believe people can and should make a difference in the world through what they do and how they choose to live. This is part of how I find meaning in my life.



When I buy things, it isn't really about increasing my status. I consider my purchases carefully and the impact (positive or negative) that what I buy has on the world.



I feel that we are all in this together— everyone on the planet is connected somehow and we all have an obligation to help one another out.



I don't think of myself as an environmnentalist or a radical green. Making ecofriendly choices is simply part of my daily life. For me, it's just the right thing to do.



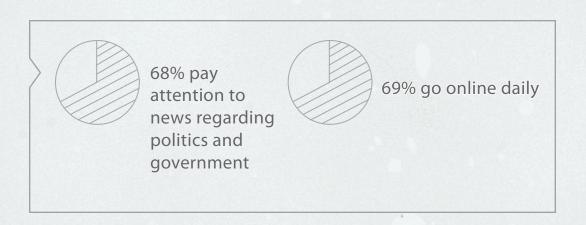
I agree with lobbying. I think it's the most important thing to do. Government has all the power. I don't think what an individual consumer can do amounts to much.

ENGAGEMENT

The most political of the segments, Greenest Americans read and think systematically. While they do go online daily, they tend not to comment on websites, view online videos, participate in social networking, or blog.

They use the internet to check on global and community news, favoring Yahoo News, The New York Times and local newspaper sites.

When they watch television, the Greenest Americans still want it to be educational and meaningful. They are most likely to tune into CNN, Discovery Channel and The History Channel.







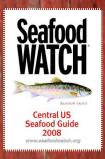
TRENDS

Investing in green

Greenest Americans are leading the way in green consumer choices such as solar panels, energy star appliances and hybrid vehicles.









Wary of greenwashing

Greenest Americans are skeptical consumers who do their research on the products they purchase and the organizations to which they donate.

LIFESTYLE

Travel U.S. and abroad

Embrace eco-tourism, multiculturalism, national parks and natural settings. Not into extreme activities like snowmobiling.



Use organic fertilizers, environmentally safe cleaners and if possible, they pay attention to native plants, composting and xeriscaping. When the Greenest Americans remodel, green is a priority and they try to recycle as much as possible.



Health and wellness

They buy organic and local whenever possible and when they can afford it. You'll see the Greenest Americans at farmers' markets and they think about where their food comes from (especially meat and seafood). They are interested in alternative medicine and exercise such as acupuncture, massage, yoga and holisitic medicines.



Transportation

Drive hybrid vehicles and make an effort to take public transportation, bike or carpool when convenient. Support government initiatives to increase public transportation, even if they don't use it themselves.



RE:APPROACH



Better...

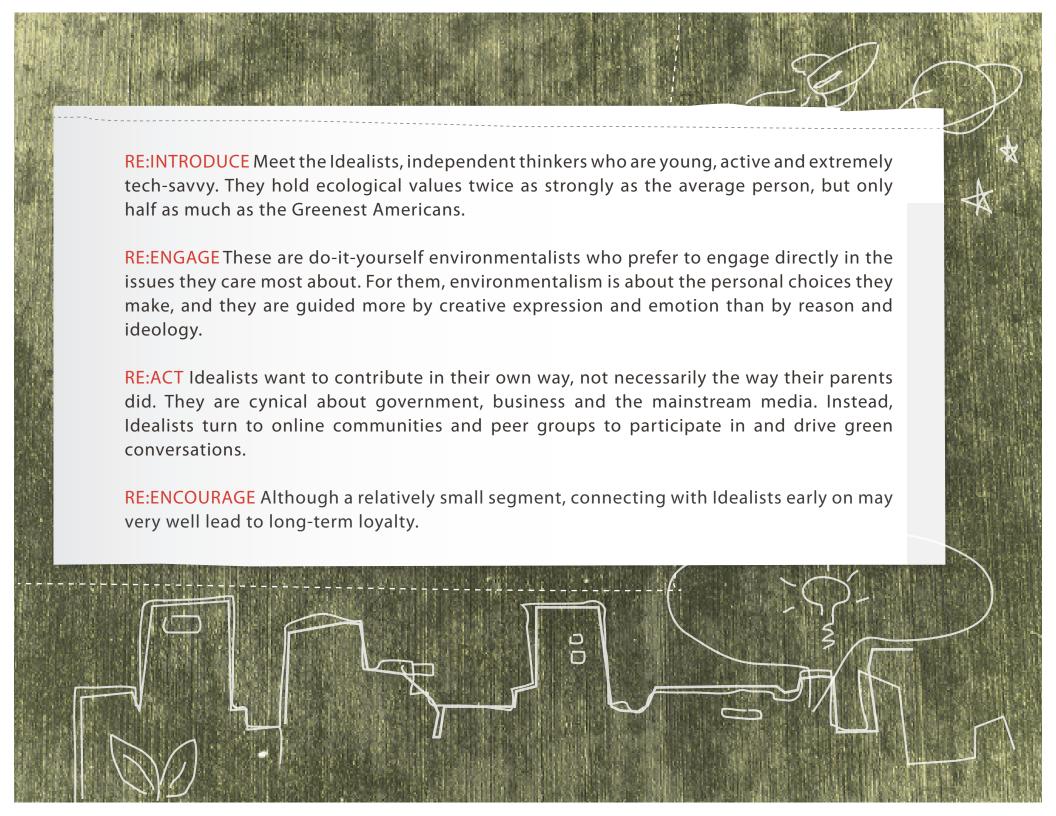
- Tie daily environmental acts like recycling and buying organic to political change.
- Talk about the big picture. Communicate the passion and values behind the work.
- Connect environmental messages to top priorities, such as health and the economy.
- Change what it means to care about the environment.
- Convey what we're working toward, not just against.



Better not...

- Don't assume the Greenest Americans are experts even though they're the most educated and engaged politically.
- Don't set the bar too high. You don't have to live in a tree to be an environmentalist.
- Don't assume that the environment is the best frame for all issues.
- Don't sound shrill.









Moderate-to-high incomes

34%

make \$100K+ (second only to Greenest Americans) Independent thinkers who do not strongly identify with one religion or political party

51%

78% self-described self-described moderates 62%

agree that the environment is one of our biggest problems

Only

53% likey to vote

2_{nd} only to Greenest Americans in

concern over global warming

Taking care of the environment is

17th on the list of top values

SNAPSHOT



VALUES

Taking care of the environment and nature:

Ecological Concern, Animal Equality, Faith in Science

Strong interest in diversity and other cultures:

Culture Sampling, Global Consciousness, Multiculturalism, Racial Fusion.

Open to new solutions and ideas:

Rejection of Tradition, Intellectual and Open, Enthusiasm for New

Purposeful consumption:

Ethical Consumerism, Importance of Brand, Joy of Consumption















Strong desire for creative self-expression:

Personal Creativity, Unfettered Individualism

Importance of being healthy for a full, balanced life:

Effort Toward Health, Vitality, Holistic Health

Government needs to be part of the solution:

Largesse Oblige, Tax the Rich, Active Government

Some Least Important Values Include:

Ecological Fatalism, American Entitlement, Traditional Family, Emotional Control, Ostentatious Consumption

So what's a group you might trust?

Idealist Woman: I don't trust anybody.



Although I don't really trust the government, I think America is a great country. You should be the change you want to be in the world. The government should also step in and help people who have had a tough time in life so everyone has an equal chance at happiness and success in this country.



Traditions are made to be broken and we should always be open to new approaches and ideas that can make things better. I want to make a difference in the world by contributing my own way, not in the same ways as my parents. I don't trust corporations or the corporate structure because they're too traditional and confining.



I am drawn to exploring cultural and religious experiences that are different than my own, and I would love to travel more. Embracing diverse influences and spiritual practices truly enriches my life.



I love to be creative and express myself with my own personal style in my clothes, home décor, hairstyle and make-up. The things that I buy, use and wear tell a unique story to the world about who I am.



Living green is about personal choices for me and what inspires me most. I want a high quality of life that is environmentally-friendly and sustainable, and I get excited by green technology and alternate energy solutions. The environment may not be the most important issue to me, but I certainly think about it relative to my health, lifestyle and food safety.



ENGAGEMENT

They go online

78% of Idealists go online daily. They are participating in and driving conversations, not just consuming information.

facebook

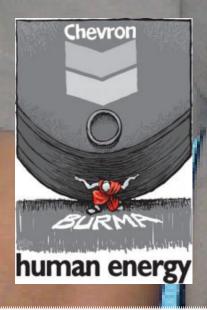
Idealists like to feel part of a trustworthy group of peers when taking action.



They're not paying attention to the news Only 29% of Idealists say they pay a great deal of attention to news and politics.



TRENDS



grist

Media explosion & new technology

Idealists embrace new media and seek out the latest technologies.

Wary of greenwashing

Smart, savvy, and cynical, Idealists will find out if green claims are true and take steps to "out" the company or organization if the facts don't line up.

Eco-Chic & Responsible Retail

Idealists tend to align themselves with brands that reflect their values. Green is now the key component of hip products.



Health/beauty and wellness

- 79% say participation in outdoor recreation (surfing, running, moutain biking) is important.
- Exercising to look good is important, but so is longevity and health.
- Personal style is carefully crafted to make a statement







Travel and transportation

- Ride bicycles and walk whenever possible (for exercise + environment)
- Use public transportation or telecommute from home.
- Seek out new experiences and expanded cultural knowledge.

LIFESTYLE

RE:APPROACH



Better...

- Show how protecting the environment is connected to social issues.
- Highlight the role of technological innovations.
- Tap into their DIY mentality and provide ways to directly engage in creating change.
- Provide opportunities for Idealists to communicate and donate on their own terms through user-generated content and PayPal accounts.
- Live where Idealists live have a presence on Facebook, My Space, YouTube and blogs.



Better not...

- Don't expect it to be easy to connect with savvy Idealists.
 You'll need to use non-traditional marketing techniques to reach them.
- Don't expect Idealists to join their parents' environmental organizations. Consider creating off-shoot microsites for specific campaigns with different, fresh identities.
- Don't shy away from controversial topics. Idealists will respond to the ability to communicate openly and authentically with peers.



RE:INTRODUCE Meet the Caretakers, family-focused individuals who experience many demands on their money and their time.

RE:UNDERSTAND To them, environmentalism is not about calculating their carbon footprint, but rather about ensuring that there are healthy and safe places for their families to be together.

RE:CONSIDER Caretakers want to be more green in their daily lives but concerns over higher costs and convenience make it difficult. Despite being worried about the environment, they worry even more about other issues such as the rising cost of energy.

RE:MOTIVATE By tapping into the concerns for children, family, health and community, there is potential to motivate this large opportunity segment into higher levels of action and engagement.





Large, high-opportunity segment

24% of adult population

21% of registered voters

60%

are women

Caretakers are a relatively diverse segment

1/4

are African- American

47%

are between 25-44 years of age

Predominantly middle and lower income

40% \$50-99K

39% <\$49K

Only

22%

have devoted time or money to the environment

52%

Believe cost of gas and energy is a more important problem than quality of the environment 46%

are Democrats

70%

vote regularly



VALUES

Taking care of the environment and nature: Ecological Concern, Animal Equality, Faith in Science

Close connections and interactions with others:

Social Connectedness

Open to new solutions and ideas:

Intellectual and Open, Rejection of Tradition, Entrepreneurialism, Flexible Families

Interest in creative **expression:** Personal Creativity















Belief in American way of Life without feeling superior: American Dream, American Liberty

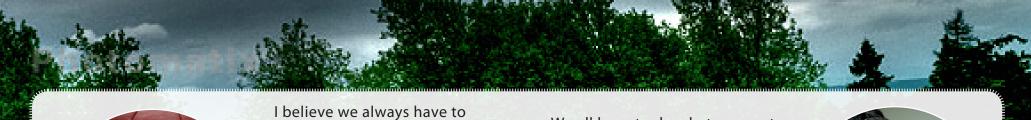
More concern for overall impact of purchases than brand or status:

Ethical Consumerism, Brand Apathy

Government needs to be part of the solution: Largesse Oblige, Tax the Rich, Government as Economic Equalizer

Caretakers' Least Important Values Include:

Confidence in Big Business, Sexism, Group-based Social Dominance, Traditional Families, American Entitlement





I believe we always have to think about new ways of doing things to make things better. We can't confine people to outdated, limiting stereotypes and boundaries, especially when it comes to family roles and social issues. We need to be open-minded because no one is inherently better than anyone else. Still, I am a realist and I understand this way of thinking unfortunately isn't shared by everyone.

We all have to do what we can to help protect the environment. It is so important for the health and wellbeing of our children to give them places to play and grow up experiencing nature. I do believe that finding a way to make it easier for everyone to live green will benefit all of us with better health, new jobs, more affordable energy and happier communities overall.



I recognize that what I do and what I buy have an impact on the world. We have to think about the things we do today and how our actions will affect our children in the future. It is tough (and sometimes just too expensive) to live this way though--to make all the right decisions and buy all the right products on a day-to-day basis. I wish it was easier to live green.





I am an optimistic person, especially when it comes to the future and the goals I have for my family. I try to get involved in my community and with my grandkids to do my part but I don't consider myself to be an activist.

WORLD-VIEW

ENGAGEMENT



They volunteer - locally

Caretakers value community -so when they have time - they volunteer with local groups, such as Boy and Girl Scouts, literacy programs, food banks or church-sponsored groups.

They go online - daily

More than half of all Caretakers go online daily. They check local news sites, Yahoo!News and MSNBC.com. They are not spending time blogging or on social networking sites.

They vote - usually

Some 70% of Caretakers vote regularly, and 38% say they are Independents and will switch parties.





31% pay a great deal of attention to news about politics and government

Caretakers' Top 3 Cable Channels:

Discovery Channel History Channel Fox News

CARETAKERS BELIEVE IN THE VALUE OF LIVING GREEN, BUT FIND IT CHALLENGING TO AFFORD.



- Recycling is their daily environmental action
- Want to drive hybrids and wish they were more affordable

"There's so much that we could do as individuals. But there's so little time. Everybody's in a rush and it's unfortunate that it's not more convenient.

- Mom, California

"I am an SUV-driving environmentalist."

- Dad, Sunnyvale



Health and wellness

- · Value vitality and holistic health
- Interested in keeping active and balanced



Travel

- Go on family-oriented vacations
- Enjoy overnight camping trips



Food

- Concerned with healthy families more than sustainability
- Want to protect children and farmworkers from pesticides



RE: APPROACH



Better...

- Focus on ensuring the safety, health and well-being of children.
- Tap into the power of trusted peer-to-peer interactions through "tell a friend" options for donations, petitions and materials.
- Make enacting one's ecological values as easy as possible and with measurable results.
- Make it local. Show impacts on day-to-day places and concerns like neighborhood parks and drinking water.
- Show positive impacts of environmental action.



Better not...

- Don't appear to instigate conflict for conflict's sake. Focus on stories of collaboration.
- Don't suggest actions that make environmentalism seem out of reach.
 Make sure the "ask" resonates with people's daily lives.
- Don't assume that people understand specialized terminology. Use language that's clear and accessible.
- Don't create human v. nature narratives. Feature profiles highlighting personal stories and show how issues impact communities.





20% of adults, slightly older

24% of registered voters

2/3

are conservative Protestants – the highest percentage of any segment 3/4

are married

87%

are parents

81%

are white

55%

live in a rural area or small town

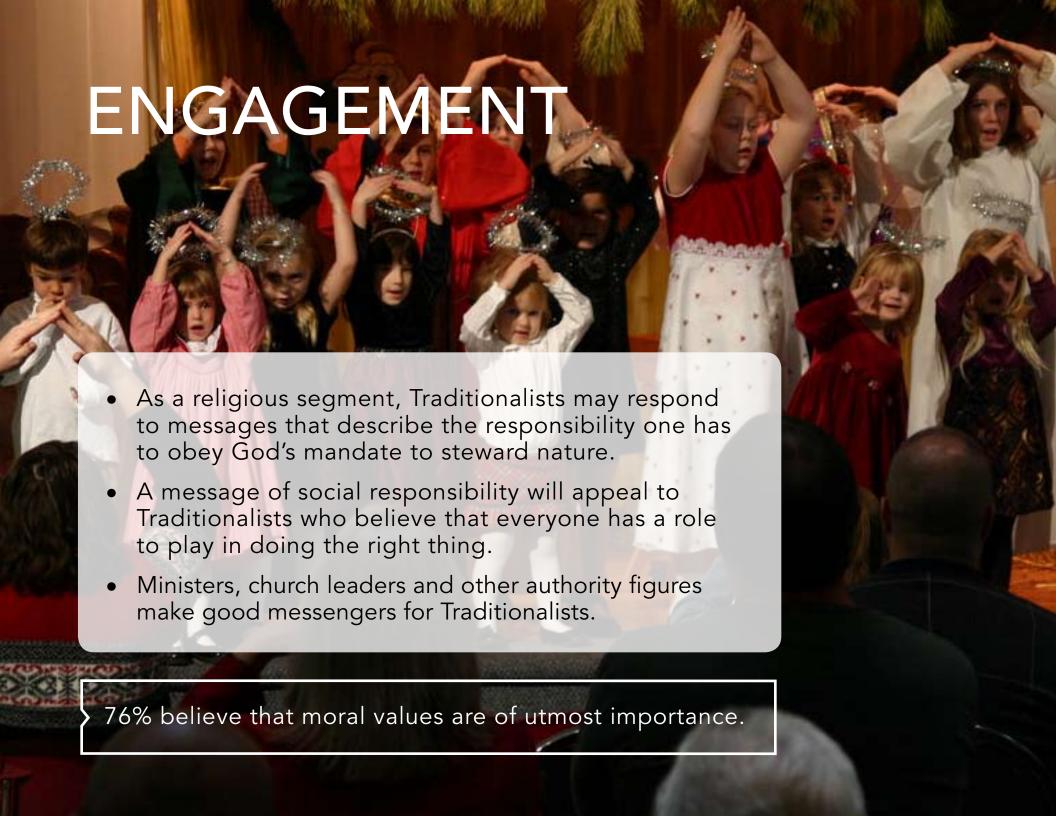
1/2

are Republicans

79%

are very likely to vote







7% of adult Almost More male than any other segment population 31% 2/3 7% 65% of registered voters are under age 45 have college degrees Politically independent 61% 21% 3/4 said they were likely live in new say they are moderates to vote in 2008 suburbia NAPSHOT



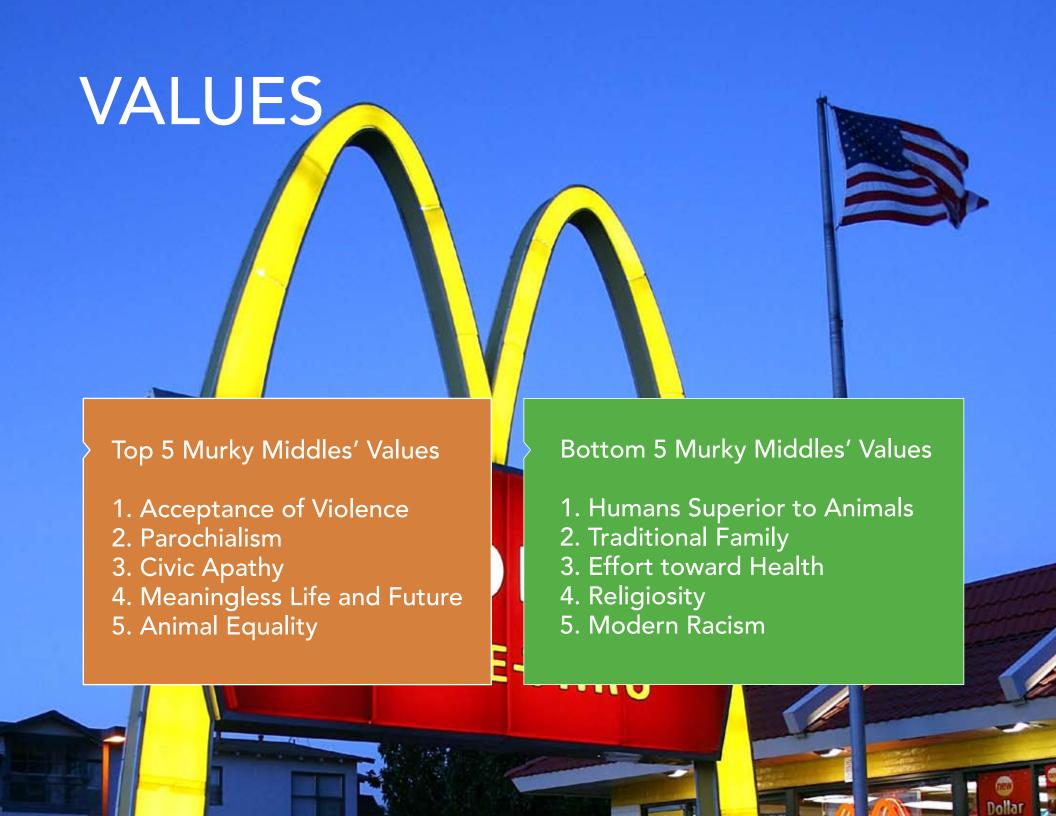
ENGAGEMENT

- This segment is all about status so associate environmental issues with the quality lifestyle they feel they deserve.
- Driven Independents are enthusiastic about new technology and could be interested in green tech innovations.
- Connecting new economic opportunities with environmental protection can be a way to reach the Driven Independents.

- 67% go online daily.
- Only 31% say the environment is one of the most important issues.



Age ranges are fairly evenly distributed 17% of adult population
16% of registered voters 71% 14% 12% are in the 25 to White African-American Hispanic 44 age range 26% 22% Household income 40% 77% is fairly evenly distributed across are Independent self-identify as live in an older live in a income levels moderates small town suburban area SNAPSHOT









5%

of adult population

3%

of registered voters

Young segment

30%

under the age of 25

39%

earn less than \$30,000 per year 38%

are Catholic

Nearly

1/3

are children of immigrants

Only

45%

likely to vote

1/2

identify as **Democrats** More than

1/3

live in central cities

Primarily non-white

32% 21% 8%

African-American

Latino

Asian-American



ENGAGEMENT

- Fatalists want to eat organic food and go camping, but it often feels like a luxury. Communicate how these activities can be financially within reach even with a limited budget.
- Fatalists are hoping the government can help improve their lives and as a result, could be interested in issues like green jobs.

WO GREAT

 As avid TV watchers, Fatalists will be responsive to messages that are quick and catchy (and perhaps featuring celebrity spokespeople).

46% consider outdoor recreation to be very important



7% of adult population

5% of registered voters

36%

are between 15 and 24

Diverse segment:

1/4

are Hispanic/Latino

34%

have a parent born outside the U.S.

Almost

1/4
are students

1/3
earn less than \$30K per year

29%

25%

live in the central city

have no religion

43%

78%

are Independents

self-identify as moderates



Top 5 Materialists' Values 1. Penchant for Risk 2. Modern Racism 3. Acceptance of Violence

- 4. Ecological Fatalism
- 5. Ostentatious Consumption

Bottom 5 Materialists' Values

- 1. Ecological Concern
- 2. Civic Engagement
- 3. Social Responsibility
- 4. Liberal Communitarianism
- 5. Religiosity



VALUES

ENGAGEMENT

- The environment is not a priority with Materialists. They do, however, care about animals, which offers the potential to connect around wildlife issues.
- Materialists are willing to look beyond the status quo and imagine a different (and perhaps green) future.
- Materialists spend more time thinking about new products and social status than the environment. This segment may become consumers of green products if they are marketed as hip or chic.

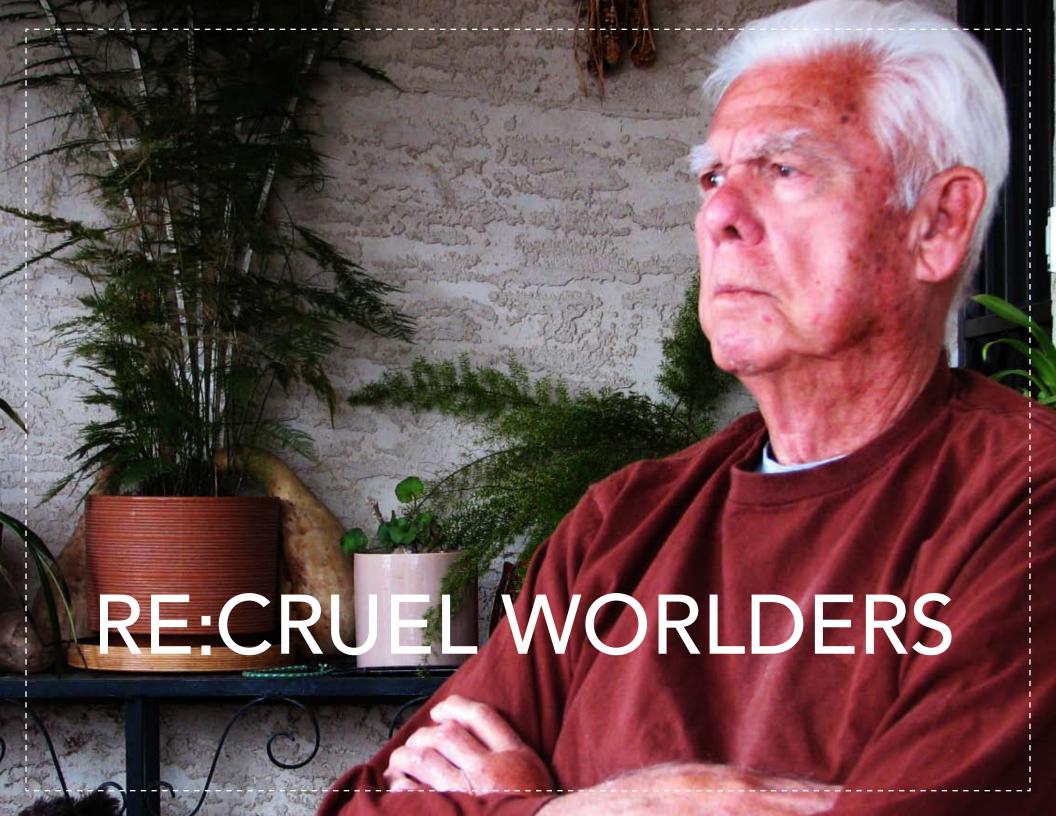
- Least likely to pay attention to politics (22%).
- Most unlikely to vote (27%).

what are you doing?

update

you + friends

progrium Hot Fuzz tonight;





6%

of adult population

6%

of registered voters

Predominantly white

85%

Second oldest segment after Greenest Americans:

23%

are age 65+

30%

are retired

1/3

have only high school diplomas

38%

highest percentage of workers in the semi and unskilled labor force 49%

earn less than \$49K per year 54%

live in small towns and rural areas

Almost

3/4

are self-identified moderates

Only

4%

are liberals







SNAPSHOT

of adult population

of registered voters

Almost

2/3

of this segment are male

86%

are white

live in rural areas or small towns

1/2 48%

Live in the South

48% 34%

are between

are between 25 and 44 years old 45 and 64 years old 20%

earn \$150,000 or more per year

62%

are conservative **Protestants**

are strong Republicans identify as political conservatives

86%

96%

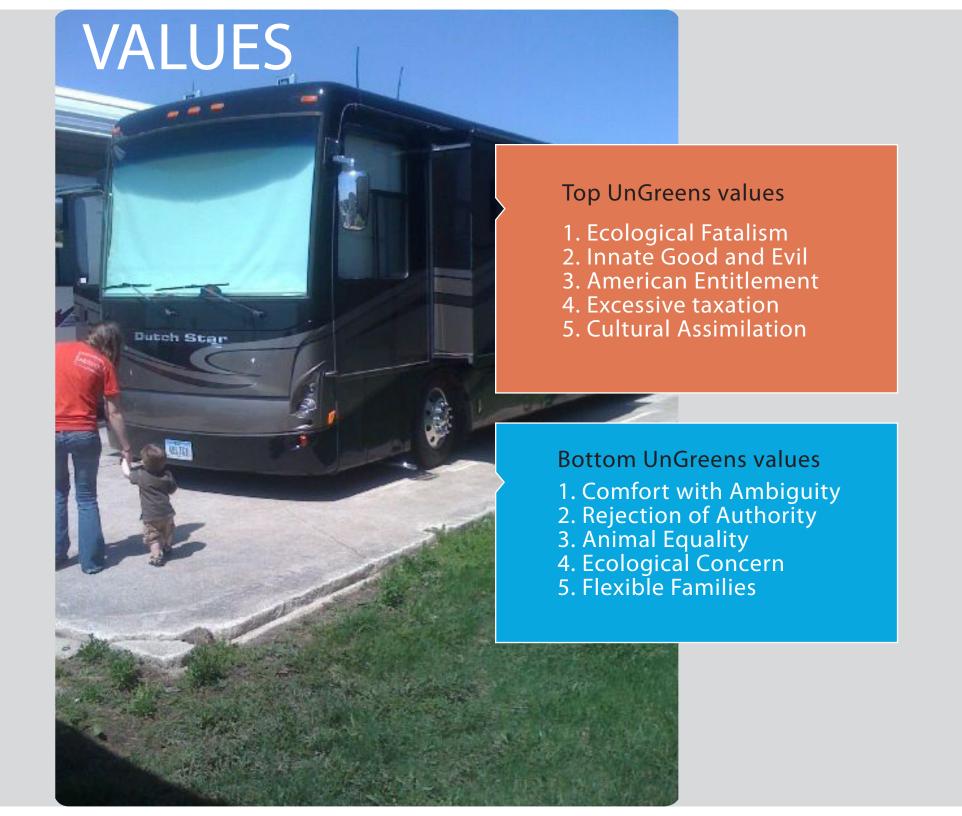
none self-identify as liberals.

seen as the most important issues:

moral values

77% terrorism

15% quality of environment



WORLDVIEW

My status and what people think of me is very important.

I love America and am very proud of my country, and I believe in America's ingenuity and ability to innovate to solve our problems. Despite the threats of declining moral values, terrorism, immigrants and crime, I am still doing really well personally and have meaning in my life so I am optimistic.



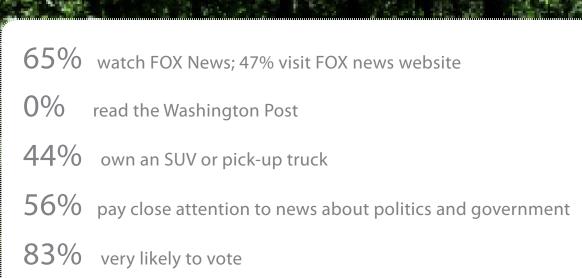


I trust companies and corporations to act on social and economic problems, more than I trust government action. I am loyal and have confidence in big brand names and companies like Wal-Mart.

I like to spend time outdoors, especially to hunt. But don't try to tell me about protecting nature for nature's sake; I think it's good for human uses. Environmentalists are just extremists who don't understand that in order to keep progressing the environment will inevitably be damaged in the process.



People have total control of their own fates. If someone has problems or isn't doing well in life, it us up to the individual (not the community or the government) and solutions from the private sector to handle the situation.







MOTIVATION

Potential personal connections to motivate environmental concern and action

45% say hunting is very important

40% agree that oudoor recreation is very important

Ungreens are motivated by a sense of duty, tradition, and pride in America.

They are very interested in maintaining a healthy lifestyle.

