

Velkommen til  
Sustainable Business  
Change Manager



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ACADEMY

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MODULE 4

IN ALLIANCE WITH...

Märk



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PARTNER & ADVISOR



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MODULE 4

Vi hjælper virksomheder med at svare på:

Hvilket ansvar tager I for verden,  
som er autentisk og konsistent,  
integreret i kerneforretningen,  
prioriteret af topledelsen  
og inspirerer og engagerer jeres  
interessenter?






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MODULE 4  
INTRO

CLEAR COMMUNICATION


<p>PART 1 <b>WHY-WHAT-HOW</b> SUSTAINABILITY REPORTING</p> <p>Reporting requirements, standards &amp; processes</p> <p>Expert contributor: Helena Barton, Deloitte</p> <p>Real-life case: Helle Carlsen Nielsen, Falck</p>	<p>PART 2 <b>HOW</b> SUSTAINABILITY COMMUNICATION</p> <p>Communications strategies in words &amp; action</p> <p>(7 principles &amp; 7 planning steps)</p> <p>Expert contributor: Nicoline Olesen, Mærk</p>	<p>PART 3 <b>WHAT-WHY-HOW</b> AUTHENTIC COMMUNICATION</p> <p>Greenwashing &amp; CSR dilemmas</p> <p>Expert contributor: Nicoline Olesen, Mærk</p> <p>Real-life case: Jesper Nyemark, Danwatch</p>
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PART 2 - SUSTAINABILITY COMMUNICATION



## HOW COMMUNICATION STRATEGIES



Communicating your company's sustainability and responsibility efforts is key to supporting business objectives, strengthening your corporate brand and to obtaining stakeholder insights and feedback that you can feed into business activities.


Strategic use of communication means targeting key internal and external stakeholders with the right messages and interactions at the right time by using the right range of relevant communication channels.

Purpose:  
Show how CSR/ESG communication can be planned in a systematic and strategic way so it reinforces goals and ambitions.











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KEY LEARNINGS

WHAT YOU WILL LEARN... 

DK

WHY		Kort om hvorfor vi skal kommunikere om vores indsats
WHAT		8 kommunikationstendenser indenfor bæredygtighed
HOW		7 principper for impact kommunikation
		Kommunikationsstrategi & planlægningsværktøj
		En masse eksempler på bæredygtighedskommunikation

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

## THE REPORT CAN ACT AS A "COLLECTION POINT" FOR SUSTAINABILITY COMMUNICATIONS

OVERVIEW SYSTEMATIC DATA STORIES

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

#module4 #communication #reports

**DI ANALYSE**

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APRIL 2021

**Flere virksomheder skal fortælle om bæredygtighed**

Over halvdelen af danske virksomheder kommunikerer om bæredygtighed på deres hjemmeside. Det vurderer, at tendensen vil brede sig de kommende år, da investorer, kunder og medarbejders fokus på bæredygtighed stiger. Små virksomheder halter efter de store. De bør derfor overveje sig selv.

Dansk Industri har gennemført en weboplysningssurvey af 274 danske virksomheders hjemmesider. Forsølet med analysen har

**Maksimum af de mellemstore og store virksomheder kommunikerer bæredygtighed**

Andelen af virksomheder, som angiver bæredygtighed på deres hjemmeside, varierer på

Virksomhedsstørrelse	Andelen (%)
Små virksomheder	~45
Mellemstore virksomheder	~65
Store virksomheder	~85

Dansk Industri

Det er især de mellemstore og store virksomheder, som kommunikerer om bæredygtighed. Hos de mellemstore virksomheder er tallet 84 pct., mens hele 93 pct. af de store virksomheder italesætter bæredygtighedsdagsordenen. Blandt virksomhederne med op til 50 medarbejdere kommunikerer 47 pct. om bæredygtighed.

**Mere end to ud af tre virksomheder arbejder strategisk med bæredygtighed**

Svar på spørgsmålet "Indgår bæredygtighed i din virksomheds forretningsstrategi for de kommende år?"

Spørgsmål	Procent
Ja, vi arbejder strategisk med bæredygtighed	~70
Ja, med klima- og miljømæssig bæredygtighed	~65
Ja, med social bæredygtighed	~35

Anm: På baggrund af svar fra 9.446 virksomheder  
Kilde: Dansk Industri, Lokalt Entevnsvæklima


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SUSTAINABILITY COMMUNICATION

# 8 TENDENSER

*HVAD SKAL VI HAVE I BAGHOVEDET,  
NÅR VI KOMMUNIKERER?*



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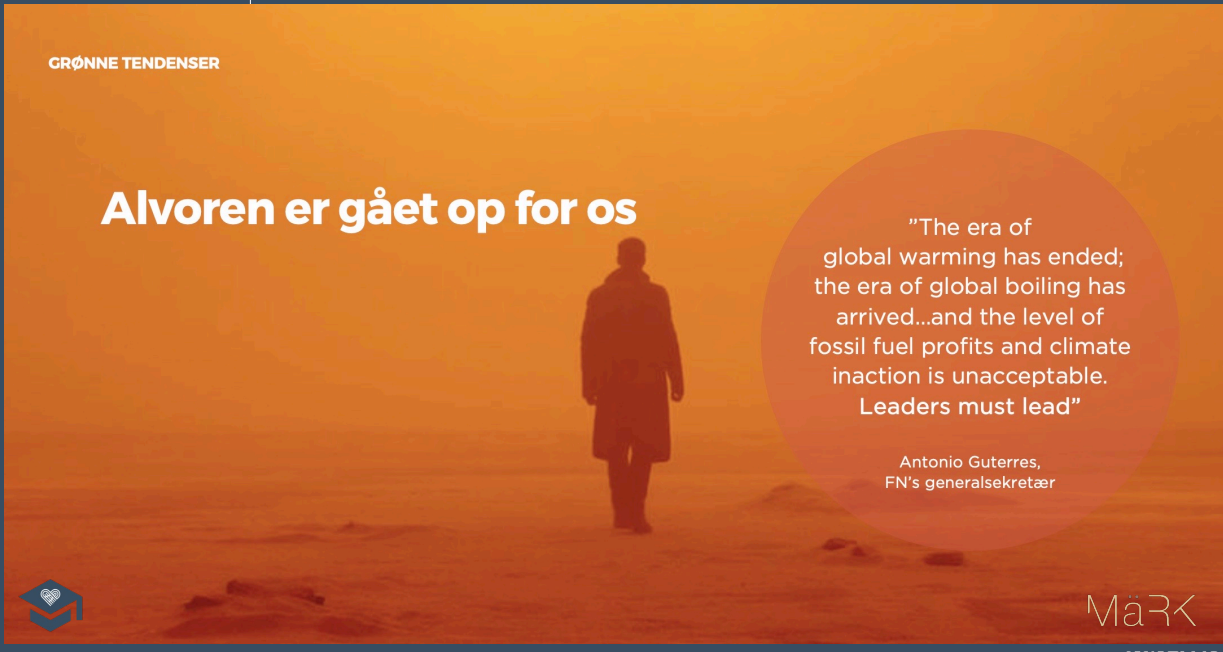
BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

## Alvoren er gået op for os

“The era of global warming has ended; the era of global boiling has arrived...and the level of fossil fuel profits and climate inaction is unacceptable. Leaders must lead”

Antonio Guterres,  
FN's generalsekretær



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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING




GRØNNE TENDENSER

# Lovgivningssunami fra EU

EU's 'Man on the moon project'

Nyt paradigme, hvor finansiel rapportering og ikke finansiel rapportering vægtes lige højt



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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

# Virksomhederne skal være proaktive samfundaktører

- og ledere skal være samfundsmæssige ledere



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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

# Climate quitting - eller conscious quitting

"De unge skrider, hvis din virksomhed ikke leverer på den grønne omstilling"



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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

# Hvad siger vi, når vi ikke længere må sige bæredygtig?

"En bæredygtig udvikling er en udvikling, som opfylder de nuværende behov, uden at bringe fremtidige generationers muligheder for at opfylde deres behov i fare"

**Undgå greenwashing**  
Du må ikke lye  
Du må ikke overdrive  
Du skal være relevant  
Du skal kunne dokumentere  
Tal i et sprog vi forstår



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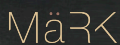
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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

Isbjørnen skal dø håbet skal frem i lyset



   
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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING



GRØNNE TENDENSER

Forandringer kræver handlefællesskaber

”Fællesskab gør en kæmpe forskel. Det har været fuldstændig overset indtil videre, for der har altid været fokus på individet, der skal træffe de rigtige valg. **Man har ikke tænkt på kollektivitet, og det, vi ser i vores undersøgelser, er, at når man handler kollektivt, åbner man op for større reduktion af CO2-aftrykket.**”

Quentin Gausset,  
lektor i antropologi



   
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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

GRØNNE TENDENSER

**Folkeligt modpres på klimaomstillingen**

**”Derfor opfordrer jeg til en europæisk regelpause. Vi skal eksekvere nu. Vi har brug for stabilitet”**

Emmanuel Macron, Frankrigs præsident

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BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING

**8 GRØNNE TENDENSER**

↓

1. Alvoren er gået op for os
2. Lovgivningstsunami fra EU
3. Virksomheder skal være proaktive samfundsaktører
4. Climate quitting - conscious quitting
5. Hvad siger vi, når vi ikke længere må sige bæredygtig?
6. Isbjørnen må dø - håbet skal frem
7. Forandring kræver handlefællesskaber
8. Folkeligt modpres på klimaomstillingen

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MODULE 4 | PART 2  
SUSTAINABILITY COMMUNICATION

## 7 PRINCIPPER FOR IMPACT BRANDING & KOMMUNIKATION

*HVOR BOR DEN GODE HISTORIE?*



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BACKGROUND
8 TRENDS
7 PRINCIPLES
STRATEGIC PLANNING

Kommunikation omkring bæredygtighed og ansvarlighed skal først og fremmest skabe impact. Det handler om at bruge forretningen og brandet til at gøre en forskel. Til at skabe positive forandringer - både i virksomheden og udenfor.

I Märk kalder vi det for Impact kommunikation eller branding, fordi det er en disciplin for sig. Det handler om at tage udgangspunkt i, hvilket problem i samfundet, virksomheden vil være med til at løse.

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BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING


HVOR BOR DEN GODE HISTORIE


**1**

**BÆREDYGTIGHED  
STARTER I JERES  
FORRETNINGSSTRATEGI**

↓

Indsatsen bliver først rigtig relevant og vedkommende, når den er koblet til jeres dna og kerneforretning.

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING

HVOR BOR DEN GODE HISTORIE

**2**

**MEDARBEJDERNE  
ER JERES VIGTIGSTE  
HISTORIEFORTÆLLERE**

↓

Det er dem, der skal udføre den forandring, I ønsker at skabe. Derfor skal de som de første involveres og engageres i strategien – og de skal forstå, hvad det betyder i deres daglige arbejde.

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BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING


HVOR BOR DEN GODE HISTORIE



**3** DET SKAL VÆRE LET FOR KUNDERNE AT HANDLE

↓

Guid jeres kunder, gør det konkret og vis dem, hvordan de kan engagere sig og handle ansvarligt.



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BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING


HVOR BOR DEN GODE HISTORIE



**4** KUNDEN SKAL VÆRE HELTEN

↓

Det handler ikke om jer - men om kunderne. Om hvordan de kan vise omverden, at de også gerne vil bidrage og være en del af løsningen.



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BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING


HVOR BOR DEN GODE HISTORIE



**5** MAN SKAL KUNNE MÆRKE JER

↓

Det skal være tydeligt, at I ønsker at skabe en reel forandring, og at I har noget på spil.



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BACKGROUND 8 TRENDS **7 PRINCIPLES** STRATEGIC PLANNING


HVOR BOR DEN GODE HISTORIE



**6** FAKTA SKAL VÆRE I ORDEN

↓

Vær transparente med, hvor I er på rejsen. Ingen forventer, I er i mål, men alle forventer ærlighed.




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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | **7 PRINCIPLES** | STRATEGIC PLANNING

**HVOR BOR DEN GODE HISTORIE**



**7 VÆR MODIGE**

Skab et visionært billede af, hvad I ønsker at opnå. Og husk også at tale højt om de ting, der ikke lykkedes. Det er svært for alle, og ærlighed inspirerer.

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | **7 PRINCIPLES** | STRATEGIC PLANNING

**HVOR BOR DEN GODE HISTORIE?**  
7 principper for, hvordan I kan kommunikere jeres etiske og grønne indsatser på en relevant, troværdig og engagerende måde

Kommunikation omkring bæredygtighed og ansvarlighed skal først og fremmest skabe impact. Det handler om at bruge forretningen og brandet til at gøre en forskel. Til at skabe positive forandringer – både i virksomheden og udenfor. I Mærk kalder vi det for Impact-kommunikation, fordi det er en disciplin for sig. Det handler om at tage udgangspunkt i hvilket problem i samfundet, virksomheden vil være med til at løse. Vi har udarbejdet 7 principper, der kan give jer inspiration til, hvor I starter – og hvordan I finder frem til den gode og inspirerende kommunikation. Og som forhåbentlig kan få samtalen i gang hjemme i organisationen.

- Bæredygtighed og ansvarlighed starter i jeres forretning**  
Indsatsen bliver først rigtig relevant og vedkommende, når den er koblet til jeres dna og kerneforretning.  
Hvad betyder bæredygtighed for jeres forretning i dag – og er det integreret strategien?
- Medarbejderne er jeres vigtigste historiefortællere**  
Det er dem, der skal udføre den forandring, I ønsker at skabe. Derfor skal de som de første involveres og engageres i strategien – de skal forstå, hvad det betyder i deres daglige arbejde.  
Hvad vil medarbejderne svare, når de bliver spurgt om, hvordan I arbejder med bæredygtighed?



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- Det skal være let for kunderne at handle**  
Guid jeres kunder, gør det konkret og vis dem, hvordan de kan engagere sig og handle ansvarligt.  
Er det let for jeres kunder at afkode, hvor bæredygtige jeres produkter og services er?
- Kunden skal være helten**  
Det handler ikke om jer – men om kunderne. Om hvordan de kan vise omverden, at de også gerne vil bidrage og være en del af løsningen.  
Hvilken historie kan og vil jeres kunder fortælle om jer?
- Man skal kunne mærke jer**  
Det skal være tydeligt, at I ønsker at skabe en reel forandring, og at I har noget på spil.  
Hvordan kan man mærke, at I ikke bare taler, men har hånden på kogepladen?
- Fakta skal være i orden**  
Vær transparente med, hvor I er på rejsen. Ingen forventer, I er i mål, men alle forventer ærlighed.  
Taler I et sprog, som kunderne rent faktisk forstår, og som giver dem et klart billede af den forandring, I ønsker at skabe?
- Vær modige**  
Skab et visionært billede af, hvad I ønsker at opnå. Og husk også at tale højt om de ting, der ikke lykkedes. Det er svært for alle, og ærlighed inspirerer.  
Hvornår er I mest modige i jeres kommunikation?



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# COMMUNICATIONS STRATEGIES & PLANNING



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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES **STRATEGIC PLANNING**

## 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION

1. WHY
2. HOW
3. WHO
4. WHICH CHANNELS
5. WHAT
6. HOW OFTEN
7. HOW TO MEASURE



7 Planning Steps For Your CSR Communication. © TANIA ELLIS - The Social Business Company®.

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### KOMMUNIKATIONSPLANEN | SKABELON

Initiativ	Hvem kommunikerer vi med?	Hvad kommunikerer vi om?	Hvordan kommunikerer vi?	Hvilken effekt ønsker vi, og hvordan måles den?	Hvornår og hvor ofte kommunikerer vi?	Hvem er ansvarlig for kommunikationen?

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 1: WHY

### 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

**1. WHY**

..do we wish to communicate? (which strategic and operational goals do you wish to address with your communication e.g. employer branding, increased sales, stakeholder engagement).

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 1: WHY

# 1. CHANGE MANAGEMENT

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# FORANDRINGSHJULET

HANDLINGSPLAN FOR INTERN FORANDRING & FORANKRING

Faser	Trin	Aktivitet
Overvejelse	1	Analyse af behovet for forandring
	2	Erkendelse og beslutning
Forberedelse Kotter Fase 1	3	Gør truslen synlig
	4	Etabler en stærk forandringsorganisation
	5	Opstil vision og mål
	6	Interessentanalyse
	7	Risikoanalyse
	8	Specificer og planlæg
	9	Kommunikationsplan
	Gennemførelse Kotter Fase 2+3	10
11		Forstå og fjern modstanden
12		Hold ud og fejlr succeser
13		Forankring af forandringen
14		Evaluer forandningsprojektet

KOMMUNIKATION

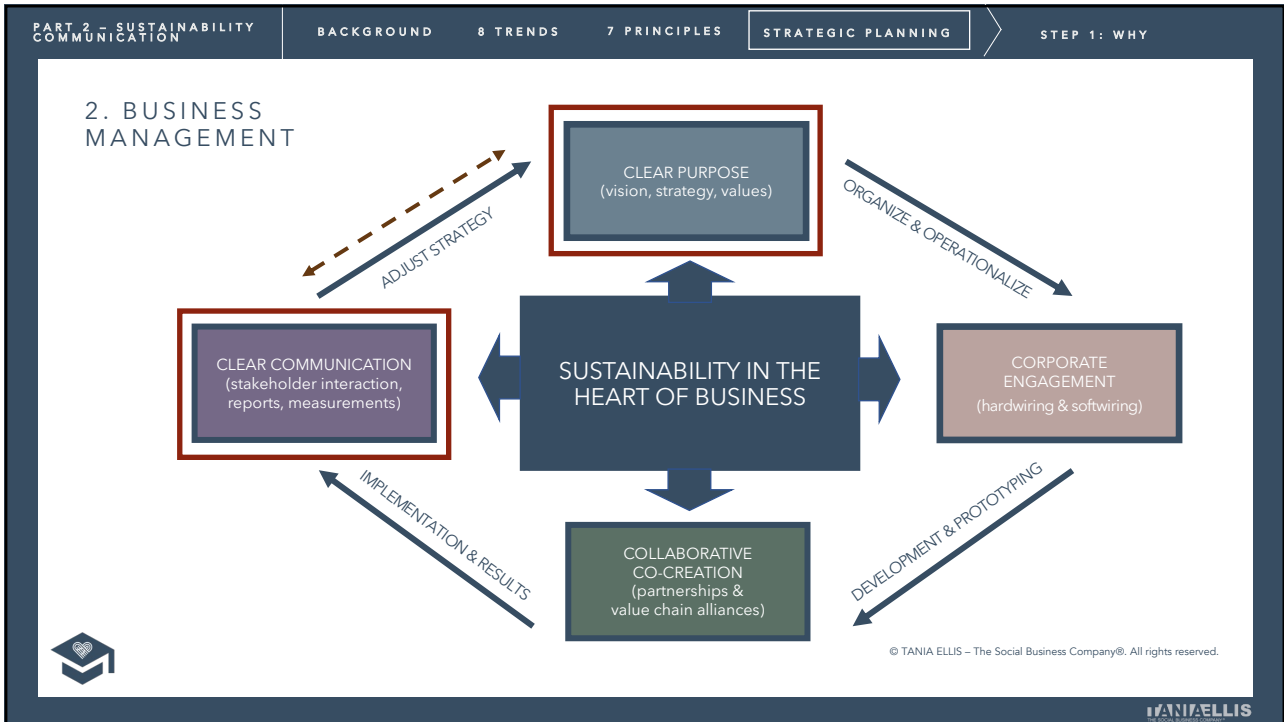
**Kotter's otte-trin forandringsmodel**

Hovedfaser	Trin
Fase 1: Optø status - quo	1. Etablere en oplevelse af nødvendighed
	2. Oprettelse af den styrende koalition
	3. Identificering af vision og mål
	4. Formulering af forandringsvisionen
Fase 2: Ændringsmetoder	5. Styrkelse af medarbejdernes kompetencer
	6. Generering af kortsigtede gevinster
	7. Konsolidering af resultater og produktion af mere forandring
Fase 3: Integrere ændringer i virksomhedskulturen	8. Forankring af nye arbejds måder i kulturen

Bjarne Kousholt, Forandringsledelse, Akademisk Forlag, 2021

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## 2A. SAMFUNDS-AMBITION

DK

“ **En samfundsambition er en klar definition af den forskel, I vil gøre for det samfund, I er en del af. Den er en del af jeres eksistensberettigelse og funderet i jeres kerneforretning. Den er en ambitiøs ledestjerne, der gør jer mere relevante for alle interessenter og styrker jeres konkurrencekraft.** ”

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DK

## 2B. COMPLIANCE & RISK MANAGEMENT

Tværgående standarder	Miljø	Social	Governance
ESRS 1 Generelle krav	ESRS E1 Klimaændringer	ESRS S1 Egen arbejdsstyrke	ESRS G1 God forretningskik
ESRS 2 Generelle oplysninger	ESRS E2 Forurening	ESRS S2 Arbejdstagere i værdikæden	
	ESRS E3 Vand- og havressourcer	ESRS S3 Berørte samfund	
	ESRS E4 Biodiversitet og økosystemer	ESRS S4 Forbrugere og slutbrugere	
	ESRS E5 Resourceanvendelse og cirkulær økonomi		

The new CSRD: What does this mean for you?  
Corporate Sustainability Reporting Directive



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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 2: HOW

## 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

1. WHY	2. HOW
..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).	..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).

7 Planning Steps For Your CSR Communication. © TANIA ELLIS - The Social Business Company®.

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1 Buy our product

2 Hear about our business

3 We tell about what we are passionate about

4 How can we help you with what you are passionate about

5 How can we change the world together?

Sender-oriented

Network-oriented

Examples of consumer communication in Module 3, Part 3

© astridhaug.dk #sigdukanlimig

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#module4 #communication #stakeholders

### STAKEHOLDER ENGAGEMENT

INVOLVERING & MEDEJERSKAB

MAGT, KONTROL & STYRING AF INDHOLD

**SAMSKABELSE**  
Lad os skabe fremtiden sammen - og alle har lige meget at sige.

**KONSULTATION**  
På den her baggrund, hvad anbefaler I så, at vi gør...?

**TEST**  
Hvad synes I om det her - hvad kan I lide/ikke lide?

**SALG**  
Vi har svaret - lad os se, om vi kan få jer til at købe ideen...

**INFORMATION**  
Det her mener vi... take it or leave it!

Kilde – Inspireret af Peter Senge

Kilde: Märk / [https://maerkcph.dk/wp-content/uploads/2017/06/Mark\\_Artikel\\_Involver-1.pdf](https://maerkcph.dk/wp-content/uploads/2017/06/Mark_Artikel_Involver-1.pdf)

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STAKEHOLDER ENGAGEMENT

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**Effekt**

3 Værdier, praksis, adfærd og kultur

2 Kompetencer, design, processer, roller og ansvar

1 Synlige, håndgribelige og fysiske systemer

**Indsats**

Kilde: Mærk / [https://maerkcph.dk/wp-content/uploads/2017/06/Mark\\_Artikel\\_Involve-1.pdf](https://maerkcph.dk/wp-content/uploads/2017/06/Mark_Artikel_Involve-1.pdf)

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STAKEHOLDER ENGAGEMENT

#module4 #communication #stakeholders

**Top-down**

Roll-over: Decision (exclamation mark), Change (burst), Results (V), Behavioural change? (smiley face in dashed circle)

**Roll-out**

Roll-out: Decision (exclamation mark), Involvement (heart), Behaviour change (smiley face), Results (V)

**Bottom-up**

Roll-with: Involvement (heart), Decision (exclamation mark), Behaviour change (smiley face), Results (V)

Kilde: Inspireret af Hildebrandt & Brandt

Kilde: Mærk / [https://maerkcph.dk/wp-content/uploads/2017/06/Mark\\_Artikel\\_Involve-1.pdf](https://maerkcph.dk/wp-content/uploads/2017/06/Mark_Artikel_Involve-1.pdf)

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## STAKEHOLDER ENGAGEMENT | EXAMPLE

Ambassaderne spiller en vigtig rolle for Sinatur og arbejdet med at forankre den bæredygtige tankegang i alle dele af virksomheden, og er blandt andet kendte for at:

- Gå foran og gøre, som naturen siger
- Spotte de nye muligheder i hverdagen
- Stille spørgsmål til og udfordre eksisterende praksis
- Dele deres ideer og tiltag med andre
- Støtte op omkring kollegaerne
- Fortælle historier om, hvordan Sinatur arbejder med bæredygtighed
- Klæde nye medarbejdere på til at forstå Sinaturs samfundsambition

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 2: HOW

## DECIDE WHAT ROLE YOU WANT TO PLAY

**Funder:**  
Bidrager til finansiering af sagen

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PART 2 - SUSTAINABILITY COMMUNICATION    BACKGROUND    8 TRENDS    7 PRINCIPLES    STRATEGIC PLANNING    STEP 2: HOW

## DECIDE WHAT ROLE YOU WANT TO PLAY

**Facilitator:**  
 Guider og inspirerer andre og giver dem en platform at tale og handle fra

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PART 2 - SUSTAINABILITY COMMUNICATION    BACKGROUND    8 TRENDS    7 PRINCIPLES    STRATEGIC PLANNING    STEP 2: HOW

## DECIDE WHAT ROLE YOU WANT TO PLAY

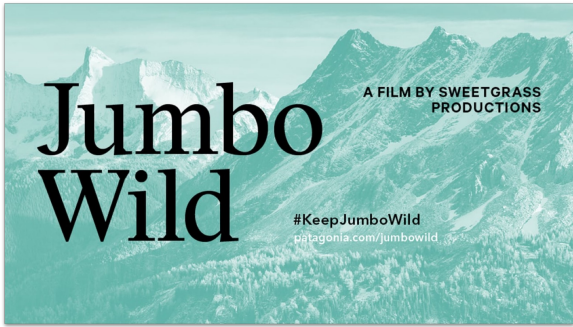
**Uddanner:**  
 Gør fans - medarbejdere, kunder, partnere - klogere og uddanner dem til selv at kunne handle

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 2: HOW

DECIDE WHAT ROLE YOU WANT TO PLAY

**Fortaler:**  
Taler højt om den forskel der ønskes skabt




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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 2: HOW

DECIDE WHAT ROLE YOU WANT TO PLAY

**Kriger:**  
Provokerer, revolutionerer og sagsøger








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EXERCISES

REFLEKSION

Hvilken rolle – hvilke roller – er mest væsentlige for din virksomhed at indtage?

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 3: WHO

7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

1. WHY	2. HOW	3. WHO
..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).	..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).	..do we primarily want to target our communication at? (determined by your strategic and operational goals).

7 Planning Steps For Your CSR Communication. © TANIA ELLIS - The Social Business Company®.

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## EXTERNAL & INTERNAL COMMUNICATIONS

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PART 2 – SUSTAINABILITY COMMUNICATION      BACKGROUND    8 TRENDS    7 PRINCIPLES WHO    STRATEGIC PLANNING    STEP 3: WHO

## INTERNAL STAKEHOLDER ANALYSES

(See Module 1)

**6 ANALYTICAL STEPS**

**STAKEHOLDER MAP | TEMPLATE**

High	Latents <i>Keep satisfied</i>	Promoters <i>Manage closely</i>
Power	Apathetics <i>Monitor</i>	Defenders <i>Keep informed</i>
Low	Low	High
	Interest	Interest

**INTERNAL STAKEHOLDER MAP | TEMPLATE**

**Inner circle:** Which people, departments, management levels will be affected by or involved in my CSR change project?

**Outer circle:** Which people, departments, management levels will also be affected by or involved in my CSR change project, but to a much lesser extent, if at all?

**Employee Segmentation**

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 3: WHO

## INTERNAL COMMUNICATION EXAMPLES

(Module 2, Part 2)

### THEME WEEKS

### INTERNAL CAMPAIGNS

### ARTIFACTS

### DAILY INTERNAL COMMS

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 3: WHO

## EMPLOYEE ADVOCACY

↕

## PERSONAL BRANDING

**Chr. Hansen** @Chr\_Hansen · Apr 24, 2017

Follow **Annemarie Meisling** @AMEisling\_CH and keep up-to-date with our work to address global challenges with #bioscience

**Annemarie Meisling** @AMEisling\_CH · Sep 28, 2020

Want to know how to reduce food waste in dairy with #GoodBacteria. Then check out this 15 minutes webinar with Julien Biolley-Just from Chr. Hansen

linkedin.com  
Annemarie Meisling on LinkedIn: Unleashing the Power of Good Bacte...  
Cornell University is one of the top universities in the world when it comes to food science. As one of their proud partners, this symposiu...

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PART 2 – SUSTAINABILITY COMMUNICATION      BACKGROUND      8 TRENDS      7 PRINCIPLES      **STRATEGIC PLANNING**      STEP 3: WHO

*PERSONAL BRANDING IS NOT ABOUT BECOMING FAMOUS BUT ABOUT BEING RECOGNIZED FOR WHAT YOU ARE GOOD AT.*

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PART 2 – SUSTAINABILITY COMMUNICATION      BACKGROUND      8 TRENDS      7 PRINCIPLES      **STRATEGIC PLANNING**      STEP 3: WHO

### EKSTERNAL STAKEHOLDER ANALYSES

(See Module 1)

#### STAKEHOLDER RATING | TEMPLATE

	High Concern / Low Influence	High Concern / High Influence
Concern	Low Concern / Low Influence	Low Concern / High Influence
	Influence	

#### STAKEHOLDER MAP | TEMPLATE

#### CSR STAKEHOLDER VALUE PROPOSITIONS | TEMPLATE

Stakeholders	Demands & expectations	CSR activities (our stakeholder response)	Our added value Financial returns	Our added value Societal returns	Goals/Indicators/KPIs

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 3: WHO

CONSUMER EXPECTATIONS

#consumers #reports

## The Nordic Consumer Sustainability Index 2022 – in short

**We are concerned for the environment and motivated to act**

- Despite the critical situation in many areas e.g. high inflation, the environment is still a major concern for consumers in the Nordics
- Climate change, plastic waste and loss of biodiversity are considered to be the most critical issues
- Most of us are motivated and try to reduce our environmental impact

**A green gap between our today's lifestyle and a future sustainable lifestyle**

- Almost everyone are doing something to reduce their environmental burden
- It is primarily actions that don't require major change or letting go of comforts
- Only a few does many high impact actions that are more demanding
- We consume much more in the Nordic countries than what is sustainable

**Our mind, the society model and green noise work against our intentions**

- Even though most people are motivated, unconscious mental processes can be an obstacle for behavioral change
- The physical environment and model of society often discourages green actions and behavior, and instead stimulate to more consumption
- Green noise in the form of greenwashing stands in the way for consumers who want to make more environmentally friendly choices

**Few are satisfied with the effort to make the green transition happen**

- We expect more action from both companies and governments. Especially the greenest segment is very impatient to see more action
- More information is not the way to get more action from consumers in general. This will only work for the greenest consumers
- Independent ecolabels that are well known and trusted can be part of the solution for consumers to make more environmentally friendly product choices.

SEE MORE CONSUMER SURVEYS IN ONLINE LIBRARY #CONSUMERS #REPORTS

Source: Nordic Consumer Sustainability Index by Nordic Swan Ecolabel, IPSOS 2022

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 3: WHO

CONSUMER EXPECTATIONS

#consumers #reports

- 9 ud af 10 mener, at **egen miljöpåvirkning er lavere** eller som gennemsnittet i eget land
- 55% finder det ofte **svært at se, om produkter er gode miljøvalg**, hvilket gør det grønne valg sværere
- 7 ud af 10 mener, at **virksomhederne ofte overdriver**, hvor miljøvenlige deres produkter er
- Kun 22% stoler på, at et produkt er et godt miljøvalg, når det markedsføres med **begreber som miljøvenlig, bæredygtigt eller klimaneutralt**
- 61% irriterer sig ofte over, at **produkter markedsføres som 'grønne' uden en god forklaring**

Kilde: Nordic consumer sustainability Index, Nordic Swan Ecolable IPSOS 2022

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PART 2 - SUSTAINABILITY COMMUNICATION      BACKGROUND    8 TRENDS    7 PRINCIPLES    STRATEGIC PLANNING    STEP 4: CHANNELS

### 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

<p><b>1. WHY</b></p> <p>..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).</p>	<p><b>2. HOW</b></p> <p>..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).</p>	<p><b>3. WHO</b></p> <p>..do we primarily want to target our communication at? (determined by your strategic and operational goals).</p>	<p><b>4. WHICH CHANNELS</b></p> <p>..do we want to use to reach our selected target audience? (e.g. social media, public speaking, PR with link/reference to full report).</p>
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7 Planning Steps For Your CSR Communication. © TANIA ELLIS - The Social Business Company®.



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EXERCISES

### REFLEKSION



Hvilke kommunikationskanaler benytter I til at kommunikere om jeres CSR/ESG-tiltag / samfundsengagement?

Udarbejd en brainstorm liste over kanalerne (tænk i både formelle/uformelle, skriftlige/personlige)

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 4: CHANNELS

### COMMUNICATION CHANNELS | GUIDE

Written (“formal”)	Personal (“informal”)
Website (corporate, dedicated) Webshop Intranet, internal channels Advertisements (job ads, flush ads, branding ads) Letterhead stationery Business cards Signs Annual reports Invoices, offers Articles, blog posts Newsletters E-mail signatures Social media (e.g. Twitter, Facebook, LinkedIn, Instagram, Pinterest) Google ads, SEO PR Product catalogue, info sheets Care labels, hang tags Merchandise (t-shirts, mugs etc) Sales materials Screen savers, webinar background	Stakeholders (e.g. customers) Customer meetings Exhibitions, fairs (messer) Sales meetings / sales reps Employees Speeches Seminars/conferences Networking events Idea hack events School visits Job interviews Public events (e.g. Folkemødet) Social media (e.g. Twitter, Facebook, LinkedIn, Instagram, Pinterest) Influencers (e.g. bloggers, celebrities) Work groups, task forces Awards Coffee machine Employee gifts Customer presents Product samples X-mas gifts (customers, employees)

Nov. 2023

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### INTERNAL COMMUNICATION CHANNELS I EXAMPLE

**Interface®**

- Reinforce sustainability strategy in every communication
- Every **letter** that goes out
- Every **certificate** about products sent to customers
- T-shirts** worn by factory workers
- Coffee mugs** used by employees everyday
- Posters and labels** in factories and showrooms
- Every **tender document**
- Every **box** of carpet tiles
- All **samples** sent out to customers
- Technical instructions** on how to install carpet
- All internal and external communication materials...

Hvordan fortæller I historien gennem **hele** kunderejsen?

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### COMMUNICATION CHANNELS ROSKILDE FESTIVAL TOUCHPOINTS | EXAMPLE

#module4 #communication #cases DK

**Kommunikationsform**

- Ikkekommunikation: ikon** - Vælgnet til små ikoner, som et logo eller en lille sætning, fx slogans.
- Candy Communication: catch** - Letopsløst, læsker kommunikation, som skaber opmærksomhed uden at være super dybdybt. Fx video, billedet, skilte, catchy slogans, sjove & letfaldige input use.
- Content: video** - Mere dybdybt information og kultur, der tager sig afsæt i det årlige tema. Fx læsestof, man kan sidde med når man hænger med sine venner eller film, indlæg på sociale medier, foredrag, kunstinstallationer, aktuelle artikler og materiale, der vedrører temaet osv.
- Deltagerinvolvering: leg og inddragelse** - Egnet til deltagerinvolvering. Fx valgfrie definerede aktivitetsområder, men også i områder der kan aktiviseres, hvor RF kan have svært ved at gøre det. Fx kan vejen fra stationen til festivalen være svært for os at gøre ved, men man kan bruge rummet til at starte en bevægelse blandt deltagerne. Kan både være events, oplag til leg osv.
- Oplysning / oplysning: process** - Medier, der er særlig gode til at oplyse om, hvad vi sammen arbejder for og hvad deltagerne kommer til at blive en del af samt generel oplysning om holdningsarbejdet. På den anden side af festivalen kan disse medier være oplagte til at oplyse om, hvad vi sammen har opnået.

**Målgrupper**

- Deltagere** - Målgruppe festivalgængere, der hverken indgår som en del af et frivilligt team eller organisation, presse eller indhold. Herunder også frivillige og andre målgrupper, når de møder som deltager på festivalen fx på campingsite eller som publikum til koncerter.
- Bidjale & sekretariat**
- Frivillige** - Alle frivillige, der arbejder på før, under og efter festivalen.
- Partnere** - Organisationer, musikere, kunstnere og andre, der bidrager i samarbejde med RF. Herunder må ikke glemmes de kommercielle partnere.
- Omverden** - Bredt reach relateret til generel branding af Roskilde Festival og det billede, vi skaber os udadtil. Kommunikation til denne målgruppe er derfor også synlig og tilgængelig for andre målgrupper.

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### USE COMMUNICATIONS CHANNEL TO "WALK THE TALK"

#module4 #communication #cases

Shop Women Shop Men **organicbasics** Regular store Manifesto DKK


4. Informs the user of the impact of their browsing behavior.
5. Does not make use of videos.
6. Stores data locally on the user's device to minimize data transfer.
7. Compresses all data to the greatest extent possible.
8. Loads only the most crucial programming scripts, frameworks and cookies.

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 4: CHANNELS

## PACKAGING TELLING YOUR STORY


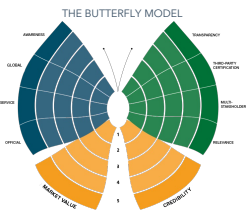



**DIRECT TRADE**  
 Vi handler direkte med kaffefarmerne. Det gør vi, for at sikre os den bedste kvalitet af råvarer, og samtidig sikre farmeren en betaling, som præmierer den høje kvalitet. Det er i virkeligheden meget simpelt. For at farmeren kan fortsætte med at lægge det store arbejde i at dyrke specialkaffe, skal han eller hun også betales herefter.



 

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## COMMUNICATION WITH LABELS & CERTIFICATIONS

[WWW.LETZCERTI.COM](http://WWW.LETZCERTI.COM)

PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 4: CHANNELS

## SUPPLIERS ARE STORYTELLERS TOO...

**SINATUR**  
Du spiller en vigtig rolle i vores forretningsstrategi

Vi har netop besluttet os for en ny strategi, hvor vi sætter målene frem mod 2030. Strategien er meget ambitiøs, men konkret og helt enkelt: Vi går, som naturen siger. Vi har gjort særligt forholdsregler for naturen, fordi alle vores produkter ligger lige med os. Så fremover ligger vi til økonomi, når vi skal træffe beslutninger, nemlig naturen. Det betyder blandt andet, at vi i 2030 vil være CO<sub>2</sub>-positive, 100% forudsigelig og kun have danske leverandører.

Du er en vigtig samarbeidspartner for os, og vi håber, at du også fremover vil bakke op om vores arbejde for at beskytte naturen og nærmiljøet. Det kræver en meget fokuseret indsats på vores mål, og vi har brug for din hjælp, men i samarbejde kan vi helt sikkert få det til at lykkes.

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## MAKE IT EASY

**Dit klimaaftryk**

Ugentligt aftryk | Klimaanaler

**Dit klimaaftryk fra madindkøb**  
1.16 kg CO<sub>2</sub>e  
I gennemsnit pr. uge

Kategori	Antal varer	Procent af aftryk
Frugt & grønt	8 varer	3%
Mejeri	9 varer	33%
Kød, fisk og fjerkræ	8 varer	15%
Brod	3 varer	6%

Møbler

- 1 Gave
- Spil & vand
- Samvirke Nyt magasin
- kr. 259<sup>29</sup> Medlemsbonus
- kr. 3.259<sup>59</sup> Prime konto
- 10 Aktive tilbud

1804 09-24 Svampejagt: Hvilke er giftige, og hvilke kan spises?

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EXERCISES

OPGAVE





1. Hvilke interessenter bør min virksomhed målrette sin CSR-kommunikation til?
2. Hvilke kanaler kunne være relevante at tage i brug for at informere/kommunikere/engagere de udvalgte interessentgrupper?

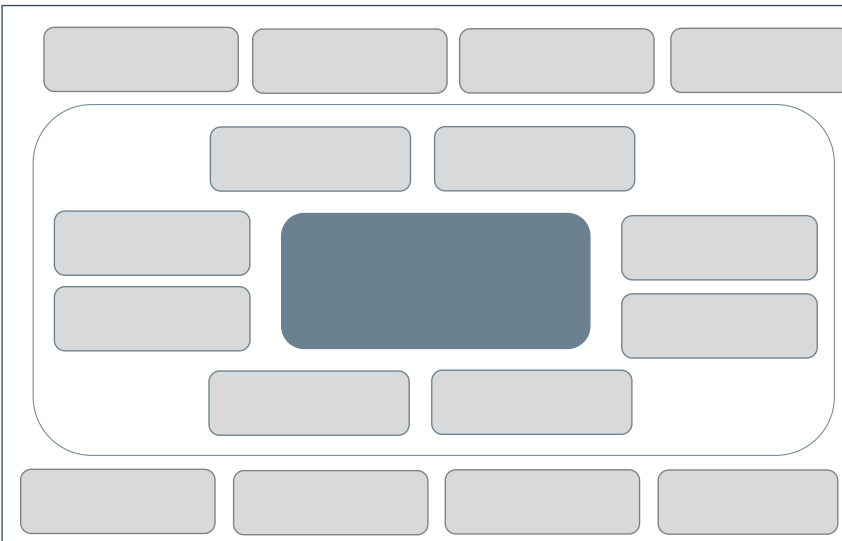



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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 4: CHANNELS


PRIORITIZED STAKEHOLDERS  
(Analysis from Module 1)




**Check questions**

Which persons, companies and organizations are affected by or have significant influence on our business operations?  
(place in inner circle)

Which persons, companies, organizations or authorities - in addition to the above-mentioned - may have a significant impact on your business?  
(place in outer circle)



Model inspired by Overskud Med Omtanke, Erhvervs- og Selskabsstyrelsen, 2006



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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND 8 TRENDS 7 PRINCIPLES | STRATEGIC PLANNING | STEP 4: CHANNELS

### ET PLANLÆGNINGSVÆRKTØJ | SKABELON

Kanaler	Vores vigtigste interessenter				
	1.	2.	3.	4.	5.
Hjemmeside					
Årsrapport					
Nyhedsbreve					
Facebook					
LinkedIn					
Twitter					
Presseomtale					
Artikler					
Annoncer					
Foredrag					
Møder					
Konferencer					
Kurser					

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND 8 TRENDS 7 PRINCIPLES | STRATEGIC PLANNING | STEP 4: CHANNELS

### PLANLÆGNINGS-VÆRKTØJ | EKSEMPEL

Channels	Our most important People stakeholders							
	1. Existing employees	2. Ambassadors	3. Potential employees	4. Educational Institutions	5. Families of employees	6. Customers & counterparties	7. Media	8. Others
Website			X			X		
Annual report						X	X	X
Newsletters	X					X (current & potential)		
Facebook			X					
LinkedIn			X					
PR	Nothing planned in 2013-2014		Nothing planned in 2013-2014			Nothing planned in 2013-2014	Nothing planned in 2013-2014	Nothing planned in 2013-2014
Articles –	X							
Speaking	X		X					X
Ambassador meetings	X							
Conferences			X			X		
Courses	X							
Intranet	X							
Training								
Job introductions			X	X				

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 4: CHANNELS

### KOMMUNIKATIONSPLANEN | SKABELON

Initiativ	Hvem kommunikerer vi med?	Hvad kommunikerer vi om?	Hvordan kommunikerer vi?	Hvilken effekt ønsker vi, og hvordan måles den?	Hvornår og hvor ofte kommunikerer vi?	Hvem er ansvarlig for kommunikationen?

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 5: WHAT

### 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

**1. WHY**

..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).

**2. HOW**

..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).

**3. WHO**

..do we primarily want to target our communication at? (determined by your strategic and operational goals).

**4. WHICH CHANNELS**

..do we want to use to reach our selected target audience? (e.g. social media, public speaking, PR with link/reference to full report).

**5. WHAT**

..do we want to communicate? (choice of messages adapted to your chosen target audience).

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INPUT TIL KOMMUNIKATIONS PLANEN  
(Se Modul 1&2)

Forretnings/CSR strategien

Interne analyser (Modul 1)

Interessentanalysen

Materiality analysen

Risikoanalysen

9R Forandringsanalysen

DK

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TELL STORIES

To hell with facts!  
**We need stories!**

Reports, numbers and rational arguments are easily forgotten, but stories stand the test of time.

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 5: WHAT

## Vi har brug for en positiv fremtid, hvor vi fjerner klima-apatien

Per Espen-Stoknes, klimapsykolog

- Distancering
- Dommedag
- Dissonans
- Fornægtelse
- Identitet

- Social
- Simpel
- Støttende
- Storytelling
- Signaler

EACH DAY THAT I WAKE I GIVE THANKS

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PART 2 – SUSTAINABILITY COMMUNICATION

BACKGROUND 8 TRENDS 7 PRINCIPLES STRATEGIC PLANNING STEP 5: WHAT

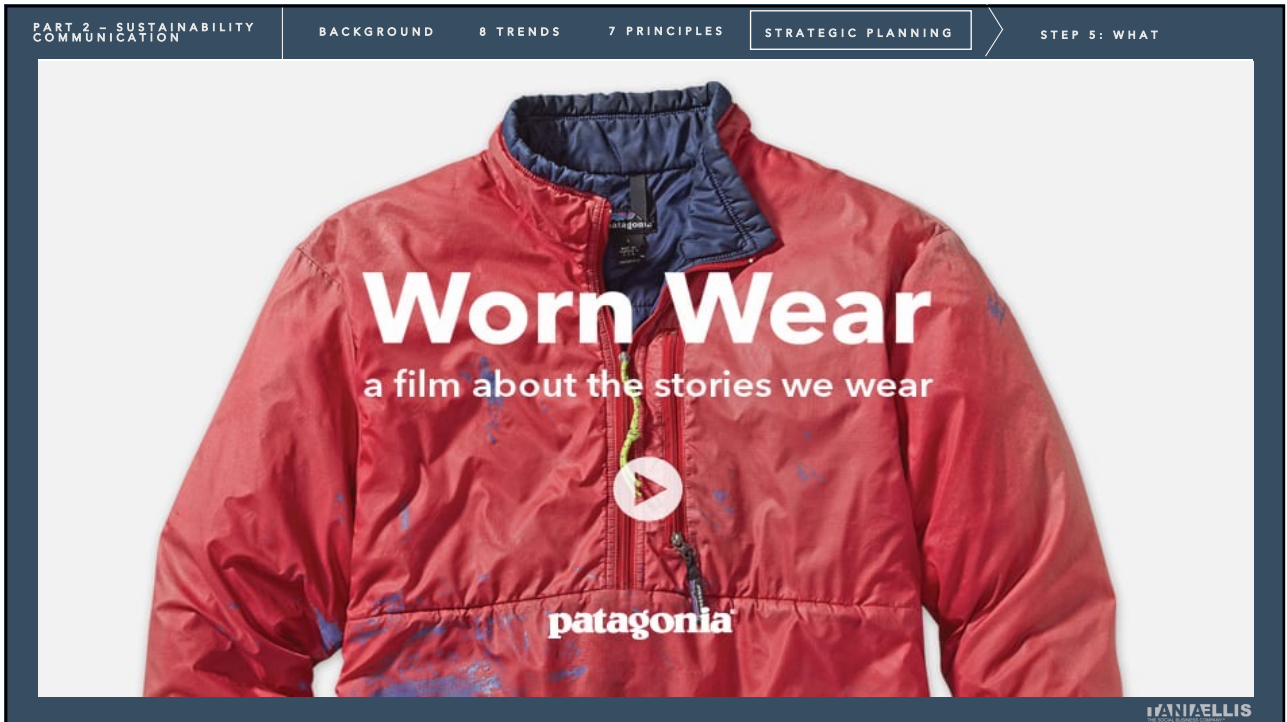
“ Viden alene virker ikke. Verdens udfordringer skal ikke ind i hovedet på os - de skal ind i vores hjerter, før vi kan skabe reel forandring

Inspireret af Maria Toft - forsker i miljøadfærd og klimabevægelser

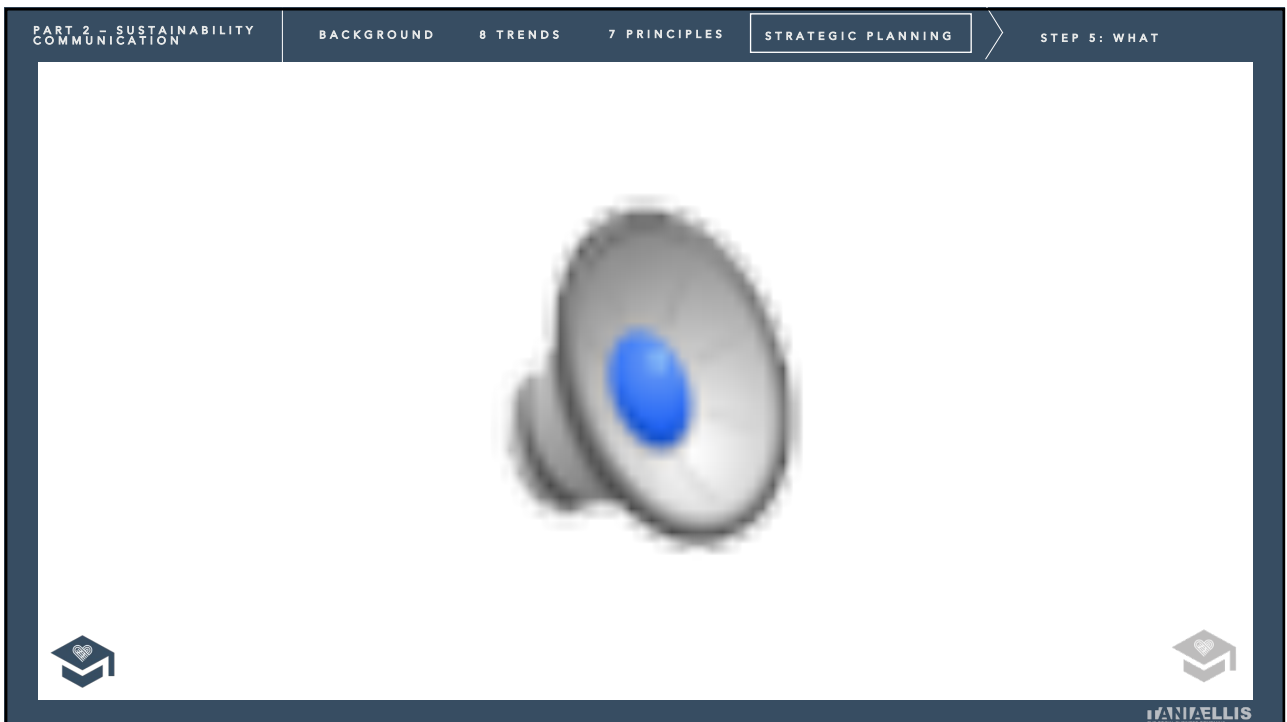
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**patagonia**  
patagonia.com


**COMMON THREADS INITIATIVE**

**REDUCE**  
WE make useful gear that lasts a long time  
YOU don't buy what you don't need

**REPAIR**  
WE help you repair your Patagonia gear  
YOU pledge to fix what's broken

**REUSE**  
WE help find a home for Patagonia gear you no longer need  
YOU sell or pass it on\*

**RECYCLE**  
WE will take back your Patagonia gear that is worn out  
YOU pledge to keep your stuff out of the landfill and incinerator



**REIMAGINE**  
TOGETHER we reimagine a world where we take only what nature can replace

**patagonia**  
patagonia.com

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FROM CORPORATE BRANDING TO STORYTELLING

**COPENHAGEN FILM COMPANY.**

CORPORATE | SHORT & DOC | FILMS | ABOUT | NEWS

#module4 #communication #cases

**KENYA - A FARMER'S STORY**



And I remember when I started this farm.


<http://www.cphfilmcompany.dk/portfolio-item/kenya-a-farmers-story/>

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## MAKE YOUR CUSTOMER THE HERO



Link til video: <https://www.youtube.com/watch?v=23LnEPW6k5A>

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## HELP US

**VORES MÅL ER AT INSPIRERE 50 MILLIONER MENNESKER INDEN 2020**

68%

Vi vil inspirere husholdning til at gøre en forskel i kampen mod madspild. Der findes ingen nem måde at tælle hvor mange mennesker, man inspirere. Så vi har valgt at måle det ud fra antal registrerede brugere af vores app.

**MERE END 1/3 AF AL MAD SPILDES**

**2,4** millioner mennesker redder allerede mad i Danmark

**3.982** coffee, restauranter, supermarkeder, bagerier, hoteller (og meget andet) er i opgang

**9,0** millioner mætter reddet i Danmark - indtil videre

**TOO GOOD TO GO KOM MED PÅ MADSPILDSKOLE**

10 dage siden | Lea Mosegaard

**GREEN FRIDAY**

TIPS & TRICKS **GØR BLACK FRIDAY GRØN**

2 år siden | Lea Mosegaard

**KAN MAN LEVE AF OVERSKUDSMAD?**

2 år siden | Sabine

**SPÆNDENDE RETTER AF OVERSKUDSVARER**

2 år siden | Katharina Kjølgaard

**Klar mission og mål**

86 procent af danskerne ved godt, at madspild er en central del af klimaproblematikken - men ofte ved de ikke, hvad de skal gøre ved det.

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### SIMPLIFY MESSAGES

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### VALUES-LED ACTIVISM

	Where it starts	Campaign development			Goal of Campaign
Brand Purpose Comms	Consumers interests	What do our consumers care about?	How do I emotionally connect with them?	How do I align my brand with their cause?	Build Brand Equity/Brand Power
Values led Activism	Our Values	What we believe	The change we seek to make	Inspiring our fans to take action	Progressive Social Change

Vs.

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IANI/ELLIS

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### BE AN ACTIVIST

**start 2008**  
**Tony's creates awareness**

**start 2012**  
**Tony's leads by example**

**start 2019**  
**Tony's inspires to act**

Our mission to make 100% slave free the norm in chocolate is not easy. The situation is complex. But Tony's roadmap will help us accomplish it.



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### BE AN ACTIVIST

**Tony's Chocolonely**  
56,263 followers  
4d • Edited • 🌐

Together with 49 other Dutch companies, we sent a letter to Minister **Sigrid Kaag**. In this letter, we as a business express our support for a legal framework for due diligence ensuring more transparency and equality in the supply chain. We strongly believe that companies should seriously tackle their negative impact on human rights and the environment.

More legislation is needed! Go Kaag!

<https://lnkd.in/e2x9pKX>



Due Diligence Legislation puts an end to.. - Tony's Chocolonely  
tonyschocolonely.com • 2 min read

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## 3 TYPES OF CORPORATE ACTIVISM

- 1. Toplederaktivisme**  
 Toplederaktivisme drives af markante og åbenmundede topledere, der bruger deres platform, taletid og rækkevidde på sociale medier til at udbrede et markant synspunkt og italesætte det, der er galt med verden.
- 2. Forretningsmodelaktivisme**  
 Forretningsmodelaktivisme beskriver den form for aktivisme, hvor virksomheden bruger forretningen som løftestang til at løse samfundsudfordringer.
- 3. Bevægelsesaktivisme**  
 Bevægelsesaktivisme er et udtryk for brands, der mobiliserer deres fanskere til at kaste lys på konkrete sager og som løftestang til at ændre uretfærdigheder, fx gennem aktivistiske kampagner og aktiviteter. Brands, der giver deres medarbejdere og kunder en platform, så de har lettere ved at bevæge sig fra at være ansvarlige forbrugere til at være aktive borgere.

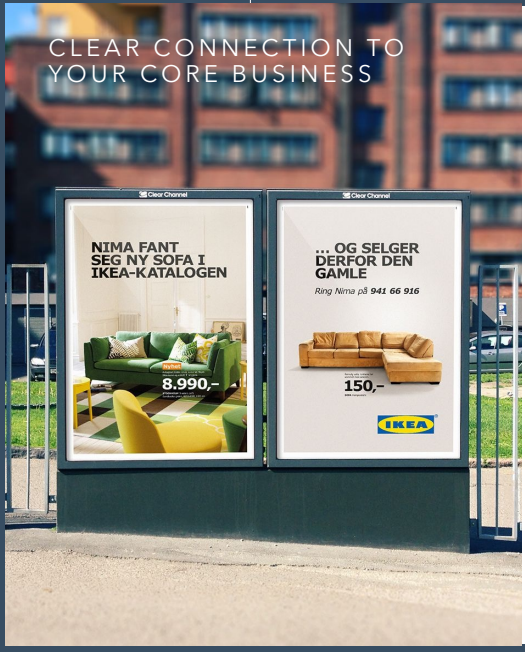
KILDE: Märk

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## CLEAR CONNECTION TO YOUR CORE BUSINESS





## BLACK FRIDAY (RE)SALE

Køb brugt, hvis du skal købe nyt i dag



## CIRKULÆR ØKONOMI

IKEA tilbagekøber deres gamle møbler for at give dem et nyt liv - og dermed minimere mængden af affald og forbruget af ressourcer.


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PART 2 – SUSTAINABILITY COMMUNICATION
BACKGROUND      8 TRENDS      7 PRINCIPLES      STRATEGIC PLANNING      STEP 5: WHAT

## “ Fællesskaber er et godt redskab til at begrænse vores klimaaftryk og få sat gang i den grønne omstilling

- ✓ Fællesskaber danner en lokal kultur, der påvirker mennesker til at leve mere klimavenligt
- ✓ Tage afsæt i andelstanken - alle kan være med, behøver ikke en grøn profil, men at man beslutter sig for at gøre noget i fællesskab
- ✓ Som individ kan vi ikke være specialister i det hele - det kan fællesskaber - inspirere og motivere hinanden
- ✓ Også når man kontrollerer for indkomst, politisk orientering, viden om klima, alder og køn, tyder det på, at fællesskab isoleret set bidrager med et markant formindsket fodaftryk



Kilde: Compass - Collective Movements and Pathways to Sustainable Societies - Beskrevet i information 2020




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PART 2 – SUSTAINABILITY COMMUNICATION
BACKGROUND      8 TRENDS      7 PRINCIPLES      STRATEGIC PLANNING      STEP 5: WHAT

## ACT TOGETHER - PATAGONIA CIVIL ENGAGEMENT



### Answer with Action

Patagonia Action Works: Connecting Individuals and Grassroots Organizations to Bring About Positive Change on Behalf of the Planet

FIND LOCAL EVENTS

SUPPORT PETITIONS

VOLUNTEER YOUR SKILLS

DONATE DIRECTLY

In 1972, Patagonia opened the doors of our corporate offices to a young graduate student, Mark Capelli. Mark was fighting to protect the Ventura River, which flows seasonally behind our headquarters, from an ambitious commercial development in the floodplain, and his science and passion inspired us. It didn't hurt that Mark's research might also help to protect C Street, one of our favorite post breaks.


We gave Mark a desk and mailbox and occasionally a grant check. And as Patagonia grew, so did our support for Mark's environmental group, Friends of the Ventura River. It was gratifying to see how our money and interest in his cause could help to protect a place we all cared about (the development was stopped), and also aid Mark in setting some far-reaching legal precedents for protecting waters statewide.

Since those early days we've donated more than \$80 million to thousands of grassroots groups all over the globe, all working to create positive change for the planet in their own backyard. The diverse and scrappy bunch try to protect our land and water, encourage biodiversity and civic engagement, and fight the biggest threat of all: climate change and its ramifications. They all have different origins, needs and capacities. Some consist of two people, a garage and borrowed time. Others are large, more calculated and more practical. All are dedicated and ready to do what's needed to assure the places we love are protected and restored.

Along with grant money, we've supported this over-gearing group with employee volunteers, store events, skills training, lobbying and publicity through ads, social media and the Patagonia website. Now we're pleased to announce we've developed a new set of modern, scalable tools to connect our grantees with a uniquely valuable asset: our 2.7 million member community.









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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 6: HOW OFTEN

### 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

<p><b>1. WHY</b></p> <p>..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).</p>	<p><b>2. HOW</b></p> <p>..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).</p>	<p><b>3. WHO</b></p> <p>..do we primarily want to target our communication at? (determined by your strategic and operational goals).</p>	<p><b>4. WHICH CHANNELS</b></p> <p>..do we want to use to reach our selected target audience? (e.g. social media, public speaking, PR with link/reference to full report).</p>	<p><b>5. WHAT</b></p> <p>..do we want to communicate? (choice of messages adapted to your chosen target audience).</p>	<p><b>6. HOW OFTEN</b></p> <p>..do we wish to communicate? (your strategic and operational goals will determine frequency and time period).</p>
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7 Planning Steps For Your CSR Communication. © TANIA ELLIS - The Social Business Company\*.

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PART 2 - SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 6: HOW OFTEN

### COMMUNICATION PLAN | TEMPLATE

Initiative	Who do we communicate with?	What do we communicate about?	How do we communicate?	What effect do we want and how is it measured?	When and how often do we communicate?	Who is responsible for the communication?

Translated from "Forandringsledelse og forandringskommunikation", Kousholt, Bjarne, 2014.

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 6: HOW OFTEN

## COMMUNICATION PLAN | EXAMPLES

COMMUNICATION PLAN | EXAMPLE

Appendix 12: CSR communication plan 2022-2023

Target Group	Subject	How	Control effect	When and how often	Communication resources
Consumers	CSR Vision	CSR video	Awareness	2022 report and video	CSR Corporate comm. int.
	Safe and effective products	Marketing materials	Promotion	2022 report and video	CSR Corporate comm. int.
	Sustainable use of resources	Marketing materials	Promotion	2022 report and video	CSR Corporate comm. int.
Customers	CSR Vision	CSR video	Awareness	2022 report and video	CSR Corporate comm. int.
	Compliance with OECD	CSR report	Compliance	2022 report and video	CSR Corporate comm. int.
	CSR Vision	CSR video	Awareness	2022 report and video	CSR Corporate comm. int.
Employees	CSR Vision	CSR video	Awareness	2022 report and video	CSR Corporate comm. int.
	Compliance with OECD	CSR report	Compliance	2022 report and video	CSR Corporate comm. int.

COMMUNICATION PLAN | EXAMPLE

MWV Sustainability Strategy 2023 (approved by the Sustainability Steering Committee)

- Engage communications to customers and the market
- Customers are assured that sustainability is treated systematically
- Higher engagement by employees internally and externally that we do not accept compromises on our trade and values

AREA	WHO	WHAT	HOW	WHEN
External communication	All external stakeholders	Communicate that sustainability is integrated into the employees' daily activities	Small initiatives close to the employees: Internal events, sector conferences, Fair Trade, Organic food, etc. All formats	On-going
Internal communication	All	CSR campaigns	Info screens, posters, QR codes	On-going
	CSR coordinators	CSR training for new employees	Internal training, CSR training for new employees	On-going
Management	Management	CSR work plan meeting	Internal training (mandatory written)	On-going
	Management	Information to share with departments	Department-specific CSR training	On-going
Customers	Customers	Information on initiatives and KPIs	Department of Management meeting	On-going
Internal communication	Employees	Internal training	Department of Management meeting	On-going
	Internal communication	Internal training	Department of Management meeting	On-going

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 7: MEASURE

## 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE

1. WHY

..do we wish to communicate? (which strategic and operational goals do you wish do address with your communication, e.g. employer branding, increased sales, stakeholder engagement).

2. HOW

..do we want to communicate? (which level of engagement do you want to achieve, what style and tone for your various stakeholder groups).

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..do we primarily want to target our communication at? (determined by your strategic and operational goals).

4. WHICH CHANNELS

..do we want to use to reach our selected target audience? (e.g. social media, public speaking, PR with link/reference to full report).

5. WHAT

..do we want to communicate? (choice of messages adapted to your chosen target audience).

6. HOW OFTEN

..do we wish to communicate? (your strategic and operational goals will determine frequency and time period).

7. HOW TO MEASURE

..whether we have succeeded (e.g. use of quantifiable KPIs & measures).

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#module4 #communication

**GOAL GROW ENGAGEMENT**

- Comments
- Likes, Saves
- Shares, Retweets, Reposts, Reposts
- Engagement rate
- Mentions
- Replies
- Video Views
- Bounce rate
- Time spent on site
- Cost per engagement
- Contest entries
- Group engagement
- Group posts

**10 most common social media marketing goals**

- Increase brand awareness
- Initiate conversation with your customers
- Generate interactions using owned or shared media
- Enhance customer support
- Assemble a group of loyal advocates
- Spur product development
- Grow website referral traffic to key web pages
- Get more potential leads
- Hire employees
- Research/Survey

**GOAL BRAND AWARENESS**

- Fans/Followers
- Website visits through social media platform
- Shares/Re-shares
- Mentions
- Inbound traffic
- Trackbacks
- User-generated contents
- Likes
- Hides
- Reviews
- Ratings
- Brand sentiment
- Check-ins
- Influencer score
- Time spent on landing page
- Bounce rate
- Impressions
- Reach
- Total number of social shares
- Profile visits
- Link or image clicks

**GOAL GROW LEADS**

- Downloads
- Event registrations
- Email sign-ups
- Number of inquiries
- Cost per lead
- Cost per click
- Blog subscriptions
- Direct website inquiries
- Quality of inquiries
- Group membership

**GOAL INCREASE SALES**

- Purchases/Sales
- Website conversions
- Paid event ticket sales
- Customer acquisition cost
- Coupon redemptions
- Returns, Refunds

**GOAL PUBLIC RELATIONS**

- Retweets
- Article reshares
- Website traffic
- Media references
- Media mentions
- Growth of your community micro-influencers

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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 7: MEASURE

SOCIAL MEDIA KPI / INTERACTION METRICS | GUIDE

1. Alerts (register and response rates / by channel / CTR / post click activity)
2. Bookmarks (onsite, offsite)
3. Comments
4. Downloads
5. Email subscriptions
6. Fans (become a fan of something / someone)
7. Favourites (add an item to favourites)
8. Feedback (via the site)
9. Followers (follow something / someone)
10. Forward to a friend
11. Groups (create / join / total number of groups / group activity)
12. Install widget (on a blog page, Facebook, etc)
13. Invite / Refer (a friend)
14. Key page activity (post-activity)
15. Love / Like this (a simpler form of rating something)
16. Messaging (onsite)
17. Personalisation (pages, display, theme)
18. Posts
19. Profile (e.g. update avatar, bio, links, email, customisation, etc)
20. Print page
21. Ratings
22. Registered users (new / total / active / dormant / churn)
23. Report spam / abuse
24. Reviews
25. Settings
26. Social media sharing / participation (activity on key social media sites, e.g. Facebook, Twitter, Digg, etc)
27. Tagging (user-generated metadata)
28. Testimonials
29. Time spent on key pages
30. Time spent on site (by source / by entry page)
31. Total contributors (and % active contributors)
32. Uploads (add an item, e.g. articles, links, images, videos)
33. Views (videos, ads, rich images)
34. Widgets (number of new widgets users / embedded widgets)
35. Wishlists (save an item to wishlist)

Source: <https://ecomunity.com/blog/4887-35-social-media-kpis-to-help-measure-your-program>



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PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING | STEP 7: MEASURE

### COMMUNICATION PLAN | TEMPLATE

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Translated from "Forandringsledelse og forandringskommunikation", Kousholt, Bjarne, 2014






PART 2 – SUSTAINABILITY COMMUNICATION | BACKGROUND | 8 TRENDS | 7 PRINCIPLES | STRATEGIC PLANNING


### 7 PLANNING STEPS FOR YOUR CSR COMMUNICATION | GUIDE






1. WHY	2. HOW	3. WHO	4. WHICH CHANNELS	5. WHAT	6. HOW OFTEN	7. HOW TO MEASURE
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KEY LEARNINGS

WHAT YOU HAVE LEARNT...  DK

- WHY  Kort om hvorfor vi skal kommunikere om vores indsats
- WHAT  8 kommunikationstendenser indenfor bæredygtighed
- HOW  7 principper for impact kommunikation
-  Kommunikationsstrategi & planlægningsværktøj
-  En masse eksempler på bæredygtighedskommunikation






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MODULE 4  
INTRO

CLEAR COMMUNICATION

<p>PART 1 <b>WHY-WHAT-HOW</b> SUSTAINABILITY REPORTING</p> <p>Reporting requirements, standards &amp; processes</p> <p>Expert contributor: Helena Barton, Deloitte</p> <p>Real-life case: Helle Carlsen Nielsen, Falck</p>	<p>PART 2 <b>HOW</b> SUSTAINABILITY COMMUNICATION</p> <p>Communications strategies in words &amp; action</p> <p>(7 principles &amp; 7 planning steps)</p> <p>Expert contributor: Nicoline Olesen, Märk</p>	<p>PART 3 <b>WHAT-WHY-HOW</b> AUTHENTIC COMMUNICATION</p> <p>Greenwashing &amp; CSR dilemmas</p> <p>Expert contributor: Nicoline Olesen, Märk</p> <p>Real-life case: Jesper Nymark, Danwatch</p>
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