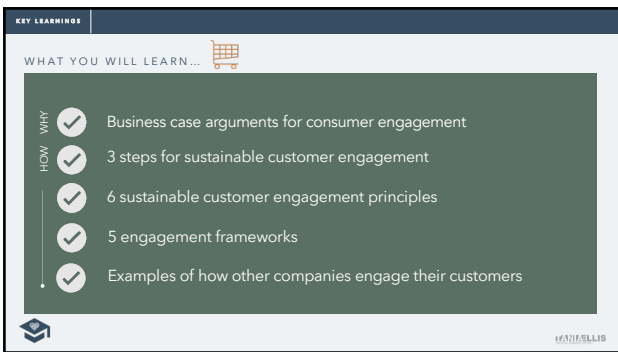




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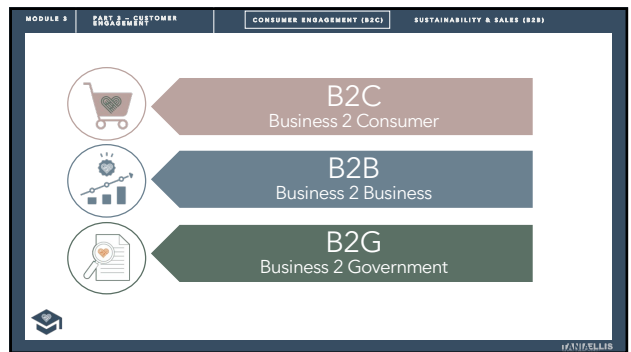
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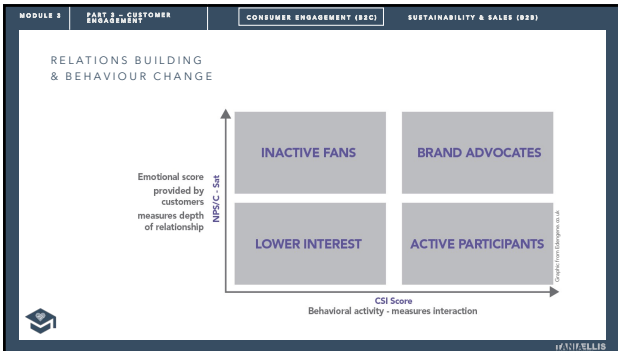
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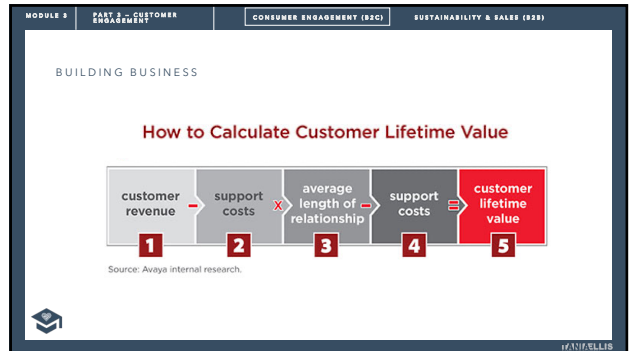
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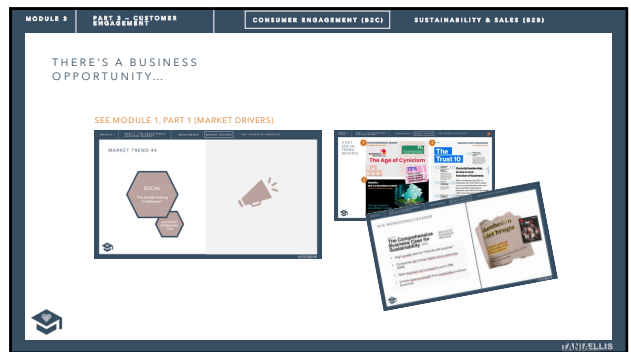
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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

THE BUSINESS CASE

This study did broadly reveal, in many categories, a clear and material link between ESG-related claims and consumer spending.

Products making ESG-related claims averaged 28 percent cumulative growth over the past five-year period, versus 20 percent for products that made no such claims.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

Hver 2. forbruger synes, at det er svært at træffe grønnere valg

4.4202 0720207 CS27 (engelsksproget udgave)

Et nyt forbrugerstudie viser, at miljø fortsat står højt på danskerne dagsorden. Næsten 6 ud af 10 forsøger at belaste miljøet mindst muligt og føler et ansvar for at vælge mere miljøvenlige produkter. Men studiet viser også en række barrierer for et grønnere forbrug. B.l.a. oplever mange et samfund præget af en brug og smid væk-kultur og greenwashing.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

NEED FOR KNOWLEDGE...

SUSTAINABILITY BAROMETER 2022/23

Danskerne handler bæredygtigt, men overser det digitale klimaaftryk

100.000 06-09-2022 1 ANOVA Agency

Nordiske forbrugere tror ikke på virksomheders bæredygtighedsbudskaber

Forbrugerne vil uddannes af virksomhederne og have globale standarder, hvis de skal tro på virksomhedernes budskaber om bæredygtighed.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

NEW DEMANDS ON THE HORIZON...

THE GEOPOLITICAL CONSUMER

Most consumers now view geopolitics as a top priority for business: Edelman research

NEARLY 6 IN 10 WANT BUSINESS TO ADD GEOPOLITICAL ISSUES TO ITS AGENDA
On average, percent who say

85%	78%	59%
------------	------------	------------

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

NEW DEMANDS ON THE HORIZON...

THE NEW BIOPHILIA

A growing affinity with nature is emerging post-pandemic, alongside an appreciation that human and planetary health are intertwined.

Our relationship with nature has been reset: 82% of people now say they value nature more than before.

The understanding that the pandemic was driven by human encroachment on nature has led more than 70% agree that it has made them aware of the effect humans have on the planet's ecosystem. A share of 53% believe that more people backed in general nature while also pursuing wellbeing benefits.

PEOPLE WANT TO BE MORE SUSTAINABLE...

PERCENTAGE OF THOSE WHO ALWAYS/OFTEN DO ANY OF THE FOLLOWING "HOW" FROM ALL COUNTRIES

77%	Use up leftovers
77%	Recycle at home
60%	Refuse a plastic bag when shopping
63%	Avoid single-use plastic items (cups, water bottles, plastic cutlery)
62%	Limit water use in the home
58%	Aim to consume less in general
55%	Mend clothes or repair/recycle household items

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

A SUSTAINABILITY IMPERATIVE...

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

The World Is Not Enough

Number of earths/its resources needed if the world's population lived like the following countries

5.0	4.3	3.8	2.9	2.6	2.3	1.9	1.1
U.S.	Denmark	South Korea	Germany	UK	China	Brazil	Indonesia

Selected countries: Calculated based on 2021 Earth Overshoot Day/2017 data. Source: Global Footprint Network

statista

www.statista.com/graphs/2022/02/world-with-greater-natural-resources-consumption-by-country

TARGET 12.2 Sustainable management and use of natural resources
TARGET 12.3 Halve global per capita food waste
TARGET 12.4 Responsible management of chemicals and waste
TARGET 12.5 Substantially reduce waste generation
TARGET 12.8 Promote universal understanding of sustainable lifestyles

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

IMPORTANT ELEMENT OF THE (CIRCULAR) VALUE CHAIN

COLLABORATIVE CO-CREATION THROUGHOUT THE VALUE CHAIN | MODEL

Sustainable sourcing & procurement | Supply chain management | Consumer engagement

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

CONSUMPTION IS PART OF SCOPE 3...

Upstream activities Reporting company Downstream activities

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

A REPORTING DEMAND (ESRS)...

General	Environment	Social	Governance
ESRS 1 General requirements	ESRS 11 Climate change	ESRS 13 Own workforce	ESRS 15 Business conduct
ESRS 2 General disclosures	ESRS 12 Pollution	ESRS 12 Workers in the value chain	
	ESRS 13 Water and marine resources	ESRS 13 Affected communities	
	ESRS 14 Biodiversity and ecosystems	ESRS 14 Consumers and end-users	
	ESRS 15 Resource use and circular economy		

ESRS 14 Consumers and end-users

Open for comments until 8 August 2022

EFRA

Interaction with other ESRS

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

FORBRUGERE & SLUTBRUGERE I RAPPORTERING

ESRS 14 Consumers and end-users

Disclosures requirements

General, strategy, governance and materiality assessment

Disclosure Requirement 14-1 - Policies related to consumers and end-users

Disclosure Requirement 14-2 - Processes for engaging with consumers and end-users about impacts

Disclosure Requirement 14-3 - Channels for consumers and end-users to raise concerns

Disclosure Requirement 14-4 - Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Disclosure Requirement 14-5 - Taking action on material impacts on consumers and end-users and effectiveness of those actions

Disclosure Requirement 14-6 - Approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

M&S'S SUSTAINABILITY JOURNEY

1990s CSR Focus on compliance and philanthropy.

2007-2012 Plan A Building the business case and starting a journey.

2010-2013 Plan A revised Integration across the business.

2014-2020 Plan A 2020 Engaging customers and moving towards new business models.

2020 onwards Sustainable Business New ways of doing business that are carbon positive, circular and fair.

Source: M&S Plan A Report 2011

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (ESG) SUSTAINABILITY & SALES (ESG)

M&S'S SUSTAINABILITY JOURNEY

Our business model

Plan A is an essential part of our business model and this report brings to life how it adds value across our value chain

What we need	The M&S difference	Products	Reaching customers	Value outputs
Employees, suppliers, partners, working capital and a wide range of natural resources and raw materials	How we do business	Food, Clothing, Home, Beauty, M&S Bank and M&S Energy	Stores, multi-channel and global	Creating financial, social and environmental value for society

Plan A

Inspiration - We aim to Introspect - We listen and act Integrity - We always act Innovation - We are real

Inspiring our customers

- 1 Integrated Plan A marketing**
- 2 Plan A marketing
- 3 Identifying Plan A products**
- 4 My Plan A**
- 5 Meet your producer website
- 6 Customer clothes recycling**
- 7 Eat Well**

Source: M&S Plan A Report

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

CHOICE INFLUENCING

M&S

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

HOW CONSUMER ENGAGEMENT (B2C)

The conscious consumer comes in different forms – from the sceptical consumer to the activist consumer: influencing and engaging consumers to buy and consume more responsibly and sustainably therefore requires a differentiated approach.

Purpose: Understand how companies can influence and engage consumers in sustainable buying and consumption behaviour.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

HOW DO YOU ENGAGE CUSTOMERS IN YOUR SUSTAINABILITY EFFORTS?

#module3 #consumers #reports

Make it Märkbar

Connecting Customer Engagement with Sustainability

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

SUSTAINABLE CUSTOMER ENGAGEMENT PRINCIPLES | MODEL

#module3 #consumers #reports

Sustainable Customer Engagement

- Visible:** MAKE IT TRANSPARENT AND PERCEIVABLE
- Tangible:** SHOW THE VALUE AND KEEP IT SIMPLE
- Empowering:** EMPOWER CUSTOMERS TO PROMOTE AND ENGAGE
- Emotional:** MAKE IT PERSONAL AND GIVE IT A HUMAN TOUCH

Sustainable Customer Engagement becomes Visible when you make your sustainability initiatives visible and tangible, as well as enable your customers to promote and engage in your sustainability efforts through all points of their consumption and production journey.

Make it Märkbar, Deloitte, 2014

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

SUSTAINABLE CUSTOMER ENGAGEMENT | GUIDE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- #1 – Align with customer segments & needs
- #2 – Choose engagement principles
- #3 – Choose engagement framework

Sustainable Customer Engagement, TANIELLIS – The Social Business Company®

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

ALIGN WITH AMBITIONS & GOALS OF OVERALL BUSINESS STRATEGY

Diagram illustrating the alignment of business strategy with sustainability goals. The central focus is 'SUSTAINABILITY IN THE HEART OF BUSINESS', which is supported by 'CLEAR COMMUNICATION' and 'SUSTAINABLE PROPOSITIONS'. This leads to 'SUSTAINABLE CUSTOMER ENGAGEMENT'. The engagement is further broken down into: 'CHANGE BEHAVIOUR', 'KNOWLEDGE EXCHANGE', 'EMPOWER CUSTOMERS TO PROMOTE AND ENGAGE', and 'USER BEHAVIOUR INSIGHTS'. These elements are interconnected with 'BUILD TRUST, LOYALTY & ADVOCACY', 'EDUCATE & INFORM', 'INCREASE SALES', and 'IMPROVE RELATIONSHIPS'. The overall goal is to 'PRODUCT DEVELOPMENT & INNOVATION'.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

UNDERSTAND CUSTOMER MOTIVATION & NEEDS

Consumer segments

- 22%** **ACTIVES**
Generally green in attitude and behavior - e.g. carpooling and composting
- 33%** **SEEKERS**
Concerned about health-related sustainability issues and relatively environmentally conscious. However, they are more committed in attitude than in actual behavior
- 25%** **SKEPTICS**
Not committed, but make an occasional green purchase. Skeptical of green messages and corporate motives. Small potential for increased green behavior
- 20%** **INDIFFERENTS**
Concerned with environmental messages or e.g. air pollution. Don't engage in green behaviors because of economic and life stage constraints

Maria Miksa, October, 2014

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

CUSTOMER SEGMENTATION

- 17%** Modstanderne
- 30%** Hverdagsaktiverne
- 34%** Tvivlerne
- 19%** Meningsdannerne

Sustain Insights Report 2022

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

Increasing engagement	Campaigners (18%) Deeply committed but require supporting evidence to trust <i>Engaged/Responsible/Worried</i>	Rational demonstration Fact based Deep messages (Campaigners) Clear, simple, easy to understand (Confused) Communicate benefit to leading climate change	Optimists (21%) Concerned and want to feel good <i>Interested/Fashionable/Confident</i>	Emotional involvement Warmer messaging, less explanation Tangible products and services that help tackle climate change Foster the feeling they are contributing (optimists)
	Confused (25%) Undecided and need clarity of why and how <i>Detached/Uninformed/Open</i>	Communicate benefit to leading climate change Communicate at a corporate as well as product and service level	Followers (8%) Partially committed, want to look good Unlikely image-conscious	Products that are visible to others (followers)
	Unwilling (10%) Accept climate change as an issue but not prepared to act <i>Unconcerned/Indifferent</i>	Respectful facilitation Make it easy - demonstrate no extra effort and no extra cost to them Respect their point of view show they are not taken for granted, and that no compromise of price or quality has been made on their part		
	Rejectors (18%) Actively reject both the issue and taking action <i>Uninterested/Individualist/Confident</i>			

Seeking functional benefits ← → Seeking emotional benefits

There is currently no globally recognized or agreed definition of a sustainable consumer benefit.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

SUSTAINABLE CUSTOMER ENGAGEMENT | GUIDE

- #1 - Align with customer segments & needs
- #2 - Choose engagement principles
- #3 - Choose engagement framework

Sustainable Customer Engagement: TANIA ELLIS - 'The Social Business Company'

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

UNILEVER'S FIVE LEVERS OF CHANGE | EXAMPLE

- make it a **HABIT**
- make it **REWARDING**
- make it **DESIRABLE**
- make it **UNDERSTOOD**
- make it **EASY**

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

6 SUSTAINABLE CUSTOMER ENGAGEMENT PRINCIPLES | GUIDE

- #1 - Inform
- #2 - Edit choices
- #3 - Influence & educate
- #4 - Nudge
- #5 - Involve
- #6 - Co-create

Sustainable Customer Engagement Principles, TANIA ELLIS - 'The Social Business Company'

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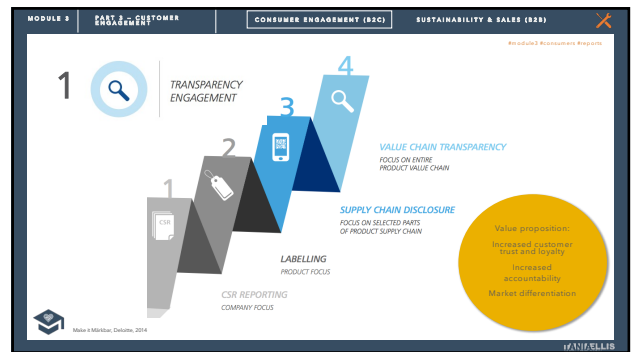
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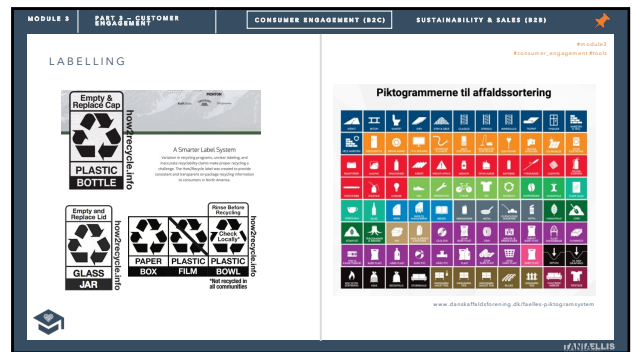
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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

COMMUNICATION WITH LABELS & CERTIFICATIONS

THE BUTTERFLY MODEL

- AWARENESS
- TRANSPARENCY
- CREDIBILITY
- MARKET VALUE

WWW.LETZCERT.COM

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

EU ECODSIGN DIRECTIVE

virksomhedsguiden

Dokumentér dit produkts bæredygtighed

Forbrugere, myndigheder og virksomheder stiller allerede krav til produktioners bæredygtighed, men kravene kan være forskellige alt efter, hvem der stiller dem. I de kommende år vil der komme endnu flere krav til produktioners bæredygtighed, fx med nye krav om øget dokumentation, genanvendelse og cirkularitet.

Opgør dit produkts klima- og miljøaftryk med en LCA

Brug mærker til dokumentation

Nye lovkraav om produktioners bæredygtighed

De skal være opmærksomme på, at kravene til produktioners bæredygtighed udvikles markant de kommende år, særligt som følge af ny og revideret EU-regulering. Der kommer fx øgede krav til genanvendelse og cirkularitet i et forslag til en ny Ecodesign-forordning og stamme krav til virksomhedernes afføds- og emballagehåndtering.

Las mere om Ecodesign-bæredygtighed

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

SUPPLY CHAIN DISCLOSURE

EXPLORE

USE OUR INTERACTIVE MAP TO LEARN ABOUT THE NINE BRANDS GLOBAL MANUFACTURING NETWORK

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

SUPPLY CHAIN DISCLOSURE

Sustainability Leaders

Sustainability Index

made by Sustainability Leaders

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

VALUE CHAIN TRANSPARENCY

patagonia

THE FOOTPRINT CHRONICLES

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

VALUE CHAIN TRANSPARENCY TECHNOLOGY

MARTINE JÆRGAARD

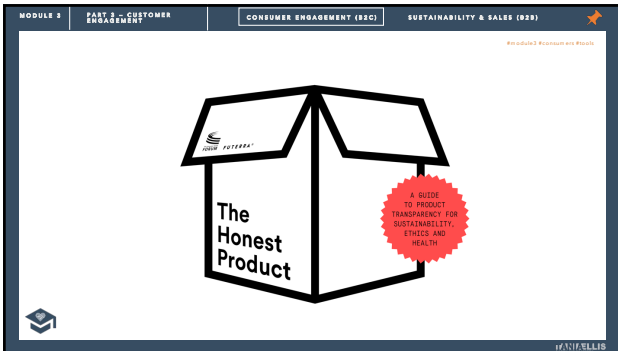
MARKETING TECH

Sustainability marketing technology

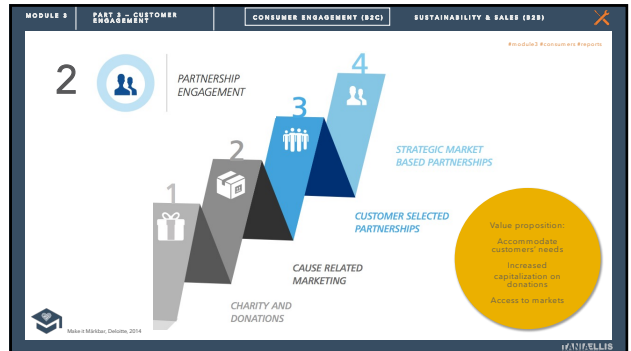
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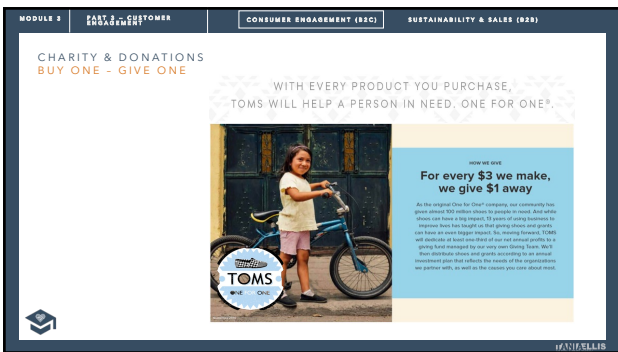
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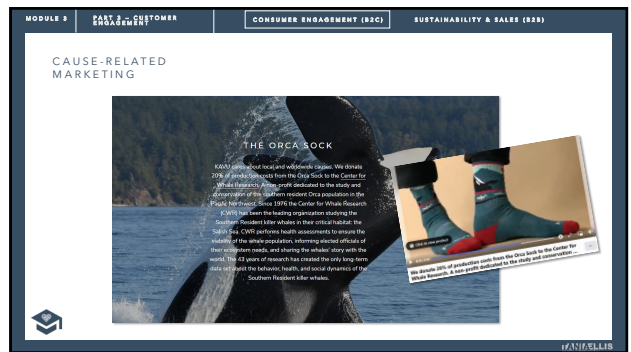
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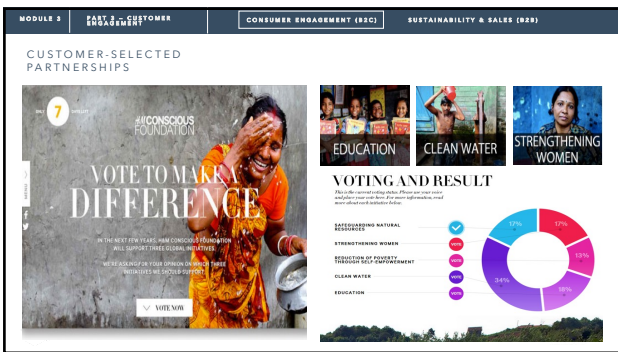
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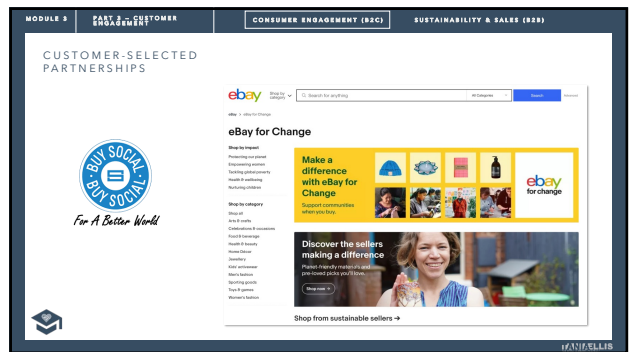
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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

USE PHASE ENGAGEMENT NUDGE

LOVE FOOD - HATE WASTE
 #1 in the world
 The study had advised the general public to reduce food waste, so the kitchen will not be overhauling the entire dining area whenever you visit. But here to help. Read more about our food saving efforts on www.hotelwildebeest.com/sustainability.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

USE PHASE ENGAGEMENT CHOICE INFLUENCING

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

4 COLLABORATIVE ENGAGEMENT

TECHNOLOGY

Value proposition:
 Re-sale of products (function sales)
 Pro-logged product value (facilitation of customer-2-customer markets)
 Tailored products and services in collaboration with customers (open innovation)

Service provision
 The company provides access instead of ownership. The relationship with customers continues and product functions are no longer demanded by the customer.

Co-innovation
 The company collaborates with customers in regard to products and services. Relationships with customers may include a product or service innovation and development.

Market facilitation
 The company facilitates the relationship of collaboration and exchange between customers.

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

COLLABORATIVE ENGAGEMENT CO-INNOVATION

PRODUCER + CONSUMER = PROSUMER

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

COLLABORATIVE ENGAGEMENT SERVICE PROVISION

When the time is right, swap items for a new size or style.

What is Circoos
 Circoos is an online shop where you can buy, swap and sell your clothes for children. We are a community of 100,000+ members who swap their clothes for a new size or style. It's time for the new color and style and reduce the amount of clothes in your wardrobe.

One Circoos member possibly saves about:
 12 kg of CO2
 6 kg of clothes
 1242 liters of water
 0.3 kg of waste

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

COLLABORATIVE ENGAGEMENT MARKET FACILITATION (INVOLVE)

patagonia
 patagonia.com

COMMON THREADS INITIATIVE

- REDUCE**
 We make useful gear that lasts a long time. 100% recycled and you can't break it.
- REPAIR**
 We help you repair your Patagonia gear. You'll realize it's worth the repair.
- REUSE**
 We help find a home for Patagonia gear you no longer need. 100% recycled and you can't break it.
- RECYCLE**
 We will take back your Patagonia gear that is worn out. 100% recycled to keep your stuff out of the landfill and non-toxic.
- REIMAGINE**
 Together we can reimagine a world where we take only what nature can replace.

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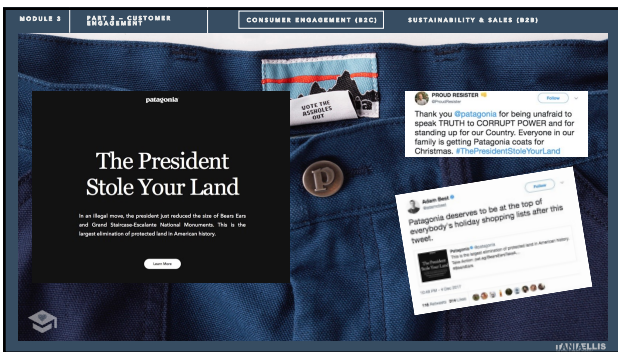
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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

Chocolate & Chocolate?

Ben & Jerry's Oz

We're banning any same-flavour love in the fight for #mattajperennial! Join us by signing petition to get Aussie eating. 22.09 - 25. maj 2017

Fossil Fuel

Sweet Cream Ice Cream with Chocolate Cookie Pieces, Fudge Dipswirls & a Fudge Swirl

2008-2010

Fudgy dipswirls gone. Get all dug up so there were no more. A Bear no longer might be so wild. But Fossil Fuel is non-renewable.

DISAPPOINTED

NO SUBJECT THIS FLAVOR

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

[The] strongest connection we can have with consumers is a shared set of values, which is why being "authentic and credible" is key to a successful business.

- Chris Miller, Activism Manager

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

NyKemiLov.nu

Forside Filmen Beslutningsforlaget Bag om

Nykemilov.nu-kampagne sætter aftryk i politisk aftale om problematiske kemikalier

Læs mere

coop

Lær mere om vores kampagne om kemikalier

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MODULE 3 PART 3 - CUSTOMER ENGAGEMENT CONSUMER ENGAGEMENT (B2C) SUSTAINABILITY & SALES (B2B)

Coop er (igen) det mest bæredygtige forbrugerbrand

Dagligvarebranchen dominerer toppen af den årlige undersøgelse af forbrugerbrands og hervedygtighed fra Sustainable Brand Index.

17. Jan. Bæredygtig Brand - 17. Jan. 2020

Ny opgørelse: Coop er Danmarks mest bæredygtige brand

17. Jan. Bæredygtig Brand - 17. Jan. 2020

2020 TOP 20 POSITION BRAND 1 Coop

2019 DENMARK - WINNER 2019 COOP

2018 1. COOP SUSTAINABLE BRAND INDEX

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KEY LEARNINGS

WHAT YOU HAVE LEARNT...

HOW WHY

- Business case arguments for consumer engagement
- 3 steps for sustainable customer engagement
- 6 sustainable customer engagement principles
- 5 engagement frameworks
- Examples of how other companies engage their customers

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REFLECTIONS

REFLECTIONS ON CUSTOMER ENGAGEMENT

- What kind of customers do you have in your company today?
- What do you do to engage them in your sustainability efforts?
- Would it be relevant to engage them further as part of your strategy?
- Which engagement principles could be relevant for you to apply?
- What should be the purpose - what kind of (shared) value?

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create value for society and the bottom line with our:
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The logo for Tania Ellis, featuring a stylized 'B' inside a circle with the name "TANIA ELLIS" to its right.

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