



# Inspiring Change:

The Sustainability Coordinator Program Workshop

# Marketing Plan



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# Marketing Plan: The Sustainability Coordinator Program Workshop

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## Executive Summary

The Sustainability Coordinator Program (SCP) Workshop is an initiative started by the University of British Columbia's Campus Sustainability Office (CSO). It offers UBC's sustainability knowledge and leadership experience to organizations in the external community, delivered in a two day applied learning setting. The program teaches participants analytical and communication techniques for the purpose of inspiring organization-wide behavioral change. The program is in its infancy and requires a marketing strategy to determine its future direction, and more specifically: what consumer group(s) should be targeted and how this can be accomplished. Additionally, the plan needs to address the question of how the product should evolve to best meet changing consumer needs.

A series of interviews conducted with participants in the inaugural workshop, prior to their attendance, provided essential customer insight. Customers uniformly exhibited a strong interest in sustainability and a varying degree of experience with implementation. Meaningful segmentation and targeting arose from an understanding of the stage of their adoption of sustainability. The target customer, having *already* embraced the ideals of sustainability, is now interested in, and ready to learn, the tools that will enable them to carry on through the struggle stage of implementation and toward organizational success.

Competition, though present in the marketplace, is not a major concern, in part because of the complementarities of indirect competitors and also due to the relative scarcity of direct alternatives. The specificity of the workshop material—the fact that it is geared toward internal behavioral change, and not convincing participants of the business case for sustainability—is a key differentiating factor and will likely be sustained in the near future.

The limited financial and human resources available to the CSO, and a lack of product awareness in all but the closest of networks to the office indicate a need for a comprehensive and effective promotion strategy; including direct mail, free online listings, and continued trade show presence. However, strong facilitator experience and the ability to build a brand based on the well recognized and respected UBC brand platform are factors which will help to position the workshop as a leader in the category.

In the long term, establishing a distinct brand for the SCP workshop that leverages the strong underlying UBC brand name, and tapping into existing networks within the community will provide the resources to access new customer groups.

# Marketing Plan: The Sustainability Coordinator Program Workshop

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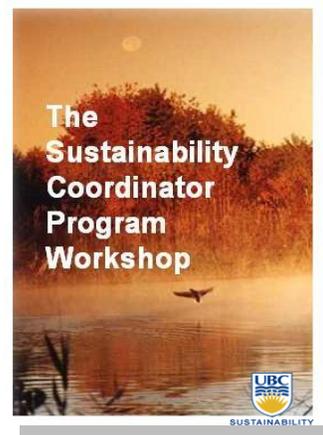
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## 1. INTRODUCTION

### The University of British Columbia Campus Sustainability Office

The University of British Columbia (UBC) takes pride in being *Canada's Leader in Campus Sustainability*. At the forefront of sustainability initiatives, in the late 1990s UBC was “the first university to adopt a sustainable development policy” and to open an on-site Campus Sustainability Office (CSO). Since 1999, the CSO has brought about financial savings of over \$15.5 million for the university through significant reductions in paper, electricity, and water use at the UBC Vancouver campus. Greenhouse gas emissions have also been reduced by over 45.7 thousand tons since 1999. In 2002, UBC gained official recognition for its leadership in sustainability initiatives in Canada. Moreover, in 2003 and 2005 it was the “first and only” university awarded the *Green Campus Recognition* by the National Wildlife Federation<sup>1</sup>.

The success of the UBC CSO sustainability initiatives has been made possible by the active involvement of UBC staff, faculty, and students, 145 of who readily and generously volunteer their time to represent agents of change and modelers of exemplary behavior as Sustainability Coordinators. As a successful leader in the implementation of sustainability initiatives, the UBC CSO finds itself in a unique position to reach out to the larger community by sharing its knowledge and experience through a newly-developed workshop, known as the Sustainability Coordinator Program (SCP) Workshop.

### The Sustainability Coordinator Program (SCP) Workshop

The SCP Workshop was uniquely created in response to numerous inquiries by outside organizations seeking to learn the secrets of the success of the UBC sustainability initiatives. With the support of the UBC CSO, Brenda Sawada, Manager of the UBC SEEDS Program and Ruth Abramson, Manager of Marketing set out to piece together a two-day learning experience that would not only share the steps that led to UBC's sustainability success story, but that would also provide participants with the practical tools necessary to organize and implement sustainability programs at their respective organizations. The mission/message behind the Sustainability Coordinator Program Workshop became that of *Inspiring Change*. Finally, in the spring of 2007 the success of the workshop planning stages was marked by the introduction of the first SCP Workshop, held March 19 - 20<sup>th</sup> at the UBC Robson Square campus in downtown Vancouver<sup>2</sup>.

### The SCP Workshop Marketing Plan

Our team of seven marketing students from the Sauder School of Business at UBC would like to congratulate the workshop facilitators Brenda Sawada and Ruth Abramson on their success with the inaugural SCP Workshop (as it is a noteworthy accomplishment and important benchmark). We proceed to lay down the foundations of a strong marketing plan for the SCP Workshop with the aim to provide a roadmap to guide the UBC CSO in the future growth of the SCP Workshop.

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<sup>1</sup> Background information and saving statistics obtained through the official UBC SO website at [www.sustain.ubc.ca](http://www.sustain.ubc.ca)

<sup>2</sup> Insight into the creation of the SCP Workshop was obtained through interviews with B. Sawada and R. Abramson

## Key Information Needs

In consultation with SCP Workshop facilitators Brenda Sawada and Ruth Abramson, we have identified the following key information needs related to the short-term and long-term evolution of the workshop.

### 1. Who to target?

This question pertains to future segmentation, targeting, and positioning decisions.

### 2. How to reach the target?

This question pertains to future marketing and communication strategy decisions.

### 3. How should the SCP Workshop evolve?

This question pertains to future product, channel, and auxiliary services decisions.

## Project Objectives

This marketing plan is created to uniquely address the case of the SCP Workshop. Capitalizing on the benefit of an objective outsiders' perspective and thus fresh, creative insight, the subsequent report aims to meet the needs of the workshop facilitators and stakeholders of the UBC CSO by providing:

- A Thorough **internal and external situational analysis**;
- Creative and feasible **alternatives** in the course of discussion of workshop evolution, and;
- **Recommendations** for short-term and long-term implementation

## Research Methodology

Our discussion is based on information obtained from available secondary sources and from self-initiated primary research. Interviews were conducted with the workshop organizers, telecommunications experts, and with a sample of workshop participants prior to their attendance of the SCP workshop in March.

## 2. Situational Analysis

### Category Definition and Characteristics

In the past decade, while concern over the alarming signs of the environmental impact of human activity has seen accelerated growth, the notion of Corporate Social Responsibility (CSR) has gained significant importance. A need for organizational culture change has begun to emerge and along with it the need for powerful tools to drive and implement this change. Thus, a new category has emerged, a category of sustainability stewardship. Broadly defined, the category encompasses the individuals and organizations who act as leaders, consultants, and motivational speakers on the topic of sustainable practices. As we delve deeper into this category, we distinguish two fundamental focuses: (1) increasing awareness for sustainability and for the need for change and (2) providing the practical tools for the implementation of this paradigm shift. Because the category is still relatively young and growing it is still highly fragmented, with relatively few and geographically dispersed competitors. A unique characteristic of the category is that differentiation has taken place early on with each competitor offering a different approach with respect to the issue of sustainability.

### The Role of the SCP Workshop within the Category

The SCP Workshop is unique in its offering in terms of the second focus objective. Its differentiating point is leveraging the UBC success story while providing the tools of social marketing and volunteer management for organizations that seek to successfully implement their own internal sustainability initiatives. Our secondary research shows that currently the SCP Workshop is the only one that focuses on that specific set of tools and, thus, direct competition is limited.

### Competitor Analysis

While competition intensity is currently at a low level, we believe that it is important to outline some basic criteria for evaluating competitor offerings as they evolve. In the following discussion we propose a set of criteria to gauge the level of competition (or complementarity) within the category and we proceed by discussing the offerings of a few other organizations as a snapshot of the current competitive situation in the category.

### Proposed Criteria for Competitor Classification

#### Direct Competitors:

Considered a *Direct Competitor* if an individual or organization:

- Offers a workshop / specialized training program, and;
- Workshop material is of comparable content (inspire behavioral change and provides tools to implement this change), and;
- Possess a high degree of credibility in the marketplace, and;

- Is situated in North America or will travel to North America.

### Indirect Competitors

Considered an *Indirect Competitor* if an individual or organization:

- Promotes sustainability and/or offers educational services on sustainability, and;
- Does not focus on comparable content, and;
- Is considered of considerably lower or higher price, and;
- Is based outside of North America or is not willing to travel to North America.

### A Competitive Snapshot I: Direct Competition

Currently a number of individuals and organizations that focus on sustainability exist, with services ranging from in-house consulting to workshops/ training programs with a similar structure to the SCP Workshop.

#### The Natural Capitalism Team

One of the most successful organizations in the category, it was founded by L. Hunter Luvins, a sustainability guru and author of the best-selling book “Natural Capitalism: The Next Industrial Revolution” [endorsed by ex-president Bill Clinton]. They offer sessions ranging from a half-day introduction to five-day comprehensive training with ongoing consultation. Their ‘Introduction to Sustainable Business Management’ workshop explains the business case for Sustainable Business Management. Grounded in a historical overview of the concept, the training introduces the major sustainability frameworks: Radical Resource Efficiency, Design for Sustainability, and Managing for Prosperity and Sustainability.

#### The Pembina Corporate Consulting Services

Pembina Corporate Consulting provides solutions for industry leaders seeking to make their businesses more sustainable. Through their workshops ranging from one to four days, they construct a more coherent vision and road map of a sustainable future for any business or organization. Their ‘Sustainable Leadership Training’ presents the business case for sustainable business practices, and how to effectively communicate that case. To do so they illustrate corporate experiences in applying eco-efficiency/eco-effectiveness concepts to operations, and in applying “Life Cycle Value Assessment”-based thinking to business decision-making. They keep the information relevant with frequent reference to social, environmental and economic challenges faced by companies. Finally, to aid implementation attendees are taught about the components of management practices for sustainability, including models for effective stakeholder engagement, meaningful performance measurement and meaningful communication of that performance.

## **The Sustainability Training Institute (STI)**

The Sustainability Training Institute offers a range of specialized training services to meet the specific needs of clients based on needs and priorities. STI's 'Training for Facilitators' provides in-depth training sessions that prepare participants to lead or facilitate a sustainability planning process. The two-day training is highly interactive and provides participants with the opportunity to test out STI's tools and approaches. Customized case exercises are used to support learning based on the needs of each client. During the training, participants role-play initiating the sustainability planning process. STI facilitators also provide guidance in how to adapt the workbook process for a range of different users and circumstances. Participants have included local technical assistance providers, organizational leaders, and public and private funders.

## **The Sustainability Training Advice Review (STAR)**

The mission of STAR is to advance sustainability thinking and application across a wide range of organizations. They offer a 'Professional Practice for Sustainable Development' program aimed at professionals who need a broad range of sustainability tools as well as a 'Leadership Program' for these people who will be leading change within their organizations. Attendees of the professional practice workshop will learn about the business case for sustainability, management systems, sustainability policy, eco-efficiency, waste minimization, legislation, and design for the environment. Those who take the leadership course will further augment their knowledge with systems thinking, linkages, stakeholders, supply chains, values, communication, CSR, change management, vision and the future, the sustainability mind set, governance and the sustainability audit.

### **A Competitive Snapshot II: Indirect Competition**

Additionally, a number of organizations currently provide information on sustainability, even though they do not offer specialized paid workshops. The following may be considered indirect competitors and at the same time complementary to the SCP Workshop because they provide additional awareness and resources in the category.

#### **World Business Council for Sustainable Development (WBCSD)**

A CEO-led, global association of some 190 companies dealing exclusively with the relationship between business and sustainable development. The 2006 Globescan Survey of Sustainability Experts ranked the website of the WBCSD as the best source of information on sustainable development. According to their research, almost half of all experts (44%) from five sectors – corporate, government, voluntary, academia, and service – cited the WBCSD as the number one source of information on sustainable development. [<http://www.wbcd.org>]

## **The Environmental Science Institute, University of Texas**

The Environmental Science Institute offers a Sustainability and Business Speaker Series, emphasizing the many benefits of investment in sustainable practices for corporate businesses. According to Willard (2004) these include: Easier hiring of the best talent; greater retention of top talent; increased employee productivity; reduced expenses for manufacturing; reduced expenses at commercial sites; increased revenue and market share; and reduced risk and easier financing. The speakers in this series address how their own corporation or organization has applied innovative approaches to incorporating sustainability into a wide range of businesses.

## **York Centre for Applied Sustainability, York University**

The York Centre for Applied Sustainability promotes the application of sustainability in a number of areas including the public sector, the private sector, the civil sector, and in education. However, their projects are still very education-oriented and focused upon universities.

## **Green Building Research Center, University of California**

The current focus of the Green Building Research Center is on the University of California campus sustainability program. They design sustainable buildings (green buildings) that will use fewer resources. At this time they have not made a concerted effort to market their developments to outside organizations.

## **North Wildlife Federation Campus Ecology**

The focus of the North Wildlife Federation Campus Ecology is on the prevention of global warming. Their services are aimed once more towards campuses and include assessment, building design, dining services, energy, environmental literacy, habitat restoration, management systems, purchasing, transportation, waste reduction, and water management.

## **The Unique Case of Sustainability in Universities**

The sustainability offices and departments of other universities also play an important role in spreading information on sustainability. Although perhaps not as competitive with the SCP workshop as the for-profit organizations, such institutions can be important collaborators for the UBC CSO. The CSO could benefit from critically assessing the way in which they operate and the programs they offer, considering that as a group they will face similar challenges and opportunities.

## **Channels Analysis**

There is a wide range of media available to communicate the message of sustainability. Channels differ on the level of interactivity of the communication that they provide. On one hand, individuals and organizations that focus on increasing awareness for sustainability and for the need for change (Category focus 1) tend to utilize more print publications (such as books, newspaper and magazine articles, and

websites) in addition to public appearances at conferences and environmentally-themed television shows and films (a good example is Global Warming Awareness Campaign by Al Gore). On the other hand, individuals and organizations that focus on providing the practical tools for the implement of this paradigm shift that raises awareness (Category focus 2) tend to utilize more face-to face communication at interactive workshops/ training events, consulting services and technology enabled interactions.

In the case of the SCP Workshop, interpersonal interaction is very important in order to benefit from the communal learning effect and to reinforce positive behavioral change.

### **Current Workshop Channel of Distribution**

Currently the UBC SO uses the direct communication channel in offering its 2-day SCP Workshop in mid March on an annual basis. The live seminar/workshop/training session is designed for a medium size group of group of 15-30 individuals, which combines the benefits of scale in communicating the message to interested individuals, while at the same time it preserves the opportunities for high interactivity and involvement. Additionally, the SCP Workshop includes a personalized follow up consultation over the telephone with each participating organization. The workshop is held at the UBC Robson Square campus which is strategically located close to accommodation and diversions for out of town participants. The current location leverages Vancouver's reputation as a 'green' city and its tourist destination appeal. Additionally the site works well with the limited CSO time and resources available.

### **Potential Channels**

Modifications in the current channels are possible in terms of timing, location, and format. Depending on sufficient demand, the workshop could be held biannually, with the second workshop taking place in the late summer. Additionally, the workshop could be held at the UBC Point Grey campus bringing participants on-site to where the UBC SO success story is taking place.

While interactivity remains of high importance as a criterion for choosing distribution channels in this category, we believe that live interactions would continue to be the preferred channel of distribution. With advances communication technology, however, we see good potential in expanding from face-to-face communication into web interactions that is discussed in more detail under technology options.

### **Company Analysis and Audit of Current Strategy**

As mentioned in the introduction the UBC CSO currently ranks as a leader in campus sustainability. It focuses on the improvement of sustainability at the UBC campus through a portfolio of different programs, ranging from Energy Management to Sustainability Strategy. It also supports student run programs such as Residence Sustainability Coordinators and Sustainable Leaders.

Currently the SCP Workshop is a part of an outreach program to the community at large mandated by the UBC Sustainability Strategic Plan. With respect to the SCP Workshop, the UBC CSO has to deal with limited financial and human resources.

Awareness of the workshop was mainly created through information booths set up at various tradeshows and sustainability conventions. Follow up informational direct email was also sent to parties who expressed interest in the workshop. Another way in which marketing for the March 2007 was achieved was through direct interaction with the workshop facilitators, Brenda Sawada, and Ruth Abramson, as well leveraging the reputation of UBC for their sustainability conscious efforts and success story.

The basic branding of the SCP Workshop was developed in-house in the CSO. The brand is enhanced by the strong reputation of UBC for its sustainability conscious efforts and successes.

### **Analysis of Current Customers**

As a part of our primary research, we interviewed a sample of 4 (out of the 29) participants attending the first SCP Workshop. The interviewees were from different sectors, representing the overall mix of participant backgrounds. This qualitative technique allowed us to gain valuable customer insight.

### **Current stage in sustainability**

In summary, the interviewed workshop participants shared that their organizations had already embraced sustainability as a worthwhile goal for their organizations and demonstrated an interest in the development of internal sustainability. While they had been able to implement sustainability initiatives at different levels, they shared that the challenges they were facing were a reason for them to seek guidance and register for the SCP Workshop.

### **Reasons for attending**

The interviewees shared that they sought to learn how to promote and implement the spirit of organization-wide sustainability and use that knowledge to cause behavioral changes within their organizations. The majority of the participants was interested in what their peers across industries were doing and expressed finding value in the opportunity to network.

### **Sources of Information and Decision Making Process**

Interviewees obtained sustainability information from internet sources and through contacts made at sustainability trade shows, conferences, and networking events. Some were also subscribers to sustainability focused magazines and participated in workshops similar to the SCP Workshop. Their selection of educational materials is based primarily on their degree of awareness of the source, the perceived reputation of the source, and the perceived usefulness of the information provided by the source. Geographic location was also a consideration due to the need to travel. Overall, however, participants seemed not view price as a critical issue in the decision to partake in the workshop, perhaps because of prior organizational 'buy-in' paving the way for participation and budgeting for this type of workshop.

## Summary of Opportunities, Strengths, Weaknesses, and Threats

### Opportunities

- Trends in the Social Sector – Increasing public interest in effective resource management, corporate social responsibility and sustainability development indicates existing demand for the SCP workshop.
- Early Mover Advantage – The UBC CSO has an opportunity to create brand awareness and recall amongst the target market with limited competition for market share. Additionally it has the opportunity to establish itself as a leader and move along the learning and experience curve ahead of future competitors.

### Strengths

- Strength of the UBC Brand – UBC has a proven track record as a leader in sustainability that should be leveraged to lend legitimacy and credibility to the CSO and specifically, to the SCP workshop. Furthermore, UBC has strong awareness in the global community and is widely recognized for high quality education and research.
- Highly Experienced Workshop Facilitators– The high level of specific knowledge and experience of the workshop facilitators in this relatively new field provides a competitive advantage for the SCP Workshop.

### Weaknesses

- Limited Human and Financial Resources– The CSO is entirely funded by savings from sustainability initiatives and employs a small number of staff. The SCP Workshop is currently competing for these limited resources with the other programs in the UBC SO program portfolio.
- Underdeveloped Branding for the SCP Workshop—The resource constraints have undoubtedly contributed to the lack of attention to creating a powerful brand for the new SCP Workshop
- Minimal Post-Workshop Support – The program is currently set up to provide consulting services for two one hour sessions via teleconference. This may not provide the level of support needed from workshop participants.

### Threats

- Protection of Intellectual Property (Replicability) – It is not inconceivable that other schools and/or firms could start a program that would directly compete with the UBC Sustainability Coordinator Program Workshop. This threat is mitigated to some extent by the strength of the UBC brand and the unique experience in sustainability that the UBC CSO has amassed.

### 3. Marketing Strategy: Alternatives and Recommendations

#### Segmentation

Even though the workshop unfolds in the context of sustainability practices and alludes to the long-term benefits and positive externalities from the implementation of internal sustainability initiatives, its aim (at least in the short term) is not to generate primary demand and interest in such initiatives, but rather to aid in the efforts of those already on board with the idea. **Thus, it is designed for organizations that have already realized the need to move towards more sustainable practices, who already acknowledge the benefits from the implementation of such programs and who are driven to act upon that calling.** In determining which organizations would prove good prospects for future SCP Workshops, we suggest that a degree of interest in and commitment to sustainability should be a criterion in deciding which prospective organizations to target with marketing and promotional materials.

#### Proposed Segmentation Criteria

*Has the organization expressed interest or does it already have a certain degree of experience in or commitment to sustainability practices?*

The proposed key segmentation dimensions with regards to sustainability initiatives are:

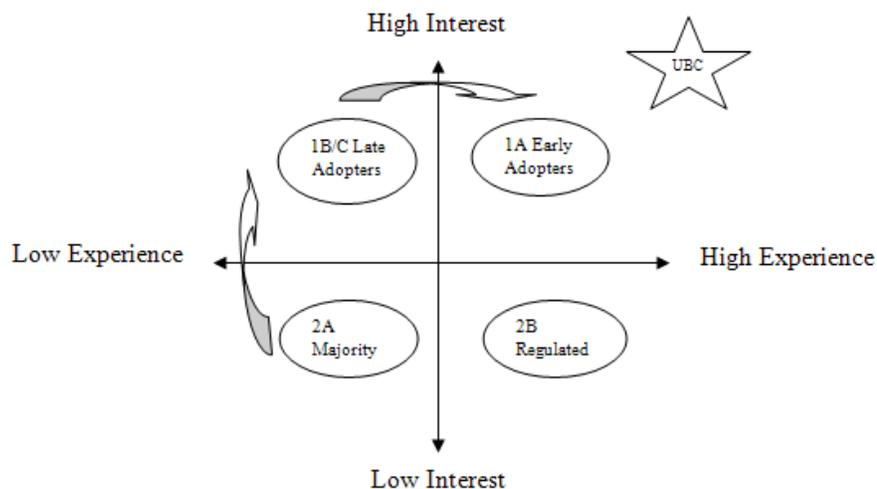
1. Interest
2. Experience

Segmentation would be aided by considering the following organizational behaviors:

1. Demonstrated commitment to sustainability through actions
2. Demonstrated commitment to sustainability through a verbal or written statement.

Below is a diagram which illustrates our ideas about segmentation, targeting and positioning for the SCP Workshop.

Fig. 1 Segmentation, Targeting & Positioning of the SCP Workshop



## Segmentation Based on Interest, Experience, and Organizational Behavior

The following table provides a further description of the four quadrants created by applying the proposed segmentation criteria in classifying organizations with respect to sustainability practices. It is important to pay attention to the arrows, showing the expected evolution of the different segments during the course of the product life cycle. It is also noteworthy to observe the position that UBC would occupy if it were evaluated as an organization based on the proposed segmentation criteria.

| High Interest + Low Experience   | High Interest + High Experience   |
|--|---|
| <p style="text-align: center;"><i>1. <u>Demonstrated commitment to sustainability through actions</u></i><br/>(Primary Targets)</p>  |   |
| <p><i>1B. The active sustainability inquisitive organization</i></p> <p>This is an organization that may or may not have implemented a sustainability initiative and that is actively seeking information and tools on how to be sustainably successful. Such a company has grasped the need for change and is on its quest to equip itself properly for the task. (e.g. organizations whose representatives attend sustainability-related trade shows, conferences, and workshops and/or subscribe to sustainability related publications)</p> <p><i>1C. The verbally committed organization</i></p> <p>This type of organization has recognized sustainability as a strategic direction for its course and has made the first steps towards turning into reality. It has strong desires to succeed in the practical implementation but has perhaps been hindered by lack of experience or resources for the successful implementation a sustainability program. (e.g. universities that have signed the Talloires Declaration or companies aiming for ISO certification)</p> | <p><i>1A. The externally sustainable organization</i></p> <p>This is an organization that has already established itself as a “green” producer or service provider for its customers and/or as a socially responsible citizen in its community. This organization is now ready to direct its attention internally towards its employees, nurturing its core, turning sustainability into a way of doing things and a philosophy of life. (e.g. a producer of environmentally friendly product lines like Domtar, seeking to implement sustainability in office practices)</p> |

| Low Interest+ Low Experience   | Low Interest+ High Experience   |
|--|---|
| <p style="text-align: center;"><i>2. <u>Demonstrated commitment to sustainability through a written / verbal statement</u></i><br/>(Secondary Targets)</p>   |   |
| <p><i>2A. The inexperienced long-term prospect</i></p> <p>This is an organization that is still new to the concept of sustainability and is perhaps complacent in its practices. A realization of the need for change is a prerequisite to finding value in the workshop. Such a company may have a follower strategy and could be influenced by aspiring to belong to the group of successful sustainable companies. Increased promotion of the category of sustainability initiatives as well as public concern over the environment could urge this type of company to become type 1C and increase its interest in implementing a sustainability initiative of its own.</p> | <p><i>2B. The experienced long-term prospect because of external regulation</i></p> <p>This perhaps is an organization in an industry that is under scrutiny because of its environmental impact. Even though its intrinsic level of interest in sustainability initiatives may be low, regulation is forcing it to make steps in reducing its environmental impact. This type of organization may be internally reluctant to change; however, external pressures will force it into seeking guidance in implementing sustainability initiatives.</p> |

Additional segmentation criteria can be added in order to more easily find and classify the prospective organizations based on straightforwardly observable characteristics, such as public or private sector, geographic location, size, etc. These criteria will aid in the search for prospective clients. However, we believe that in the short run there is no need to create customized workshops tailored to each subgroup since inter-sector and inter-industry learning is a valued component of communal learning.

### Target

Once all the potential segments have been identified, it is important to select the right ones to target.

### Short-Term Target

The workshop offering is still very new and thus attractive for organizations that are early adopters (from the high interest-high experience quadrant as well as those with high interest and low experience.) The message for this group should acknowledge and positively reinforce the organizations' interest in sustainability. The value statement for this target should be focused on how the workshop will equip participants with the tools necessary for successful implementation of holistic sustainability initiatives.

## Long-Term Target

Organizations that currently exhibit low level of interest would not be targeted in the short-term. They may prove to be the late adopters, and late majority that have been slow to catch on the sustainable practices trend. They should be a longer-term target for the workshop as they still need the time to internalize the need for change. A different communications message would be necessary for this group, stressing the reasons why change is necessary and the benefits it would bring.

## Positioning

The workshop provides participants with the invaluable tools to see that a successful sustainability program is implemented and “sustained” at their organization and communicates the UBC success story. It inspires and equips participants to piece together a winning strategy and implementation plan for their respective organizations. Because the SCP Workshop draws heavily on the successful example of the UBC Sustainability Coordinators initiative, it is important that the UBC CSO workshop position itself as a leader in the field, thus it would occupy the position of an organization with both high interest and high experience with regards to sustainability initiatives.

## Pricing

Although pricing did not emerge as a major factor to consider when designing a marketing plan for the SCP Workshop, it warrants a brief discussion. Initially, discussions with workshop facilitators revealed that the pricing structure reflected a covering of costs (mainly room booking, food provided and facilitators’ time) with the hopes that any remainder would contribute to the future growth of the product. In addition to that, various respondents in the expert interviews conducted prior to the workshop in March 2007 expressed the opinion that the pricing of the workshop was indeed quite reasonable considering the offering. Thus, we recommend that price remain unchanged in the short time, as a result of feedback from our expert interviews. Based on the quality and participant satisfaction, the CSO may have the option to raise the price for the SCP Workshop. However, we believe that at the current stage of the product evolution it would be wise to maintain the pricing at its current level.

As the UBC SO looks to reach out to less ‘eager’ participants (those who may be partly convinced by the merits of holistic sustainability) this pricing would aid in convincing management to support sending employees to the workshop. However, should reflection upon this year’s workshop and the ‘true costs’ of providing the service find that the price needs to be raised to cover costs, this raise would not eliminate a large segment of the target market. In addition to cost coverage, pricing issues become relevant and may warrant an increase should the UBC SO decide to implement the following recommendations of alteration to the current product.

## Proposed Product Evolution

### Workshop Execution

#### Enhanced Networking

The opportunity to network with others revealed itself as a key concern of many of the attendees of the March 2007 Sustainability Coordinator Program Workshop. This is not surprising as there is a collaborative spirit surrounding sustainability issues and there tends to be a desire to be visible in one's efforts to promote such initiatives. As the 2007 workshop is perceived to have not offered much time for networking, this aspect of the product may be enhanced for offerings in the subsequent years.

The need for networking could be met by suggesting a particular hotel close to Robson Square and by coordinating an evening event such as a dinner or late drinks. Both days of the conference end early enough to give participants the chance to first relax and then spend the evening at a networking event. The extra cost of undertaking the organization of a networking event would likely be minimal and require simply preparations with the particular hotel/ restaurant in question. Another idea is to host a pre-conference 'meet and greet' so that attendees may introduce themselves and avoid these formalities during the scheduled conference time. This may lead to enhanced case studies whereby attendees have already received an introduction to most of the other attendees' organizations. Applications of the learnings to attendee organizations may thus become more detailed and offer greater benefit to all.

#### UBC Sustainability Tour

Based on interest expressed in post-workshop feedback forms provided by the UBC SO, it would be a good idea to provide participants with the opportunity to tour the UBC campus as an illustration to the case study of its sustainability success. It is possible to hold the tour in conjunction with a networking event in the evening. Participants would then have more material (and a better visualization of the UBC sustainability model) to discuss at an evening pre-workshop event. With the utilization of volunteers, the cost of including the tour is fairly low, aside from tour guide/facilitator's time and transportation costs to and from campus.

### Technology Options

The majority of the clients attending have expressed interest in networking and keeping communication amongst each other after the workshop. They felt that it would be valuable to have a support group of like-minded people who they could all benefit from by accumulating and sharing knowledge.

First of all, the workshop could leverage the interactive capabilities of the Internet by building a dynamic website that can facilitate online chats between clients to clients and clients to workshop coordinators. The website will also serve as a digital information booth that will provide information about the visitors to preview video recordings of the actual workshop as well as sustainability in general. The site will also allow users to get a better sense of the workshop content for promotional purposes.

A repository of learning where each client can add any helpful information learned through their sustainability efforts and may be viewed by others would be a valuable component to the workshop. This repository would be facilitated by an online forum/blog located inside the website that would be accessible to all the workshop attendees.

Instead of being restricted to one-on-one telephone conversations for the follow-up consultation sessions, the internet would allow participants to utilize new methods of communicating. As outlined above, this method would be more conducive to comprehensive learning by enabling participants to share and learn from each others' experiences. To further augment the value to the website, a video recording of the past workshops would be made available to attendees.

### Virtual Classroom with Remote Audio Conferencing

For those interested in the workshop who cannot attend in person, it may be possible to “virtually” attend the workshop through an Internet virtual workshop. This workshop could utilize the streaming of live video broadcast of the real workshop with audio conferencing capabilities that will enable students from remote locations to ask questions as the class takes place. Naturally, attending the virtual class will not be the same as attending the workshop in person, but it may be appealing to those time-constrained and cost-conscious clients. The short comings of taking the “virtual class” is offset by the convenience and cost savings over attending the real workshop in Vancouver. The requirements for the remote students are a computer with a high speed internet connection and a microphone input capability.

Our team conducted an experience interview with information technology experts in order to investigate the current technology options that are available and the prices for technical services that would be charged to the UBC CSO.

### Telestudios department under UBC Information Technology

UBC Information Technology Services

420-6356 Agricultural Road

Vancouver, BC V6T 1Z2

Contact: Mark Zuberbuhler (604-822-0516)

**Cost Summary:** \$ 3000 Approx for the duration of the conference (2 days)

Delay/Lag: 25-30 second delay from real time.

Breakeven price for 10 remote students = \$300

Breakeven price for 15 remote students = \$200

Breakeven price for 20 remote students = \$150

## Corporate Telecom Services Inc.

202–1288AlberniStreet  
Vancouver, BC V6E 4N5

Contact: Keith Stacey (604-688-0108)

**Cost Summary:** \$1250 equipment costs per day (2 days)

\$ 800 connection costs per day (2 days)

\$ 35 x (No. of Remote Students) x (No. of hours) (16 hours)

Delay/Lag: Approximately real time.

Breakeven price for 10 remote students = \$970

Breakeven price for 15 remote students = \$833

Breakeven price for 20 remote students = \$765

## Video Recording the Workshop

Depending on the level of production quality desired, video recording the workshop could be cost as low as the cost of renting a video camera for two days (\$50 – 100 per day) or as high as hiring a professional cameraman for two days (\$450 per day – equipment included)

## Supporting Marketing Programs

### The Case for Branding

In marketing, perception is reality. Success and satisfaction of the workshop are contingent on participants being the ideal target for the workshop. Based on feedback forms distributed to participants at the first March 2007 SCPW, some individuals expressed that they had not originally fully understood what the workshop sought to achieve. The clarity of the SCPW message communicated to individuals prior to the workshop is crucial to its success so as to prevent situations where individuals are not quite sure what they are signing up for. In addition, by making sure all participants understand the purpose of the workshop, they are more likely to be engaged throughout the two day learning process.

What essentially needs to be communicated to potential participants is the purpose of the workshop (expected learnings) and the benefits (expected outcomes). It is especially important given that the workshop is a training session to clarify to potential participants what they will learn and how this will benefit them in their respective organizations. The four major benefits that should be communicated to potential attendees are listed below and include a description of the content of the message that should be promoted by the SCPW.

1. **Social Benefits:** This is the obvious moralist appeal to participants to take the next step beyond external sustainability and make sure that the concern for sustainability resonates throughout their organization. It is a call to action and should likely emphasize that potential attendees are not making the move alone, but rather joining a movement of organizations that feel the need to give back to their communities and demonstrate a care for the future generations.
2. **Employer Branding:** Although this message does not emerge as an immediate choice, it seemed a good choice when considering that the workshop's teachings revolve around behavioural change. As per our analysis, the worldwide movement to give heightened attention to environment issues and concerns presents a unique branding opportunity for employers. While traditionally organizations have reaped social benefits of undertaking environmental initiatives or "greening" their operations, as employees as individuals start to care more about the environment they may see an organization that supports such issues as a superior place to work. Since the SCPW focuses on holistic sustainability it is about establishing a culture of sustaining that will remain in one's

organization in the long-term. This benefit also ties in nicely with what the SCPW teaches about volunteer management and in fact volunteer boards often exist in organizations. Culture is a substantial factor when attracting employees and thus the benefit derived from branding the employer as one who supports sustainability is significant and should be communicated to potential attendees.

3. **Networking Opportunities:** This benefit was voiced as highly desirable both by certain participants during pre-workshop interviews and in the feedback forms administered during the March workshop. Message content of this benefit should be centered on the opportunity not only to learn from the UBC SO, but also from other organizations who have demonstrated a commitment to implementing sustainable solutions. Some potential participants may be wary of meeting with organizations that they feel they have little in common with. However, the learnings of the workshop transcend these differences and thus it must be communicated that many of the challenges faced by varying organizations will be common to all participants and they will thus greatly benefit from collaboration.
4. **Bottom-Line implications:** This is not the most important message to be communicated but it is beneficial to remind potential attendees of the bottom line implications of implementing sustainability in one's organization if only for the sake of convincing upper management of the value of attending the SCP Workshop. The bottom line implications need not be communicated in terms of cost savings but rather resource savings. In this way, the savings extend beyond the organization's profit margin and once again tie in to societal desire to use resources in a sustainable manner.

The promotional material developed for the use of the SCP Workshop should incorporate most if not all of these benefits in the message that is communicated to potential participants in order to let them know what they will bring back to their organization, thus enhancing the case for funding an employee to attend the workshop.

### **SCP Workshop Name and Logo**

In addition to developing the content of the SCP Workshop message in its promotions, it was felt that the establishment of a logo to capture the essence of the workshop would enhance its marketability.

It is felt that the SCP Workshop needed to be distinguished from both the UBC Sustainability Office and the SEEDS Program, especially as the program grows and comes into its own. The only visual for this past March workshop was found on the CSO's website for the workshop<sup>3</sup>, presenting the title of the workshop with a visual of two hands holding earth with a young plant growing (presumed to be the Sustainability Office's main logo). While this image provides a clear link to sustainability it did not evoke any message of the change or inspiration that the SCP Workshop aims to teach participants. Although the tagline "Inspiring Change" was a great way to communicate this message, a visual representation would enhance the image of the workshop.

As such, a logo of a butterfly was found to be an appropriate choice to represent the SCPW. This image easily and clearly represents change or metamorphosis and with a strong link to the environment. If the UBC CSO decides to print promotional materials in black and white the contrast would still prove striking. In addition to this visual, the tagline "Inspiring Change" should be included to reinforce that aspect.



One last consideration in terms of the logo is how to communicate the name of the workshop in the logo. The full title, the Sustainability Coordinator Program Workshop, is far too exhausting for a logo and so should be shortened to the SCP Workshop (or just the SCP). If the UBC CSO would still like to retain the connection in the logo between the workshop and the CSO then its name may be placed underneath where the SCP is displayed.

While the concept for a logo for the SCP Workshop is provided for here, the graphics design would likely be developed and incorporated into promotional material and the workshop's website by Laura Madera, coordinator of designs and communications at the CSO.

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<sup>3</sup> Sustainability Coordinator Program Workshop Overview. UBC Sustainability Site. <http://www.sustain.ubc.ca/scworkshop.html>

## **Integrated Marketing Communication**

### **Tradeshow Presence**

#### **Current**

CSO staff currently participates in tradeshows and conferences. Attendance at sustainability oriented events has been a critical factor in developing relationships with sustainability aware organizations. This has provided the list from which the CSO was able to directly contact prospects.

#### **Recommended**

Increase tradeshow attendance to continue to expand networks and increase awareness for the workshop amongst sustainability ready organizations. Marketing materials, such as brochures, flyers, and posters should be used to promote the workshop within the portfolio of UBC CSO programs.

### **Direct Email**

#### **Current**

UBC CSO staff has used direct email to promote the SCP Workshop and follow up with sustainability ready organizations.

#### **Recommended**

Continue to use direct emails as a cost effective and easily measurable promotional tool. Efforts should be made to expand the contact list to include organizations that fit the segmentation criteria provided.

### **Workshop Website**

#### **Current Components**

The current SCP Workshop website provides detailed information about what the workshop, its expected outcomes and why the UBC SO is qualified to implement the training program. The tone of the website is inspiring, which ties in well with the purpose of the workshop as an inspirational agent.

#### **Recommended Additions**

As the inaugural workshop has taken place, the CSO can utilize the positive feedback received as a reinforcement of the workshop's effectiveness. Testimonials with the attendees' company attached can justify why a potential customer should consider UBC as a good resource for how to inspire internal change. Furthermore, with the participant's approval, the website could direct people to the site of a former attendee who has successfully used their SCP training to transition their company. Although each

company will have to uniquely adapt the training to their company's needs, the link can provide an example of what can be achieved.

In addition, the website should be more dynamic and interactive in order to keep people interested. For example, quick flash tutorials could be incorporated showing visual animations of what you can do to be sustainable. Visual breaks on the screen can also prolong attention. If there are elements that continually intrigue readers, they will be more likely to spend longer on the site and come back to the site. This means that they will be exposed to the workshop benefits on a deeper level than a first glance can reveal.

### **Strategic Partnerships within the UBC Network**

The UBC CSO is in a position to take advantage of pre-existing networks at the school that will increase the visibility of the SCP Workshop, specifically within the business community. Tapping into the Sauder School of Business networks should prove exceptionally valuable, as individual professors, administrators and the Business Career Centre employees are in constant contact with many local and influential organizations.

An excellent source of contacts is the dean of the Sauder School of Business, Dan Muzyka, who chaired the Vancouver Board of Trade in 2005/2006 and now sits on Board of directors and the Executive Committee. He may be able to provide a list of contacts to consider.

Dr. Charles Weinberg, professor and chair of the UBC marketing division at Sauder does research and teaches in areas of social marketing and marketing strategy in public and nonprofit organizations. He could be a potentially valuable resource for contacts within the non-profit sector.

### **Sponsorship**

Sponsorship of the SCP Workshop could increase the awareness through cross promotion of the sponsor organization with the workshop itself. Cross promotion to improve reach of message—if possible, a good fit would be with the Sauder MBA program, as they have recently added a Sustainability Minor to their curriculum and may welcome new or mutually beneficial promotion opportunities in exchange for lending the Sauder name.

## Strategic Tools

### Monitors and Controls

To ensure that the recommendations proposed yield the desired results, on-going evaluation is important.

Evaluation will take the form of three controls:

1. **Feedback forms** at the conclusion of a workshop
2. **Follow-up interviews** with participants
3. **Measurements of response rates** to direct email as well as measuring increased traffic to the SCP Workshop website.

For both the feedback forms and follow-up interviews, the CSO will be able to gage (through tailoring questions to their needs) how their product is meeting consumer needs. For example, when considering support/ additional services such as consulting or a website forum/chatroom, follow-up questionnaires with that year's participants would be advisable to gain insight as to what the customers felt they needed having experienced the workshop. In fact, this year starting in May/June would be an ideal time to telephone past attendees and determine their support service needs.

When considering measuring response rates to direct email or enhanced traffic to the SCPW website, we are dealing with issues surrounding awareness of the CSO's offering. Increased website traffic may indicate that promotional efforts are effective. Additionally, a significant change in the number of inquiries directed to the CSO (I.e. A 30% or more increase) would help indicate the level of success of strategies pursued.

## Conclusions

### Our Response to the Key Information Needs

In conclusion of our discussion of the future strategy for the SCP Workshop, a brief summary of our short-term and long-term recommendations on each of the four strategic questions are found below. (For auxiliary information illustrating our proposed solutions, please see appendices).

#### 1. Who to target?

This question pertains to future segmentation, targeting, and positioning decisions.

**Short-run:** Potential consumers include companies with high interest/high experience and high interest/low experience in sustainability.

**Long-run:** Long term targets should also encompass the currently lower interest, lower experienced companies who are expected to realize the need (business case) for sustainability at a later stage.

#### 2. How to reach the target?

This question pertains to future marketing and communication strategy decisions.

**Short-run:** The CSO should continue to participate in trade show promotions and become more involved in networking with potential consumers that meet segmentation criteria, and sources of referrals for the same.

**Long-run:** Long run targeting will involve further development of the website, promotions targeted towards creating awareness of the category need for sustainable practices, and utilization of referrals from former attendees.

#### 3. How should the SCP Workshop evolve?

This question pertains to future product, channel, and auxiliary services decisions.

**Short-run:** Only minor modifications of the SCP Workshop are recommended in the short run based on feedback from participants in the inaugural workshop in March 2007. A modification that is recommended for the next workshop would involve a tour to illustrate the UBC success story and enhancing the possibilities for networking at the Workshop.

**Long-run:** The evolution of the workshop will be contingent on sufficient secondary demand and the availability of adequate resources. If continued, the CSO should consider the addition of internet components and the implementation of continual learning.

## 4. Appendices

### Appendix 1: Step-By-Step Implementation Schedule for the Marketing Plan

#### First year:

**Apr 2007:** Analysis of the feedback from attendees, and considering possible improvements can be made to the workshop itself.

**May 2007 to November 2007:** Period of internal development.

1. The recommended online components (which include the website, forum, chat room, and video conferencing) can be developed as a SEED project for free or a small fee by offering it to UBC's computer science students.
2. Designing a simple certificate or a declaration for next workshop.
3. Sign up booths in various trade shows and conferences, and recruiting volunteers to man them to build contacts for next workshop.
4. Making necessary changes for the next workshop (i.e. adding more time to networking session, UBC sustainability campus tour...).
5. Designing possible follow up services, such as in company workshop, telephone consulting, and personal consulting.
6. Designing advertisements mainly targeted toward other universities and externally sustainability companies.

**December 2007 to February 2008:** Promotion and preparation period for the next workshop.

1. The website should be completed at this stage. Former attendees should be contacted and encouraged to join the online community to discuss their current sustainability practices and how the workshop helped them.
2. Using low cost advertising methods, related newspaper & magazines and direct email to the contacts to reach the main target segment at this stage, other universities. They will be informed of the workshop and encouraged to look and join the sustainability discussion in the website.
3. Accepting the attendees for next workshop, finalizing the content for the next workshop, making preparations for the next workshop.

**March 2008:** Second workshop is held.

1. Inform attendees about following up services.
2. Exploring possible sponsorship, partnership, and contacts.
3. Encouraging Word of Mouth.

## **Second year:**

**April 2008:** Feedback analysis and follow up with former attendees.

**May 2008 to November 2008:** Period of internal development

1. Continuous improvements of the workshop and the online community based on feedbacks of customer needs.
2. Individual networking sessions might be hold occasionally to host both potential and past attendees in order to build customer basis for next workshop and maintaining customer relationships.
3. Any partnership or sponsorship possibility should be explored further and formed.
4. Follow up services will be offered to interested customers.
5. New form of services might be developed, such as online courses and teleconferencing.
6. Workshop contents may be modified to gradually shift the target market from universities to external sustainability companies based on the feedback of those companies from the last workshop.

**December 2008 to February 2009:** Promotion and preparation period for the third workshop.

1. Advertising for the third workshop and sustainability online community using suggested methods and trade shows.
2. If any partnership and sponsorship is formed, a joint workshop in a different location hosting a larger number of attendees might be considered. Also, larger scale of advertising financed by the partner or sponsor might be considered.
3. Active former attendees might be invited as honorary guests, and key persons from partnership or sponsorship can be invited as keynote speakers for the workshop.

**March 2009:** The third workshop is held.

1. Exploring possible alliance with other sustainability organizations. (e.g., Ceres)
2. If the online sustainability community is mature enough (large number of active members) at this stage, it might be promoted as a semi formal communication channel for externally sustainability companies.



## Appendix 2: Potential Contacts for Next Year's Conference

The following list of companies is an excerpt from an Excel file containing contact information for the following organizations. This information can easily be incorporated into a direct mail/ email out campaign to a number of companies that meet the segmentation criteria.

Contacts are mostly presented in the company's sustainability report, EHS report, or corporate responsibility website, so they should be closely related to the sustainability development of the company.

The companies' websites can be easily found by typing the name in Google, and they usually provide only general information's, so they are not specifically listed here.

| Target     | Name of Organization  |
|------------|---|
| University | McGill University   |
| University | Mount Allison University - Mt. Allison Environmental Policy Program             |
| University | Royal Roads University - Sustainability Initiatives                             |
| University | Environmental Advisory Board (EAB) at Trent University                          |
| University | University of Alberta - Environmental Coordination Office of Students           |
| University | University of British Columbia Campus Sustainability Office                     |
| University | University of Victoria Sustainability Project                                   |
| University | University of Waterloo - WatGreen   |
| University | Upper Canada College - UCC Green School   |
| University | University of Massachusetts Lowell (Program for the Practice of Sustainability) |
| University | Dow Jones sustainability indexes  |
| University | <b>Segment 2: Universities</b>  |

| Target         | Name of Organization                                 |
|----------------|--|
| Type X company | Procter and Gamble                                   |
| Type X company | Norsk Hydro  |
| Type X company | Electrolux   |
| Type X company | Bristol-Myers Squibb                                 |
| Type X company | General Motors                                       |
| Type X company | Monsanto   |
| Type X company | DuPont Canada  |
| Type X company | BP Amoco   |
| Type X company | Ontario Power Generation                             |
| Type X company | <b>Segment 3: Exemplary Sustainability Companies</b> |

| Target         | Name of Organization                |
|----------------|-------------------------------------|
| Type G company | American Airlines                   |
| Type G company | APS                                 |
| Type G company | Aspen Skiing Company                |
| Type G company | Aveda Corporation                   |
| Type G company | Bank of America Corporation         |
| Type G company | Baxter International Inc.           |
| Type G company | Ben & Jerry's Homemade, Inc.        |
| Type G company | Better World Club                   |
| Type G company | Blue Wave Strategies                |
| Type G company | Care2.com                           |
| Type G company | Catholic Healthcare West            |
| Type G company | Cenveo Anderson Lithograph          |
| Type G company | Clif Bar & Company                  |
| Type G company | Coca-Cola, North America            |
| Type G company | Consolidated Edison                 |
| Type G company | CoVeris                             |
| Type G company | Dell Inc.                           |
| Type G company | DOMANI Sustainability Consulting    |
| Type G company | EcoPhones                           |
| Type G company | EILEEN FISHER                       |
| Type G company | Energy Management, Inc.             |
| Type G company | Environmental Credit Corporation    |
| Type G company | First Affirmative Financial Network |
| Type G company | First Environment                   |
| Type G company | Ford Motor Company                  |
| Type G company | General Mills                       |
| Type G company | Green Fuse Energy Company, LLC      |
| Type G company | Green Leaf Composting               |
| Type G company | Green Mountain Coffee Roasters      |
| Type G company | Green Mountain Energy Company       |
| Type G company | Green Mountain Power Corporation    |
| Type G company | Green Suites International          |
| Type G company | Harwood Products Company            |

|                |   |
|----------------|---|
| Type G company | IdealsWork, Inc.  |
| Type G company | Interface, Inc.   |
| Type G company | ITT Industries  |
| Type G company | Kinetix [business ecology]                                |
| Type G company | Louisville & Jefferson County Metropolitan Sewer District |
| Type G company | McDonald's Corporation                                    |
| Type G company | National Grid USA   |
| Type G company | Natural Logic, Inc.                                       |
| Type G company | Nike, Inc.  |
| Type G company | Northeast Utilities                                       |
| Type G company | Olive Designs   |
| Type G company | PG&E Corporation  |
| Type G company | Piper Jaffray   |
| Type G company | Plan A  |
| Type G company | PPL Corporation   |
| Type G company | PRIZIM Inc  |
| Type G company | Real Goods Trading Corporation                            |
| Type G company | RecycleBank   |
| Type G company | Recycled Paper Printing, Inc.                             |
| Type G company | Saunders Hotel Group                                      |
| Type G company | Seventh Generation  |
| Type G company | State Street Coffee                                       |
| Type G company | State Street Corporation                                  |
| Type G company | Sun Microsystems  |
| Type G company | Sunoco, Inc.  |
| Type G company | Sustainable Business Institute                            |
| Type G company | The Beam  |
| Type G company | The Body Shop International PLC                           |
| Type G company | The CarbonNeutral Company                                 |
| Type G company | The L.P. Thebault Company                                 |
| Type G company | The Timberland Company                                    |
| Type G company | Time Warner   |
| Type G company | Vancouver City Savings Credit Union                       |
| Type G company | Wainwright Bank   |
| Type G company | William McDonough + Partners                              |

|                |   |
|----------------|---|
| Type G company | YSI, Inc.   |
| Type G company | <b>General Companies</b>  |
| Target         | Name of Organization  |
|                |   |
| Type P company | Canadian Centre for Pollution Prevention  |
| Type P company | Canadian Institute for Environmental Law & Policy   |
| Type P company | Center for A New American Dream   |
| Type P company | Centre for Indigenous Environmental Resources   |
| Type P company | Clean Production Action   |
| Type P company | Colectivo Ecologista Jalisco  |
| Type P company | Consumers Union   |
| Type P company | Container Recycling Institute   |
| Type P company | Cooperative Coffees   |
| Type P company | Earth Day Network   |
| Type P company | Environment Canada - National Office of Pollution Prevention  |
| Type P company | Global Action Plan for the Earth  |
| Type P company | Grassroots Recycling Network  |
| Type P company | Green Seal  |
| Type P company | INFORM Inc.   |
| Type P company | Institute for Agriculture and Trade Policy  |
| Type P company | Integrative Strategies Forum  |
| Type P company | International Council for Local Environmental Initiatives (ICLEI)   |
| Type P company | North American Commission for Environmental Cooperation   |
| Type P company | Product Policy Project  |
| Type P company | Red Ambiental Juvenil de Yucatan A.C. (RAJY)  |
| Type P company | Secretaria de Medio Ambiente Y Recursos Naturales (SEMARNAT)  |
| Type P company | Statistics Canada   |
| Type P company | Terrachoice Environmental Services Inc.   |
| Type P company | United Nations Environment Programme  |
| Type P company | U.S. Environmental Protection Agency  |
| Type P company | Universidad Anáhuac de Xalapa   |
| Type P company | University of Sonora  |
| Type P company | World YWCA  |
| Type P company | Worldwatch Institute  |
| Type P company | <b>Partners and members of a sustainable organization.<br/>In this case, NASCA (The North American Sustainable Consumption Alliance).</b> |

## Appendix 3: Trade Show Listing for Future Inquiry

### The Globe Foundation Events:

Globe 2008 (by the Globe Foundation, bi-ennial)

When: March 12- 14, 2008

Where: Vancouver Convention and Exhibition Centre, Vancouver B.C.

What: Trade Fair and Conference on Business and the Environment

Info at: [www.globe.ca](http://www.globe.ca) (events)

2006 Sponsors: Alcan, Globe&Mail, Suncor Energy, Syocrude, DOW, BC Hydro, Toyota, Domtar etc.

### EECO Environment and Energy Conference (Toronto, bi-ennial);

When: June 19-20, 2007

Where: Metro Toronto Convention Centre, Toronto Ontario

What: Conference on trade and the environment, focusing on the Great Lakes Economic Region

Info at: [www.eeco2007.com](http://www.eeco2007.com)

### Other events by the Globe Foundation:

Global Forest and Paper Summit (Vancouver, 2005);

[www.globalforestpapersummit.com/main.cfm](http://www.globalforestpapersummit.com/main.cfm)

**EPIC Vancouver- the Sustainable Living Expo (Vancouver, March 2007)**

[www.globe.ca](http://www.globe.ca) (events)

**World Urban Forum 3 (Vancouver, June 2006)**

[www.globe.ca](http://www.globe.ca) (events)

### Canadian Business for Social Responsibility (CBSR) Events

CBSR 5th Annual Summit on CSR

When: November 7, 2007

Where: Toronto, Ontario

What: Event on Corporate Social Responsibility

Info at: [www.cbsr.bc.ca/](http://www.cbsr.bc.ca/)

## Other Events by CBSR:

### Conversation with a CSR Expert (Vancouver, Feb 2007)

[www.cbsr.bc.ca](http://www.cbsr.bc.ca) (resources and events)

### Demystifying the UN Global Compact (Vancouver, May 2006)

[www.cbsr.bc.ca](http://www.cbsr.bc.ca) (resources and events)

### Seeing is Believing (Vancouver, January 2006)

[www.cbsr.bc.ca](http://www.cbsr.bc.ca) (resources and events)

### Building Sustainable Relationships: Aboriginal Engagement & S. Conference (Vancouver, Feb 2005)

### The Business Case for Sustainability Conference (Vancouver, Nov 2003)

## Biocycle West Coast Conference

Composting, Organics Recycling & Renewable Energy

Sustainable Solutions in Action

When: April 16, 17, 18, 2007

Where: San Diego, California (last year in Portland, Oregon)

What: conference

Info at: <http://www.jgpress.com/conferences1/conferences1.html>

Also: InBusiness (publication for green companies)

<http://www.jgpress.com/inbusiness/index.html>

BioCycle publication for advancements in composting, recycling and renewable energy)

## Other Environmental Events in Vancouver, B.C.

Canadian Waste and Recycling Expo

Organizer: Messe Frankfurt, Inc. ([www.usa.messefrankfurt.com/](http://www.usa.messefrankfurt.com/))

When: November 28-29, 2007

Where: Vancouver Trade and Convention Centre

**What: Annual conference on environmental protection and waste management**

Info at: [www.eventseye.com/fairs/trade\\_fair\\_event\\_6582.html](http://www.eventseye.com/fairs/trade_fair_event_6582.html)

**The Sustainable Living Expo (annual)**

Organizer: EPIC

When: April 18-20, 2008

Where: Canada Place, Vancouver BC

What: Expo for the consumer, the community and the planet

Info at: [www.epicvancouver.com/main.cfm](http://www.epicvancouver.com/main.cfm)

**Hydrogen and Fuel Cells 2007: International Conference & Trade Show**

When: April 29, 2007

Where: Vancouver Trade and Convention Centre

What: T.S. to see scientific breakthroughs, and enhance partnerships for global energy solutions

Info at: [www.hfc2007.com/en/index.htm](http://www.hfc2007.com/en/index.htm)

**Forest Leadership Conference**

When: May 8-10, 2007

Where: Western Bay shore, Vancouver BC

What: Forest and paper sector sustainability

Info at: <http://forestleadership.com/>

**20th PricewaterhouseCoopers Forest & Paper Conference**

When: May 10, 2007

Where: Westin Bay shore

What: forest and paper industry leaders discuss the sector's financial performance and economic outlook, market opportunities and challenges

Info at: [www.pwc.com/forestconf07](http://www.pwc.com/forestconf07)

## Websites for Trade Show, Conference and Event Listings

<http://www.vcec.ca/>

<http://www.biztradeshows.com/canada/vancouver/>

<http://www.eventseye.com>

<http://www.conferencealerts.com/vancouver.htm>

<http://www.bcplacestadium.com/calendar/index.html>

## 2006 State of the Fraser Basin Conference: Sustainability – Inspiring Action!

When: next one in 2009

Where: Canada Place Exhibition Centre

What: Conference and Sustainability Awards

Info at: <http://www.fraserbasin.bc.ca/action/index.html>

## Vancouver Social Enterprise Forum (web conference)

When: 24-Jan-07

Where: online

What: web conference

Info at: <http://vancouver-social-enterprise-forum.blogspot.com/2007/01/web-conference-sustainability-for-value.html>

## Appendix 4: Suggested Trade Show Promotional Items

**Objective:** With the objective to integrate the communications, we propose that all promotional items carry through the same look and feel. Here are some possible trade show promotional materials:

1. **Poster.** The poster can facilitate customer awareness of the workshop and provide simple background information. Its main goals are to make potential customers aware of the workshop and to increase interest in attendance.

2. **Information Card.**

This card can lead interested people to the website to either find out more information, or to sign up for the workshop. These cards can be given out individually, or attached to a package of planting seeds as a little take-away gift.

3. **Brochure** This can carry detailed and specific information about the workshop. (Please, refer to separate appendix file, print out)