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Ross Rademacher  
*The University of Montana*

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HOW THE ENVIRONMENTAL MOVEMENT HAS FAILED THE AMERICAN  
PUBLIC

REVIVING ENVIRONMENTAL ACTION AS PART OF THE PUBLIC  
CONSCIOUSNESS: ADVERTISING IS THE MISSING TOOL

By

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Bachelor of Arts, Washburn University, Topeka Kansas, 1996

Professional Paper

presented in partial fulfillment of the requirements  
for the degree of

Master of Science  
Environmental Studies

The University of Montana  
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Autumn 2007

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How the Environmental Movement has failed to communicate effective messages to promote change and action.

Chairperson: Dr. Len Broberg

The organizations that make up the environmental movement have a great opportunity and challenge before them. These organizations could lead our nation in a time of great change. They could challenge the public to align personal consumer habits with positive environmental beliefs. However, the environmental movement has failed to market and communicate effectively. Due to this failure, companies such as Chevron and Wal-Mart have taken the moral high ground away from environmental organizations. The movement as a whole, with a few exceptions, has not successfully promoted key themes that could motivate change. There are rare examples of successful marketing and communication tactics from environmental groups. Effective fundraising techniques and an over dependence on public relations is often used in place of reliable advertising tactics. The majority of environmental organizations on the national, regional and state level have squandered opportunities to galvanize a broader audience base in the United States. Most environmental organizations have not kept up with the change in the overall population's attitude towards environmental dangers threatening the earth. The populace has the potential to become more aware and would be willing to act, if the NGO's, foundations and governmental bodies directed what type of action to take. With the ominous threat of global warming, people have not been moved to demand change from the government, private industry or particularly themselves. Environmental organizations must adopt a new marketing strategy in order to successfully lead the American public in this time of great change.

“With public sentiment, nothing can fail;  
without it nothing can succeed.  
Consequently he who molds public  
sentiment goes deeper than he who  
enacts statutes or pronounces decisions.”

*Abraham Lincoln*

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## **Chapter 1**

### **Opportunity for Change**

Never before in our nation's history has there been such a dire need to change the attitude and behavior of the American public. The results of global warming will drastically change our environment. This disruption will affect our physical health, economy and government. The environmental movement has the potential to lead the field in explaining why the American public needs to act quickly. Yet, the movement itself has failed to educate and persuade the public to believe in environmental issues. The environmental movement needs to build trust with the public. In order to build that trust, it must abandon its current marketing and communication strategies.

The organizations that make up the environmental movement have a great opportunity and challenge before them. These organizations could lead our nation in a time of great change. They could challenge the public to align personal consumer habits with positive environmental beliefs. Before this leadership can occur, a glance in the mirror is needed to decipher what has gone right and what has gone wrong. Specifically, how environmental organizations have failed to communicate effectively to the general public outside of their membership base.

In the past two decades the environmental movement has failed to communicate strategically. The movement as a whole, with a few exceptions, has not successfully promoted key themes that could motivate change. This can be seen through the lack of understanding the general population has of environmental issues. For example: In a recent Washington Post-ABC News Poll, voters were polled as to what are the most important issues in choosing a president in 2008. The environment ranked nine out of



15, below education. Global warming never even hit the charts (Washington Post, 2007). There are rare examples of successful marketing and communication tactics from environmental groups. The majority of environmental organizations on the national, regional and state level have squandered opportunities to galvanize a broader audience base in the United States. (Shellenberger & Nordhaus, 2005) Most environmental organizations have not kept up with the change in the overall population's attitude towards environmental dangers threatening the earth. The populace has the potential to become more aware and would be willing to act, if the NGO's, foundations and governmental bodies directed what type of action to take.

The global warming issue has spokespeople like Al Gore, who have been a catalyst for change in attitudes. Al Gore's Inconvenient Truth Oscar win shows a form of public acceptance, but not necessarily a change in action or behavior. Global warming is a great threat and has the potential to adversely affect the earth for the next several hundred years (Burns, 2002). Yet, even with this ominous threat, people have not been moved to demand change from the government, private industry or particularly themselves. The environmental movement has a great opportunity to change people's behavior and actions. This could be done with effective marketing techniques.

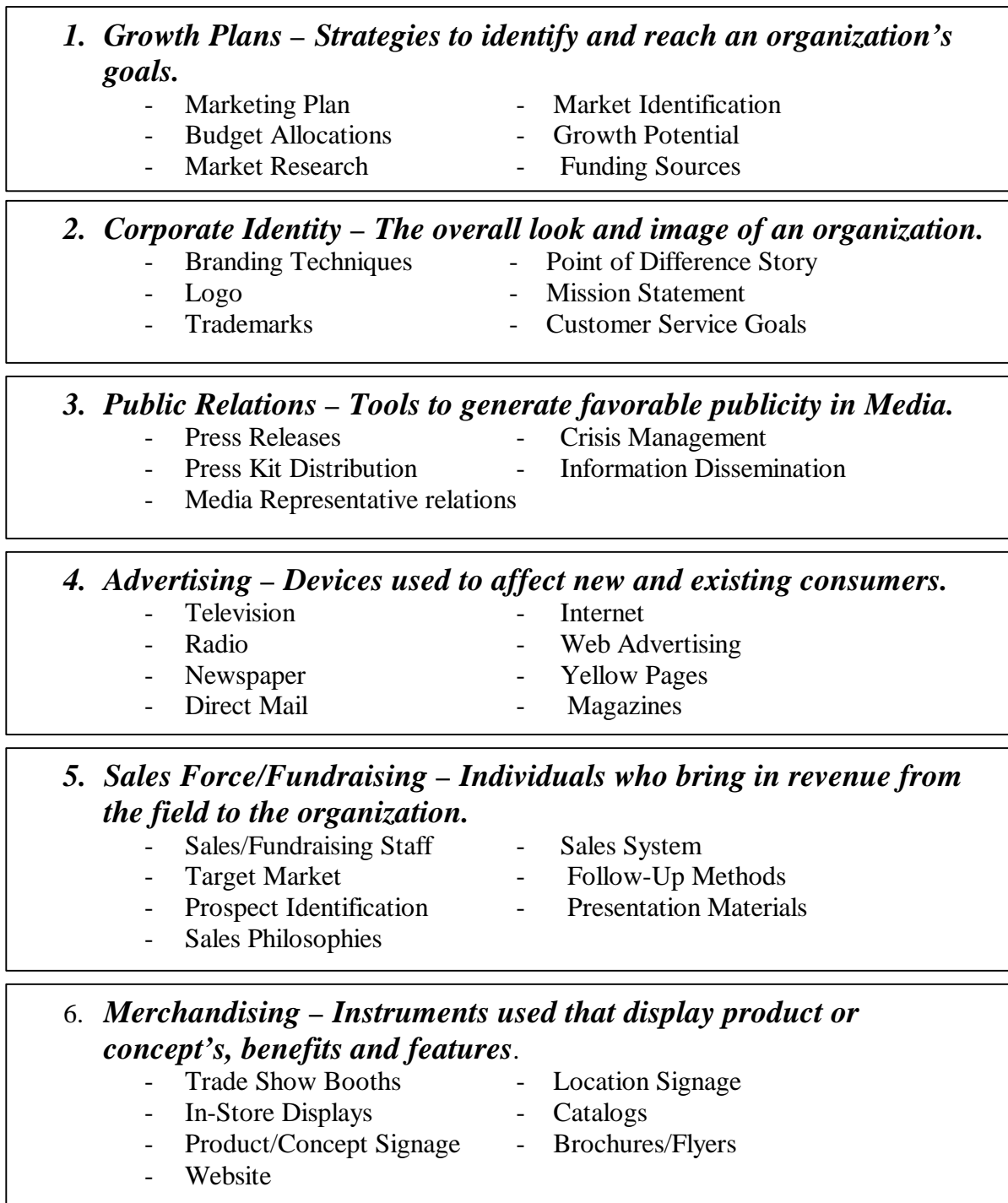
The private sector has been successfully utilizing the principles of the environmental movement to sell more products and enhance credibility (Ottman & Terry, 1998). At the same time the environmental movement itself has yet to grasp the successful marketing approaches that can be implemented to further their causes, broaden support and cause people to take action.

## **Chapter 2**

### **The Components of Marketing**

There are several components of marketing, including but not limited to, advertising, personal sales/fundraising, sales promotions and public relations. Marketing and its tactics are divided up into several categories as shown in the chart below (Table 1). This paper will only analyze one side of marketing, and that is the use of paid advertising.

## Six Components of Marketing



***All components are employed at different times in the life of a successful organization.***

Figure 1. Marketing components (Rademacher, 2000).

Each component of marketing has significance and benefits in its use. There needs to be a distinction made between what is known as public relations and advertising. Public relations role in marketing is to focus on a variety of internal and external stakeholders, including employees, board members, stockholders, public interest groups, government and society at large.

There are five key goals of Public Relations (Clow, 2007):

1. Identify internal and external stakeholders.
2. Assess the organization's reputation.
3. Audit the organization's social responsibility.
4. Create positive image-building activities.
5. Prevent or reduce image damage.

In many cases public relations costs nothing or the expense is minimal compared to buying media time or space. To depend on public relations as the only "tool" in your marketing tool box can be a disaster. Public relations gives the organization limited control in its messaging (Rademacher, 2003). Additionally, a consistent message cannot be maintained over a long enough time span to influence consumer behavior.

The environmental movement rarely uses paid marketing tactics. It primarily depends on public relations in the form of press releases, press coverage, and Public Service Announcements (PSA's). For instance, a review of The Nature Conservancy's website shows 1,732 press releases had been released since April of 1999. That is an average of 216 per year. The Nature Conservancy relies on "free press" for major announcements every day and a half. There are 12 different radio and television PSA's narrated by Paul Newman and Tom Hanks asking for money to support the Nature

Conservancy, but by their own definition these are not advertisements, but “public service announcements”. It appears that like other environmental organizations, the Nature Conservancy has an aversion to using the word “advertising”.

The over-dependence on PR can actually cripple the dissemination of information due to the lack of control of the media. This can be seen by anyone who has given an interview to a reporter. The aired or published story does not always line up with what was originally said to the reporter. It is uncontrollable and can have many variables that could affect the validity and non-biased presentation of the facts. All it takes for a Public Relations campaign to go awry is a young reporter pushing her own agenda or not checking sources and facts. Many times, active public relations occur in response to a specific event. Private industry and the environmental movement have both had to react in the past. PR isn't always getting the good news out, it is also responding to the bad.

It has often been said, “There's no such thing as bad publicity!” Tell that to Exxon after the oil spill in Valdez, Alaska. On March 24, 1989, Exxon shipping president Frank Iarossi was quoted: “The clean up is not proceeding well. Believe me, that is an understatement. We have a mess on our hands.” (BBC News Archive, 1989). That statement or situation does not get cleaned up with a nice photo op of birds and seals on a beach.

The Nature Conservancy responded after one of it's board members was attacked for a questionable land deal that showed a conflict of interest, “...IRS is conducting a major audit of the Arlington-based Nature Conservancy, the worlds largest environmental organization.” (Stephens, 2004) “IRS”, “conducting audit”, “Nature Conservancy” is not

a series of words that a Nature Conservancy PR person would want to see in one sentence.

A young reporter, oil spill or land deal gone bad is the flip side of public relations. At this point it crosses into a whole different sphere of “Crisis Management”. (Dezenhall, 2007). It has this dubious name for a reason. Public relations consultants are called in after a negative or crisis situation develops. The information dissemination either went awry or simply had an undesired affect. At this point public relations tactics are no longer cheap, but highly costly. It can take millions of dollars and years to overcome not only negative PR, but badly disseminated PR.

Environmental organizations like the Sierra Club depend greatly on press releases or “free media.” Often these releases are reacting to outside forces or to an event that already occurred. With these events they feel as though they have to respond. This type of reactionary marketing can be unproductive. In some cases the public relations is planned such as in the release of a report and the organizations reaction to the report. Or perhaps the organization itself commissioned the report and brings awareness to the report through a press release or news conference. Good marketing should lead the field, not react to it. Further discussion of Public Relations and its components warrants an in-depth analysis that falls outside the scope of this paper.

Another distinction to make is the use of marketing for fundraising. Many environmental organizations utilize marketing quite successfully in fundraising efforts. Fundraising marketing also follows its own rules and tactics, although fundraising marketing tactics can often coincide with other components of an organization’s

marketing operations. Examples of fundraising or “sales” style of marketing also fall outside this paper’s scope.

It is my intention to provide a bridge between the two sectors and to demonstrate that the environmental movement should adopt successful private industry marketing methods. Private Industry has been utilizing successful marketing techniques for hundreds of years. These techniques have been refined and modified in the consumer age in which we now live. The environmental movement shows reticence in utilizing successful business marketing tactics. Yet, it is evident in the lack of progress that now exists in the movement that environmental organizations must do something different than what they have always done. The “low hanging fruit” has been picked and is gone. Now is the time to roll up our sleeves and change people’s behavior. In order for the environmental organizations to work successfully, effective marketing strategy needs to be employed. There is something to be learned from the private sector in the United States; perhaps once environmental groups grasp the idea that there is a need to change people’s minds and their behaviors, the movement will go to the next level of effectiveness.

## **Chapter 3**

### **How Marketing Works**

There are several dynamic factors that go into a successful marketing campaign. Many of the strategies employed prior to the concept, design and launch of a campaign can be thought through carefully. Yet, at the same time one must always plan for the “unknown” issues to arise. With careful planning and adherence to proven marketing principles, campaigns can see success and achieve the reasonable goals that were set forth. Much of the marketing philosophy and strategy that I will share comes from my own professional background. I have worked in the field of marketing for the past fifteen years. In the past, myself and the firm I own with my partner has been hired to develop and execute marketing plans all over the United States and Canada. I have worked with large corporations to launch new products into the national marketplace. I have helped companies and organizations that work on a local and regional basis to achieve their gross revenue goals or market penetration goals. Through these endeavors I have been fortunate enough to travel to markets from Vancouver Canada to metro markets in Texas, small agricultural communities in the Midwest, and urban centers on both coasts. Through this experience, I have seen similarities in how people buy products and how people buy into ideas. I have found no matter the market size, organization nor the product or idea, certain basic marketing philosophies must always be followed. I have built upon these principles developed by industry leaders such as David Ogilvy, Claude Hopkins, Jim Collins, Jacqueline Ottman, Sergio Zyman, Al Ries and Jack Trout.



Utilizing successful marketing tactics takes some understanding of the opportunities and limitations that marketing has. Marketing as a discipline has many levels and layers. Not all levels apply to every situation. Just as an attorney knows which case to cite in a brief or which statute to apply, so must a marketer know what component needs to be applied to achieve the desired result.

Many terms used in marketing are expressed in getting the consumer to “buy”. Buy is not only shown as when money is transacted in exchange for a product or service, but also when an individual would “buy” into an idea or concept. The term “Consumers” is used to identify the end user of a product. For our purposes, think of consumers as all people that must understand the concepts that an environmental organization is selling. The principles should remain constant whether the “consumer” is buying a product or idea.

#### **Four Major Principals of Marketing:**

There are four major principals that must be followed for successful campaigns: time lag, market concentration, messaging and demographic targets.

#### **Time Lag:**

Time lag is expressed as the amount of time it takes an individual to move through the buying cycle (Figure 2). This cycle is always moving as consumers enter the different buying cycles constantly. Some move through the cycle as they come into the market or exhibit a need for a certain product or service. Others have yet to enter the

market or have very little awareness of the concept being marketed. While others have already moved through the entire cycle and are entering another cycle for a different product or concept. It takes a significant amount of time for an individual to become aware of a product or idea, understand what that product or idea can do for them and to trust that the company or organization providing the product is reliable (Rademacher, 2003). After these first three stages are moved through, then the consumer is finally ready to act. These four stages of communication are essential in understanding how Time Lag works. Spending of advertising dollars does not equate to immediate action by the consumer. Sufficient time must transpire for the consumer to pass through the four stages of communication.

### *Time Lag*

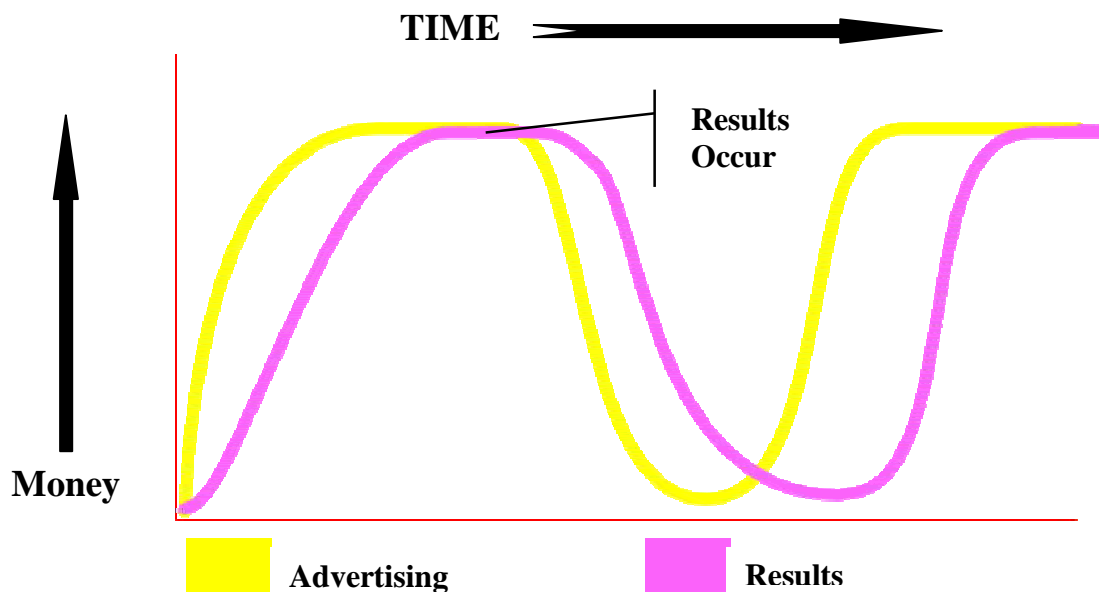


Figure 2 – Time lag in the advertising buying cycle (Rademacher 1995)

## **The Four stages of consumer communication: awareness, understanding, trust and action (AUTA)**

Russell Colley in the Harvard Business Review first identified the stages of communication in 1962. These stages have gone under many names since then by other professionals in the marketing industry. The principals remain the same to this day and are followed by marketing experts.

**Awareness:** Most people have heard of “awareness” advertising. This type of advertising is used in many different capacities, signage in front of buildings, logos, and the brands that the organization offers. Awareness advertising only occurs as someone becomes aware that the product, organization or concept exists. Awareness is the first stage of communication in defining who you are. Communication methods must move beyond this initial stage in order for the product or concept to be acted upon. It is the first stage in which all others follow.

**Understanding:** The next stage is understanding. Understanding occurs once the consumer understands what the product or concept is and why they need it or why it is important. Understanding is only achieved by providing a benefit to the consumer. Consumers need to know why the product or concept will benefit them in their own life.

**Trust:** Trust is achieved once a consumer is aware of the concept or product, understands how it will benefit them and believes that it will actually benefit them. Trust is achieved by delivering as many facts as possible to that consumer.

Trust is the most important stage in communication. The more facts you share that relate a benefit to the consumer, the higher the level of trust that will be achieved.

**Action:** Action is the final stage of communication. This is the point at which the consumer exchanges money for a product. Action can also be described as the time when individuals will modify their behavior, either to speak out on an issue or modify lifestyle behavior.

One sixty-second radio ad, thirty-second television ad or half page newspaper ad will not take consumers through all four stages of communication. This is done in time and occurs over the entire length of a campaign. Several different ads must air or be published through time. These ads will combat the effects of time lag. To move people through these stages is a lengthy and often expensive proposition. In some situations a consumer would move through all four stages in a matter of minutes, usually if price is not a concern or issues are relatively simple. In most cases, time lag takes anywhere from four to eighteen months with consistent advertising. An advertising campaign time lag begins with the first airing or publication of ads in a particular media. There are pitfalls to be considered with the principle of time lag. For example, if the campaign stops after five months, before the desired goal is reached, then starts again a few months later the time lag effect start over again. Advertising is not something that can start and stop, over and over. All market momentum that had been gained in the first round will fade away. Advertising must be consistent. Individuals must be communicated to in a consistent manner. Time lag can be dealt with and overcome with media concentration and consistency, concepts I explore in the next section.

*“Don’t put all your eggs in one basket is wrong, I tell you put all your eggs in one basket and watch the basket.”*

*Andrew Carnegie*

**Media Concentration and Consistency:** Recognizing that time lag is an element in moving individuals through the buying cycle, there are tactics that can be employed to move consumers to action: media concentration and consistency of advertising messages.

Advertising campaigns have to be executed in a media sphere. There are hundreds of options of which media to use. Certain media work better for different situations including size of budget, targeted audiences and geographic area. In any of these cases the advertiser must dominate the media selected. Domination of a media occurs when the media is purchased sufficiently to reach a substantial percentage of the media’s audience. Domination percentage varies from media to media. Only with media concentration can consumers be moved through the four cycles of communication and overcome time lag. Concentrating on one media at a time is seen when an organization buys a media to a saturation level before moving on to the next media. This can also be done simultaneously if several media are purchased to saturation level during the same time period. In my case study example of Chevron, they have the budget to advertise in multiple different media and dominate that media. The environmental organizations included as examples often do not have the budget to be in several media at once. It is likely that NGO’s will have to select a specific media to concentrate on. In either case, whatever media is chosen that media must be dominated for the following reasons.

It takes time for people to move through the four stages of communication, and how an advertising campaign moves those people through the stages is important. This is described as the mechanism. The chosen mechanism is some form of media. Each

media has a specific audience for set amount of time. Most people watch, listen or read a specific media following their own habits. People enjoy or trust the media and tend to view or listen to that specific media on a regular basis. Most media is not viewed for the advertising messages, but for entertainment or education factors. People have favorite or preferred media outlets. For example, an individual might like certain programming available on primetime network television or they might also like to read the local newspaper every morning. Even if an individual only receives their information over the Internet, there will be certain websites that they are in a habit of viewing. If someone does not read periodicals, watch television or listen to the radio, there are media that can be used to reach that person.

Strategic advertising mistakes are made when advertisers take a shotgun approach and try to buy several media at once. If they don't concentrate on one media at a time then the audience of the media will not hear, read or see enough advertising messages enough times to move them through the buying cycle. Advertising is not like investments. Experts in financial consulting will urge people to diversify their portfolio. Advertising works exactly the opposite: you must buy a media as much as can be afforded until that media is dominated.

Think of each media as a movie theater. Each theatre has a specific audience for a set period of time. This audience cannot be explained a concept or told the benefits of a product once, but must be told over and over and over again in order to move them through the buying cycle. If this does not occur it would be akin to showing the first 30 minutes of a movie in one theater and then showing the next 30 minutes in another to a different audience.

## *Media Theaters*

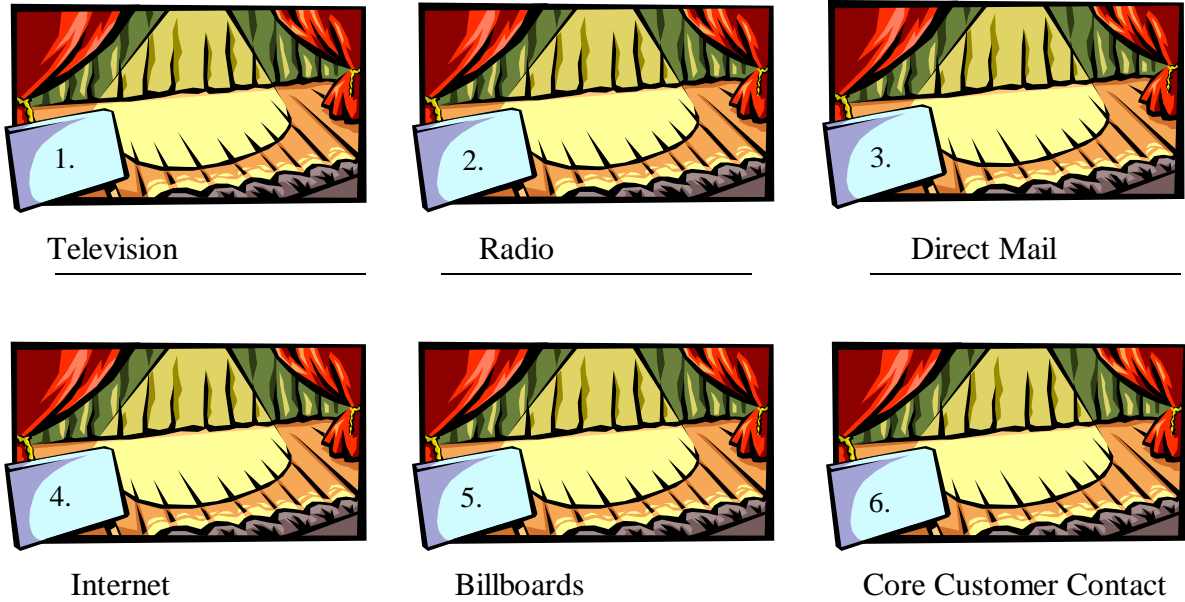


Figure 3. Different media theaters (Rademacher, 2003).

**Messaging:** This basic principle is where the “rubber meets the road”. All things being equal, if the advertisement message is not delivered appropriately, the consumer will not be motivated to take action. Messaging is the format and the content of the ad itself.

This area of advertising is where the majority of time should be spent.

Messaging is the primary content of an ad. This consists of the creative mechanism used to frame the ad, the imagery used to display concepts, and the words written or spoken to deliver the facts for better understanding.

Creativity is important in any advertisement, but not as important as the major concept or headline within the ad. The image will motivate someone to notice the ad, the content or the words will lead a person to act on the ad. The whole purpose is to create an ad interesting enough for someone to buy a product or idea.

The content of the ad should always convey why the product or idea will benefit the consumer. These concepts emerge in the forms of primary probable appeals. Primary Probable Appeals were first identified by Sears in the mid 1800's in the use of the Sears catalog. Advertising experts have added to these appeals for the last 150 years.

Primary appeals are the reasons why consumers should buy an idea. Every ad selling a product or idea should conform to the need that is identified in the appeal. These appeals are universal in selling a concept. An ad should demonstrate to the consumer that one of these appeals will satisfy that individual. Consumers will only make decisions on whether to buy into the concept or purchase the product if it relates back to a Primary appeal.

## **Primary Probable Appeals - Consumers:**

- Attract opposite sex
- Avoid criticism
- Avoid discomfort
- Avoid drudgery/effort
- Avoid embarrassment
- Avoid money loss
- Avoid reputation loss
- Avoid physical pain
- Avoid trouble
- Avoid worry
- Be a leader
- Be an individual
- Be clean
- Be creative
- Be important to others
- Be in style
- Be independent
- Be remembered/  
significant
- Care for children
- Cash in on bargains
- Enjoy comfort
- Enjoy leisure
- Enjoy pleasure
- Equal or excel others
- Gain prestige
- Gain social  
advancement
- Get ahead in business
- Get old age security
- Gratify curiosity
- Have happy marriage
- Have beautiful  
possessions
- Improve appearance
- Improve education
- Influence people
- Protect health
- Reduce fat
- Satisfy an appetite
- Save money
- Save time
- Take advantage of  
opportunities
- Win friends
- Win money
- Win praise/  
compliments



## Primary Probable Appeals – Business to Business

- Attract new customers
- Avoid legal problems
- Avoid losing assets/possessions
- Avoid losing good people
- Avoid loss of customers
- Avoid money loss
- Avoid wasting time
- Be a leader
- Be respected by peers
- Be respected by superiors
- Build good will
- Have attractive facilities
- Improve staff morale
- Increase profits
- Reduce bad debts/losses
- Reduce expense
- Save time
- Take advantage of opportunities

(Rademacher, 1996)

Effective marketing messages will not quote these appeals directly. I have found these appeals should be the basic concept of an advertisement and to create the ad copy in a fashion that implies the primary appeal identified. Note that never once in any of these proven appeals does “Save the Earth” or “Protect the Environment” ever come up as primary probable appeals. Those reasons for someone to buy, although noble they are, will not motivate someone to buy a product or buy into an idea, these are secondary appeals. Proper research and polling could show how these appeals might have an effect on consumer buying habits (Luntz, 2007). In order to build broad public support communication messages should fall back on the basics of primary appeals.

## Secondary Probable Appeals

Secondary Probable Appeals are classified as a secondary reason as to why consumers or individuals should buy into an idea or product. They are not the sole reason as to why the transaction should occur but are reasons that support the primary appeal. Environmentally friendly products are an example as to how secondary appeals

apply. For example: Patagonia sells fleece sweaters made from recycled plastic bottles. The recycling component is not the primary reason as to why people buy the sweater. They buy it because the sweater has superior insulating material and provides breathability. (Ottman, 1998) The sweater also fulfills the primary appeals of “improve appearance, enjoy pleasure and be in style”. The environmental friendly component of using recycling materials helps to justify the consumer’s purchase as they are making up their mind to buy it. The environmental friendly label will not be the primary reason to buy the product only to help support the purchase. That is not to say the consumers will not look for environmental friendly labels, they will but only after they have a desire or need for a product.

Ottman (1998) has identified three reasons why secondary appeals should not be used ahead of primary appeals in the marketing process.

1. Consumers primarily buy products to meet direct needs.
2. Consumers purchase products out of self-interest.
3. Businesses risk marginalizing their products by “green washing” their products.

The concept of primary and secondary probable appeals will become more and more applicable as environmental organizations begin to develop successful marketing strategies and identify what appeals will move consumers to taking action.

## **Chapter 4**

### **Overcoming Cynicism:**

Businesses and environmental organizations share the same obstacle in order for marketing to be effective: cynicism. They need to expand their market and communicate outside of their own core supporters/buyers. Additionally, they must have the willingness to allocate enough funds to effectively communicate their message.

Cynicism has crept in the American consciousness for the past fifty years. This cynicism affects private industry and the environmental movement. The populace within the United States has become jaded and now exhibits signs of not believing many of the messages that emanate from elected officials, companies and the media that is used to distribute those messages. People do not trust what they hear anymore. On the private industry side this is reflected in the declining effectiveness of retail sales events. Our firm has seen sales events decline in level of effectiveness for the past ten years. Consumers have been bombarded for years that the price of items will go down and become a great bargain only during a pre-selected time period. This time period is promoted as a sale event. For example, look at a Sunday newspaper showcasing all of the great deals one can have at a department store, car dealer or furniture store. Really, how many “One day sales” can JC Penney have in a month? People do not believe anymore that it is such a great opportunity to purchase products during the sale; sale events are so frequent that the novelty of the event has decreased. People are bombarded with over 3,000 advertising messages a day, more than double what they were a decade ago. (Condon, 2007) Everything from the toothpaste packaging in the morning, to the

ads on the radio driving to work, to the billboards on the highway, and the pop ups on the internet. This cynicism has risen over the past fifty years due to the manner in which media has related information. This is relevant to effective marketing and overcoming consumer apathy due to the fact that media is the device used to communicate to broad and targeted expanses of the public.

Cynicism started to be noticed in the 1960's. After World War II the consumer age took hold. Returning servicemen took jobs in manufacturing facilities where prior those facilities were utilized in the war effort. They had to be converted for domestic use and the federal government subsidized the capital expenditures during the war production era. These facilities were ready to go to produce consumable goods. Jobs were needed as well to fuel the cycle. The World Bank and the International Monetary Fund funded projects worldwide. (McMichael, 2004) The boom of industrialization fueled increased consumerism. Those consumable goods needed to be brought to the marketplace and showcased so that the population would buy them. This was also one of the great booms in the marketing industry (Hopkins,1966). Increased use of media occurred to promote the products. At the same time media shifted from primarily print forms to the introduction of television.

On the national and international stage things started to change, people could now see and hear what was occurring from around the globe. Although events have always unfolded politically, now the public could witness them. Thus the population began to become more informed. Media itself has two functions, to entertain which brings the audience and to inform which brings the advertisers. These relationships are symbiotic,

you can not have one with out the other in a capitalist system. With these two converging functions of entertainment and information dissemination, many political events were now covered in the news and on the media. The greater number of events covered led to more information being disseminated. Political and national events covered by the media began to proliferate. Due to the nature of combining entertainment and informing, consumers naturally lumped both components together due to the fact that the entertainment and informing emanated from the same source, television.

Over the past five decades the American public has been made aware of so much information that they are starting to become de-sensitized (Rademacher, 2003). This is why marketing techniques are becoming ever more sophisticated and persistent. It is no longer enough that an advertisement runs during prime time programming on Thursday nights, but the ad must be “streamed”, “blogged”, “you-tubed” and “downloaded”. Marketing as an industry has diversified to find more outlets to disseminate information.

## Chapter 5

### Target Demographics and use of media

Demographics can be broken down into many compartments or niches.

Traditional demographic categorizing can be divided into age, income and gender. The most striking difference in demographics are by age. The generations that exist today in America are diverse in their background and influences that affect buying decisions. Yet, there is one factor that unites them, the desire to believe. They have the desire to trust and want to trust corporations, government, media and non-governmental organizations.

Many factors have gone into each generation's buying habits and willingness to trust others in position of leadership. The information disseminated in the media affects each generation in different ways. Events that occur in every decade that affect the level of cynicism can be seen. Ron Zemke describes the differences in generations in the book Generations at Work. (Zemke, 2000)

**Greatest Generation** - The "Greatest Generation" was generally born between 1915 and 1935. Their formative years were spent during the Great Depression, many of them served their country during World War II either in the war effort here at home or overseas in the military service. They have retired over the past twenty years. This generation has provided our nation with a great number of innovators and entrepreneurs. After World War II the Greatest Generation started some of the most successful companies in the country, or added to the success of the environmental movement we saw in the 1960's with the Wilderness Act or the Clean Air Act, Clean Water Act and the Endangered Species Act of the 1970's. Veterans of the 110th Mountain Division from World War II

typify this type of innovation. Some of those members of the 110th went on to start some of the top outdoor recreational facilities in the West, developed the running shoe for Nike and were leaders in the Sierra Club (Shelton, 2003).

The Greatest Generation exhibits certain buying habits. Generally speaking they have high brand loyalty, quality and believability of products are important in their buying process. They are generally financially conservative. They are also the instruments in the largest transition of wealth to another generation in the world's history. (Zemke, 2000)

**Baby Boomers** - Born between 1940 and 1955. The Baby Boomers grew up during the Cold War and have been bombarded with consumerist messages from birth. They are the first generation to be marketed to literally from the cradle to the grave. They have high purchasing power and have worked hard and want the "good life" that has been promised to them. They exhibit mid-level brand loyalty. Baby Boomers research products and ideas before they buy into them. Family is important. As they grow older they are caring for children and sometimes their own parents simultaneously. They are looking at how they will spend the rest of their lives and what kind of legacy they will leave behind. This demographic group is either in the retirement stage from the work force or rapidly approaching it. They have large amounts of discretionary income.

**40 Somethings** – Born between 1955-1965. They are currently involved heavily in the work force. 40 Somethings have owned an average of 3 different homes. They have mid to heavy levels of discretionary incomes. Heavy emphasis and focus on family as most of their children are still at home. They can be motivated to change brand allegiances in

consumer habits. 40 Somethings rely greatly on the Internet as a source of information for not only concepts and ideas in society but purchasing goods and services as well.

**Generation X** – Born between 1965 and 1975. This generation generally exhibits a strong sense of individualism. They have young families at this point and are heavily involved in the work force. This generation is the first one to have grown up in the digital age and the period in which disposable products were marketed. They also have been exposed since an early age to massive amounts of information from a wider variety of sources than previous generations.

**Nexters – also known as Millennials-** Born since 1975. Nexters exhibit the highest level of computer literacy and low discretionary income due to their level in the workforce. They will spend money on products after research was done on the Internet. Nexters are extremely cynical, probably due to the massive amounts of marketing targeted at them. They question authority and the status quo.

One striking side of demographics is that such a small percentage of the population can have a drastic influence on the economy, political elections and public sentiment. Mark Penn points out in his book Micro trends that one percent of the population, 3 million people, can powerfully shape society. Think of a demographic as a fraction of the population. 3 million people is a large city in America. What if three million people were targeted to change their buying habits? Those habits that exist could radically affect an entire industry or an entire environmental cause. Ideas that Bill McKibben (2007) exposed in his book Deep Economy such as food sources, transportation and purchasing of eco-friendly products could be marketed to the



American population. This marketing to a niche demographic is done everyday. The best selling car in America in 2006 was purchased by barely 300,000 people. We are seeing a trend developing in 2007 that the Prius and Honda Civic hybrid are set to break US sales records (Job, 2007). This consumer behavior could signal a change in environmental consuming. Karl Rove was able to catapult George Bush into the White House by targeting religious minded conservatives and turning them out to vote in the 2000 and 2004 presidential election. (Cannon, 2005) This group of the population is relatively small in comparison to the whole population. Niche demographic marketing could be effective for the environmental movement. If an organization could zero in on a small demographic niche, choose the appropriate media and then dominate the media, people could be swayed into taking action on a well-defined issue.

All of this cynicism in the public shows why private industry has stepped up it's marketing efforts to sell more products and to encourage their own corporations to be accepted in the marketplace. Private Industry has reacted to the change that has occurred in the marketplace. They expanded product lines, established new market niches and developed entire new markets. They have done this with effective marketing. Marketing itself has adapted and changed over time to accommodate clients of the marketing industry's needs. Successful private industry capitalized on methods of communication, which focused on enumerating the benefits that products have for consumers.

While adaptation to market changes was occurring in the private industry sectors, environmental groups continued to do business as usual. Cynicism is being overcome by effective, long lasting marketing in the private sector. They are using strong Primary and

secondary appeals. Consistency and proper budgeting are also occurring. Environmental organizations are not budgeting appropriately to fund long lasting campaigns to change behavior. They are not relating to the population as to why behaviors should be changed or how those changes in behavior are to the people's benefit, both individually and as a whole.

Careful precision and planning must be made in identifying the proper demographic that could be motivated to change. It takes selection of the proper media to reach that identified demographic. It takes advertising messages that will identify primary probable appeals and secondary appeals to justify the decision made by consumers. It takes enough budget to dominate a media and use it for the long haul. Cynicism must be overcome with truth in messaging. It takes research, direction, creativity, market knowledge, focus and commitment.

## Chapter 6

### Methodology in selection of campaigns:

Only two campaigns were chosen to illustrate my points. Examples of successful environmental organizations marketing campaigns are relatively few in number. In searching for campaigns I worked under these methods. Since advertising uses media to disseminate its major points, any effective campaign should not be buried too much in the clutter. If I have to look too hard for a campaign then it does not work that well. In addition, if an ad only goes to a limited audience of core supporters then it is not reaching out to bring more people into the tent. In searching for environmental organizations campaigns I looked into several organizations. The Nature Conservancy was reviewed initially, The Nature Conservancy advertising campaigns are well explained on their website as “News Room”, almost all of their outreach consists of press releases or Public Service Announcements. They do have broadcast ads, but they are directed to fundraising.

The National Resource Defense Council (NRDC) was also analyzed. The NRDC’s primary method of action is litigation. While the NRDC does have unique and seemingly effective fundraising campaigns, little can be seen in the form of advertising. The NRDC also uses some forms of political type messaging.

World Wildlife Fund, Greenpeace, Trust for Public Land and the National Environmental Trust are all excellent fundraisers. Yet none of them have any forms of successful advertising to talk about the issues or what they represent as an organization and how that organization is beneficial, unless they are talking about money.

Private industry, on the other hand has numerous examples of companies that are using issues to convey their worth to consumers. Specifically, how those companies are handling environmental issues and what their products, services or companies as a whole answer the problems. These can be seen in advertisements. Wal-Mart has a 1.07 Billion dollar advertising budget (Data Center, 2007). A small percentage of those ad dollars go to advertisements that showcase their corporate ethos on conservation. Granted, Wal-Mart is not seen as “conservation” leader but it does have clout in the marketplace to sway consumers and also suppliers. Recently, Wal-Mart held a convention in Rogers, Arkansas. At this convention over 600 suppliers of Wal-Mart were made aware that soon they will have to be held accountable to their “carbon footprints” (Neff, 2007). Wal-Mart is doing this internally, while externally they are showcasing their eco-friendly products in their television commercials.

General Electric launched a “Green Order” credit card. This credit card is a small example of GE’s “Ecomagination” campaign that focuses on a sustainable strategy (Eisenberger, 2007).

Honda launched an “Environmentology” campaign to showcase their fuel efficient, low emission vehicles. Honda backed their campaign with a \$1.35 billion ad budget (Data Center, 2007).

All of these companies use their sizable marketing budgets to sell more products to more people, after all, that is one of the primary purposes of advertising. But they are also positioning their companies in positions of credibility with consumers. Leading business consultants are seeing that green is good. Daniel Esty, director of the Center for Environmental Law and Policy at Yale University, stated “This is a watershed moment in

the business community, the environment has become a strategic issue. It's something every company must do to stay competitive" (Walsh, 2007).

Private industry's environmental advertising is sometimes met with skepticism. Critics will accuse private industry ad executives of just trying to "green wash" their corporation's agendas. Perhaps in some cases this is true. But, in many cases corporations are seeing the value of positioning themselves as environmental stewards. These corporations understand all too well that consumers are cynical and trust is hard to achieve. Private industry is careful when they roll out new green products, services and green mission statements. People pay close attention to corporations regarding their environmental ethic (Yengo, 2007). If a company is truly practicing environmental ethics and telling people about it, then it is not "green-washing".

Conversely on the environmental organization side, their communications can be challenged. They are not accused of "green washing" but of "eco-pornography" (Frazier, 2007). Environmental groups run the risk of flashing too many images of a polluting power plant, slaughtered seals and a family walking harmlessly in the woods. Many environmental groups rely on the "nature beauty shot" of wilderness or ocean-scapes. These images are more often than not used in fundraising campaigns or political style ads that point out the dangers of what could be lost.

### **Analysis of Marketing Campaigns:**

Two different organizations have been singled out to analyze their current marketing efforts, those being Chevron and the Sierra Club. Both are selling different "products" or "concepts". Yet, they all are appealing to a broad expanse of the American

public. Some are more successful than others. Organizations like Chevron have massive marketing budgets and are targeting large audiences. The Sierra Club, which is a national organization, has a limited marketing budget (and does not even call it a marketing budget).

There are many differences in these organizations style of communication that will be pointed out. One point I urge you to consider during the analysis, besides the use of marketing tactics, is their willingness or lack there-of to prioritize communication of facts and benefits of their ideas. Prioritization comes from the commitment of resources.

## **Chapter 7**

### **Chevron**

Chevron is an international company that focuses on energy exploration and development. It is the second largest energy company in the United States and one of the largest corporations in the world. It operates in approximately 180 countries and employs more than 58,000 people. Chevron generates more than \$204 billion in sales and revenues and shows a record net profit of \$17.1 billion in 2006. Chevron is also a publicly traded company (Chevron Corporate Fact Sheet, 2007). Chevron has three major corporate strategies as explained in their 2006 Annual Report (Chevron Annual Report, “Managing the energy portfolio”).

1. Financial-return objective – Create value to achieve sustained superior financial returns that will enable Chevron to outperform its competitors.
2. Strategies for major business – Upstream- Grow profitably in core areas; build new legacy positions and commercialize the company’s equity gas resource base while growing a high-impact global gas business. Downstream – Improve base business returns and selectively grow with a focus on integrated value creation. The company will also continue to invest in renewable-energy technologies, with an objective of capturing profitable positions in important renewable sources of energy.
3. Enabling strategies companywide – Invest in people to achieve the company’s strategies. Leverage technology to deliver superior performance and growth. Build organizational capability to deliver world-class performance in operational excellence, cost reduction, capital stewardship and profitable growth.

Chevron as a company has stated that it recognizes that “Demand for energy continues to rise” (Chevron Annual Report, 2006). Chevron believes that this a major challenge for the energy industry as a whole. Chevron wants to lead the way in using all forms of energy. They want to develop new and better ways to produce, process and deliver energy to the worlds consumers. They call it managing their “energy portfolio” (Chevron Annual Report, 2006). Chevron states, “At Chevron, we recognize the world needs all the energy we can develop, in every potential form. We’re managing our energy portfolio to deliver that energy and to create growth and value for our stockholders, our customers, our business partners and the communities where we do business” (Chevron Annual Report, 2006).

Clearly, Chevron is a profitable company with outstanding net profitability performance. They continue to diversify their “energy portfolio”, while at the same time delivering profitable dividends to their shareholders. What is interesting to note is their most recent marketing campaign. They are positioning themselves with paid advertising as leaders in the energy field and good stewards of the energy they develop.

Private industry has certain advantages, one of those being the ability to spend an adequate amount of money to convey the proper messaging. Chevron’s newest campaign is called “Human Energy”. The “Human Energy” campaign initiated in September, 2007 with a series of commercials that first broadcast during the CBS program “60 Minutes”. Chevron unveiled their campaign with one two and a half minute television commercial. This in itself is highly unusual. Most television commercials are :30 or :60 seconds - very rarely are they two and a half minutes. The cost alone to air the commercial is



staggering. This campaign is primarily print and television media driven. It is estimated that in the United States alone Chevron will spend \$15 million dollars on media through the fourth quarter of 2007. In comparison, Chevron spent \$12 million in US media for the first half of 2007 vs. \$14 million in the same period a year ago and \$31 million for all of calendar year of 2006 (Halliday, 2007). It is evident by the level of advertising spending, that Chevron is pushing hard to position themselves in a market leadership position. Chevron, as will be pointed out with their advertisements, is trying to be the first private industry leader to define the problems and effects of the energy and global warming crisis. Sergio Zyman points out in his book, The End of Advertising as We Know It, that the first company to enter the market and define the issues not always leads it, but has a better chance to lead it in the future. This example can be seen with the “Cola Wars” between Coke and Pepsi in the early 1900’s (Zyman, 2002).

Chevron’s “Human Energy” campaign uses a combination of strong imagery, powerful copy and emotional music. This commercial serves as their base commercial, then they spin off at least 4 different commercials on similar topics.

Campbell Scott, the son of actor George C. Scott, voices the commercial. The use of music and Scott’s voice provides a convincing and sometimes emotional appeal. Playing on “Human Energy”, “tapped” and “untapped energy” sets the stage. The words on the screen began with “Tapped Energy” and then move into the Chevron symbol to “Untapped Energy”. Each statement that is made by Scott first leads to defining the issues, then defining the problems and finally defining the solutions. Never once is the

viewer asked to buy Chevron products or purchase Chevron stock. They are only asked to believe the company and trust Chevron to lead the way as the “debate wages”.

The use of imagery, music and the spoken word can deliver information in a powerful manner. Chevron does all of this.

**Table 1. Analysis of Chevron environmental ad**

“Untapped Energy” -- 2 minutes :30 second Commercial (Chevron,2007)

[www.chevron/aboutus/advertising/untappedenergy.com](http://www.chevron/aboutus/advertising/untappedenergy.com)

Quote from Commercial	Imagery Used	Imagery and Copy Analysis
<p>“Outside the debate rages, Oil, Energy and the environment.”                      “It’s the story of our time, and it is definite and all encompassing and leaves no one untouched.”</p>	<p>Images of Conflict – War in Iraq, Oil fields burning, Protesters, and smoke stacks emitting pollution and the Artic ocean.</p>	<p>Sets the stage that the issue affects everyone on the planet. The use of conflict images plays into a great transition to position Chevron as a leader/hero later.</p>
<p>“It’s not just about oil companies it is about you and me and the undeniable truth that there are 6 and a half billion people on this planet. And at years end there will be another 73 million.”</p>	<p>Images of everyday people and families in every walks of life.</p>	<p>Equates energy demand with the inevitable truth that the world’s population is increasing and those people will need energy to live.</p>
<p>“And everyone of us will need energy to live.”</p>	<p>Babies in a hospital father looking on.                      Children running across a Savannah</p>	<p>Primary Probable Appeal Showing the entire world’s population while evoking emotional response.                      - Avoid discomfort                      - protect health</p>
<p>“Where will it come from?, This is Chevron’s challenge each day.</p>	<p>Car moving across interstate, Helicopter over the ocean, view from plane into mountain range.                      Music – picks up additional</p>	<p>Transition into Chevron answering the problems. Creates Urgency</p>

	notes to more positive sound--	
“Today, tomorrow and the for seeable future our lives demand oil. What is also true we can provide it more intelligently, more efficiently, more respectfully and we’ll never stop looking for alternatives.”	Oil Tanker Ocean Man Wringing hands  Man looking through binoculars to the horizon.	- Statement of fact “Today, tomorrow...”  Benefit Statement “What is also true...” Shows that Chevron has the resources to solve the problem – demonstrating capability
“... that an oil company can practice and espouse conservation”	Wetland with birds flying over.	Shows that there can be a balance between conservation and energy development.
“... Yes, we are an oil company”	Image of streetscape	Admitting who you are to build trust and reliability.
“...but right now we are also providing natural gas, Geo-thermal, solar and hydrogen.”	- Pipelines - Rising sun over city - Heat vapor bubble - Hydrogen fuel pump	Shows that they are diversifying for the future and doing it in the present tense, not sometime in the future. - have beautiful possessions
“... because we live on this plant too, this is who we are	-children’s feet under a desk - mother and child - Women from India	Showcasing diversity in people, building trust with families all over the world. - avoid physical pain
“... in 180 countries, not corporate titans, but men and woman of vision, 58,000 citizens of the world.”	- people of different racial and ethnic background - increased speed of people passing by on the screen.	Intimates that Chevron is disclosing a secret, disclosure, giving up something of themselves to be believed, goes to credibility and believability. - care for children
“...liberals and conservatives, engineers &	- people in business meetings, working on oil	- bringing people together, rising above the political

scientists, pipe welders and geologist, part-time poets and coaches. People who daily try to find newer ways, cleaner ways to power the world.”	rig, man and woman in bed talking, bicyclists on a quaint road, children playing sports	differences and working on a solution together. - be a leader - be independent - enjoy pleasure
“Humans have always reached for what is impossible.”  “...Because it is then that we find a way. Tell us it can’t be done then watch us as we tap the greatest source of energy in the world...ourselves.”	Rocket to the moon image with earth in the background.  Legless man running a race, Two mountain climbers on a summit. Child walking the first time into the arms of a smiling mother.	Stating the obvious, the answer is within all of us and the experts at Chevron - influence people  Demonstrates our resolve as a human race to accomplish goals in the face of adversity. Our resolve to not implode in on ourselves.
“This is the power of Human Energy.”	Chevron Logo	The answers are Chevron.

This commercial is one of the best commercials I have seen in my history of working in the field of marketing. Chevron takes the initiative of defining the problems that face the earth at the onset of the commercial. It makes a statement, “outside the debate rages ...oil, energy and the environment.” Bam! It hits it straight on, no dancing around the issue, but defines the issue on its home ground. Chevron is not waiting for someone else to define the issue, but doing it themselves. The commercial addresses growing population pressures and that everyone needs energy to survive. Who would not want a newborn baby to survive because Chevron supplied the energy to fuel the hospital? The simple statement of facts goes straight to believability and trust. The directness of the discussion of the issues goes to transparency. Primary probable appeals are all over this ad, and this ad is an issue ad. The primary probable appeals used are: avoid discomfort, avoid physical pain, avoid trouble, be a leader, be independent, care for

children, enjoy pleasure, have beautiful possessions, influence people, and protect health. Ten proven appeals appear in one ad. Chevron also tackles political differences, basically saying without going negative towards any other entity, that there are differences inside of Chevron. Only with those differences can the experts at Chevron find solutions to the problems. Suggesting that we must rise above differences and find a common solution, they are doing it. Is anyone else? There is no final “Action Request” occurring. It is only inferred that you, the viewer, should trust Chevron.

Chevron’s print ads echo the same themes in their television ads. Television ads have the power to appeal to the viewer with sight, sound, motion and emotion. Chevron picked and used this media for what it was designed for. They did not overload the ad with facts but used just enough to establish credibility and trust. They did use the print ads to delve more deeply into the issues. Print works differently than television. Print media is not as powerful as television but if used properly it can be extremely effective, especially used in conjunction with a broadcast media.

For example, in Chevron’s conservation print ad, the headline reads. “A 5 % reduction in global energy use would be enough to power Australia, Mexico and the entire UK.” Sub headline, “So what are you waiting for?”. The ad then demonstrates capabilities by providing a myriad of facts about economies of the world and how energy use is climbing. They then state that there is good news and that there is an energy use all around us. It’s called conservation and it’s the lowest cost new source of energy we have at hand. A reduction of just 5% of global energy use would save us the equivalent of over 10 million barrels of oil a day. Clearly, saving energy is like finding it. So how do we do it?”

These statements identifying the facts and then asking the question “how can the problem be overcome” is what Chevron focuses on in the balance of the ad. They have a definitive action request unlike the television ad. “We’ve taken some of the steps needed to get started but we need your help to get the rest of the way” (Figure 4).

Then they suggest you log onto [www.willyoujoinus.com](http://www.willyoujoinus.com) .

A 5% reduction in global energy use  
would be enough to power Australia,  
Mexico, and the entire UK.

So what are we waiting for?



Sectors of surplus resources in the developed world are continuing to grow, among them food, health services, global energy use is leveling off as a result, supplies are plentiful, prices are steady, and it requires no calling for more demand.

The conditions to allow for a huge source of information energy all around us, it's called conservation and it's the subject of new sources of energy we have at hand. A rational use of global energy. Use it wisely and we'll save the equivalent of over 100 million barrels of oil a day. Clearly, lower energy is the finding, it, so how do we do it?

So, we need and a leading example is the incorporation of efficient technology into new construction could reduce consumption by 40%. Further investments in the efficiency will add a critical role. So, governments and business must reduce their own energy use and promote conservation to their citizens and employees.

And the energy research will be the power. When it comes to energy efficiency, research is slow to respond to more efficient home appliances.

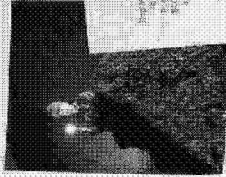
Or, companies that do not use less energy mean their's more fuel to go around. It also makes their processes more expensive. The fact is, if someone begins conserving fuel, we've made it more probable. Make sure someone else is doing it too to get started, but we need your help to get the rest of the way.

Delivered Energy Consumed by Sector

Industrial	30%
Commercial	20%
Transportation	15%
Residential	15%
Electricity	10%
Other	10%

will join us

Delivered Energy Consumed by Sector



### △ Chevron Steps Taken

Setting our own energy targets, we're committed to reducing our energy consumption by 10% over the next five years. We're also committed to reducing our greenhouse gas emissions by 10% over the same period.

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Overall, the Chevron marketing campaign has several things working positively. First of all, they have committed a sizable budget to position themselves. Secondly, they are extremely focused in the type of media they are buying. They are buying relatively few types of media, but when they do buy, they buy to maximum penetration and frequency. Third, the messaging is focused. They don't bite off more issues than they can chew and talk about. Fourth, Chevron is trying to overcome the public's level of cynicism by showcasing the issues in a factual and non-biased way and then they offer positive solutions. This campaign has just started, polling and consumer reaction will show if this campaign is successful or not. Preliminary results are positive. On October 30<sup>th</sup>, 2007, IAG Research rated the Chevron "Human Energy" television ad with a high likability score of 142, ranking it # 9 on it's list for October (IAG,2007). The Likability Score is the percentage of TV viewers who report to like "a lot" an ad they were exposed to during normal course of viewing TV. These scores are then indexed against the mean score for all new ads during the period of September 24 to October 21 (Likability Index). 100 equals average. The Chevron "Human Energy" advertising campaign is making people **aware** of the issues, giving them a limited **understanding** of those issues. Chevron is primarily focusing the ads on building **trust** with consumers. Chevron needs to keep the advertising consistent and continue to buy media in its current method. This campaign will help to build trust with the public that Chevron can be trusted to lead global climate change issues.



## **Chapter 8**

### **Sierra Club**

John Muir founded the Sierra Club in 1892, and to date it has more than 1.3 million members. The Sierra Club is America's oldest and largest environmental organization (Sierra Club, 2007). The mission statement of the Sierra Club according to their website is to:

1. Explore, enjoy and protect the wild places of the earth.
2. Practice and promote the responsible use of the earth's ecosystems and resources.
3. Educate and enlist humanity to protect and restore the quality of the natural and human environment.
4. Use all lawful means to carry out these objectives.

(Sierra Club, 2007).

The Sierra Club has accomplished many great things in the world of conservation, their website lists a few:

- Establishment, expansion and protection of many national parks including significant parts of Yosemite and Yellowstone.
- Enactment of the Clean Water Act and the Endangered Species Act
- National monument status for Utah's Grand Staircase-Escalante
- Alaska National Interest Lands Conservation Act designating more than 100 million acres of parks, wildlife refuges, and wilderness areas.

(Sierra Club, 2007).

It is significant to note the financial health of the Sierra Club. Assets of the club at the end of 2006 amount to \$91,485,968. It had a total revenue of \$29,386,174 in 2006

with a net bottom line of over 4 million dollars. The Sierra Clubs' assets have steadily risen over the past several decades except for a decrease in 2004, which brought the organization back to the year of 2000 level. Over 85% of the Sierra Clubs funds are released in the forms of grants, while 11% goes to fundraising and the remainder toward administration costs (Sierra Club, Annual Report, 2006).

The Sierra Club's marketing approach is somewhat different than that of Chevron or Wal-Mart. This analysis will only cover what Sierra Club does at the national level, not specific local issues. Sierra Club focuses more on the grass roots approach in educating people on the benefits that Sierra Club has to offer. This can be seen through their website in the "Sierra Club 101, a primer for new volunteers" ([www.sierraclub.org/101](http://www.sierraclub.org/101)). Sierra Club directs new and existing members to start with involvement in 5 major areas.

1. Distribute Literature and talk to your neighbors
2. Find creative ways to protest pollution.
3. Take your child to a political rally.
4. Lead a hike through a field of wildflowers.
5. Take a leadership role in a chapter or campaign.

For a "grassroots" organization these are important points to convey to new members. Grassroots organizations depend on the activity of people on the ground in their local areas. I point these out because in a way these are sales people on the ground educating others about issues. This could be a powerful tool if used correctly as it can overcome cynicism. People believe their friends and for the most part trust what they are told.

Marketing refers to this tactic as increasing referral or spreading your “sphere of influence” (Carnegie, 1936).

The Sierra Club’s website explains many of their positions on their Conservation Initiatives. They label them as “Smart Energy Solutions, Safe and Healthy Communities, and America’s Wild Legacy”. Note that never in the title of these campaigns does it say what they are campaigning for. Headlines need to explain what the benefits are in clear language. Print headlines, unlike broadcast headlines, need to be as specific as possible. It becomes apparent as you click on the link and learn more about the campaign, but the name itself should say what it does. A print advertisement or headline should never have to be explained; if it does not leap out to the reader it is not a good line. An example of a good headline on the Sierra Club website is “Stay warm, Save oil”. Simple, straight to the point, the headline shows what it does for the reader and implies benefit to the environment. In fact, it uses the primary appeal, “save money”.

To evaluate the overall campaign of the Sierra Club is somewhat problematic. It is scattered and much of the advertising appears to have heavy dependence on press releases and political style advertisements. Many collateral pieces have been developed and printed, these pieces are available for distribution. The Sierra Club seems to have no consistent advertising in place, but does have a well designed and executed fundraising campaign. The fundraising campaign depends largely on direct mail. Referring back to the Components of Marketing on page 4 it can be seen that fundraising is an arm of component 5, Sales and Fundraising. While this is one part of marketing, it is not advertising.

Political style advertising is used in the most part to pressure elected officials and decision makers. It usually centers around one issue and does not have much of a shelf life. This style of ads does not represent to the general public a positive use of language or of imagery. They are only targeted to one demographic, that of elected officials.

The use of political style advertising can be seen in a print ad published on May 16, 2006. The ad centers around an offshore drilling vote going on in the US House of Representatives. The ad is an example of negative advertising. The image is the not so flattering face of former Exxon CEO, Lee Raymond.

Table 2. Analysis of Sierra Club ad.

**Print Ad published in Congress Daily on May 16, 2006 (Figure 5)**

<b>Quote from Commercial</b>	<b>Imagery Used</b>	<b>Imagery and Copy Analysis</b>
“Why is this man laughing?”	Unflattering picture of the face of ex-Exxon CEO, Lee Raymond.	Use of Negative headline and imagery.
“He heard that congress may end the coastal drilling ban.”		
“...laughing all the way to the bank. He just got \$400 million retirement package, while Exxon Mobil made a record \$36 Billion profit last year due to families paying more for gas.”	Copy driven	The facts maybe accurate but are not presented in a benefit statement to the reader. Negative benefit created as implying that families paid for the profit. Albeit true, what does this fact do for the reader.
“...House Interior Appropriations bill hands Big Oil the rest of our coasts by lifting 25 year old ban on expanding the area open to coastal drilling. The bill would allow drilling only 3 miles from	Copy Driven	Statement of facts and what the bill would if voted upon.

shore.”		
“This gift will help Big Oil, but not families. Better fuel economy, efficiency and renewable’s are the only quick ways to reduce energy costs, and they don’t threaten our beaches and the businesses that rely on them.”	Copy Driven	Explains what the bill would do by helping “Big Oil”, states what other things can be utilized to reduce energy costs.
“You can stop the hand outs to Big Oil. Vote to continue 25 years of Protection for America’s Coasts.”	Copy Driven	Grammatical errors, misuse of capitalization. Action Request, urging to vote, unclear if this action request urges the general public to vote or the elected official.

This ad accomplishes nothing. I doubt that the elected official who was planning to vote in one direction suddenly decided to vote in the other as a result of seeing this ad. There is very little **awareness** created of the issue. The **understanding** step is skipped with not enough facts given to demonstrate as to “why” it is so important, other than don’t make “Big Oil” rich. **Trust** is never achieved due to negative representation of the ad. The Sierra Club is defining themselves by what they are against and not what they are for. Admittedly, the ad is sponsored by more than one organization, but it fails to develop a definition of what the coalition of groups is supporting. There is no progression of moving people through the cycles of awareness, understanding, trust and action. This ad goes right to the action stage without establishing the legitimate reasons why the reader should act. The reader certainly will not trust the Exxon representative. The reader also has no reason to trust the entities sponsoring the ad. The action request is weak as it is not clear who is to take action. This ad ran relatively few times, which does not play to

the benefits of frequency. The synopsis of the ad on the Sierra Club website is better written and explains the point better than the printed ad itself (minus the spelling error).

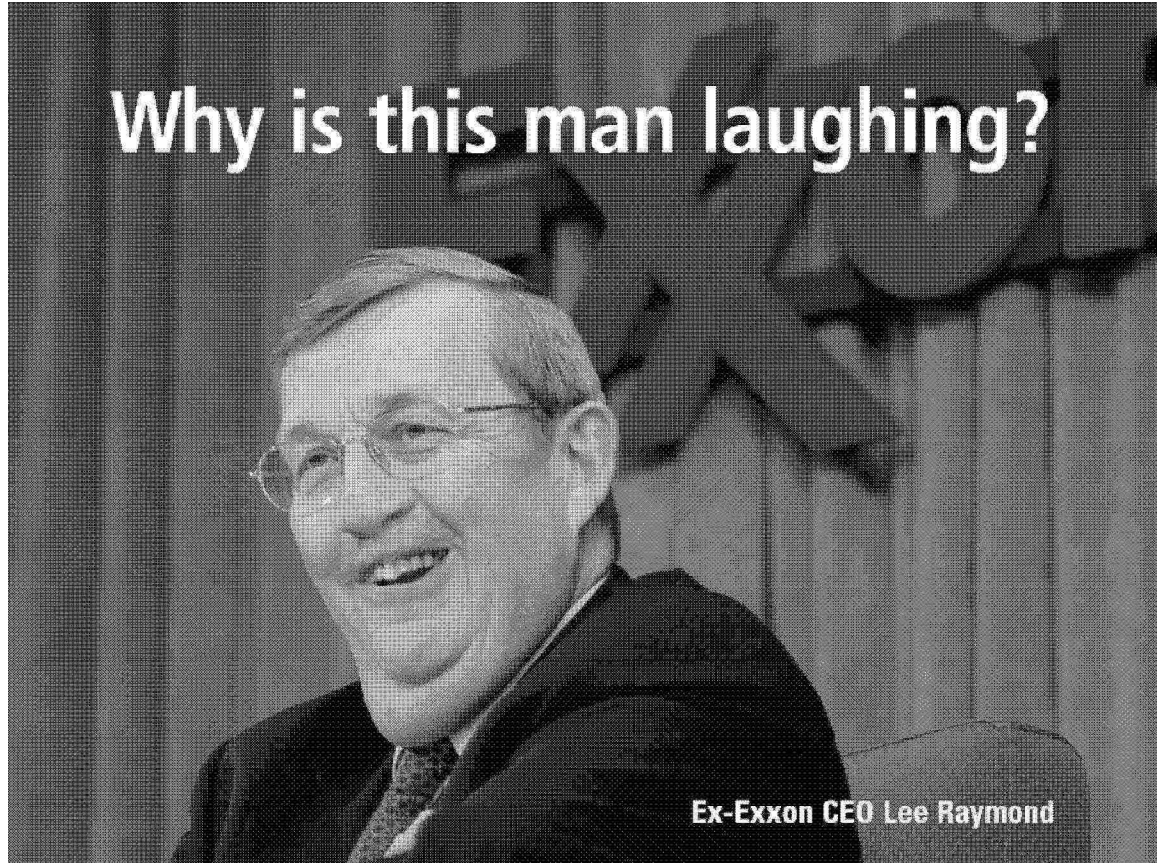
May 16, 2006

**Offshore Drilling Vote in the House**

With a vote in the U.S. House expected this week on a proposal to revoke the moratorium on offshore drilling, Sierra Club teamed up with other conservation groups to run these ads in Congress Daily. The message is clear: With industry raking in record profits and billions in royalty relief, now is not the time to hand over to them America's long-protected coasts. The proposal would allow destructive gas drilling starting just 3 miles from the shore. There are faster, cheaper and cleaner ways to meet our energy needs without sacrificing our beaches, coastal waters and economies.

Political style advertising is not an effective method of building trust in the general public. Although this “attack” style of ads is used in elections primarily because they are still seen as effective, they only add to the level of cynicism of the American public. As pointed out earlier, the higher the level of cynicism, the more desensitized people become - this must surely apply to elected officials as well.

The ad that ran as a “Thank You” to members of congress, published in January of 2007, restates the facts in a more believable manner without the negative spin. It could be stated that the ad was effective because the House passed HR 6. But, was it the ad or another component of marketing or lobbying, which would be classified as a “Sales/Fundraising” component of marketing?



## He heard that Congress may end the coastal drilling ban.

Former ExxonMobil CEO Lee Raymond and Big Oil are laughing all the way to the bank. He just got a \$400 million retirement package, while ExxonMobil made a record \$36 billion profit last year due to families paying more for gas. And Big Oil evaded \$20 billion in royalties from oil and gas produced from our waters.

Now the House Interior Appropriations bill hands Big Oil the rest of our coasts by lifting the 25 year old ban on expanding the area open to coastal drilling. The bill would **allow drilling only 3 miles from shore.** This gift will help Big Oil, but not families. Better fuel economy, efficiency and renewables are the only quick ways to reduce energy costs, and they don't threaten our beaches and the businesses that rely on them.

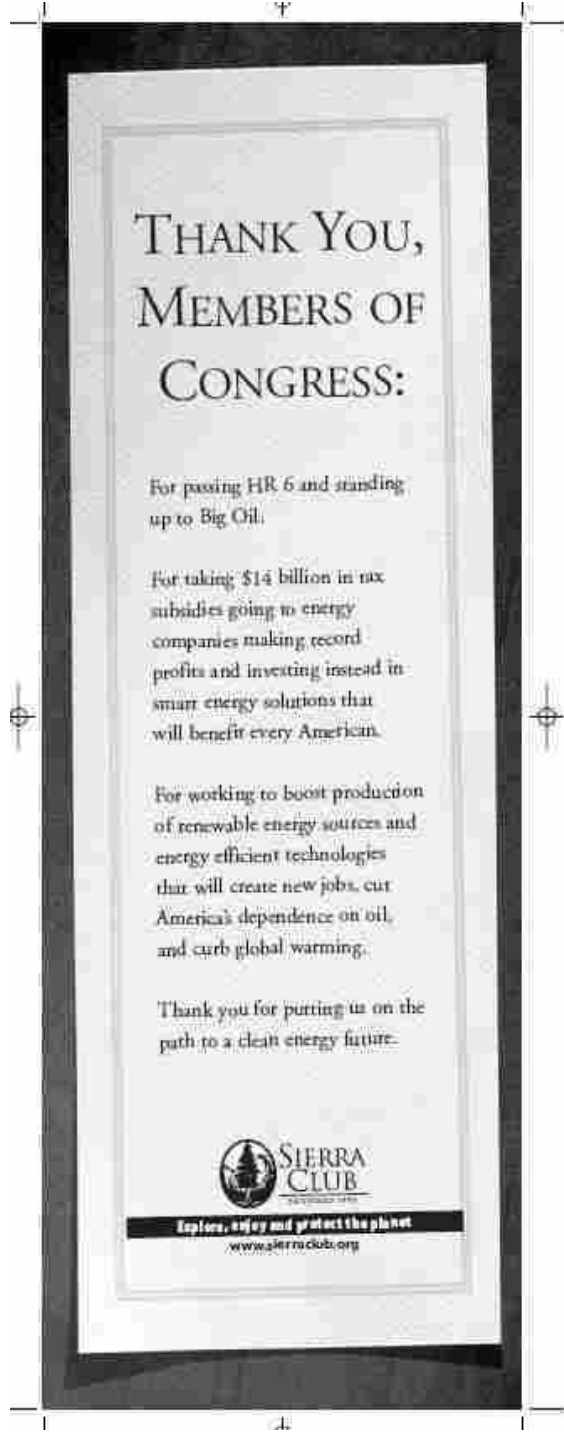
**You can stop the hand outs to Big Oil  
Vote to Continue 25 Years of Protection for America's Coasts.**

*And retain Interior Appropriations bill's end of royalty rip-offs.*

**Giving our coasts to Big Oil is no laughing matter.**

Alaska Wilderness League • Clean Ocean Action • Defenders of Wildlife • Earthjustice • Environment California  
Friends of the Earth • Greenpeace • League of Conservation Voters • National Audubon Society  
North Carolina Coastal Federation • Ocean Champions • Republicans for Environmental Protection  
Sierra Club • The Wilderness Society • U.S. PIRG

Figure 5 Sierra Club coalition ad.



(Figure 6 Thank You Members of Congress)





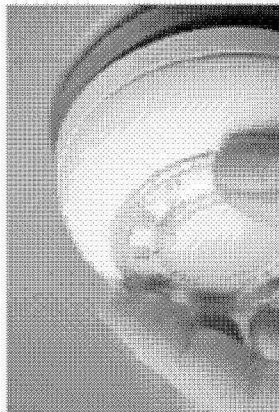
# Inside the Insider

Large, colorful photos

October 24 with the following of the leader:

- Save Money on Gas this Winter!
- Give Gas to a Good Cause!
- Give Gas to a Good Cause!
- Give Gas to a Good Cause!

More on this page: [Save Money on Gas](#) | [Give Gas to a Good Cause](#) | [Give Gas to a Good Cause](#)



Some of the fish are so small it is difficult to see them.

Check out the Great Lakes Fishery Commission's [new website](#). It's packed with information about the Great Lakes and the fishery industry.

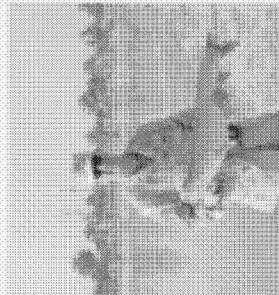
[Click here](#)



Want to Explore, Enjoy and Protect the Planet?

Join the Club!

[Click here](#)



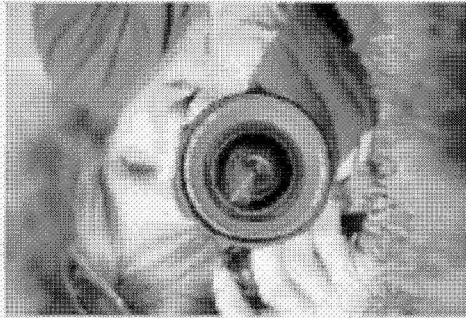
A Small Book in Time  
Think you have a hard time finding a book to  
read? Check out our new book series,  
A Small Book in Time, available at the  
[National Book Store](#).

Check out the Great Lakes Fishery Commission's [new website](#). It's packed with information about the Great Lakes and the fishery industry.

he could share the location for the clubbers with the SA in very short intervals.

Send the SA to the location.


**LEADER**



**PHOTOGRAPHY**  
 Which clubbers would they be most likely to photograph? What are the best locations for photography? How can we use the camera to our advantage?

Times of meetings were compressed, you never call or sleep. The phone club is expanding a call center on Nov. 15th - where we'll get complete help. It's important to have your phone or any other equipment set up on the path to receiving special meetings.

Remember, these things work for us, and getting them is better than being a "free" call. You can call our Club Center, which is available 24/7. We'll be there to help you with any questions.



**AS OVER THE HILL**  
**Compass**  
 Santa club's environmental bag

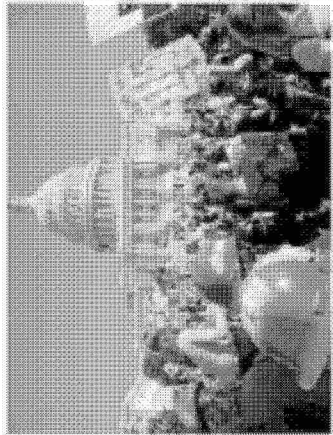
**LEADER**

**PHOTOGRAPHY**

Times of meetings were compressed, you never call or sleep. The phone club is expanding a call center on Nov. 15th - where we'll get complete help. It's important to have your phone or any other equipment set up on the path to receiving special meetings.

Remember, these things work for us, and getting them is better than being a "free" call. You can call our Club Center, which is available 24/7. We'll be there to help you with any questions.

**PHOTOGRAPHY**  
 Which clubbers would they be most likely to photograph? What are the best locations for photography? How can we use the camera to our advantage?



credit: "Serra Club News" 2007

The Serra Club is calling for the immediate resignation of Acting Comptroller Richard S. Smith, Secretary of State Mark Leno and the Commissioner of the State Police, James A. Grady, for their involvement in the cover-up of the 2007-2008 state budget deficit. The club is also calling for the resignation of the Governor, Arnold Schwarzenegger, for his role in the cover-up of the 2007-2008 state budget deficit.

**Students**

Students at Power Skills 2007  
Power Skills 2007 was held at the University of California, Berkeley. The club was represented by a team of students who participated in various activities and competitions. The club's participation in the event was a success, and it was a great opportunity for the students to showcase their talents and skills.

SSC National Campaign Coordinator Mattie Cline says she was inspired by how everyone got involved in the campaign.

She says she was inspired by the fact that everyone was so involved in the campaign, and that it was a great experience for her.

**Students**

**Not a Club Member?**  
Join now and help protect our natural resources and wildlife and preserve the planet for future generations.

- [View membership forms of the Serra Club, Berkeley, California](#)
- [Serra Club News](#)
- [Serra Club Website](#)

Students who might be interested in the Serra Club should be encouraged to join by using any available resources available.

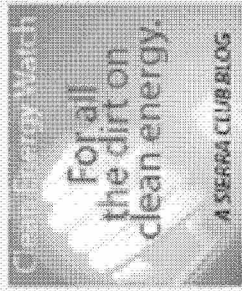


PHOTO: SERRA CLUB

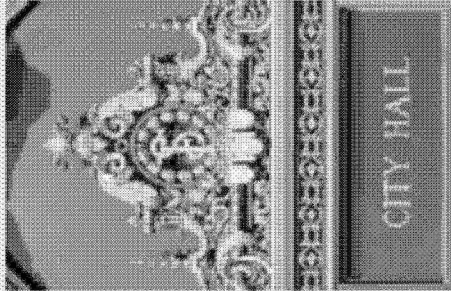


PHOTO: SERRA CLUB

Sierra Club's annual conference, "Sustainable Living for a Better World," is now open for registration. This year's conference will focus on the latest in sustainable living, including energy, water, food, and transportation. Register now to join thousands of other like-minded individuals in San Francisco, California, on October 10-11, 2013. [www.sierraclub.org/conference](http://www.sierraclub.org/conference)

Use this event's official link to share your story.

Now we need your help to promote the conference to your local community. [www.sierraclub.org/conference](http://www.sierraclub.org/conference)

[www.sierraclub.org/conference](http://www.sierraclub.org/conference)

Sierra Club  
1515 Broadway, Suite 1000  
San Francisco, CA 94109  
[www.sierraclub.org](http://www.sierraclub.org)

(Figure 7 Sierra Club e-mail)

On the flip side of political style ads, the Sierra Club reaches out to their core supporters in a positive and trust building manner. Recently, I received an e-mail from [insider@sierraclub.org](mailto:insider@sierraclub.org) (Figure 8). The topic of the e-mail was primarily energy. The four headlines were:

Table 3: Sierra Club E-Mail Analysis

Quote from Email ad	Imagery Used	Imagery and Copy Analysis
Save Money on Heat this Winter	Hand on thermostat	Strong Headline, straight to the point.
Give Congress a Call for Clean Energy	Picture of telephone	Good action request, unclear on the importance of the action.
Unleaded Holiday Shopping	Holiday cartoon	Urging for resignation of Consumer product Safety Chair.
Sierra Students Shift the Power	Protesters in Washington D.C.	Information, fact based of event that occurred.

These ads are good examples of what is possible. They state the negative, but at least convey the reasons why people should act. It also gives some **understanding** of the issues and why to **trust** the Sierra Club.

Overall, the marketing tactics of the Sierra Club have much room for improvement. The Sierra Club has some limiting factors; first of all budgeting has to be an obstacle. In order to properly commit to a successful marketing program, an adequate marketing budget must be allocated. Leaders in the Sierra Club as well as major donors need to understand how marketing can be used effectively. Sierra Club certainly doesn't have the financial resources that Chevron has, but every marketing budget has limitations and never can get stretched far enough. There are ways to work within the confines of a

limiting budget. The Sierra Club could focus on a few media and allocate their marketing dollars to those selected media. By focusing, they could zero in on a few “theaters” in order to properly move people through awareness, understanding, trust and action. They won’t be able to reach everyone, but the people they do reach can be urged to take action.

Secondly, the messaging needs to be more consistent with a clear benefit headline that appeals to the audience the ads are directed towards. With clarity in all advertisements, greater continuity will be achieved and then all of the ads will work in concert with each other. The Sierra Club needs to build trust to overcome the high level of cynicism in America today. The Sierra Club has its own level of cynicism to overcome. Not enough people know about the benefits that Sierra Club has to offer. It is even possible that Sierra Club could have a negative image to some people.

The case could also be made that through this ineffective method of marketing the Sierra Club is going against its own mission statement. Statement two states:

2. Practice and promote the responsible use of the earth’s ecosystems and resources. Notice the word “promote”, I have no doubt that they practice “responsible use of the earth’s ecosystems and resources”. But, they certainly do not “promote” these activities at least not in an effective manner. Statement three states:

3. Educate and enlist humanity to protect and restore the quality of the natural and human environment.

“Educate” humanity is a noble statement. To educate others, trust and understanding must be achieved. Only then can someone have a full grasp of the issues, with the key being understanding. To educate someone takes time and clear presentation of facts. Most of the ads I saw did not present a clear picture of the facts.

I do not attack the Sierra Club as an entity, as a matter of fact I strongly support most of what the Club stands for. I only attack the marketing tactics. I find it disheartening to see that such a fine organization does not have the ability to educate and instill trust in people.

## Chapter 9

### What the Environmental Movement can do to succeed in Marketing

The environmental movement has had so many great successes in the past centuries. Rachel Carson, Lee Metcalf, John Muir, Henry Thoreau and countless others carried the movement far. So many victories occurred in the 1900's right up to the 1970's. The Wilderness Act, Clean Water Act, Endangered Species Act, NEPA and other such legislation improved the quality of life on our planet and preserved the earth's resources.

Yet, here we are in 2007. No significant Wilderness bill has been passed in the last twenty years in the state of Montana. Global warming is raging out of control with just a lot of talk going on. There are very few leaders such as we have seen in the past that demonstrate integrity and leadership ability. Yet, there is something bubbling on the horizon. One of our leaders in the environmental movement, Al Gore, is taking on speed. He has won both an Academy Award and a Nobel Peace prize. He is bringing the issue of global warming to the national stage. He is also prepared to market. A recent request for proposals was sent out to some of Madison Avenue's top marketing firms, suggesting that Al Gore's organization is prepared to spend \$100 million dollars a year for the next five years on a multimedia global marketing campaign (Creamer, 2007). The values of the movement and the pure intentions of those in it are vitally important. Very few things are as important as the earth and it's inhabitants, whether it is human, plant or animal. Currently, many environmental organizations are squandering opportunities and languishing in the margins of public opinion. They have



very few clear messages that showcase their organizations, what they are doing and, most importantly, how their organizations benefit the broad array of the American public. Environmental organizations need to advertise. There need to be more examples of quality environmental organizations that promote themselves and the causes they represent. In order to properly affect change and the American public, environmental organizations need to do the following:

1. **Define the issues** – Choose the major issues they want to champion and define exactly what the problem is. Relate the problem and ultimately the solution to people with the use of Primary Probable appeals. Showcase why action is necessary and how it benefits the populace individually.
2. **Stop ceding the moral high ground to Private Industry** – Be a leader, define the issue. Private industry is taking the moral high ground due to the environmental movement's absence in defining public opinion. The movement must use the same rules private industry uses in marketing. The media that disseminates the message does not change, why should the tactics?
3. **Altruism**, “protecting the planet” and “doing the right thing” do not convince people as a primary appeal. Facts, understanding and building trust convince people. People are too cynical in today's world to believe messaging that does not convince them of the facts of the situation. Altruism could act as a secondary appeal in messaging.
4. **Focus** – Focus on the message, focus on the media and focus on the demographic targeted.

5. **Stop preaching to the Choir** – Reach outside of the core supporter base.

Expand the sphere of influence. It is too easy to play to the same levels of dogma that have dominated the movement. Times have changed, it takes different methods to succeed. Miles Davis once said, “If you do what you have always done, you will get what you have always gotten.”

6. **Follow the rules of marketing** – Don’t make up new rules and think that just because you are a non-profit or NGO that rules of capitalism and marketing don’t apply. They do.

7. **Set a budget and work within it** – Budget is always a constraint with every marketing campaign. Private industry follows advertising budget guidelines; environmental organizations should set aside a minimum of 5 % of their total gross revenue to be applied towards marketing. Focus the budget in as few theaters as possible and change that “niche” of people.

These seven guidelines are not easy to follow. They will take time and commitment. Even if a professional marketing firm were hired to craft and execute a campaign for an environmental organization, an immense amount of time would be spent to effectively identify the proper campaign concept to showcase the issues. The campaign would not have to be as dynamic as the Chevron campaign, but it would still need to have the ability to captivate the audience and instill trust.

Environmental organizations need to leave their own bias at the door. What decision makers think should be in an ad is not always right. Images of mountaintops and rolling rivers don’t sell. Follow the example of private industry. Hire experts. A

NGO's board would not represent themselves in court or study a sample under a microscope, so why would they craft their own marketing campaign. Hire professionals, then let those professionals use their expertise to frame the issues in a manner that will motivate change in people. "Don't have a dog, if you are going to bark yourself."

If environmental organizations have experts that have been guiding and counseling them, then evaluations need to be made. It is not working; the battle for influence on the American mind is being lost to private industry.

It's time to lead. It is time to be open to new ideas and stop falling in the same old ruts. Chevron is taking a leadership role. Shallenberger and Nordhaus bring up in "Death of Environmentalism" that the environmental movement for so long has used the "I have a nightmare..." speech that people no longer believe that there is a problem. Chevron used, "I have a dream..." speech.

I would love to see an environmental organization to step up and say "I have a Dream..." Tell me the dream, explain it to me, make me understand the facts, give me enough facts so I can trust and finally tell me what specifically I can do. Now is a time of great change and great opportunity. Never before have so many "stars" aligned to unite people. They want to believe, they want an organization to lead them. People will be led, whether it is private industry or the environmental movement. Who will lead remains to be determined.

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