

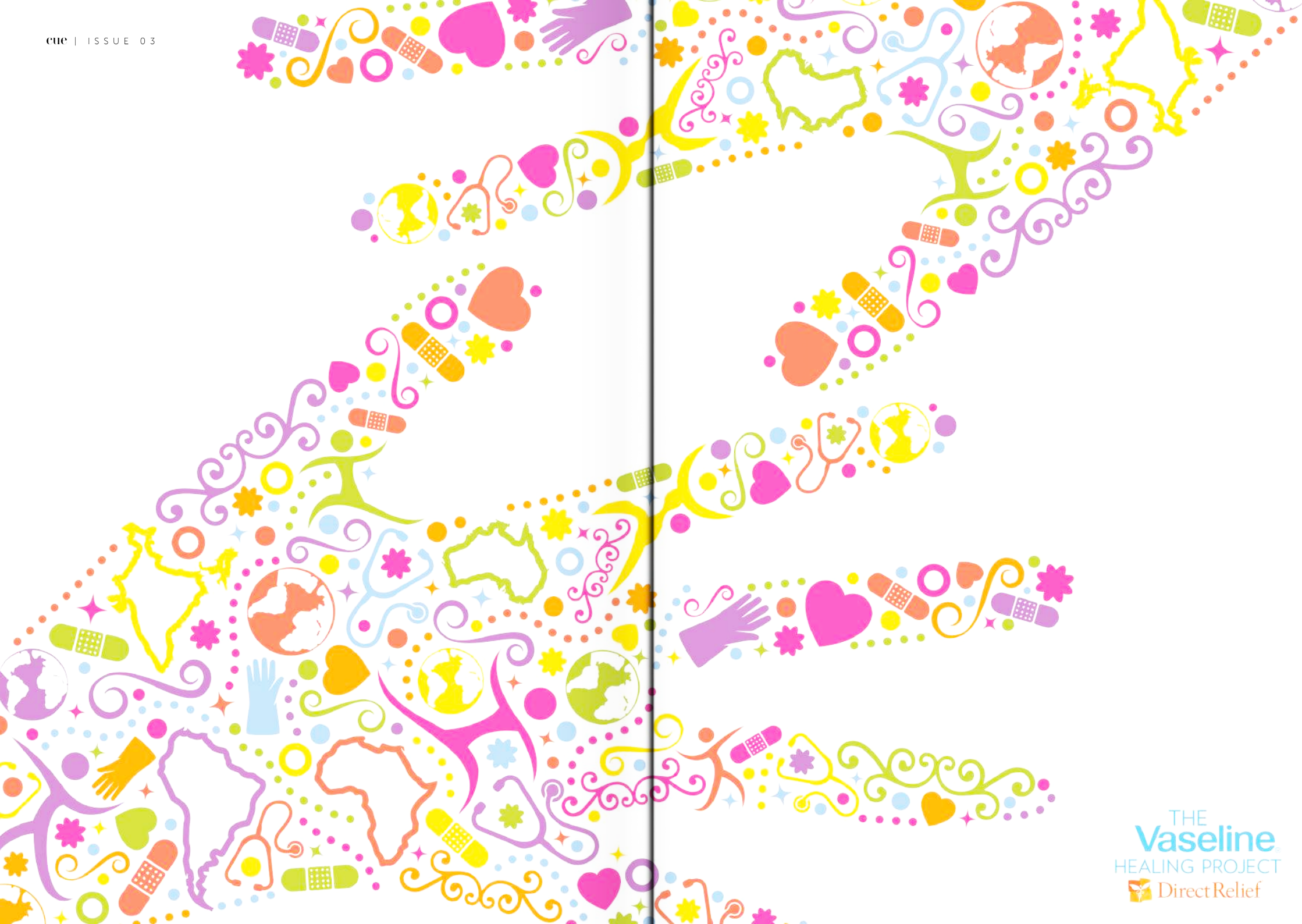


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QUARTERLY MAGAZINE FROM 1HQ

WE DID IT  
ON PURPOSE

# or



# Contributors



## Amelia Boothman

**DIRECTOR OF BRAND & INNOVATION STRATEGY**

Amelia utilises her degree in Experimental Psychology to unlock cultural codes, signs and symbols from the unconscious using semiotic methods and qualitative projective analysis. With over 20 years' experience in this area, Amelia is passionate about harnessing the latest and most relevant trends and uncovering emotional drivers to enable brands to become more meaningful.



## Mike Webster

**DIRECTOR OF 3D STRUCTURE**

Mike is an award-winning industrial designer with a wealth of knowledge and expertise in design and innovation. He helps clients create new products and packaging, and develop sustainable innovation strategies and pipelines. He has specific experience in pack and food innovation from his work with Birds Eye, Cadbury's, Carlsberg Group, Hershey's, Kraft, PepsiCo and Unilever.



## Clare Cotton

**ASSOCIATE DIRECTOR OF BRAND & INNOVATION STRATEGY**

With nearly 20 years' experience in brand innovation, Clare has worked with the likes of Diageo, Mars, RHM, WWF and Cancer Research UK. Her passion lies in maximising the potential of brands through strategy, consumer understanding and innovation. She now brings her industry experiences plus extensive network to help transform brands and increase their engagement with sustainable purposes.

## Ben Glotzer

**CREATIVE DIRECTOR - USA**

As a 20-year brand design veteran and leader, Ben has designed and launched many award-winning, creative campaigns across a diverse range of consumer categories, including food and beverage, health and beauty, pharmaceutical and pet care. Getting our New York studio up and running from scratch has been his latest challenge and he brings a valuable US perspective to the 1HQ mix.



# Contents

**p.06**

## THE ART OF SUSTAINABLE DESIGN

Communicating new-found transparency through innovative design solutions.



**p.10**

## MAKING SUSTAINABILITY TANGIBLE

Exploring the role of pack structures as the foundations of sustainability and enablers of premium experiences.



**p.18**

## SUSTAINABLE PURPOSE

Discover your purpose and help unite your employees and brand.

**p.30**

## PROGRESS WITH PURPOSE

We met with Alberto Macciani Global VP of Unilever's Sunlight brand, to discuss purpose, sustainability and their influence on strategy and innovation.



**p.26**

## WHAT'S GOING ON?

We focus on upcoming sustainability events in London, New York and Rotterdam.

**p.36**

## TOP 5

Ways to get involved and become kinder to our planet.



**Ben Glotzer**  
CREATIVE DIRECTOR - USA

# The art of sustainable design

Sustainable packaging is a table stake for today's environmentally-conscious consumer. They expect innovative package design that addresses ecological implications. With sustainability being in the top 5 priorities for approximately 60% of the world's leading CPG brands, packaged consumer products are the low hanging fruit for making a positive impact on a mass scale. With the U.S. ranked as the #1 trash-producing country in the world at 1,609 lbs per person per year, this throwaway mentality has exacerbated the waste epidemic globally.

The reality is that approximately 70% of consumers<sup>1</sup> want retailers and manufacturers to be more open and forthcoming about their sustainability efforts. This new-found transparency about sustainability humanises brands and is best communicated through innovative design solutions, including the use of renewable materials and aesthetics.

What better way to share an example of sustainability innovation than to look at

one of the world's most un-sustainable categories... cosmetics. Known for its glamorous packaging, premium non-recyclable mixed materials, e.g. metals, high density plastics, leather and glass are used to glorify products. But the tides are changing with brands like Hinoki by GROW based in Sweden, the 2017 Dieline Best of Show award winner. With a concept based on simplicity and respect for renewable materials, GROW has created a premium offer that is kind to the planet.

*"This sustainable packaging range of travel-size organic skincare products is made out of biodegradable paper and crafted for the premium cosmetics market. Hinoki is inspired by the form-language of origami as a means of being true to the value of the material. Each container uses a single piece of laminated paper, a tear-off corner revealing a Hinoki wood twist cap." – The Dieline. >>>*

<sup>1</sup> The Hartman Group 2017 Sustainability Report



The bar is also being raised in the food and beverage category with sustainable packaging innovation. Brands are responding with new organic food products, optimising food labels to better inform consumers, and developing sustainable packaging design practices. Material choice and design are reinforcing the quality of the product inside. Here, packaging plays a vital role in the brand narrative.

One such brand is T2, a range of fruit and herbal teas. T2 Mini Fruits were designed to be easy and fast to assemble. The opening of the package created a new experience for the consumer, similar to actually peeling a fruit. The packaging is also 100% glue-less, organic and environmentally friendly. The design is printed on the uncoated side of the paperboard with water-based ink to replicate the natural feel of the fruit while the logo has been reworked to resemble tiny fruit stickers.



Ending on a high note, we turn to the wild west category of cannabis. Hemp happens to be one of the best regenerative materials on the market to create sustainable packaging. It is highly durable, has a rapid growth cycle, and provides maximum benefit with minimal impact on the environment. The versatility of Hemp makes it ideal for paperboard construction, 100% plant-based plastics and moulded pulp forms.

Level Blends is a cannabis brand, based in California, that is leading the charge with eco-conscious, pesticide-solvent and additive-free products packaged in 100% hemp-based packaging, all showcased in a beautiful design created by Claire Typaldos and Folklor. Their intention is to create pieces that people want to keep and reuse with the cartridge and battery/charger boxes made from recycled pulpboard, in keeping with Level's plant-based products.

*"The inside of the boxes are moulded to perfectly fit the objects they hold. All labels are printed on speckled Mohawk stock and feature pops of neon to reflect both the scientific and organic quality of the products. There is a different color for each cannabis strain profile. The tablet and Pax boxes maintain the same system of organization - so the user can easily identify the type of cannabis and tailor their experience better to fit their individual need."* – The Deline.

Brands can be the ultimate catalysts for change, reaching billions of people globally through their values, beliefs and behaviors. They have the power to build meaningful connections between human motivations and business aspirations, all the while contributing responsibly to society. Through design, brands can lead by example and activate their sustainability mission by sourcing responsible materials and creating visually compelling products of desire that don't over stay their welcome here on earth.

# Making sustainability tangible



**Mike Webster**

DIRECTOR OF 3D STRUCTURE

It's official. Sustainability has entered the mainstream and become a key concern for many FMCG businesses, and quite rightly so. Public enemy number one is plastic, thanks in part to Blue Planet II. We expect to find more plastic than fish in the sea by 2050, according to the Ellen McArthur foundation. There are massive garbage patches in our oceans, of which the most famous - the Great Pacific Garbage patch - is estimated to be at least the size of Texas.

July of last year saw the release of the findings from the first global analysis of all the mass-produced plastics ever manufactured. As of 2015, we had generated approximately 6300 Mt of plastic waste, around 9% of which was recycled and 12% was incinerated. This means a whopping 79% ended up in landfills or the natural environment. The study estimates that roughly 12,000 Mt of plastic waste will be in landfills or the natural environment by 2050 if current production and waste management trends continue.

All of this is driving the demand for more 'responsible' products and packaging. Yet we are often misinformed about what is actually sustainable. The

growing perception is that plastic packaging is bad, yet this is not always the case. Plastic requires less energy than most materials to manufacture and ship, offers exceptional performance in most cases and is recyclable at the end of its life. Conversely, the 'paper' takeaway cups from which we drink our coffee every day are perceived to be recyclable, yet the majority are not.

Sustainability relies as much on product sourcing, clean production processes, 'disposal' infrastructures and people's behaviour related to consumption as it does on the material choice. This lack of understanding has become a barrier for many brands to address sustainability head on. They are paralysed by the fear of doing the wrong thing and alienating their consumers. And here lies the problem: what is the right thing to do?

Another barrier is cost. Supply chains have been honed over the years to work efficiently with the current choice of materials and formats. Changes to these come at a price. Although some progressive consumers are prepared to pay more, questions still remain about whether mainstream

consumers are willing to pay the premium for sustainable alternatives.

The tipping point might not be that far off though. Three out of four Millennials in a global Nielsen study indicated they would pay more for sustainable propositions - and this was three years ago. A similar proportion of Generation Z respondents indicated the same, prompting Grace Farraj, SVP of Public Development & Sustainability at Nielsen, to conclude that those "brands that establish a reputation for environmental stewardship among today's youngest consumers have an opportunity to not only grow market share but build loyalty among the power-spending Millennials of tomorrow".

Simon Boas Hoffmeyer, VP of sustainability at Carlsberg, suggests a way to navigate the cost issue is to focus on quality. He states that while "we don't completely see that consumers would pay more, we do see that they want to pay more for high quality and different experiences." He believes that "in the future, if something is sustainable, it will be seen as high quality".

While this might not quite be the case yet, it will certainly be so in the near future. We are already seeing evidence to support this through an increasing number of innovative new products and services that have been conceived with sustainability in mind yet offer more premium experiences. They can be summarised as follows:

- ▶ FROM EXCESS TO RESOURCEFULNESS
- ▶ FROM SINGLE-USE PRODUCTS TO SUSTAINABLE SERVICE ECOSYSTEMS
- ▶ FROM PURCHASE AND OWNERSHIP TO ACCESS AND PARTICIPATION

# ► From excess to resourcefulness

We used to think positively about having more. Today we think of doing more with less. One way to approach sustainability is to utilise the materials we have already created, either by upcycling waste or recycling old packaging.

Premium brands are demonstrating a spirit of resourcefulness through products that either give back, reuse or extend life, while progressive supermarkets are beginning to take a stand against excessive packaging and remove plastic from their shelves.

In the fashion world, Stella McCartney claims the future of fashion is circular. Hermes diffusion brand Petit H have made products from off cuts while Nudie Jeans encourage their consumers to keep their jeans for longer by offering free repairs and suggestions on customising them as they wear and tear.

Within FMCG, Coca Cola and Heinz have been developing their bio-plastic 'plant bottles' for several years now. Method, Head & Shoulders and Fairy have all recently launched bottles made from varying proportions of ocean plastic.



While these packaging initiatives are a welcome start, I can't help but feel they don't go far enough. In most cases the packs look like traditional oil-based plastics and require a label to tell us they are sustainable. We have to be careful with mixing different materials when recycling, as this can cause significant problems - the infrastructure isn't there yet to worry about that for us.

All of which presents an opportunity for FMCG brands to educate and guide their consumers through the creation of sustainable codes. Some brands are beginning to do this and are defining a new visual language of sustainability.

The packaging for the world's first sustainable rum by Fitzroy showcases upcycling - the utilisation of waste materials to create something useful - at its best. The beautiful marble-like caps are actually made from discarded Coca-Cola labels.

Carlsberg have developed the Green Fibre bottle made from sustainable wood fibre in partnership with EcoXpac. They spotted the need to offer a sustainable packaging alternative within their portfolio to reflect the evolving preferences of their consumers. The distinctive bottle is scheduled for consumer testing this year.



Paperboy offers a new take on the traditional glass wine bottle. A compressed recycled paper outer, printed with natural inks, and a recyclable sleeve on the inside to retain the wine, they can be separated to enable recycling and solve the problem we mentioned earlier regarding coffee cups and negating the barrier layer that renders the packaging un-recyclable. Furthermore, the 'bottles' use only 15% of the energy required to produce regular glass bottles and weigh less when empty saving energy on shipping. >>>

# ► From single-use products to

As our lifestyles change so do our needs and expectations. With the shift to more fluid lives and the blurring of boundaries between, for example, personal and private, home and work, casual and formal, we are seeking greater value from the products and services we consume, in the process redefining our relationship with them.

We are familiar with the digital ecosystems that allow us to use products and services seamlessly, often through multiple touch points and interfaces. From Amazon to Spotify, their approach is the same: the delivery of experiences shaped around the individual, offering convenience at every step to remove friction.

Forward-thinking brands are applying this same philosophy to FMCG to create sustainable service ecosystems, leveraging waste reduction to deliver better experiences that fit around consumers' lifestyles rather than the other way around.

Splosh enables consumers to buy concentrated laundry and cleaning product refills online. Bottles are retained and re-used while the refills come through the post and can be posted back empty

free of charge so that they can be re-used. *"The problem of plastic waste cannot be solved while we still buy from supermarkets,"* says founder Angus Grahame. *"We believe the move to the circular economy is about massive new business model opportunity rather than tweaking decades old systems."*

Living in today's world should not be at the expense of tomorrow's planet. Honour's Keep Good skincare range uses eco-friendly materials, combining aluminum 'keeper' razors and canisters designed for longevity with recyclable 'refills' made from sugar cane. This brand has managed to reduce waste whilst building heirloom-quality pieces that are unforgettable and therefore indispensable.

We are seeing more and more of these 'keeper and refill' systems, from home care and personal care to cosmetics and perfumery. In each case the keeper adds value to the experience where it matters - in-use through optimised functionality and ergonomics, and in-situ with desirable aesthetics that can be left out and displayed rather than hidden away. >>>

## sustainable service ecosystems



# ► From purchase and ownership to access and participation

Influenced by sustainably-minded, socio-cultural shifts, like the sharing economy and city bike rental schemes, brands are offering products and services that move away from requiring purchase to enabling access.

BMW's Drive Now scheme allows people to drive a BMW without having to own one; payment of a monthly subscription gives people access to any BMW or Mini so that they can pick up the right car for any given need. Certainly a sustainable choice for infrequent drivers.

Meanwhile, Rent The Runway are cutting down waste in fashion by allowing shoppers to borrow instead of buy - and always having something new to wear. The bags they use to send and return the garments are reusable so only the label has to be reprinted.

One of the big sustainability issues is the takeaway coffee cup. They require a barrier layer so most are not recyclable. *"Paper waste is the dirty secret of the coffee retail business"* according to Good To Go coffee shop brand founder Jim Munson. The Brooklyn-based chain is tackling the problem through its pilot scheme of re-usable coffee cups: consumers receive their coffee in a cup that can be dropped off at a different store once finished to receive a credit for next time. The cups are washed and put back into the system.

The same goes for food delivery brand Tyme in the U.S. Unlike most food delivery services, all their meals come packed in a reusable jar. Consumers simply return it to Tyme and receive a discount on their next order.

These are all examples of closed loop systems that embrace re-usability. The Dutch have been doing this for years with beer. Bottles are borrowed rather than bought with deposits paid back on their return. We used to do the same in the UK with milk.

In conclusion, it is no longer enough for brands to talk about their approach and activities around sustainability through comms and on-label messaging. It has to be tangible for it to be credible.

Pack structures are fundamental to successfully communicating and delivering a brand's sustainability ethos, and essential elements in embodying their purpose and values.

They are physical brand assets, whose role should extend beyond simply preserving, distributing and selling products on shelf to become brand beacons that shine light on the way forward and add meaning, utility and delight to people's experiences.

And this is where 3D structure can help. We are helping our clients create and shape more sustainable visions for the future. We are using design to rethink the conventional approach to packaging, solve problems, and create compelling innovative solutions.



Photo by Viktor Kern on Unsplash

# Sustainable purpose



**Amelia Boothman**

DIRECTOR OF BRAND & INNOVATION STRATEGY



**Clare Cotton**

ASSOCIATE DIRECTOR OF BRAND & INNOVATION STRATEGY

All businesses need a purpose that unites employees and gives a clear sense of not just what they do, but why they do it. If you are a fan of Simon Sinek like us, you'll know all about how this clarity around why we exist can be applied to brands, not just corporates, too. This article will explore that extra layer of purpose where a brand can boost their engagement with consumers by having an environmental or social impact that resonates. We call this 'Sustainable Purpose'.

Most of the noise is either around the giants like Unilever with their mega brands or the nimble purpose-driven start-ups like Tom's Shoes but this makes it all the more critical for the brands in the 'squeezed middle' in between.

So, in this simple guide to sustainable purpose, we will explore:

- ▶ SUSTAINABILITY BEYOND RECYCLING AND GLOBAL WARMING
- ▶ DISCOVERING YOUR BRAND'S SUSTAINABLE PURPOSE
- ▶ THE SELFIE OF OUR PLANET

# ► Sustainability beyond recycling and global warming

We now all have sustainability on the agenda and evidence suggests this theme is no longer an altruistic CSR 'tick box' activity, but can drive brand success and value.

But, what is sustainability? Most of the time we think of trees, recycling, plastic and global warming, but that's a very narrow, out of date definition.

In 2015, something remarkable happened and countries started to adopt the UN's 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. This agenda is like a globally agreed guidebook of all the things we need to do to improve the planet. However, we see them as a really powerful tool for businesses too.

Over the next fifteen years, the UN's aim is:

*"for countries to apply these new Goals, that universally apply to all, to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind."*

Paul Polman, CEO of Unilever, sees the UN's Sustainable Development Goals as creating a new type of growth<sup>1</sup>. The UN Goals may be broad, but it is easier than you might think to identify how a more meaningful purpose can easily build a brand and its perceived value to consumers.

The new goals are unique in that they call for action by all countries, poor, rich and middle-income, to promote prosperity while protecting the planet. They recognise that strategies that build on economic growth and that address a range of social needs (education, health, social protection) and job opportunities, must work alongside tackling climate change and environmental protection.

The goals can be grouped easily into two main areas; sustainability in terms of the environment and planet we live in, and the wellbeing of humankind. For example, the first goal is to end poverty in all its forms. Extreme poverty rates have been cut by more than half since 1990, but one in five people in developing regions still lives on less than \$1.90 a day. Millions make little more than this and many risk slipping into poverty.

Poverty is not just about having an income and adequate resources to ensure a sustainable livelihood. It includes hunger and malnutrition, limited access to education, social discrimination and exclusion as well as the lack of participation in decision-making. Economic growth must be inclusive to provide sustainable jobs and promote equality.

For example, Montezuma Chocolate has set their



## WELLBEING

## ENVIRONMENTAL

own internal standards:

*"Our organic cocoa either comes from a co-operative of over 9,000 small plantations in the Dominican Republic or from a similar but smaller co-op in Peru. These co-ops have a strong social structure that re-invests into the local society and infrastructure in a way that makes their cocoa based agriculture sustainable, equitable and indeed profitable."*

But it's not just Montezuma Chocolate helping to sustain economic growth. Do a bit of digging into the values of food and drink brands and it is easy to link their propositions into helping to achieve one of the UN's Goals.

The final goal, number 17, sits across both sustainability and wellbeing. This goal promotes partnerships for sustainable development, something we know to be very powerful in achieving the other goals.

Private companies can often achieve a successful sustainable development agenda through partnerships with other organisations such as



charities, governments and civil society. The partnerships work well when they are built upon shared principles, values and goals. The simple redirection of resources towards the right partner can unlock the transformative power of private resources with the charitable sector, to quickly deliver on many of the sustainable development objectives, by employing the right expertise in the right place. The Whiskas partnership with WWF was a classic example where the link between the big cat and the little cat was leveraged to give the brand a sustainable shared purpose.

Achieving tangible and measurable outcomes against one of the 17 goals is something that we can stand up and be truly proud of.

In summary, the most important decision to be made is to identify what are the right sustainable goal(s) that your brand can champion. What appears most relevant, meaningful and honest to your consumer? >>>

<sup>1</sup> [www.unilever.com/news/Press-releases/2017/unilever-sustainable-living-brands-continue-to-drive-higher-rates-of-growth](http://www.unilever.com/news/Press-releases/2017/unilever-sustainable-living-brands-continue-to-drive-higher-rates-of-growth)

# ► Discovering your brand's sustainable purpose

As humans, we all know we have to breathe in order to live, but none of us live to breathe. Likewise, businesses have to make profits to survive but, increasingly, we're recognising that profits shouldn't be their sole purpose.

Finding a sustainable purpose for your brand or business is now a hot topic; however, just because it's on trend doesn't mean it's good for your bottom line I hear you say. Well, the good news is, there's now building evidence to suggest that sustainability does square with profitability. The purpose nay-sayers have their work cut out denying the link.

Working with The Food People, we identified that this year's central cultural driver is Consideration. People are so bombarded by choice that they are trying to find meaning, community and consideration in their choices. By choosing a brand that resonates with their own values, they are comforted while also shoring up their personal brand.

So, whether it's a social or environmental purpose, if you get it right you can create a deeper engagement with your customers and help your differentiation. It should become a key part of your marketing plan, justifying its spend with a payback driven by creating a deep, lasting resonance with consumers.

But, how do you go about finding your brand's sustainable purpose? Finding a sustainable purpose is a careful balancing act, rather like defining a brand positioning.

## SHADOWS AND HALOS

In a world where trust and transparency are king, every brand looking to find a sustainable purpose needs to take an honest look at any shadows they might have. You might want to bring in environmental experts to audit specifics but, more often than not, it's the softer issues that you pick up from consumer listening that you need to fully consider. Once there's a plan to address any key shadows, brands are free to focus on looking for the positive halos that accentuate their unique positioning. The skill lies in trying out a plethora of options until you tease out the sweet spot that works for brand, business, and most importantly, taps into what the consumer cares about.

## DELIVERING AN IMPACT

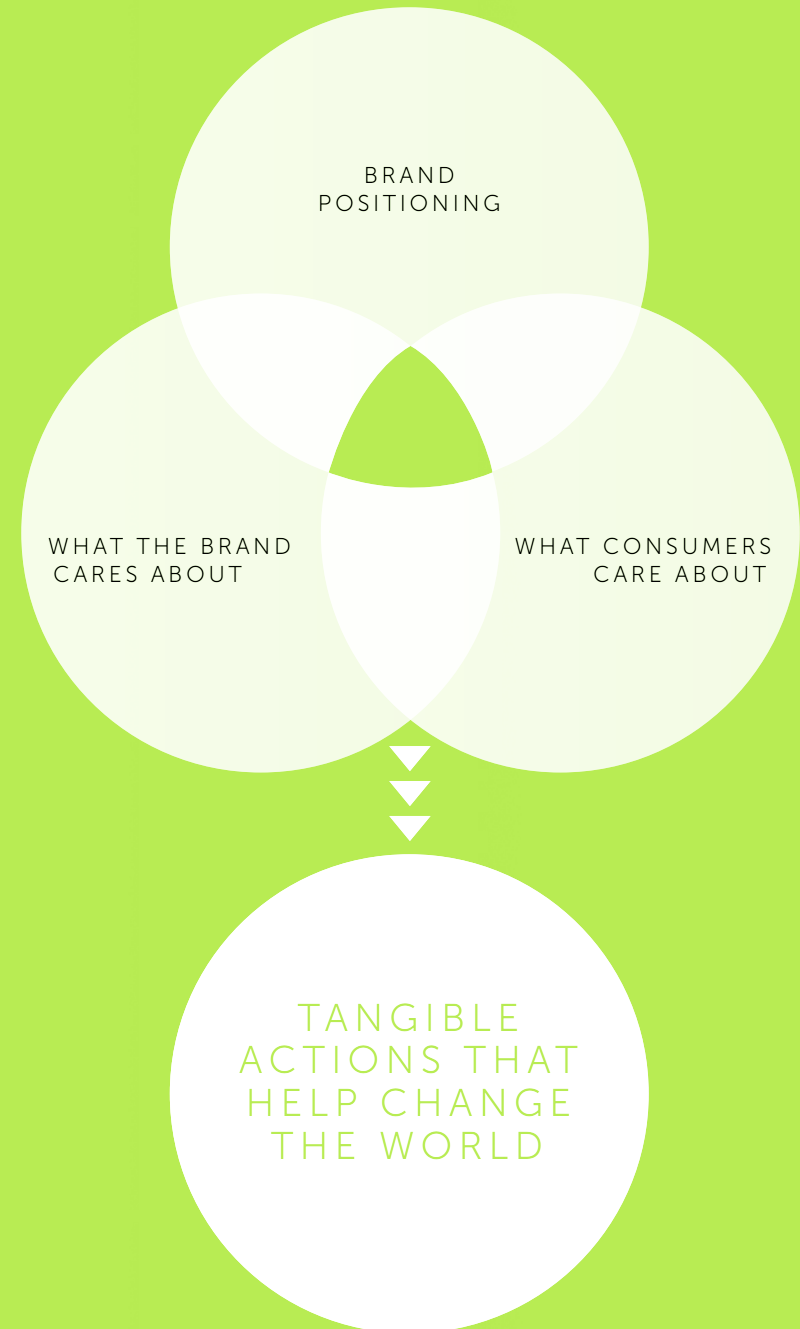
Brands don't have to run the programmes themselves. It's about finding the right partnership with a charity, social enterprise or even creating a fourth sector coalition of parties to drive the impact. The fourth sector expression was defined by Gib Bulloch as *"that which aims to deliver specific social outcomes that are measurable, scalable, and (importantly) profitable"*. This is a really exciting trend which shows that the lines are blurring between charity, business and government actors and we increasingly see them collaborating on projects.

## THE RESULT

By far the most critical factor in delivering impact is you and your conviction in the result. Like so many bits of good marketing, if there is conviction at the heart of the brand, together with its marketers and CEOs, the rest is simple.

## BEWARE OF PURPOSE WASHING

While there are many great examples of brands that are benefiting from a well-grounded, sustainable purpose, there are a few that have come a cropper. Either there's been little connection to the brand or they haven't found an authentic voice. While it makes sense for Pepsi's purpose to be around Peace and Unity, they learned the hard way that you have to have transparency and authenticity around such purpose. Their ad starring Kendall Jenner, which featured a staged march, was pulled after it showed insensitivity around the simultaneous Black Lives Matter marches. Equally, Heineken has used a convoluted experiment to try and promote a purpose for challenging social prejudices; however, the link to Heineken feels somewhat contrived. >>>



# ► The selfie of our planet

Here at 1HQ, we are fans of Kate Raworth's new thinking around Doughnut Economics. If you've not seen the model or read the book, it's essentially a snapshot of both the health of the planet and humanity.

## HOW DOES THE MODEL WORK?

The planet has 9 critical variables that we can't afford to overstep. It's how we measure the things we know about such as Climate Change, Biodiversity and Science by creating specific limits for each. This gives us an ecological ceiling. However, we don't just care about the planet's wellbeing. As the UN Sustainable Goals show, there are also plenty of social criticalities like access to food, education and water that we need to worry about to keep humanity healthy and afloat. These are the 12 variables in the centre pressing out.

The net result is the 'doughnut'. The green ring which is the 'safe and just space for humanity' to operate in. It's a squeezed space but for us to be sustainable in more than just words, we need to learn to live in this zone and not have negative impact on either the planet or its people.

## RELEVANCE TO BUSINESS AND BRANDS

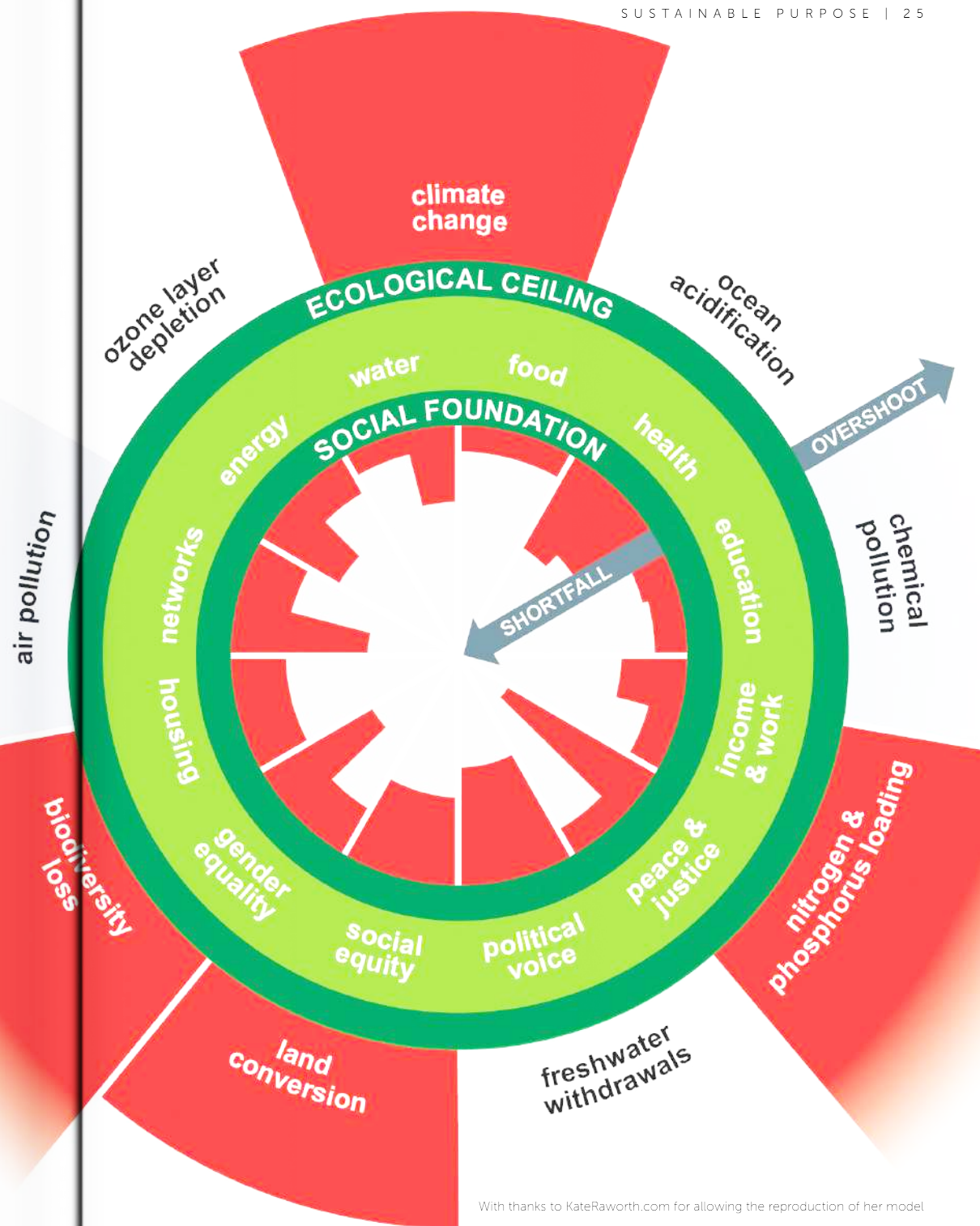
So, why is it valuable to businesses and brands? The genius of the model is it creates a great visual tool for sustainable decision-making, distilling so many complex sustainability issues into a single connected picture.

Imagine the model as a big round tablecloth in the midst of your decision-making. Is your business or brand doing the right thing and what, if anything, do you need to focus on to ensure you are not impinging on either the planet or humanity's boundaries?

When you add the measures of how we are doing against each of the variables, it's like a snapshot of how the planet is right now. In Kate's words, it's like

the closest thing to a "selfie for the world". Sadly, it doesn't make for a pretty picture. Nonetheless, just like the best selfies, they are natural, not airbrushed and the truth of the personality is revealed.

It feels like we are reaching a tipping point where our consumers are not just aware of sustainability issues but their behaviours are changing. If we as brands are aware of our own doughnut of impact and can re-adjust our behaviours, then we'll help the next selfie of the planet be a more positive image.



# What's going on?

Stay inspired and up to date  
LONDON, ROTTERDAM, NEW YORK

## London

no 1

**SUSTAINABLE PACKAGING EXHIBITION**  
UNTIL 31 AUG  
MUSEUM OF BRANDS, PACKAGING & ADVERTISING

Be inspired by recent design initiatives that are reducing the impact certain materials have on our environment. Take a look at brands who have progressed forward to find sustainable packaging alternatives and innovations, including packaging created from ocean waste, plant-based materials and even edible packaging.

no 2

**SAVE THE DATE**  
FROM 11:00 TO 17:00 TUES TO FRI  
THE BEAN SHED, HOXTON

Save the Date is a pay-as-you-feel organisation founded in 2014 by James Smart and Ruth McCabe. Working with a team of volunteers, imperfect produce is collected, turned into lunch and served in The Bean Shed, made out of old packaging crates. Surplus food is rescued and sold in their own market. Check out their social channels for the daily bargain. From avocados to sourdough bread, brunch is served!



Photo courtesy of The High Line

# Rotterdam

no 3

## RECYCLED PARK

4 JUL ONWARDS

NIEUWE MAAS (NEW MEUSE)

After five years of designing, plastic retrieval, recycling, fund raising and intensive collaboration, a recycled park prototype can be found in the Rotterdam harbour. Helping to retrieve plastic waste from the river before it reaches the North Sea, this floating platform will offer support for marine species and could eventually accommodate sports tracks and playgrounds. Watch this space!

no 4

## SPIRIT

BREAKFAST, LUNCH AND DINNER

MARINIERSWEG 9, 3011 NB

At Spirit you can serve yourself an array of fresh dishes, prepared with 100% organic and vegetarian seasonal ingredients. The products keep their natural life force energy all the way to your plate, making good food taste even better. The ingredients used by Spirit require less energy to produce whilst still meeting nutritional needs and contributing to a sustainable economy.

# New York

no 5

## CLIMATE WEEK

24-30 SEP

THROUGHOUT NEW YORK CITY

Climate Week NYC is one of the key summits in the international calendar. From panel discussions, artisan pop-up shops, concerts, exhibitions and seminars, organisations and individuals will play a pivotal role in driving the debate. A calendar of events will be available online by August 2018. So why not register to hold your own event during Climate Week?

no 6

## THE HIGH LINE

1 JUN-30 SEP FROM 07:00 TO 23:00

GANSEVOORT STREET TO WEST 34TH STREET, MANHATTAN

As an up-cycled piece of industrial infrastructure, the High Line's self-seeded landscape has grown around out-of-use elevated rail tracks. It is committed to sustainable operations, sourcing local plant materials and engaging a vibrant and diverse community. Join the events on The High Line over the upcoming months where you can get involved in everything from meditation, performances, honey harvesting and wildlife tours.

# Progress with purpose

Our CSO, Andrew Collins, met with Alberto Macciani, Global VP of Unilever's Sunlight brand, to discuss purpose, sustainability and their influence on strategy and innovation.



“WE INVESTED IN INNOVATION AND DEVELOPED A RANGE WITH THE POWER OF NATURAL INGREDIENTS AS THEIR KEY DIFFERENTIATOR.”

Photo by Rohit Tandon on Unsplash

**AC: Where does the Sunlight story begin?**

AM: Sunlight is the oldest brand in the Unilever portfolio. It was launched in 1884 by William Lever himself. From the beginning, purpose was at the heart of the brand – helping to make the lives of women easier whilst at the same time promoting the healthy benefits of a clean home. We've maintained that tradition to this day.

**AC: Sunlight is one of Unilever's 26 Global brands that have been given sustainable status. What does it take to achieve that recognition?**

AM: A brand must have a plan that addresses sustainable KPIs, covering functional aspects and defining a purpose to ensure it has a positive impact on societal issues. For Sunlight, this

includes setting targets on water and waste reduction and taking positive steps to empower the women who use our brand.

**AC: What has been the key challenge for the brand over the last few years?**

AM: When you are a market leader like Sunlight, you must be pro-active in maintaining that position versus your competitors. For us, that meant investing in innovation – for example, by developing a range with the power of natural ingredients as their key differentiator. At the same time, we worked on our purpose – making the connection between the time saved by the performance of our products and the opportunity that creates for women. The two things together are working very well and we

continue to perform well in a tough market.

**AC: What makes that so tough?**

AM: It's tough because dish wash is a mature market in which it's easy to see products as no more than a commodity. We would hear things like “you look like any other brand but you are more expensive” and that was the battle that we had to fight.

**AC: Do you see a direct link between success in the market and your purpose and sustainability work?**

AM: Absolutely. For example, we launched the new purpose in Indonesia a year ago and our message clearly resonated. We also made

sure we made it tangible and practical. A programme called Sunlight Academy was created that targeted the many women who run small shops there. It offered them training on how to run their businesses more effectively. By doing this we demonstrated that Sunlight is not just a dish washing liquid, but a brand that's able to help them achieve and build a better life.

I think purpose, all in all, is an extremely powerful filter for everything we do. If you apply it well, it will tell you straight away if what you are doing is creating value or not. It is easy in the short term for innovation to create excitement, but creating value is something different. Only innovation that has been built on a sound strategic platform will survive and thrive. >>>

**AC:** *I know that a big ambition you've had has been to disrupt the category. How do you find that balance between disruption and the established equity that is so deeply rooted in the history of the brand?*

AM: For me, it's all about finding the true essence of strategy, the sweet spot between protecting the equity and the ability to move this into areas where it can really make a difference in today's world.

For example, Sunlight was sitting on a de-greasing attribute that was becoming a category 'table stake'. Although we talked about the attribute, we hadn't pushed hard enough with where you could go with it. So, we started to quantify and qualify it. We saw that a more compelling story emerged when our de-greasing power was put in the context of speed, time saved and the natural ingredients used to achieve it. Good for dishes, good for the people washing them - and better for the planet too.

Design is a critical ingredient in bringing the strategy to life. We tend to think that design is only something that helps in luxury categories, not everyday products. I strongly reject this. Design is there to put excitement into everyday objects as much as in the most luxurious ones. If anything, it is more disruptive for everyday products.

I believe any product can be a statement of aesthetic value. Dish wash products are always on display in the home and so we should design them not simply to be practically and economically functional, but also beautiful.

**AC:** *'And more sustainable too?'*

AM: For sure, no question. I believe the consumer, in the next few years, will look for products that are really serious about providing a better service with less material. If you think of dish wash, you go to the store, buy a bottle, carry it home, use it, then dispose it. And then you go on repeating that process again and again, week in, week out - it's intense and it makes no sense. This is an area we are experimenting in - trying to de-materialise packaging, with no loss of performance.

**AC:** *Are there opportunities for de-materialisation in the new ways people are shopping?*

AM: Potentially, yes. But I was reflecting on the moment you buy from online retailers - unfortunately, you are even less aware of the issue of packaging because you don't really see it in the way you do in a shop. In this sense, there is an even higher urgency in tackling issues such as plastic usage.

**AC:** *Do you believe there is a danger in plastic becoming demonised?*

AM: One of the big issues of the modern world, is that we swing from one side to the other. It has been clear to everybody over the last 10 - 20 years that the overuse of plastic is wrong. But it's not about banning it - practically that would be impossible right now. The issue is about how we reform the way we use it.

We need to know we are only using exactly what is needed and no more; using recycled and recyclable materials, and working on product propositions that reduce the amount of plastic needed. Why do you have to throw away a perfectly usable bottle every time you finish the product inside? Re-fills are an obvious answer but, in some cases today, you see that they are more expensive than the base product! That must change - so it's not just the environmentally aware, wealthier consumer that will participate.

**AC:** *On this issue of participation, we often talk about the need to educate the consumer. How far do you think that education is a responsibility for brands?*

AM: I think the role of brands is not to educate but to facilitate. What brands can do is support something that is already happening, offer better choices and be there to make the learning journey easier for consumers.

**AC:** *And if they don't?*

AM: I don't think that any brand will survive if it doesn't address sustainability and purpose properly in the next few years. There is a new generation of consumers that are very clearly saying that, unless you are compliant proactively, then I won't buy you. Simple as that.





# Top

## WAYS TO GET INVOLVED

no 1

### EAT JUNK FOOD

We're fans of two great sharing economy apps that could not only save you your lunch money but also help to reduce food waste in your area.

**OLIO** connects neighbours and local businesses to ensure surplus food is shared and not thrown away. This could include spare home grown veg, dinner party leftovers or groceries left behind before a holiday.

**Karma** helps restaurants, cafes and grocery stores sell unsold food at a lower price to discourage spares from being thrown away. With 1/3 of all food produced wasted, this Swedish start-up joins the shift towards a more sustainable society.

no 2

### GIVE YOUR SHOES A NEW LEASE OF LIFE

Established in the early 1990s, Nike's Reuse-A-Shoe program will take up to 10 pairs of shoes that have run their last mile or played their last game and transform these into Nike GRIND materials. With 71% of Nike footwear and apparel products now made with Nike GRIND material, your old kicks could make a comeback after all.

no 3

### UNPACK YOUR FOOD SHOP

Planet Organic, a health food, sustainable haven brings 'Unpackaged' to four London locations - Islington, Muswell Hill, Torrington Place and Westbourne Grove. You can fill your old ice-cream tubs or reusable jars with ethically sourced products, including chocolate, nuts, seeds, cereals, grains, pulses and even household cleaners. Helping individuals and businesses to consume sustainably, 'Unpackaged' are pioneering the zero waste model, encouraging a reuse and refill society.

no 4

### LEAD A LUSH LIFE

Lush have saved nearly 6 million plastic bottles globally from selling their popular solid shampoo bars and advocate that products shouldn't be packaged. The company is known for taking care when buying raw materials and uses ingredients that are produced in a sustainable way. Lush also operates a return-for-reward system on products that do use their 100% post-consumer recycled plastic. Once you've used five signature black pots, clean them out and grab a free face mask. It's a win-win!

no 5

### GET HANDS ON

Restart is a company that has taken local action to move beyond the throw-away economy and is helping to prevent electronic waste through hands-on events, teaching people to fix their own electronics. The result to date? 13,938 hours volunteered, 8713 kg waste prevented and 3,788 devices fixed. Why not lend a hand or learn something new.

# Building brilliant brands One Hard Question at a time.

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