

Brand Activism: A competitive factor?

Introduction

Seeing organisations really try to make a positive impact on this world makes me incredibly happy. I remember seeing a gay couple in the NS (Dutch railway) tv-commercial for the first time and literally screaming out: “Yes NS! That’s amazing!” This made me wonder why NS decided to be so openly supportive of the LGBTQ+ community, is it purely to make a positive impact, or is it for sales-increase as well? This made me decide to learn more about brand activism.

In this paper you will read about the role of organisations in helping to solve social, political or environmental problems. Questions like: “What made brand activism such a big topic? Does every organisation need to participate in brand activism? Will brand activism reflect badly on my brand in certain target groups?” will be answered. After reading this paper you will be fully informed on the opportunities and threats that brand activism can give for your organisation.

Table of contents

Study design.....	3
Chapter 1: What is brand activism?	4
Chapter 2: What are relevant developments in society that caused the growth of brand activism?.....	5
Chapter 3: In which cases has brand activism proved to be a successful strategy?.....	7
Chapter 4: In which cases has brand activism proved to be an unsuccessful strategy?.....	9
Chapter 5: Conclusion and future prospects.....	12
Sources.....	13
Attachments.....	14

Study design

In this paper a descriptive, qualitative study is explained and illustrated. Media activism was researched through qualitative analysis in the form of interviews and research on case study. The study is supported by literature from different online and offline resources.

The main question answered in this paper is: Do organisations need to participate in brand activism in order to remain competitive?

Sub questions researched to reach an answer to the main question are:

1. What is brand activism?
2. What are relevant developments in society that caused the growth of brand activism?
 - a. How have consumers' attitudes towards brand activism changed in the last five years?
3. In which cases has brand activism proved to be a successful strategy for organisations to achieve market growth and what made it successful?
4. In which cases has brand activism proved to be an unsuccessful strategy for organisations to achieve market growth and what caused it to fail?

The questions are answered using the following research methods:

Question	Research Method
1	Literature study
2	Literature study
2a	Literature study
3	Case study + Expert interview
4	Case study + Expert interview

Study limitations

This paper is solely focused on business to consumer organisations and thus the business to business market is not taken into consideration. This because B2B marketing/communication has its own trends and developments that can drastically differ from B2C trends. As you will read in the paper, corporate social responsibility and brand activism are two different strategies and in this study the focus is on brand activism. The long existing term 'social responsibility' will be shortly discussed but not extensively elaborated on.

The paper is built up as follows: chapter one through four will each answer a sub question and, to conclude the paper, chapter five answers the main question.

Chapter 1: What is brand activism?

Corporate social responsibility has been around for almost 70 years and has been growing in importance. While in the 1950s brands stood out from the crowd if they engaged in social issues, in the new millennium organisations are now *expected* to leave a positive imprint on the world. (Moura-Leite, 2011). Social responsibility entails themes such as sustainability, race diversity and gender equality. Lately, it seems that incorporating social responsibility into the corporate identity just is not enough anymore. Communicators and marketers need to get ready for social responsibility.

50% of people worldwide expect brands to openly talk about social issues.

66% of people avoid brands that have a negative social impact.

53% of people avoid brands that have a negative impact on society and environment.

(Edelman, 2018)

1.1 Defining brand activism

Brand activism is actively carrying out the corporate values. It is not only about doing the right thing within a company (think having a racially diverse management), but it is also activating consumers to evaluate their own values and/or lifestyle. Brands activism is having a social purpose and making a social impact as an organisation. Examples of ways to carry out brand activism are: online campaigns, creating charities and organising local, national and global activations (Harzevoort, 2019).

1.2 High risk, high reward

Brand activism can be divided in different categories varying from high to low risk and effort (Samuel Schmidt, 2018). 'Risk' is defined as to how controversial the topic is. Climate change, for example, is a low risk topic in the United Kingdom; more than 90% of UK citizens believe climate change is actually happening (Phillips, 2018) and 60% believe it to be an important topic (Edie, 2018). A high risk topic on the other hand would be support for transgenders, of whom (in the UK) two in five have experienced hate crime in 2018 because of their gender identity (Chaka L. Bachmann, 2018). A high or low effort action is easily recognised; a low effort action would be a tweet for example, and a high effort action setting up a charity or community.

It could be argued that is not genuine brand activism if the organisation chooses to go for a low effort, low risk action. How much impact will one tweet about climate change really make? I believe the purest form of brand activism is a high risk, high effort action, as this will make the most impact, and making impact is the goal of brand activism. However, in this paper low risk and effort actions will still be recognised as forms of brand activism but the main focus will be regarding high risk and effort actions.

In conclusion: what is brand activism? It is organisations acting like activists and actively executing their corporate values. The purest form of brand activism surrounds a high risk statement that is carried out with high effort actions.

Chapter 2: What are relevant developments in society that caused the growth of brand activism?

Gender inequality, racism, climate change, homophobia, privacy breaches. A small selection of the (socio-)political problems that are an everyday topic for almost everyone around the world. A loss of trust in organisations, politicians and people in general has caused a great uncertainty around the world. Fears varying from 'is my personal data being spread without me knowing?' to 'can I safely get through my day today?' are openly discussed online. Everyone with an internet connection can participate in the debate, and millions of people do just that.

2.1 Privacy is dead

The rapid technological advancements and the establishing of the Global Village made a drastic change in the world. Every little bit of information seems to be available to anyone. This has great benefits globally, never before was there as much understanding and peace between different cultures as there is now (Fanish, 2015). That being said, it also has its downsides, for organisations especially, transparency is more relevant than ever. Like Phil Riggins wrote in Communication Director: "You're only two clicks away from uncovering a lie." People demand to not only hear about the values of companies, they want proof (Riggins, 2018).

2.2 Call out culture

The call out culture is relentless; brands cannot get away with anything. One tweet can build up to an entire boycott, one bad photo can permanently label an organisation as racist, homophobic or even as killers. It can have many negative effects for organisations, think about the number of organisations that got negative press because of the #MeToo movement (Harzevoort, 2019). On the other hand, call-out trends can also be great opportunity to join in, which could strengthen the identity of an organisation. For example, while the #MeToo movement went viral Durex executed a successful campaign about sexual consent which positively impacted their image (Mansuri, 2018).

2.3 Who takes the lead?

We turn to the government to guide us in topics we do not understand. But the trust in the government has never been lower, while in 1970 54% of U.S. citizens trusted the government in Washington most of the time, in 2017 only 18% did (Pew Research Center, 2017). People are in need of information and turn to other sources than the government. While (and possibly because of) this is happening, companies are increasingly asked to take a strong position in social issues. Brands are asked to become the leader in social issues in which the government lacks action or leadership (Riggins, 2018). Not only consumers turn to organisations to take action, the government itself asks, and in a lot of cases forces, organisations to step up. In some cases by forming new laws - this mostly applies to environmental impact - and also by enquiring large companies in, for example, race and gender diversity.

As you have read in this chapter, technological, cultural and political development can be threats to organisations, but they can also serve as opportunities. The most recent developments have caused

pressure for organisations to step up in societal issues and act as leaders to set the right example. It has almost forced (mainly large) organisations to participate in brand activism, or at the very least to participate in corporate social responsibility.

Chapter 3: In which cases has brand activism proved to be a successful strategy?

To find out whether brand activism can be a successful strategy, we will look at a few brands trying to incorporate brand activism in their marketing. In this chapter a successful campaign and how it was made successful will be discussed. In chapter 4 you will see an example of an unsuccessful campaign and a campaign that has had some effect, but not the large impact that was desired. From the knowledge gathered in these two chapters, a conclusion will be formed in chapter five and the main question will be answered.

3.1 Case: Dove

For almost 15 years now, Dove has been promising 'real beauty'. With this they mean that every body is beautiful no matter what weight, skin-color, age and more, especially focused on women. They communicate their message on every media they use. On the website it is the first thing you see, their Twitter timeline is full of body-positive messages and in their commercials you can see 'real women'. What makes it pure brand activism is their Self-Esteem Project (Figure 1), which is a mentoring and teaching program that helps girls gain self-esteem with classes and workshops and quick exercises that parents can do with their child (Dove, 2019). The campaign started with the "Tick Box" billboards (Figure 2), where passer-by's could select options like "fat or fit?" and "grey or gorgeous?", which led 1.5 million visitors to Dove's Campaign for Real Beauty webpage. In an interview with the Huffington Post, Jennifer Bremner (Unilevers brand director for skin cleansing) confirmed the sales-success of the Real Beauty campaign: "We believe that conversation leads to brand love, and brand love leads to brand loyalty. That's obviously a positive for us not just in the power of the brand, but also ultimately in sales." (Bahadur, 2014)

3.1.1. Success factors

So what made Dove's campaign so successful? Let's start at the beginning. The reason Dove started the campaign is because they surveyed 3000 women in ten countries about their interests and priorities, in which they found the problem: only two percent of the women considered themselves beautiful. The marketers at Dove turned this problem into an opportunity; while they were expanding their product range, they also decided to expand their goals. They wanted to adopt relevant feelings women deal with everyday in their campaign to get women to identify with the brand which, ultimately, increases sales.

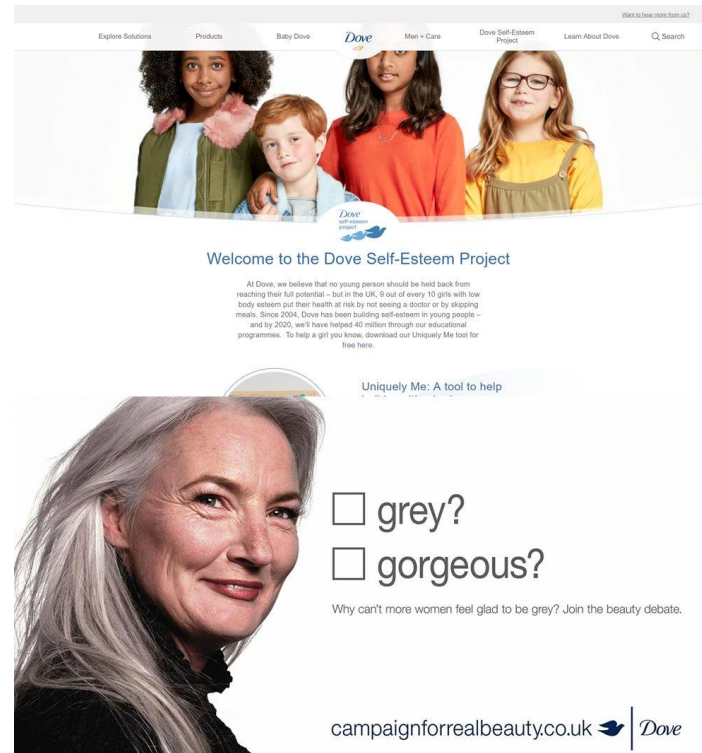


Figure 1 (top): Self Esteem project on Dove's website (Dove, 2019)

Figure 2 (bottom): Dove Tick Box campaign (Ogilvy, 2014)

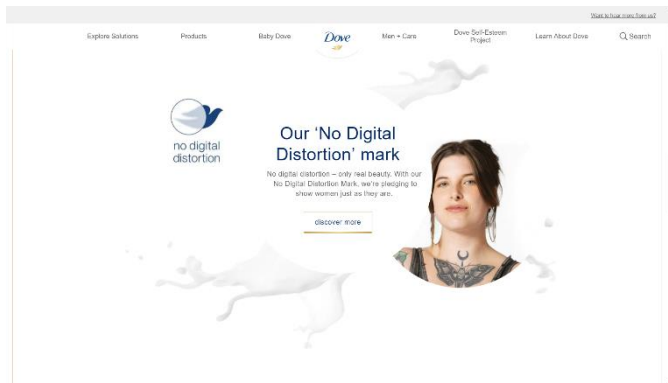


Figure 3 Dove Digital Distortion Mark (Dove, 2019)

The reason why the Dove Real Beauty campaign generally is not seen as a sales pitch, is because they do not only say they support women with different bodies, they also actually started supporting them. They show realistic women in their advertisements (Figure 3), and simultaneously started initiatives to improve women's self-esteem and try to reduce body issues. As Sharon MacLeod (Unilever North America Personal Care) said: "we have to walk the talk." Dove moved beyond rebranding and reached reidentification. Real beauty is part of

their identity: they talk, live and breathe real beauty, there is no way around it. These reasons together are why Dove's intentions are (generally) seen as pure, even though it started as a sales-effort (Bahadur, 2014).

3.1.2. Criticism

Of course, there are critics. Feminist movements have expressed their concerns about how Dove focusses only on the beauty of woman on the outside and not about women's personalities. There are also people that are not happy with Dove's campaign because it would exclude people who are naturally thin. The biggest criticism Dove has had however, was not about the brand Dove, but about their parent company Unilever, which owns 'sexist' brands like Axe. And how can Dove really be women-friendly if they are associated with a brand 'that displays women as the lesser sex'? Strongly worded maybe, but a clear point anyway (Angela Celebre, 2014). I suspect the reason this has not become a massive PR disaster that affects sales negatively, is because the average consumer does not know (or care) about Unilever being the umbrella corporation behind these brands. And if they do, they might not connect the dots.

To answer the question 'in what cases has brand activism proved to be a successful strategy?' the Dove case has been analysed. From this case we can learn that brand activism can most certainly be a successful strategy. Dove has executed the strategy perfectly by implementing the topic of body diversity and acceptance in every aspect of the organisation. Because of this, their acts come across as genuine which discredits most of the criticism they have gotten surrounding the topic. Ultimately, the positive brand association has improved sales, which makes brand activism a successful marketing strategy for this organisation.

Chapter 4: In which cases has brand activism proved to be an unsuccessful strategy?

The previous chapter showed a case of correctly executed brand activism, which had a positive effect for the brand. Now we look at cases that tried to apply brand activism but were unsuccessful. First the case of McDonalds will be described, where brand activism did not turn out to be a great success but did not fail spectacularly either. In this chapter another case will be shown, in which brand activism backfired and ended up doing more harm than good.

4.1 Case: McDonalds

Ten years ago, in 2009, McDonalds decided to change the red colour in their logo to green (Figure 4). With that they wanted to express that they use natural sources and use them responsibly (Mirande, 2009). McDonalds is extremely efficient in reducing food waste, their packaging is made out of at least 70% recycled material and they only use green energy. In 2018, McDonalds went as far as saying they want all their packaging to be made out of renewable, recyclable or certified materials and they want to add recycling bins to all of their restaurants by 2025 (Geier, 2018). Adding to that, McDonalds expended their menu with more healthy options (salads and fruit). A lot of effort has gone into being a sustainable and healthier brand, but if you would ask anyone on the street if they think McDonald's is a green, healthy brand, their answer would most likely be a no (Deng, 2009).



Figure 4 Green McDonalds logo (ANP, 2013)

4.1.1. Lack of impact

Even though the image of McDonalds did change after the redesign of their restaurants and menu, it still did not have the effect the company hoped it would. They did get out from the massive wave of critique caused by the documentary 'Super Size Me' in 2004, amongst other big cases of bad press in the 2000s. But, having said that, the 'good food served fast' image McDonalds longs for is still a far way ahead (Daily Mail, 2014).

But why is it that McDonalds has such a hard time changing their image? According to the Daily Mail, it is because people just do not consider McDonalds to be a place to get good food, and their low prices confirm this feeling (Daily Mail, 2014). Adding to that, McDonalds might have added some salads and fruit, but only 6 out of 60 food items would be recommended by nutritionists, and even then with a warning to keep McDonalds as an occasional treat (Smith, 2018). If you compare that to Dove's efforts, McDonalds certainly does not 'walk the talk'.

4.2 Case: Starbucks

In 2015, two black unarmed men (Micheal Brown and Eric Garner) where shot, and to raise awareness and spark conversation, Starbucks decided to start the Race Together campaign. The biggest part of that campaign was barista's writing #RaceTogether on the coffee cups. Starbucks hoped this would start conversations about race between barista's and customers. This, however, backlashed and raised critique by press and on social media (Hodge, 2018).

4.2.1. Sincerity

In the McDonalds case you could read how the campaign did not have the desired effect the company was hoping for, in the case of Starbucks, their management might not have expected a big change in attitudes but got it anyway. Starbucks was under fire on social media (Figure 5), SVP of Global Communications Corey DuBrowa de-activated his Twitter-account because of it. The campaign did not only raise questions about effectivity – when do barista's have time to talk about a topic as complex as race in a busy Starbucks? – people also suggested Starbucks was using the death of two men to increase their sales (Hodge, 2018). The CEO of Starbucks was closely related to the campaign and a white, male billionaire might not be the right person to start a conversation about race and privilege. To a lot of people this felt insincere, which made it seem like a marketing effort instead of an organisation genuinely trying to do the right thing (Mainwairing, 2013).



Figure 5: Tweet about the Starbucks campaign (Bossip.com, 2013)

So how come these two organisations have failed to achieve satisfying results using brand activism? In my opinion, effort and identity are the keywords to brand activism. Both Starbucks and McDonalds did not adjust the corporate identity to the statements they were carrying out. Adding to that, certainly in the case of Starbucks, the topic was high risk, but the effort was relatively low. It seems that high effort and having an activist identity to the core are requirements for a successful activism campaign.

Chapter 5: Conclusion and future prospects

In this paper you have read cases of successful and unsuccessful brand activist campaign and read about relevant developments in society that caused brand activism. In this chapter the main question will be answered: Do organisations need to participate in brand activism in order to remain competitive?

5.1 Views

In chapter three it was made clear that brand activism can be a great strategy when executed well; Dove has built a strong brand with positive associations using brand activism. The organisation has implemented their statement in every part of their organisations, which makes their mission believable and seem sincere. On the other hand, chapter four was evidence that, if executed poorly, brand activism can have a negative effect on your brand. In the case of Starbucks, it caused an overwhelming amount of criticism.

5.2 The final answer

After analysing the case studies, I went to a brand activism expert, Marjan de Jong, and shared my findings with her. After speaking with her (full interview in attachment A) I came to the following answer to the main question: I expect that almost all B2C organisations will need to participate in some form of brand activism to stay competitive. In ten years, I expect that in most branches, brand activism will take the upper hand in communication strategies. Marjan: "I think it would take something special for a brand to survive without brand activism."

Finally, there is an additional advice I would like to give organisations: brand activism seems to only be a successful strategy if implemented in every part of the organisation. The organisation will have to live and breathe their statement and that should show up until the very core. The process of implementing brand activism and convincing your audience of your sincerity will take time and effort. "It is a journey you make as an organisation" explained Marjan. So, think long and hard before you participate in brand activism, pick one issue to work on and make it your organisations life-mission to help repair it. This way, your brand will survive amongst the many others, and in ten years you might even have been a major contributor to making a better world.

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Attachments

Attachment A: Interview with Marjan de Jong

[inleiding over paper en waarom ik had gekozen voor haar]

Zou je een eigen definitie kunnen geven van merkactivisme, zodat we de rest van het gesprek op één lijn zitten?

Ja, dat is een goeie. Ik merkte dat ik op zoek ben gegaan toen ik dat artikel schreef. Waar ik op uit kwam is dat merkactivisme is een merk dat voor een goed doel gaat staan, of in ieder geval een activiteit waar ze helemaal voor gaan en dat ondersteunen. Het is eigenlijk heel breed. Klinkt heel activistisch maar dat kan juist ook zijn dat je een bepaald standpunt inneemt en dat ook uitdraagt.

Ik zag ook een verschil tussen corporate social responsibility en merk activisme. Ik kwam daar eigenlijk op uit dat merk activisme het social responsibility 2.0 is. Ben je het daarmee eens?

Ik denk dat corporate social responsibility... merkactivisme past wel in corporate social responsibility maar ik denk niet dat het dat vervangt. Corporate social responsibility kan ook andere onderdelen omvatten. Ik moet even denken of ik een voorbeeld kan bedenken. Merkactivisme is inderdaad dat je heel duidelijk voor je standpunt gaat staan en dat uitdraagt en csr kan bijvoorbeeld ook zijn van 'oh ik recycle en ik gebruik zo weinig mogelijk water'. En dat vind ik niet per definitie onder merkactivisme vallen. Merkactivisme is meer wat je uitdraagt, wat mensen horen en zien, terwijl je ook intern heel veel kan doen. Binnen het paraplu csr.

Denk je dat over 10 jaar bedrijven die alleen iets doen met csr en niet met merk activisme, dat die nog bij blijven?

Mijn persoonlijke mening is dat die dan echt achterlopen. Dat vind ik nu al. Ik ken geen aantallen maar als je kijkt naar bedrijven die het goed doen dat zijn dat bedrijven óf al heel lang bezig zijn en een heel sterk merk hebben gebouwd, óf bedrijven die inderdaad een probleem oplossen en heel erg wat bijdragen. Dus om antwoord te geven op jouw vraag: nee, ik denk dat je dan echt van goede huizen moet komen om dan t nog goed te doen.

Denk je dat dat geldt voor bij bedrijven van elke branche, of is dat echt bij dingen die op consumenten gericht zijn?

Dat is een goeie, want dat hangt ook wel heel erg van je doelgroep af. Als je doelgroep consumenten zijn, vooral bij jongere consumenten, die accepteren het eigenlijk niet meer als je geen rekening houdt met je omgeving. Maar er zijn ook mensen, soms doe je niks slecht maar je doet ook niks goeds en bij bepaalde groepen kan je het daarmee nog heel lang volhouden. Dus daar zit echt inderdaad een groot verschil. En dat zie je denk ik nu ook, ik heb die analyse niet op papier gedaan maar wel veel gelezen, dat je echt veel verschil ziet bedrijven. Er zijn bedrijven die zeggen 'ik heb he ook niet nodig, dus waarom zou ik dat doen? Mijn doelgroep vraagt daar ook niet naar en het kost alleen maar geld, prima om te recycelen maar verder geloof ik het wel.'

Maar toch heb je wel grote bedrijven die het proberen eigenlijk, zoals jouw voorbeeld was Pepsi, die echt iets activistisch probeert te doen maar dat dat eigenlijk heel erg backfired. Heb je een idee waardoor dat kan komen?

De moeilijkheid is ook dat veel bedrijven, is dat ze aan de ene kant wel willen maar aan de andere kant echt gestuurd worden en groeien door aandelen. Dat zie je bij Unilever ook en dat zie je bij Pepsi ook, dan is de vraag in hoeverre is het nou echt authentiek, en in hoeverre is het de

bedrijfsvoering? Zit het in de kern van het bedrijf? En dat is wel, voor dat soort bedrijven is het ook, ik wil niet zeggen dat het greenwashing is, maar daar is weer een nieuwe term voor, greenmarketing is. Dat je aan mensen laat zien van 'zie hoe goed wij bezig zijn', maar dat ze dat niet geborgd hebben in hun bedrijfsvoering. En ook niet in.. als je kijkt naar wat voor soort mensen werken in dat bedrijf, welke processen zijn er, hoe gaan ze met elkaar om? Eigenlijk moet dat ook allemaal kloppen. Als je dat vergelijkt met een bedrijf wat het goed doet is het bedrijf Ben & Jerry's, daar verdienen de werknemer gemiddeld wel minder dan ergens anders maar daar zijn we wel intrinsiek gemotiveerd om het verschil te maken. En bij een Pepsi zit een heel ander soort mensen. Het begint al bij de directie en dat vloeit ook door naar mensen die je aanneemt. Het verschil wat je daarin hebt, hoe je taken doet, wat voor leveranciers je kiest, het gaat ook heel ver. Het zit ook in heel veel kleine dingen.

Dus eigenlijk zeg je als je merkactivisme, als je het succesvol wilt inzetten dan moet dat tot in de kern van het bedrijf er al inzitten.

Ja, dan lever je echt een positieve bijdrage. En anders kan je er wel aandacht voor vragen, maar dat is dan, dat zit dan in kleine dingen maar hoe authentiek is dan die bijdrage? Hoe past het? Past het bij jouw merk of doe je het omdat de doelgroep het van jou verwacht?

Eigenlijk zeg je als een bedrijf merkactivisme wil inzetten moeten ze het meteen goed doen, dus niet half?

Ja, maar het is natuurlijk ook een proces he. Als je voor jezelf begint of je hebt een start-up, dan heb je het makkelijk want je kan dat al groeiend kan die dat oppakken. Maar als je al gevestigd en groot bent maar je wilt doorgroeien dan betekent dat dat je echt heel veel moet veranderen. Dus je kan er wel mee beginnen maar als je echt dat verschil wilt maken dan moet daar ook tijd overheen komen. De waarde die jij in het bedrijf uitdraagt en het gene wat je levert, daar zit vaak nog wel een mismatch. Dat is wel echt een reis die je dan als onderneming maakt. Dat is niet van de ene op de andere dag geregeld.

Is dat dan een tip die je kan geven aan zowel kleine als grote bedrijven?

Ja, absoluut, inderdaad. Eigenlijk is de tip dat je, als je het goed wilt doen, dan kijk je veel breder. Dan kijk je naar je eigen missie en je eigen visie: wat wil je als bedrijf? Als jij als bedrijf helemaal niks hebt met goed doen, dan blijft het een soort bijhanger. Dat is ook mijn kritiek op CSR, je kan heel goed CSR doen, maar dat kun je allemaal nog naast je gewone bedrijfsvoering doen. Dat geldt eigenlijk voor merkactivisme ook, als je het heel zwart wit bekijkt kan je het er gewoon naast doen. Je kan heel goed een goed doel steunen en dat uitdragen, dat doel wel verder helpen maar dat wordt pas geloofwaardig als jij je bedrijfsvoering aanpast.

Ik gebruik in mijn paper onder andere het voorbeeld van McDonalds, die eigenlijk wel heel hard probeert om bepaalde doelstellingen te bereiken, dus eigenlijk wat groener, gezonder of betere kwaliteit eten te zijn. Daar zijn ze eigenlijk al heel erg lang mee bezig, maar toch als ik mensen om me heen vraag of ze McDonalds een groen bedrijf vinden, dan krijg je toch niet de reactie die ik verwacht dat het management van McDonalds wilt.

Nee dat begrijp ik. Dat is ook heel moeilijk om die switch te maken, ik ken het bedrijf ook niet goed genoeg... ik weet dat ze al lang bezig zijn maar ik weet niet of ze daar primair doen. Of dat ze dat zien als enige overlevingskans of dat het kloppend hart van de onderneming groen wordt. Dat weet ik niet. Maar het heeft ook wel te maken... Als een bedrijf een bepaald imago heeft is het heel moeilijk om dat te veranderen. Dat duurt ook heel lang. Je moet ook wel die bewijskracht leveren. En de

vraag is ook of die bewijskracht ook de consumenten bereikt, raakt dat ze ook? Voelen ze dat ook? Ze kunnen het wel lezen en denken 'ja dat zal wel' maar het moet ook goed binnen komen.

Als bedrijven dan bezig zijn met merkactivisme, dat zal misschien heel erg verschillen per standpunt maar heb je het idee dat er bepaalde middelen zijn die krachtiger zijn dan andere? Om dat te kunnen uitdragen?

Middelen? Als ik kijk naar Ben & Jerry's wat ik wel krachtig vind is dat ze de verpakking gebruiken want dat is juist waar mensen mee in aanraking komen. Wat ik ook heel krachtig vond is dat ze hun eigen marketeers gebruiken op bepaalde content te schrijven voor een bepaalde beweging. Dus het is niet zo dat ze een eigen beweging gaan starten, ze steunen echt andere bewegingen met hun eigen expertise. Op die manier ga je ook alles embedden, integreren in je organisatie. Dus dan is het niet alleen, we steunen een goed doel met geld en we huren een tekstschrijver is om een leuk stukje te schrijven, maar dan is het echt geïntegreerd in het bedrijf. Ik denk dat dat ook het meest krachtige is. Dat je gebruik maakt van bepaalde middelen en kanalen om het op die manier ook geloofwaardig te maken.

Oke, duidelijk denk ik. Dat waren eigenlijk de vragen die ik had opgeschreven, zijn er nog dingen die echt belangrijk zijn voor bedrijven om te weten? Buiten de dingen die je zelf al hebt genoemd?

Ik ben wel benieuwd wat jouw insteek is. Wat is de vraag die je wilt beantwoorden in je paper?

Mijn hoofdvraag is eigenlijk of dat bedrijven mee moeten gaan in het merkactivisme om relevant te blijven in de huidige maatschappij. De conclusies die ik eigenlijk heb getrokken, en waar ik confirmation op wilde, is dat merkactivisme een heel krachtige strategie kan zijn maar dat het wel inderdaad volledig geïntegreerd moet worden in het bedrijf en niet half moet worden gedaan. Omdat dan het niet geloofwaardig overkomt en het vaak wordt gezien als marketingtruc en ook wel compleet de verkeerde kant op kan gaan omdat het dan gezien wordt alsof ze een maatschappelijk probleem gebruiken om hun eigen sales te boosten. Dat is eigenlijk een beetje de conclusie ik zelf trok.

Klinkt inderdaad heel aannemelijk. Ik denk dat je inderdaad moet kijken naar het type bedrijven. Want als je kijkt naar merkactivisme is het wel bijna allemaal B2C, en, ik kan nu even geen B2B bedrijf noemen, maar of het überhaupt relevant is voor B2B.

Ja, ik heb me voor nu ook gericht op B2C omdat ik inderdaad voor B2B, dat is eigenlijk ook heel anders, en ik heb het idee dat dat ook traditioneler is dan B2C.

Ja, ja leuk!

[Afsluiting]