

Chapter 13 Using marketing for cultural transformations

Gillian King

The presentation

Using marketing for cultural transformations

presentation by
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Sustainable Jill

to

Human Ecology Forum
Australian National University

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Thank you Peter and welcome everyone to today's forum.

I wish to acknowledge the traditional custodians of the land we are meeting on, the Ngunnawal people.

I wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

I would also like to acknowledge and welcome other Aboriginal and Torres Strait Islander people who may be attending today's event.

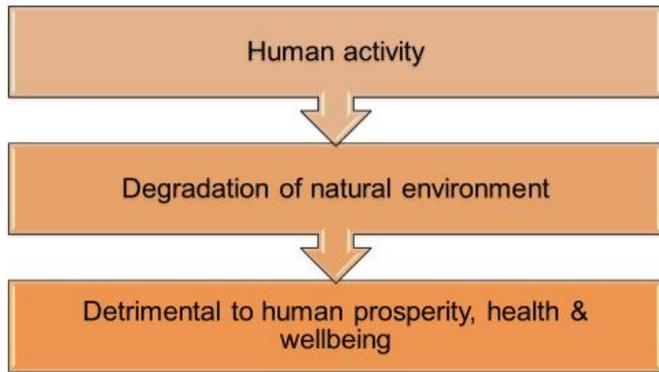
We might find it useful to draw upon that wisdom during the course of our discussions today and afterwards

About me

- Sustainability facilitator bringing together people, information & ideas
- 20 years Aust Gov't policy, management
 - environment (particularly climate change), industry & ageing
- Long-term interest in climate change & urban planning
 - scientist, policy-maker, community member, activist
 - interested in systemic change, game-changers



Transforming Culture stream – assumptions



In the Transforming Culture stream, we make the following assumptions which we do not intend to discuss:

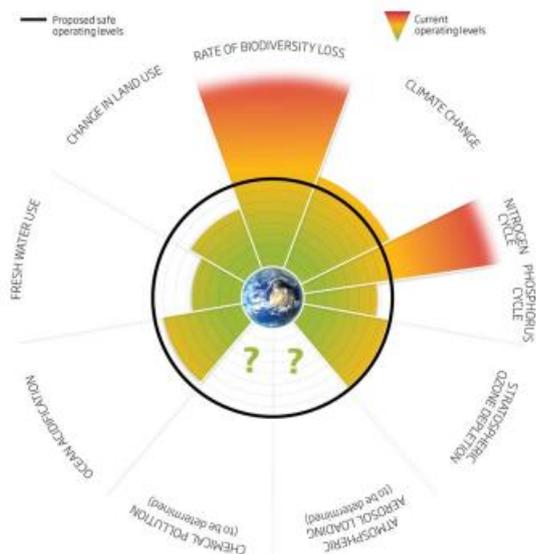
Human activity is causing degradation to the natural environment and that this is being detrimental to human prosperity, health and wellbeing.

We can see this in the Earth having entered the Anthropocene, The great acceleration that is...



Beyond the boundaries

We have already overstepped three of nine planetary boundaries and are at grave risk of transgressing several others



... straining and exceeding the limits of the Earth's ability to support life as we know it. We have already overstepped three of nine planetary boundaries and are at grave risk of transgressing several others That's largely arisen because our socio-economic culture (incl worldview, practices) ignores or disrespects fundamental processes of life & nature



Transforming Culture stream - assumptions

Human activity → degradation of natural environment
 → detrimental to human prosperity, health and wellbeing

Human civilisation ∝ transforming dominant world culture

- rapid
- reassert the biophysical realities within which we live
- promote culture sensitive to & respectful of nature & its limits

Still time for effective action to minimise disruption to human society



Our assumptions also include:

- Transformation of the current dominant world culture, including its worldview and practices, is imperative to protect human civilisation.
- This transformation will need to reassert the biophysical realities within which we live and promote a culture which is sensitive to and respects nature and its limits.
- While a rapid transformation is required to protect human civilisation, there is still time to take effective action to minimise disruption to human society.
- Further we do not want to spend time dwelling on the present situation except in so far as some analysis of the current situation helps understanding of the suggestions and recommendations for change...and we'll need to do some of that today.

Transforming Culture stream

1. Academic discussion – theoretical models
 - narratives we tell ourselves
 - how those narratives become our identity
 - models for change
2. Practical discussion – effecting change
3. Focus on very practical set of steps and possibly even a group to carry these forward



The 2014 Transforming Culture stream seeks to address the core question:

how might we bring about the cultural transformation necessary to ensure the long term survival of the human species?

The website points out that this is about societal change; the mix of individual and systems change needed to transform culture.

The focus was to be on a very practical set of steps and possibly even a group to carry these forward.

So far we've mainly focused on theoretical models and academic discussion.

One of the themes has been the narratives we tell ourselves and how those narratives become our identity.

We've also looked at some models for change.

But we have yet to really move onto the practical discussion – how we go about effecting change.

And that's what I'm hoping to spur on today.

Culture & Communication

- Culture is communication
- Meaning requires emotion
- Systems models = language to negotiate & share understanding (?)
- New stories can replace current stories
 - What is needed, not what is possible



We've heard how:

Culture is communication

Meaning requires emotion

Systems models = language to negotiate & share understanding (?)

New stories can replace current stories – about what is needed, not what is possible.

And we know that it can be done,

Because it's been done in the past...

Shaping Public Opinion

“develop a message and strategy for shaping public opinion on a national scale”

(internal fossil fuel industry memo)

- ‘This manufactured campaign found a receptive audience among many citizens who would understandably prefer not to acknowledge the existence of such a frightening and potentially overwhelming threat as global climate change.’

Gore, A. 2009. *Our Choice*, p. 358



But not necessarily for good.

The campaigns of both the tobacco industry and the fossil fuel industry come to mind.

They set out to, in their own words, “develop a message and strategy for shaping public opinion on a national scale”

And it has worked – spectacularly.

As Al Gore has pointed out:

‘This manufactured campaign found a receptive audience among many citizens who would understandably prefer not to acknowledge the existence of such a frightening and potentially overwhelming threat as global climate change.’

It is important to note that these campaigns made use of experts, commercial marketing experts.

What can we learn from the commercial world?

1. Psychology
2. Models for influencing



So, what can we learn from the commercial world that might help us in our efforts to replace the stories, images, language and thinking that is causing so much harm

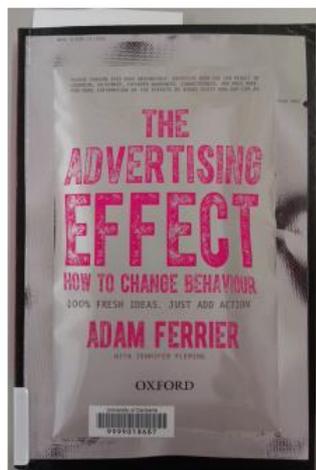
that civilisation and indeed life as we know it is threatened?

The commercial world offers practical models of behavioural and cultural change.

We can learn from it about the psychology of changing behaviour and models for influencing people.

Today we will look at a basic model of facilitating that change

And the, through discussion, look at how it might be applied to effect cultural transformation.



Ferrier, A. & Fleming, J. 2014. *The Advertising Effect: How to change behaviour*. Oxford University Press: South Melbourne.



I am finding this new book very useful.

Adam Ferrier is a registered psychologist who is now a very successful advertiser, who you may have seen on Gruen Transfer.

He wrote it because he wants to stop *mindless* consumption. (He wants it to change to *mindful* consumption.)

The book gives both excellent overview and detail of the interaction between the science of psychology and the art of advertising, including key research.

Why advertisers & marketers?

- Behaviour change industry
- Use psychology to influence behaviour
- Evidence-based
- Creative

Why should we pay attention to advertisers and marketers?

Because they:

- They are in the behaviour change industry
- They use psychology to influence behaviour
- Their work is evidence-based
- They are creative



Why focus on behaviour?

Action changes attitude
faster than
attitude changes action

You might say 'So what?'

We are interested in what people think, why they do things, their attitudes – and that when they get that right, then they will behave the right way. Well...

The evidence says that it's the other way around,

That action changes attitude faster than attitude changes action.

Now, just park that in your brain for a while.

And we'll look at some ways we can get change and some of the evidence that comes out of marketing.



Some ways of getting change

- Fairy tales – 'outsourcing':
Prince Charming will rescue us
– eg Whitlam, Rudd, Obama, Abbott, technology
- Empowerment movements
– eg Divestment, Kitchen Table Conversations, March Australia
- Basic sales model

First let's look at some ways of getting change.

Val told us how, according to George Laycock, there is only 1 story: the journey – with a Hero, Villain, Direction, Outcome

We're all familiar with fairy tales.

You know, someone (usually a young female) gets into trouble – usually Villain wrongs the Victim and then someone else (Hero, usually a handsome young man) rescues them (the Victim), sometimes with help (Fairy Godmothers, dwarves) - Direction,

then they usually get married and they always live happily ever after (Outcome).

That's a powerful story, ...



And it could be argued that it's dominant in our society.

Someone (or something) stronger, smarter, more powerful than us will rescue us from the trouble we're in...

It's the ultimate outsourcing, especially when big cultural change is needed.

And it's well established in the cultural and political spheres...

Examples in recent times include

Whitlam, Rudd, Obama, Abbott, technology

Some have fared better than others

But it's still being used.

For example, Abbott in the lead-up to the last election (although that hasn't been working so well since the election)

And the belief that technology will save us from catastrophic climate change and other environmental catastrophes.

I would argue that the fairy tale narrative suits incumbent power elites,

And inspirational leadership and crisis opportunities that Bob Douglas thought necessary for radical cultural transformation.

But there are some problems with the fairy tale approach to change:

We never find out how the hero does it (although Shrek gives a less rosy picture)

And it doesn't fundamentally change the culture of Victim as helpless.

Also, in the environment movement and academia we have a lot of:

- stories about bad things (eg climate change)
- stories about victims, who are helpless (often us, eg climate change)

We are both victim and villain.

This sets up an internal conflict that can't be resolved

So we put it in the 'too hard' basket

Then we have the empowerment movements

These aim to put powerful cultural and practical change in the hands of ordinary people...

We have seen them before and they can lead to cultural transformation

(eg Magna Carta, end of Chinese dynasties, revolutions, female vote, equality – which has a way to go).

Some recent examples are

March Australia – has empowered Australians to speak up

Kitchen Table Conversations – empowers people to speak up & feed their views into political processes.

Now March Australia and KTC joining together.

Divestment – empowers people to take action. Symbolic but effective – S Africa, fossil fuels.

But will these empowerment movements lead to cultural transformation of the scale & depth needed for the dominant culture to become biosensitive

(i.e. live within the limits of Earth)?

And then we have marketing that deliberately sets out to change behaviour.

Today I'll be specifically introducing you to the basic sales model and how it might be used for transforming culture.

And the reason for that is because deep and widespread cultural transformation only occurs when

. People's behaviour changes

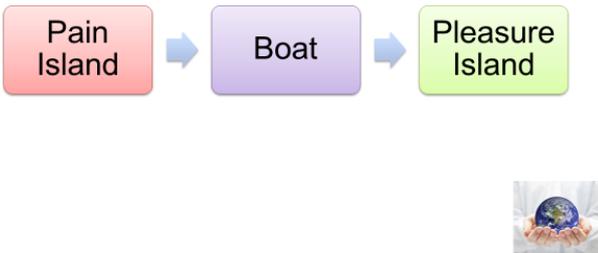
. People's thinking (their frame) changes.

You can't change someone's mind (frame) by telling them

You need to change their frame

By giving them an alternative

And that's where marketing comes in.

<p style="text-align: center;">'Selling' change</p>  <pre>graph LR; A[Pain Island] --> B[Boat]; B --> C[Pleasure Island]</pre>	<p>Here is the basic sales model</p> <p>1 Pain Island: Show you understand the problem/pain. This builds rapport, so they trust you. 'Rub salt' into the problem, using as many senses as possible, to make it seem even worse.</p> <p>2 Pleasure Island: Show a better alternative. Show how it solves the problem. Use as many senses as possible. This sets up a dilemma/conflict:</p>
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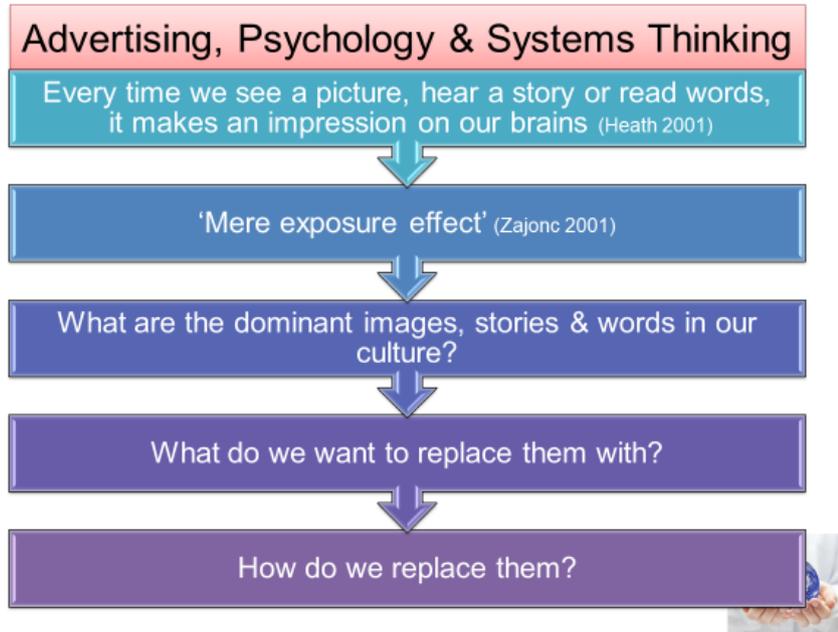
they want to be on
Pleasure Island but they're
stuck on Pain Island - how
do they get from Pain Island
to Pleasure

Island?

3 Show them the only Boat (with you as captain) to take them from Pain Island to Pleasure Island.

Getting on board the boat has to be a no-brainer, so you have to make it as easy as possible.

Now a little look out the window at what advertising, psychology and systems thinking bring to the table..



Every time we see an ad it makes an impression on the brain
Heath, R. F. 2001. *The Hidden Power of Advertising*. Admap Monograph no. 7, Helney-on-Thames: Warc
From that, we can deduce that every time we see a picture, hear a story or read words, it makes an impression on our brains.
You may be familiar with the idea that our brains have a filter, so we can concentrate on the things that matter to us.
But that seems to me to relate only to the conscious brain, that part that we use for active thinking.

The idea that everything our senses pick up makes an impression on our brains has been demonstrated by Zajonc in what he called the 'mere exposure effect': we like something simply because it is more familiar to us – whether or not we are aware of it.

Zajonc, R. B. 2001. Mere exposure: A gateway to the subliminal. *Current Directions in Psychological Science*, 10(6): 224-8

I think that is critical to what is driving our culture and how cultural transformation might be effected.

'Selling' change



Back to our basic sales model, and how it might be used for selling change.

The basic sales model: moving a potential client from pain island to pleasure island

(with thanks to Vrinda Normand, irresistablemarketing.com & her clients)

Pain Island is where your ideal prospective clients, your audience is now.

It's what they are currently struggling with and where they are stuck. Pain Island sucks.

Your audience members are marooned on Pain Island, suffering, frustrated and no matter how hard they try, they don't know how to escape!

Until you (the hero) come along.

You are the captain of a boat, and your business is the "boat."

Your purpose is to get people off Pain Island and take them to...Pleasure Island.

Pleasure Island is where your audience want to be.

Pleasure Island is amazing, full of abundance, beauty, fun, freedom, happiness and the positive results your audience members are craving.

You know what it's like because you've been to Pleasure Island (in a certain area of your life), and you know how to help others get to this same destination.

When people buy a ticket to get on your boat, they don't care about how your boat works.

They care about where they're going – they invest in the destination.

And you need to make sure that getting on board is very easy; it has to be a no-brainer for them.

Language, Words, Stories, Images

1. About what?
2. To whom?
3. How?



We do this by engaging their emotions
Because a decision to buy (or change) is emotional, not intellectual.
We need to choose our language, words, stories and image carefully.

Pain Island

- Anthropocene
- Anthropocentric thinking



We need to describe in great detail what Pain Island is like.
(That's what it's like living in the Anthropocene, as well as the time that has led to it.)
Our ability to identify exactly what's going on for them will make a MASSIVE difference to how well they receive our marketing message.
What does Pain Island look and feel like to them?
Remember from Val & John's work that every audience has its own story.
Getting clear on what they are currently experiencing and you'll be 75% of the way towards helping them take action.
The audience needs to know that you've been on Pain Island, or that you've helped people who've been there.

They need to know that you are a normal human being and you've suffered just like them.
Then they will start trusting us, be inspired by us, and begin to *aspire* to something greater in their own life.
So the first and most important part of marketing is being able to describe Pain island in terms that will recognise with potential clients.
Language is the key here – especially using the same language, imagery, situations that they recognise.
And how do we find that out?
We hang out where they hang out.
Online. In electronic media. In print media. In real life.
We look, listen, read.
Now, because we are people living in a society, we already know some of this.
And that's what I want you to draw on – that tacit knowledge we all have.

What are the dominant images, stories & words in our culture?



Let's start by looking at what might be the dominant images, stories and words in our culture.
[move to writing area]

What are the dominant images, stories & words in our culture?



Economy, financial eg \$, buy, sell, share market, exchange rate, commodities, prices, GDP, Work hard and (eventually) you can be rewarded (eg by retiring)

Growth, more, building, improvement, fast, better = good

Celebrity, fashion, design, appearance, food – fast, engineered, 'perfect'

Man-made objects (eg cars, buildings, food, fashion, faces, bodies)

Refinement = improvement: natural = primitive = bad

Extrinsic value

Dehumanising, objectifying, abstracting

I/me, you, status, ownership, control, closed, fast



Here are some things that we might consider

Pleasure Island

- Sustainocene
- Ecocentric thinking



We also need to describe what Pleasure Island is like.

(This is what life is like in what Tom Faunce called the Sustainocene.)

Again, we need to know exactly what our prospects are looking for, in the short and long term.

This is where we need to use language that shows them that there is a real alternative to Pain Island and causes them to want to take action.

We need to take them through the transformation and experience that will happen with what we're offering, not just the nuts and bolts involved.

We need to focus on the stages that someone will go through to transform.

We need to be able to communicate what Pleasure Island looks and feels like so they are inspired to take ACTION to get in the boat that will take them there.

What do we want to replace them with?



Now, what do we want to replace the currently dominant images, stories and words with?

What do we want to replace them with?



Environment eg GSP

Humanising: People, relationships, personalising

Feelings, spirituality eg GHP

Sustainable, enough, less, natural, experiencing, caring, mindful = good

Growth, more, building, develop, improvement, fast = bad/neutral

Intrinsic value

Humanising, personalising, concrete

We/us, commonality, caring, sharing, openness, slow



Here are some things that we might consider.

An anthropologist proposed a game to the kids in an African tribe. He put a basket full of fruit near a tree and told the kids that who ever got there first won the sweet fruits. When he told them to run they all took each others hands and ran together, then sat together enjoying their treats. When he asked them why they had run like that as one could have had all the fruits for himself they said: "UBUNTU, how can one of us be happy if all the other ones are sad?"

'UBUNTU' in the Xhosa culture means: "I am because we are"



We Know Memes

How do we replace them?

This is the Boat

What is the boat that will take them from Pain to Pleasure island?

The boat is simply the means of getting there.

[It might be a *framework* or *system*, the step-by-step *sequential* journey from Pain to Pleasure island.

Imagine a boat taking a stranded sailor from Pain island to Pleasure island.

It's a long journey, so they have to make some stops at the smaller islands in between.

The smaller stops are the steps within your framework, and each of those steps is one step closer to Pleasure Island.]

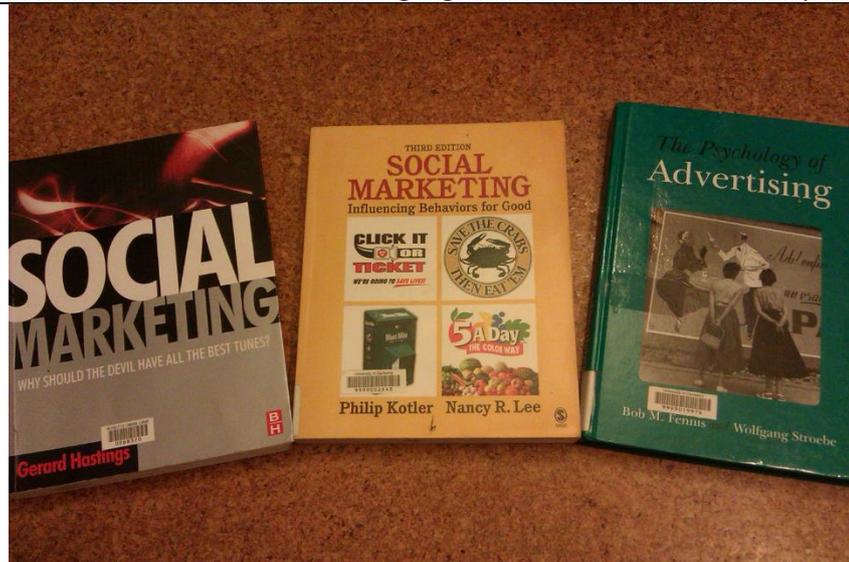
The biggest mistake many people make when implementing their marketing system is trying to use their *modality* (particular expertise) as the boat.

People don't care about your modality, they care about having a better life.

You need to establish trust and rapport by describing **Pain** and **Pleasure Island** first.

Once you've established that trust and rapport – then, and only then, can you show them the boat, whatever it is (your product, service, or training) that will help them get there.

This is where we need to use language that causes them to actually take action.



There is quite a body of work on how to go about effecting change... Here are some books from the University of Canberra library – They look very good but I haven't read them yet... and they're probably a too detailed for this session. So I thought I'd just stick with a couple of things with which I am familiar.

Asian Wisdom

Tell me, I forget.
Show me, I remember.
Involve me, I understand.

- ancient Chinese proverb



Why social marketing is being used so effectively

Six Principles of Influence

1. Reciprocity
2. Commitment & Consistency
3. Social Proof
4. Liking
5. Authority
6. Scarcity

Robert Cialdini. 1984. *Influence: The Psychology of Persuasion*.



Robert Cialdini, Regents' Professor Emeritus of Psychology and Marketing at Arizona State University has been possibly the key researcher on the 'how'. He published his Six Principles of Influence (also known as the Six Weapons of Influence) in his seminal and best-selling 1984 book "Influence: The Psychology of Persuasion." Cialdini identified the six principles through experimental studies, and by immersing himself in the world of what he called "compliance professionals", people who are skilled in the art of convincing and influencing others.

Here are his six principles:

1. Reciprocity = People tend to return favors, pay back debts, and treat others as they treat us. According to the idea of reciprocity, this can lead us to feel obliged to offer concessions or discounts to others if they have offered them to us. This is because we're uncomfortable with feeling indebted to them. Commitment and

Consistency = People have a deep desire to be consistent. Because of this desire for internal consistency, once we've made any commitment to something, then we're then more inclined to go through with honoring the commitment, even if the original incentive or motivation is removed. (If we don't, we suffer from cognitive dissonance: the mental discomfort of holding two contradictory beliefs or ideas at the same time.)

2. Social Proof = People will do things that other people do. That is why conformity is so pervasive.
3. Liking = People are more likely to be influenced by people they like. We are more easily persuaded by people who are similar or familiar to us, people who give us compliments, or people we just simply trust.
4. Authority = People tend to obey authority figures, even if it involves something unpleasant or objectionable. We are even influenced by the authority conveyed by people's titles and positions and their clothes.
5. Scarcity = Scarcity generates demand. If we perceive something is scarce, then we're more likely to want it. That's the power of 'only a few left' and 'for a limited time only'.

Summary

- Culture is about communication.
- Language, stories and images that resonate with us emotionally are the key.
- Psychology and marketing can provide invaluable help with transforming culture.
- A bold, vivid and clear alternative that engages us emotionally is the key to change.



To recap,

Communication.
Emotionally resonant stories and images.
Psychology and marketing can help.

A bold, vivid and clear emotionally engaging alternative.

Vision: Bold, vivid & clear is vital

Christiana Figueres, Executive Secretary UNFCCC
Keynote address at the World Coal Association International Coal & Climate Summit, 18 November 2013:

"...the phrase "where there's a will, there's a way" is tantamount to human history because will precedes innovation, and innovation precedes transformation. John F. Kennedy called for putting man on the moon in ten years at a point when no one knew how that would be done."

<http://www.unep.org/newscentre/default.aspx?DocumentID=2754&ArticleID=9703>



"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."

- Margaret Mead

Vision: Bold & clear is vital

“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth. No single space project in this period will be more impressive to mankind, or more important for the long-range exploration of space; and none will be so difficult or expensive to accomplish.... all of us must work to put him there.”

JFK, Man on the Moon Speech, Joint Session of Congress, 25 May 1961

- Daring, daunting, word-picture of a possible future
- Specific: who, what, how, where, when

Specific:
who,
what,
how,
where,
when.

Daring, daunting,
startling word-picture of
a possible future

Williams, P. 2005. *Coaching Your Kids to Be Leaders: The Keys to Unlocking Their Potential*. FaithWords: New York



Letter of Hope

1. Change what we do
2. Change how we do it
3. Change how language, stories, images
 - What it means to be human, Australian
 - Different to what got us into this mess
4. New, clear, positive vision for the future



Dear Nat

I was saddened to learn via your blog post 'How much longer do we continue to be an empty chair?' how dispirited you and the 1 Million Women team are at the moment.

I understand (believe me!) the feelings of utter despair that come when you are giving your all to humanity's fight for its life...and you keep getting punched back by people who just don't get it, people who are so captured by their own self importance (or that of others) that they cannot see that their actions and decisions can doom humanity to becoming just another part of the fossil record.

You are right, of course, that we won't give up, that we will regroup.

We must.

And we must continue the fight for survival of humanity and life as we know it.

But we must be much smarter about how we fight.

We know that it is always harder fighting uphill than if you are in a higher position. So why do we continue to do it?

Instead of continuing to fight uphill and expecting – hoping – to win, we must change positions. We must move to higher ground, so we are in a position of strength and we are fighting on our terms.

And that means changing what we do.

It means changing how we do things.

It means changing the language, the words, the stories, the imagery of what it means to be human and to be Australian.

It means giving people a new, clear, positive vision for the future.

And that means different language and a different vision to the language and vision that has got us into this mess and is making it worse.

The new language and vision we create must be one that highlights values that we are all familiar with and connect with deep down.*

It is values like family, community, friendship and mateship, the fair go, and egalitarianism.

And, despite years of attack, the strength of those values in Australia is being shown in the amount of backlash against so many recent government actions. And it is shown in your success in creating the 1 Million Women community. There it is, that word: community.

And as part of that community, I am reaching out to support you, to help you and the 1 Million Women team through this difficult time, to give you hope and re-energise you.

Because...

Letter of Hope

- We cannot succeed if we do not have hope...or a clear vision
- Familiar values we connect with
 - Family
 - Community
 - Friendship and mateship
 - Fair go



... we cannot succeed if we do not have hope...or a clear vision.

And, if we have hope, if we have a clear vision, then we will have the energy and resources to do what it takes to win, and especially to win the fight of our lives.

Because...

... when you are literally fighting for your life, you are very clear and focused about what is your goal, your vision for the future...and you have the energy to do whatever it takes – even things you've never done or fought off before – to win.

Letter of Hope

When you are literally fighting for your life, you are very clear and focused about what is your goal, your vision for the future...and you have the energy to do whatever it takes – even things you've never done or fought off before – to win



Finally, I want to thank you.

I want to thank you for creating 1 Million Women.

And I want to thank you for showing your vulnerability in the despairing blog post you share it.

Because the sadness you evoked in me has energised me stop it has brought me out of bleary exhaustion. In writing this letter to you, I have had more energy and creative focus than I've had in several weeks.

So, let's hold hands and step forth together to create a new world, a new world where we can win the fight against global warming, a new world where humanity – and the world that supports us – can survive and thrive into the future.

It's Time

- "It's Time remains the most memorable and important political campaign we have seen in Australia.
- "It is a shining example of the truly effective political campaign: it took the highly complex and intelligently transformed it into something approachable, fresh, and believable.
- "The song itself has simple but positive lyrics about the future and invites the audience to get on board and be part of that bright and exciting world. It was a pitch aimed directly at those middle-class voters who were concerned that Labor was too militant or pro-union. In my opinion, there has never been a better, more effective advertisement in Australian political campaigning. It still gives me goosebumps. Watch it and see if you agree."
- <https://www.youtube.com/watch?v=vqMCZBjvmD4>

<http://www.abc.net.au/news/2014-10-22/its-time-gough-whitlam-1972-campaign/5831996>

