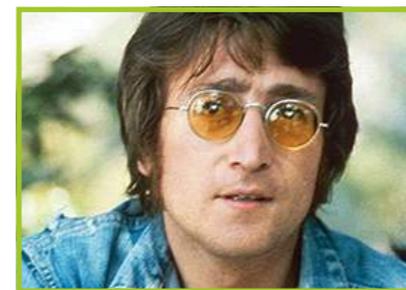


Activists dare to care
 Brand your activism for social change



“Imagining Sunsilk as an activist took us to different place. It helped us see how we could make a difference to the girls we serve. It was super helpful to develop the sustainability plans for the brand, and integrate them to our branding strategy.”

Sandrine Conseiller,
Global Brand Vice President Sunsilk, Unilever



In this book we sometimes talk about branded products, but the ideas can be applied to services as well – and to life in general.



An invitation: Dare to care

Do you think of activism as something that can attack and weaken a brand? It doesn't have to be: This little book is all about using the power of thinking and acting like an activist to build your brand and turn it into a powerful catalyst for change.

The first part of the book highlights the three vital behaviors that separate successful activists from the rest. In this section, Innate Motion's founder and CEO Christophe Fauconnier shares his perspective on what marketers can learn from successful activists.

The book provides a compass for activists to explore the better world that people want to create, enabling marketers to pick a fight that resonates with the people their brand serves. After that, eight types of activism are introduced in the context of the vital behaviors, with examples of people and brands that embody the different kind of activism.

After meeting the activists, it's time to play! This book includes a link to a set of cards that you can

print for use in several different games to unleash your inner activist. Playing the games will help you leverage thinking and acting like an activist to drive your brand and social change in tandem.



We've used various versions of our activist games in workshops around the world; we've been inspired by the outcomes of the projects, both in terms of refining the purpose of brands and in building strong teams dedicated to creating change through that redefined purpose.

Thinking and acting like an activist can help you fuel your brand and drive social change. Do you dare to care? We look forward to hearing your activist stories!

Innate Motion

brand.activism@in8motion.com

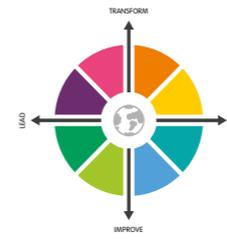
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Are you ready to change the world?

Christophe Fauconnier, Founder & CEO of Innate Motion, on brand activism and the three behaviors



Growing up in South Africa under the apartheid regime, activism became part of my life. Sometimes, my inner activist got me into trouble – there are enough stories about that to fill a book, but not this one. Instead, I'd like to share the story

of how we came to see activists as a great source of inspiration for marketers who want to grow their business through purpose brands and shared value.

We first started brand activism when Coca Cola's global brand team asked innate motion to work with them on the revival of their iconic brand. A decade earlier, Coca Cola had set the bold ambition to be an "icon of happiness" – a beacon of optimism in a world that seriously needed it. This approach

catapulted the business back into growth after a period of slump. Rather than celebrating its own grandeur with "Always Coca Cola", the company engaged people around the world with its new cultural point of view.

What can successful activists teach us as marketers who strive to build purpose brands?

The question now became how could they go further?

Our answer was to get out of Coke's offices and move the global brand team to a fire station – but not just any fire station. Martin Luther King had played near this fire station as a child; it was the first desegregated fire station in Atlanta. We lined the walls of this symbolic building with giant portraits of Nelson Mandela, Harvey Milk and Mother Teresa, and offered a simple idea.



Activists, we said, have much to teach marketers. Like many brands, they have a point of view. But the successful activists excel by having a point of action.

Today, people expect more from their brands. If brands want to stay attuned to the people they serve, they will also need to “do” more and not just “be” more. So our guiding question became: What can successful activists teach us, as marketers striving to build purpose brands?

The vital behaviors of successful activists

We explored the differences between successful and unsuccessful activists. We looked at their characters and styles. And most of all, we focused on identifying how successful activists get so much done with so little. Rather than looking at activists as special kinds of people in a league of their own, we explored the key behaviors that enable them to really drive change.

We found that there are three vital behaviors that set successful activists apart from the rest: three behaviors that can also serve us marketers well in our efforts to build purpose brands.



1. Fight for what matters



2. Stage our better world



3. Engage us for action



1. Fight for what matters: the better world we want

The first vital behavior is to fight for a better world – to dare to care about what matters to us. Activists don't just pick any fight; they pick one that people care about and to which they can really contribute. They imagine a better world, a step up from the world as it is today.

Successful activists dare to care about the better world we want, and they're ready to fight together with us for that better world. We might look at activists as if they stand above us, but they want to make us feel they are standing among us, fighting for us and for our better world.

A great example of this is the way Nelson Mandela mobilized the white South Africans to buy into the idea of the rainbow nation. When South Africa's national rugby team the Springboks won the 1994 World Cup, the mostly white crowd was cheering with joy, pride and exhilaration. As Nelson Mandela strode across the field towards Francois Pienaar, the Springboks' much-loved captain, the cheers changed: "Nel-son! Nel-son! Nel-son!"

Why these fervent cheers, when most of the white South African crowd considered Nelson Mandela





a terrorist – a man they had been taught to fear all their lives? When Nelson Mandela’s political party – the African National Congress (ANC) – had done everything it could to get the Springboks banned from international tournaments? When President Mandela wanted, and even embodied, a change in everything South Africa stood for; a change in the way of life that these fervent fans valued so much?

When Nelson Mandela walked onto the pitch to hand over the cup to the team captain, the crowd noticed something significant: Mandela was wearing the Springbok jersey that the team had given him on a previous visit to their training camp. He had done the unthinkable. He had united a divided country by aligning what the white Afrikaner valued most with his agenda for the new South Africa. Mandela earned their trust with an incredible act of empathy, embracing what defined the pride and glory of the Afrikaner and incorporating it into his vision of a single, united country.

By wearing the Springbok jersey, Nelson Mandela

became “one of us” and gained a new following for his efforts to build the rainbow nation. He got the Springbok team to fight for his vision, making the white South Africans feel he was picking a fight about which they dared to care.



And here’s the catch: Even if activists can imagine what the better world looks like, their success will largely depend on their ability to attune this vision with the people they want to mobilize. For this vision to be engaging, people need to relate to it and touch it – they need to feel that it is a vision of their better world. If it becomes disconnected from their perspective and desires, the vision will not mobilize people.

Over a couple of beers one night, Jostein Solheim, CEO of Ben & Jerry’s Ice Cream, shared with me the dilemma he faced regarding Ben & Jerry’s clear stance against the use of Genetically Modified Organisms (GMOs) in food. On one hand, he had to manage the relationship with Ben & Jerry’s owner, Unilever, which was campaigning against manda-



tory GMO labeling and for GMO ingredients to ensure sufficient supplies for their food business. On the other hand, he had to consider the people who love the Ben & Jerry's brand and what it stands for – the people buying into Bohemian ideals and the codes of the “back to the land” movement. These are the people who value food grown and produced on a more human scale.

I can still see Jostein sitting there, with a big smile on his face: “My hands are tied, I have to do what the people who love us value. I have no choice.” Yet he was making a clear choice, and a branded choice

at that. As the leader of a social justice brand that was fighting for a healthier democracy, he championed giving more power to the people. The informal and anti-authoritarian mindset of Ben & Jerry's make it easy to understand why he chose to stand with the people.

Credits to Unilever for accepting this divide – they recognized that, as a purpose brand, Ben & Jerry's has to take on an activist stance: it needs to dare to care about the fight that matters to the people.





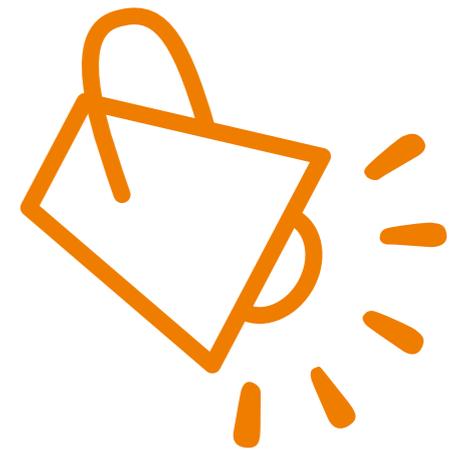
2. Stage our better world: be remarkable

Successful activists do not focus on moving people with a better policy, program or product; they move us by being remarkable in the service of what we care about. Like actors on stage, they perform to make a shared vision of the better world fame-worthy. Through the lens of the better world, their actions, policies, programs and products offer functional value, as well as social and symbolic value.

Therefore, the second vital behavior is to successfully stage the better world for us. Activists know they are in the staging business and, as in any successful performance, no element is too trivial to ignore. For

activists, standing up for what matters to people is not simply about what they say; it's about what they do, how they act and when they act. Through action, they create awareness for the cause, for the better world they envision.

Not everyone will care for the activist's performance. Sometimes activists even welcome the controversy that arises when people contest their performance. Some brands have even mastered this staging tactic. In 2014, Coca Cola returned to its essence by airing

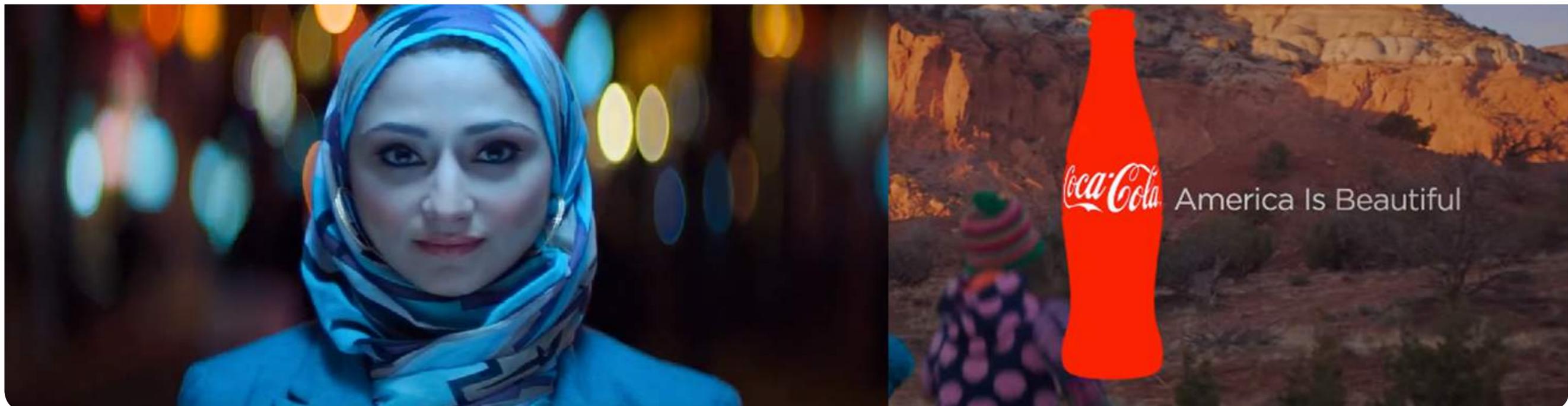
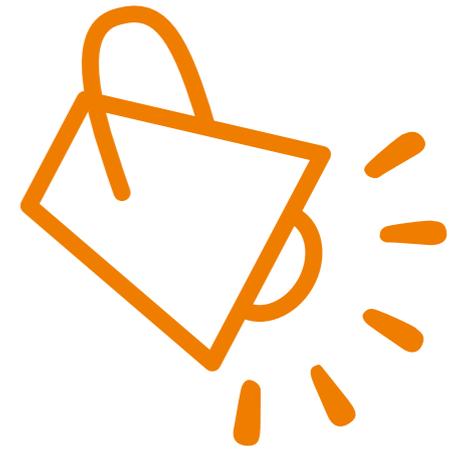




the high-profile “America the Beautiful” commercial during the Super Bowl. In this ad, the famous American patriotic anthem “America the Beautiful” is sung in seven different languages, including Spanish, Hebrew and Senegalese, while visuals feature a diversity of people who live in America.

The ad caused great controversy, especially with the more conservative people in the country, who seemed unable to accept that America is changing. “How dare Coke air that song in seven languages? In the USA, we speak English!” Very soon people started to defend Coca Cola, recognizing the new reality of what

it means to be American, and the disagreement became a national debate. A few weeks later, Coca Cola fueled the debate by revealing that the girls singing in the ad were American, and that they all spoke two languages at home. Coca Cola played out its cultural leadership role in a divided America, just like it did in the ‘70s, when it aired its ads “Mean Joe Green” and “Hilltop” to call upon people to celebrate what unites them.





3. Engage us for action: we'll join in

Successful activists know that a point of view has to be translated into a point of action. The third vital behavior of successful activists is that they engage us to join in on the action and add our voices. As individuals, activists are willing to “die for” – or better yet, “live for” – the better world. But in order to have any impact, activists realize they have to scale up their action and live the fight for the better world together with the people they want to mobilize.

Nelson Mandela’s case might be an extreme example, but if you take a look at other activists like Mother

Teresa, Harvey Milk and Martin Luther King, you can see they too lived for their causes. They understood that as activists they had very limited impact alone, so they actively enabled and encouraged other people to join them in small and big ways. Successful activists are quick to credit any impact and achievements to the people they have mobilized – the movement they count on to realize a shared vision. They recognize that it’s not about them as an activist, but about the type of activism that engages others to join.





Some brands also understand this. Ben & Jerry's didn't just stick to its values, but leveraged its business as a bully pulpit for poking fun at the power brokers who were disempowering people. They realized this could serve the agenda of the people they stood up for, as well as serving the business. They created shared value with a twist and became great at engineering ways to engage others to join by leveraging their greatest communication asset: their ice cream. Ben & Jerry's is a social justice brand, so it became natural to put the brand at the service of many social causes. This worked best for causes that people could buy into, both figuratively and literally. The Peace Pops popsicles funded "1% for Peace", a nonprofit aimed at redirecting one percent of the national defense budget to fund peace-promoting activities and projects. And through the Apple-y Ever After flavor and campaign, Ben & Jerry's could support same sex marriage, building on the powerful belief that everyone is equal.

They managed to get people to commit to something beyond ice cream, by letting them contribute in a clever, direct manner. TOMS and Pampers do this as well: TOMS gives away a pair of shoes for every pair you buy, and Pampers funds vaccines for babies in developing countries when you buy dry bottoms for yours. These brands are placed at the service of others, and they involve others to create scale.





Redefining marketing as we know it

Since that workshop with Coca Cola, we have used activist thinking again and again. The days of brands claiming all the glory are over. People want a sense of impact and they will turn their vision of the better world into reality with or without brands.

The rise of purpose brands, inspired by the behaviors of successful activists, could redefine marketing as we know it; It might just turn us marketers into the most impactful change agents of our time.

Maybe I'm going overboard here, but wouldn't that be nice?

Christophe Fauconnier

Founder & CEO Innate Motion





Directions for a better world

Activists are guided by their vision of the better world. A vision that matters to people in society at large. A vision that addresses a cultural enemy that people want to fight. A vision that embodies values and beliefs that embody cultural progress.

To be effective as activists, brands also need to guide their actions with a clear vision of the better world they

want to help create. And this can't just be the brand's vision of a better world, it has to be attuned to a better world that people want, so the brand can create it for - and with - the people the brand serves.

Here are some directions that your vision of a better world could take.





The activist compass

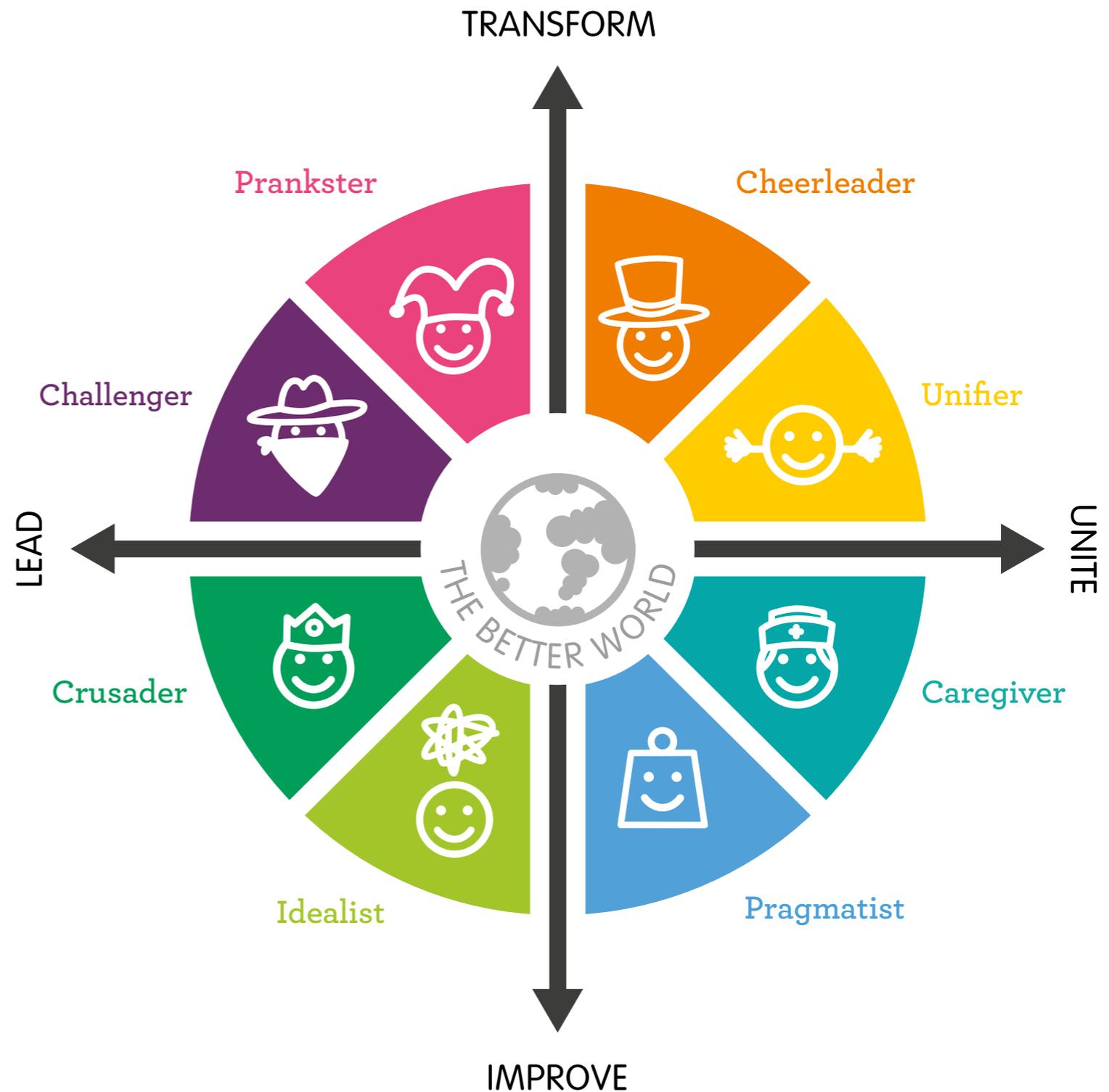
Successful activists make use of the levers provided by the powerful forces that shape humanity. They enhance their staging and engagement tactics with human insights to create a vision of the better world that resonates with people.

At the heart of their tactics to create their better world lies a system of values and beliefs; this system is connected to how we relate to the world on a personal level, and how we relate to others on an interpersonal level.

On a personal level, activists want to improve or transform the world.

On an interpersonal level, activists want to lead or unite others to drive change.

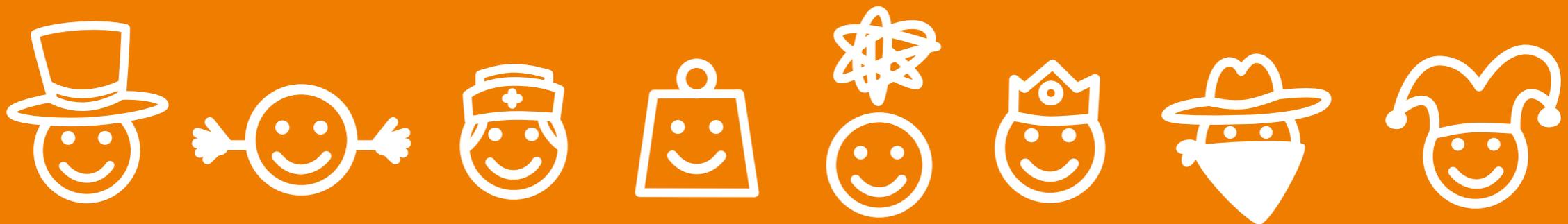
Together, these axes create an activist compass that helps us define eight different kinds of activism.





Meet the activists

In the previous section, you already got ideas for different directions for a better world to which your brand can contribute. In this section, you'll be introduced to each type of activist along with their other vital behaviors of staging and engaging, followed by examples of brands and people that embody the different kinds of activism. Each profile explains how each activist stages the better world for fame, how the activist engages us for action and what tone of voice fits this type of activism.





The Cheerleader



To stage the better world they want, **Cheerleaders** co-create a circle of positivity. To raise awareness, they poke fun at useless categorizations and norms. They inspire us with examples of inclusion and diversity making a positive difference to all people involved.



They engage us by making it easy and fun to participate, and by giving us a feeling of contribution. With the Cheerleaders themselves and other people involved, we experience the positive effects of change. They enable us to see people for what they are.



Their tone of voice is cheerful, liberating, positive.

Benetton Gay Parade Upworthy Firefox
Firefox Tim Cook YouTube Wall's Gay Parade



Tim Cook



Tim Cook had a tough act to follow when Steve Jobs stepped down as CEO of Apple. But perhaps his toughest and bravest act was to announce his sexuality, declaring in the business media that he's gay. Cook says that he does not consider himself an activist, but he hopes that his statement helps to change perceptions and encourage more tolerance.

As the CEO of Apple, Cook is regularly in the spotlight. At the end of 2014, he chose to put the spotlight on himself, giving up his privacy to support gay people by making his sexual orientation public. He did this with a very positive article in Businessweek, a major business publication.

To engage a wider group of people, he also published his statement on LinkedIn, making it very easy for people to share. Using business-oriented media may have seemed an odd choice for his coming-out, but this choice made it very easy for people to keep seeing him for who he is: CEO of one of the most valuable companies in the world.



UNITED COLORS
OF BENETTON.

As a colorful global fashion brand, **Benetton** has become well known for its provocative “United Colors” advertising campaigns, which fight against hatred and discrimination to create a more open and tolerant world.

Many Benetton advertisements are provocative; a great staging tactic to draw attention to the better world we want. In 2011, some of the billboards used in Benetton’s “Unhate” campaign didn’t last a full day. The pictures were symbolic images of reconciliation, bringing together unlikely pairs of world leaders embracing. The media attention around the controversial images amplified Benetton’s advertising campaign. In addition to this ad campaign, Benetton set up the **UNHATE Foundation** to inspire the creation of a new culture against hate.

The “Unhate” ads stimulated people around the world to reflect, and to engage in dialogue on politics, faith and ideas. “We did not create our advertisements in order to provoke, but to make people talk, to develop citizen consciousness,” says founder Luciano Benetton. The action-oriented UNHATE Foundation finances projects in local communities to promote people-to-people dialogue and diversity.



The Unifier



To stage their version of a better world, **Unifiers** raise awareness for a new sense of identity – of who we could be if we worked together. They amplify the things we have in common through popular culture and shared passions like sports and music.

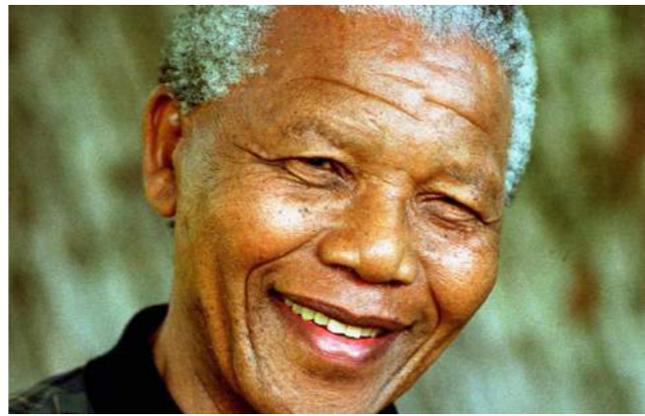


Unifiers engage us by building on existing social patterns to connect groups through shared experiences. With their nudging, it's easy for us to scale our friendship rituals to the community level and beyond. They inspire us to embed our new social habits in our daily lives, and share them with others.



Their tone of voice is social, inclusive, in the language of the people.

Nelson Mandela, Saddleback Church
Douwe Egberts Burendag, Saddleback Church
Coca Cola, Tomorrowland Festival



Nelson Mandela

Nelson Mandela was a South African anti-apartheid activist. From his student days onwards, he was involved in many organizations that fought against apartheid and the apartheid regime, working with them to fight for a united South Africa.

Mandela spent 27 years in prison on charges of trying to overthrow the state. The international media followed his time in prison closely; after his release, the media spotlight shone even more brightly when he joined negotiations with president F. de Klerk to abolish apartheid and establish multiracial elections.

He engaged many different stakeholders in the process, going beyond the boundaries of politics and South Africa. He involved political leaders from around the world as well as business leaders and sports heroes. He brought them together with a vision of the rainbow nation, uniting South Africa's people in support of a common idea. By showing people what they had in common, rather than focusing on what divided them, he became the country's first black president, leading the Government of National Unity.



Share a **Coke** with a friend

Get in touch with a good friend, an old friend, or maybe even a new friend.
shareacoke.com.au



Coca-Cola

Coca Cola stands for happiness. Making use of its marketing power and its global presence, the company fights for a more harmonious, united world. It encourages people to share a Coke and connect – even across cultural boundaries and divides.

Coca Cola stages the inclusive world through its marketing, often in surprising ways that catch media attention: Coca Cola's specialized machines connect people in unconventional ways. The **Small World Machines** connect people from India and Pakistan through video portals, enabling them to discover and celebrate their similarities.

And at a local level, the company engages and encourages people to share and work together – its Friendship Machines encourage people to work together and celebrate their friendship. With its personalized bottles the “Share a Coke” campaign has also helped people connect with their friends more directly. And sharing the Coke wasn't the only easy thing to do – they also made it simple for people to share their stories of friendship, especially through social media.



The Caregiver



To stage the world they want, **Caregivers** unwrap us from our cocoons and make us feel uncomfortable with social injustice. They use their own fame, or borrow it from others, to dramatize the situation of those we may otherwise neglect or ignore.



Caregivers engage us by creating bridges to neglected people, bringing them closer to us. By offering practical tools, they make it easy for us to perform small acts of kindness, like donating money. They help us feel that personal growth can be achieved by contributing to the well being of others.



Their tone of voice is warm, compassionate, caring.

Mother Teresa Lifebuoy Innocent
Warby Parker Pampers TOMS Pampers
Lifebuoy Pampers TOMS Mother T



Mother Teresa

In 1950, **Mother Teresa** created the Missionaries of Charity – a new religious community in Calcutta, India. Its mission was to care for people who felt unwanted, unloved and uncared for in society.

Her selfless dedication to these people caught the attention of Indian government officials, including the prime minister, as well as the Pope. People made many documentaries about her work, and she soon won several international prizes, ultimately the Nobel Peace Prize in 1979.

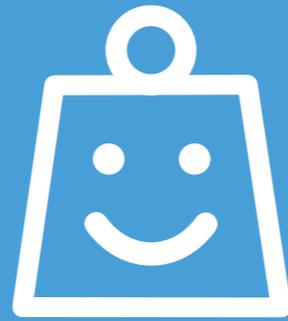
Over time, the Missionaries of Charity started to grow in terms of financial support and new recruits. Mother Teresa made it easy for people all over the world to contribute financially, and encouraged people to join the congregation. By the 1960s, the Missionaries had opened hospices, orphanages and leper houses all over India. In the late '60s and '70s, they opened houses in dozens of countries. When Mother Teresa died in 1997, she left behind a congregation of more than 5000 sisters and brothers, with over 500 missions in 100 countries.



Lifebuy is one of the oldest soap brands in the world. In 2013, it launched its mission to create a world in which no child dies unnecessarily of preventable disease. Around the world, millions of children do not reach their fifth birthday due to illnesses like diarrhea and pneumonia. Many diseases can be prevented quite easily by making children wash their hands at key moments during the day.

To generate awareness of its mission, Lifebuy made a three-minute [film](#) dramatizing the issue: the story of a father who had lost many children before they'd reached the age of five. The film is very engaging, and suitable to share on social media: it received over 19 million views within 18 months of the launch. This engagement tactic built further awareness of the issue of child mortality, and the simple solution of washing hands five times a day.

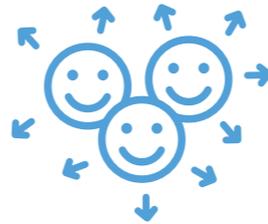
Lifebuy also set up events in many countries to build better hand washing habits. As a result of the campaign and events, an estimated 130 million people have learned to wash their hands properly, saving many lives. Lifebuy continues to engage with people; the company has turned some of the stories of children who have lived to the age of five into new films that people can share to raise awareness even further.



The Pragmatist



To stage the better world we want, **Pragmatists** call upon our consciousness by making issues clear and transparent. They dramatize big data to highlight problems in the system and inspire change with new, practical solutions.

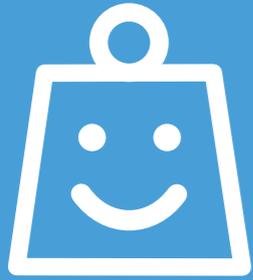


Pragmatists engage us by helping us take a long-term perspective, enabling us to make better decisions that are based on data and rational thinking. They use interactive technology and measurement to guide us to better processes. In their down-to-earth way, they make it easy for us to relate to the systems that support a more efficient world.



Their tone of voice is serious, reassuring, encouraging.

Thurgood Marshall Philips
Louis Pasteur Intermarche Patagonia Louis Past
Al Gore IBM Discovery Insurance



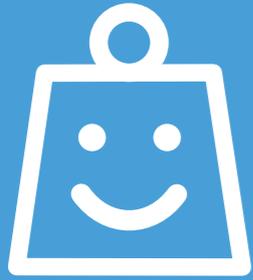
Al Gore



Throughout his political career, **Al Gore** actively campaigned against the causes of climate change. While in office as the Vice President of the United States, he even pushed for ratification of the Kyoto Protocol, but was voted down by the Senate.

After his second term in office, Gore was able to dedicate more time to his role as an environmental activist. He staged his vision of a carbon neutral world by speaking at over a thousand events around the world. His documentary and book, *[An Inconvenient Truth](#)*, dramatized the issues around climate change, and generated further awareness by winning the Academy Award for Best Documentary Feature.

Through his firm Generation Investment Management, Gore encourages private and institutional investors to take a long-term view and invest in environmentally friendly portfolios. Together with The Alliance for Climate Protection, he created the organization We Can Solve It – a web-based platform that raises awareness and petitions for the press and citizens to pay more attention to climate change.



patagonia®

Patagonia makes clothing for outdoor sports. The connection between people and nature inspires its mission to “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.” These aren’t just empty words published on their website, but ideals upheld by the company and its people.

In 2011, on one of the busiest shopping days of the year, Patagonia staged its better world with an ad in the New York Times, clearly stating in the headline “Don’t buy this jacket”. The ad explained Patagonia’s conviction that to lower our environmental footprint, we need to think twice before we buy, choosing instead to buy fewer, more high quality items. This certainly caught our attention in today’s world of fashion, dominated by cheap, low-quality, disposable products.

Patagonia engages sports enthusiasts by creating products that are designed to last, produced in the most environmentally friendly way possible. The company actively encourages people to [to repair and reuse](#) their products, changing the retail system to become more circular in the process. Patagonia registered double digit growth in sales and profits as a result of its campaign – a huge success, for the company and the planet.



Idealist



To stage their version of a better world, **Idealists** make us aware we're wasting potential in our current world. Through their personal conviction and persistence, they generate media attention.

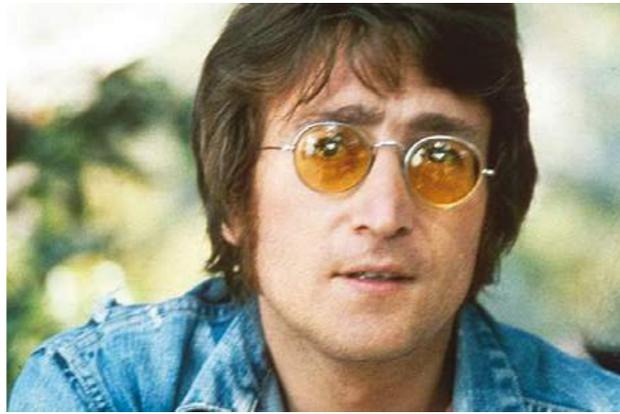


To engage us, idealists make us fall in love with their version of the better world. Even if their powerful idea is not always within reach, it provides an aspiration for us to look up to and that we want to join. They unleash our creativity, curiosity and desire to join by questioning, pushing and urging us forward.



Their tone of voice is inspired, discerning, artistic.

Sheryl Sandberg@hipotle Natura Sheryl Sandberg
Natura John Lennon Avon Chipotle



John Lennon



John Lennon was both a musician and an anti-war activist, pushing people in the USA and elsewhere to dream of a world living as one, in peace and harmony. His criticism of the Vietnam War generated such a response that the Nixon administration even tried to deport him.



He used his Beatles fame to raise awareness of his dream of a peaceful world. His honeymoon with Yoko Ono became a **Bed-In for Peace**, inviting the media to spend the day with them in the Amsterdam Hilton. At a second Bed-In in Montreal, he wrote and recorded "Give Peace a Chance."



Through his songs, he asked people to protest peacefully against the Vietnam war, leading to half a million people showing up to sing "Give Peace a Chance" at the Second Vietnam Moratorium Day. He also provoked people to think differently about war and peace by paying for billboards that said "War is over! If you want it."



In 1999, **Chipotle**'s CEO finds out about how most pork is raised in the US, and decides to do something about it. This marks the start of Chipotle's mission to change the way people think about and eat fast food.

In 2013, Chipotle released "**The Scarecrow**" a video about food with integrity on YouTube which went viral overnight. It overtook all earlier attempts to raise awareness of their Food with Integrity program. In 2014, Chipotle went on to produce a four-part satirical series to challenge large scale agricultural practices.

The videos provoked a strong emotional response on social media both in favor and against Chipotle's narrative. The Scarecrow film came with an interactive game to teach people about sustainable farming habits, engaging both young and old. Despite criticism, Chipotle continues to grow its business and its commitment to a world where farmers, animals and the environment are not exploited.



The Crusader



To stage their version of the better world, **Crusaders** use their fame and fortune. They not only raise awareness of key issues in society, but also leverage their own wealth to marshal resources for practical solutions. They work from within the system to activate leaders to join their crusade.



To engage us, Crusaders help us imagine a world that operates on better norms. They set standards we can all uphold. They walk the talk and call upon us to follow, appealing to our sense of duty. They elevate our expectations of what it means to be a leader.



Their tone of voice is powerful, authoritative, leading.

Bill Gates Google Rijksmuseum Linda McCartney GE Itaú Google Rijksmuseum Tesla Bill Gat



Bill Gates

Bill Gates has been high on the list of the world's wealthiest people ever since he became the youngest ever self-made billionaire, as co-founder of Microsoft. Later in his career, he redefined what it means to be a billionaire.

Inspired by the generosity of the Rockefeller family, Gates became a philanthropist, donating money to charity and scientific research. Together with his wife, he set up the Bill & Melinda Gates Foundation, which has become the world's wealthiest charitable foundation. His name, fame and fortune – including the vast amounts of money donated through his foundation – have been instrumental in generating media attention.

In 2010, Gates started the **Giving Pledge** campaign with billionaire Warren Buffett. They used their reputations and connections to encourage the world's wealthiest people to give most of their wealth to philanthropic causes. Gates and Buffett traveled around the world to engage people in personal conversations. As a result, over 100 billionaires have signed the Pledge.



Tesla is an automotive company that was started in 2003 with the objective to make electric cars mainstream. Until then, electric vehicles were functional but had many limitations; the cars launched by Tesla set new standards of luxury and driving range for the segment, targeting affluent buyers.

By targeting early adopters with a high-end, expensive electric car, Tesla quickly raised awareness for its cars and its mission. Tesla has a direct sales business model, as opposed to the standard dealership approach – this caused controversy, raising awareness even further in the US.

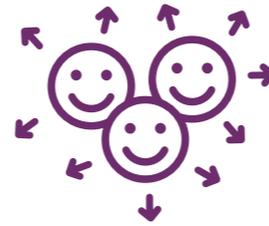
Tesla not only builds its own cars, but also sells electric power trains for other car brands. In 2014, Tesla published all its patented technology for electric cars and announced that it would allow other car manufacturers to use it. By **sharing its technology** in this way, Tesla strives to set a new standard, to make electric driving more mainstream and more affordable.



The Challenger



To stage their vision of a better world, **Challengers** disrupt the status quo, pushing themselves and others beyond what is reasonable and comfortable. They are often seen as the crazy ones. They are ready to be confrontational, as they live – or even die – for a cause.



Challengers engage us by making us believe we can create our own destiny. They let us find our own greatness, and push us to stand up for what's important to us.



Their tone of voice is confrontational, brave, action-oriented.





Anita Roddick

Anita Roddick was a human rights and environmental activist, most well known as the founder of the Body Shop. She set up the first Body Shop store in 1976, in opposition to the high street cosmetics counters, selling natural beauty products in an unconventional way.

For Roddick, business went beyond profit; she saw it as an opportunity to communicate ideas and to support political and ethical campaigns. As the Body Shop chain grew, her list of causes grew as well, soon including environment issues, fair labor practices and more. She didn't shy away from confrontation, even when the company became publicly traded, at times making her investors uncomfortable.

Roddick mobilized people to join her vision of the better world by encouraging them to buy products at the Body Shop, and also by setting up petitions they could sign on issues that were important. Her **petition** against animal testing led to a change in the UK law, and later went to the European Commission with 4 million signatures.



U B E R



Car-sharing app **Uber** is challenging the taxi industry. Leveraging innovation, it breaks through the status quo of the taxi monopolies in over 70 cities around the world.

Uber's progressive new way of getting from A to B redefines the taxi business, and has caused great global **controversy**. Some people consider the company crazy, but many others appreciate the services the app offers, overcoming the inefficiencies, control and dominance of the old taxi industry.

Uber engages travelers, encouraging them to look at transportation in a new way. Their business model is much more flexible than the standard, often making their transport cheaper than regular taxis. The app not only makes it easy to book a ride, it also makes payment by credit card the default, providing administrative support to keep track of all rides. And it enables drivers and travelers to evaluate each other, making everyone participate in systemic improvement.



The Prankster



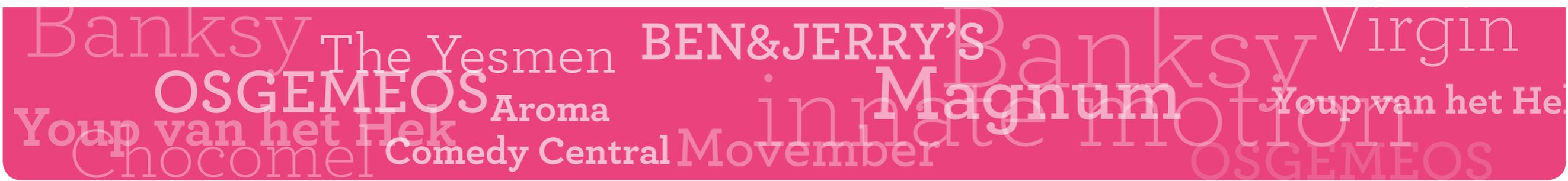
To stage their version of a better world, **Pranksters** bust false myths and ridicule useless systems that dehumanize society. They agitate by revealing truths that others wouldn't dare to uncover; they do this in a constructive, humorous way that doesn't threaten the establishment.



Pranksters engage us by using humor and guerilla tactics. Like comedians, they hold up a mirror to make us see society from an outsider's perspective. They create remarkable stories that we like to share, making the fight contagious and viral. They enable us to have a better sense of reality.



Their tone of voice is humorous, mocking, revealing.





Banksy



Banksy has been called “British most wanted artist”. Through his graffiti street art, he raises awareness of political and social issues. He mocks centralized power that works against people, using graffiti as a form of guerilla warfare that allows individuals to take power away from bigger parties.

His **graffiti** raises awareness of issues in society, often including social commentary. He pokes fun at politics, business and media in a way that causes controversy, yet with a smile. As graffiti is illegal, he hides his identity well and this mystery adds to his fame.

Using stencils to create photo-realistic art, overnight, he creates graffiti on walls around the world. Often his art is relevant to the local context and local issues, making people share pictures of it on social media. His fans include big names like Brad Pitt and Christina Aguilera, making his art with a message go viral even more quickly.



Ben & Jerry's stands for delicious ice cream and fairness. Its social **mission** is to improve quality of life by operating in an innovative way. While this may sound rather generic, the way Ben & Jerry's lives its mission is anything but ordinary.

The company's guerilla marketing techniques keep drawing attention to their causes and their brand. In 2009, Ben & Jerry's started a campaign for CyClone – a dairy company that produces milk using cloned cows – only to reveal on April Fools' Day that this was a joke to raise awareness about the increasing presence of ingredients from cloned animals in our food.

Ben & Jerry's engages people with special flavors that are connected to a specific cause, like the Peace Pops (for peace) and Apple-y Ever After (for same sex marriage). It even held an essay contest to find its next CEO! When Ben & Jerry's was acquired by Unilever in 2000, many people feared that it would change, but the brand has continued to surprise and inspire.



It's all about play



You've now met all the activists, and you understand their vital behaviors, so it's time to play the activist games! Here are a couple of playful approaches we've enjoyed and found effective in helping you identify and define your brand's inner activist.

To define the activist strategy for your own brand, we've developed two different games, featuring the three vital behaviors of successful activists:



Fight for what matters



Stage our better world



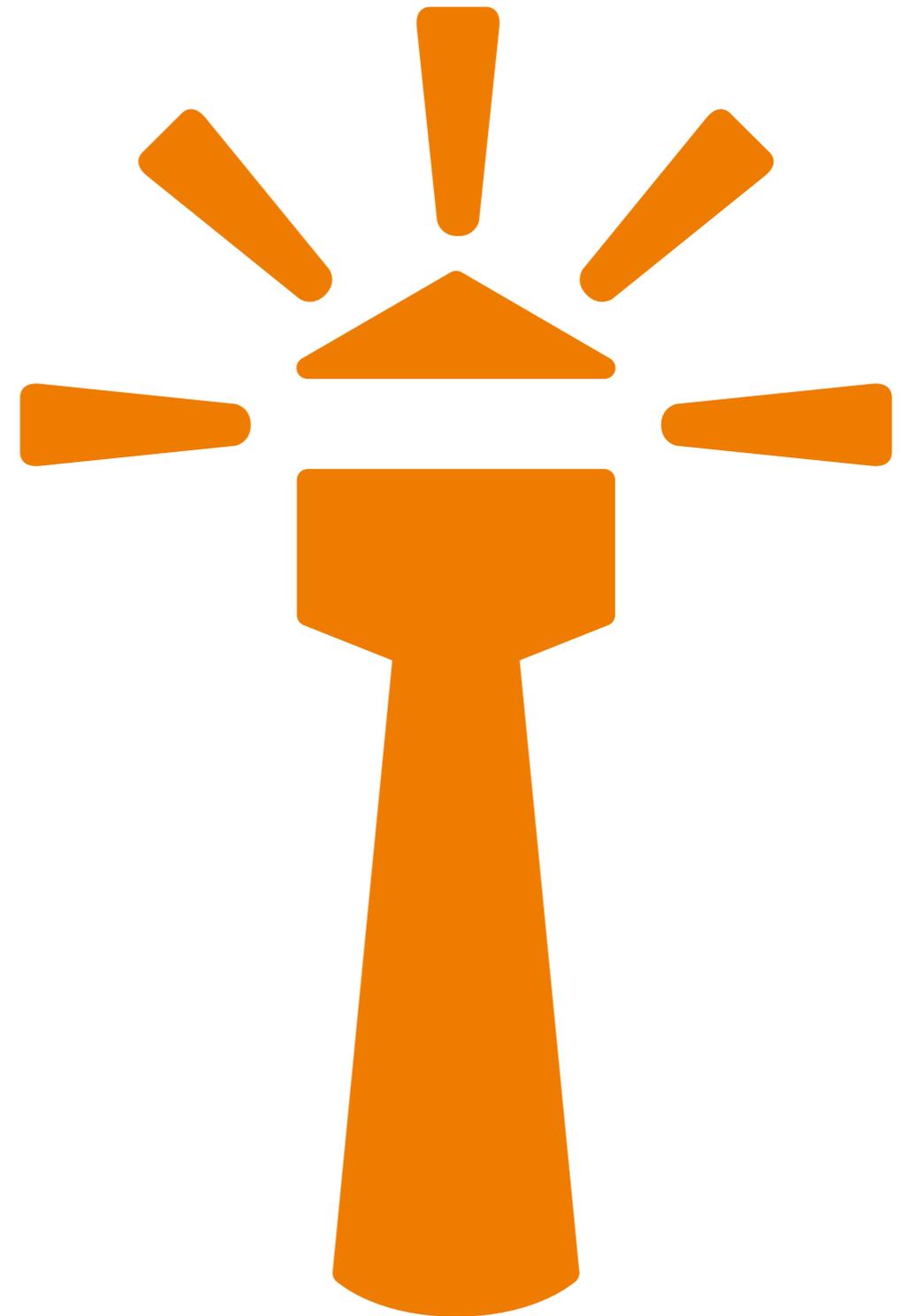
Engage us for action

**Not sure if you're ready to play the game for your own brand yet?
No problem – there's a bonus game just for you! This game helps you explore
the activist brands in your life, and gets you into the activist mindset
by exploring their vital behaviors.**



To get the most out of the games for your brand, it is crucial that the people who play the game have a shared understanding of the following:

- **Your brand, its (desired) equity and purpose**
- **The people the brand serves: their key concerns and their reasons for using the category and the brand**
- **Issues in the category or around the product. – these can be issues around the environment or society**
- **Solutions to these issues that are already in place or could be in place in the near future**
- **The purpose(s) of competing brands and their activation strategies (if any)**





Game 1:

Find your activist voice to fight for what matters

Goal of the game:

To define your type of activism and the better world to fight for with the people you serve

What you need:



A group of people
preferably a multidisciplinary
team of 16 or more



A set of
activist cards



Props to bring
the activist role-plays to life
(optional)



A gamemaster



100 min



A camera (optional)



 **How to play:**

LEVEL
1

Setting the scene



15 minutes

The game master explains the game and provides an introduction about the three vital behaviors of successful activists. To translate this thinking to brands, ask people in the group to talk about brands that feature in their lives through the lens of the three vital behaviors. Once the group understands the activist strategy of a few brands, you are ready to progress to the next level.



Fight for what matters



Stage our better world



Engage us for action

LEVEL
2

Meeting the different activists



35 minutes



Split the team into eight subgroups. Give each subgroup one of the activist cards, so each group can explore a different kind of activism to bring the brand's purpose to life.

Start by articulating your brand's purpose as a vision of a better world that this type of activist could bring to life. Attune your brand's vision to what people are looking for in their better world, as people are more likely to move together when they share common ground.

- What are the commonalities between the people striving for this better world and the brand?
- What is it that the people and the brand both care about? What defines the better world we are fighting for?
- Who is the villain? What are we fighting against?
- How can we stand among the people and build trust?
- What can the brand deliver to drive change towards this better world?
- What are the weapons you can use in the fight?

LEVEL
2 ... Continued



Then brainstorm initial ideas on how this specific activist type would stage and engage for this better world. Sometimes, it is easier to work on the stage and engage tactics first before articulating the brand's purpose into a better world in a way that fits the specific activist type. That's OK, too.

Each group should prepare a two minute role-play to highlight how this activist would articulate the brand purpose as a better world to fight for, how this activist would stage this better world and how it would engage people for action.





LEVEL
3

Sharing different activist strategies



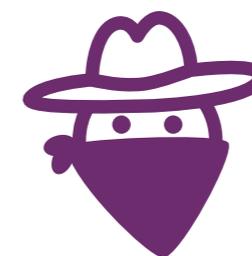
20 minutes

Bring the group back together and have each group perform its role-play. Don't forget to turn the camera on to capture them! At the end of each role-play, have the subgroup explain the type of activism to the whole group. And then ask them to stick their activist card to a flipchart or wall.

Some role-plays will feel really awkward or funny. Usually that means the brand and its pur-

pose do not match that particular type of activism. And that's OK – it's all about choosing one that resonates with the brand and the people it serves!

Once all the subgroups have presented their type of activism, you're ready to progress to the next level.



LEVEL
4

Choosing the brand's type of activism



30 minutes



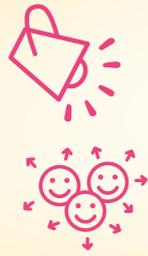
Now that the group has explored various types of activism, it's time to agree on the type of activism that your brand will use to inspire its strategy. And how the brand's purpose translates into a better world to fight for through the lens of this type of activism.

Through group discussion, choose the type of activism that best suits your brand and its purpose; the one that generates the most relevant and inspiring vision of a better world. If needed, you can vote – for example by having the group place stickers on the activist cards.

To detail your activist strategy, you can progress to the next game.

If as a group you cannot agree to which better world the brand could contribute, then perhaps there's more work needed first on the purpose of the brand, for example through a [Brand Deep Dive Process](#).





Game 2:

Stage and engage for our better world

Goal of the game:

Determine how your brand is going to make our better world famous

What you need:



A group of people
preferably a multidisciplinary
team of 16 or more



The card for the chosen
activist for each group



A game master



120 min



Flip charts
(optional)



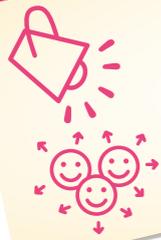
LEVEL

1

Setting the scene



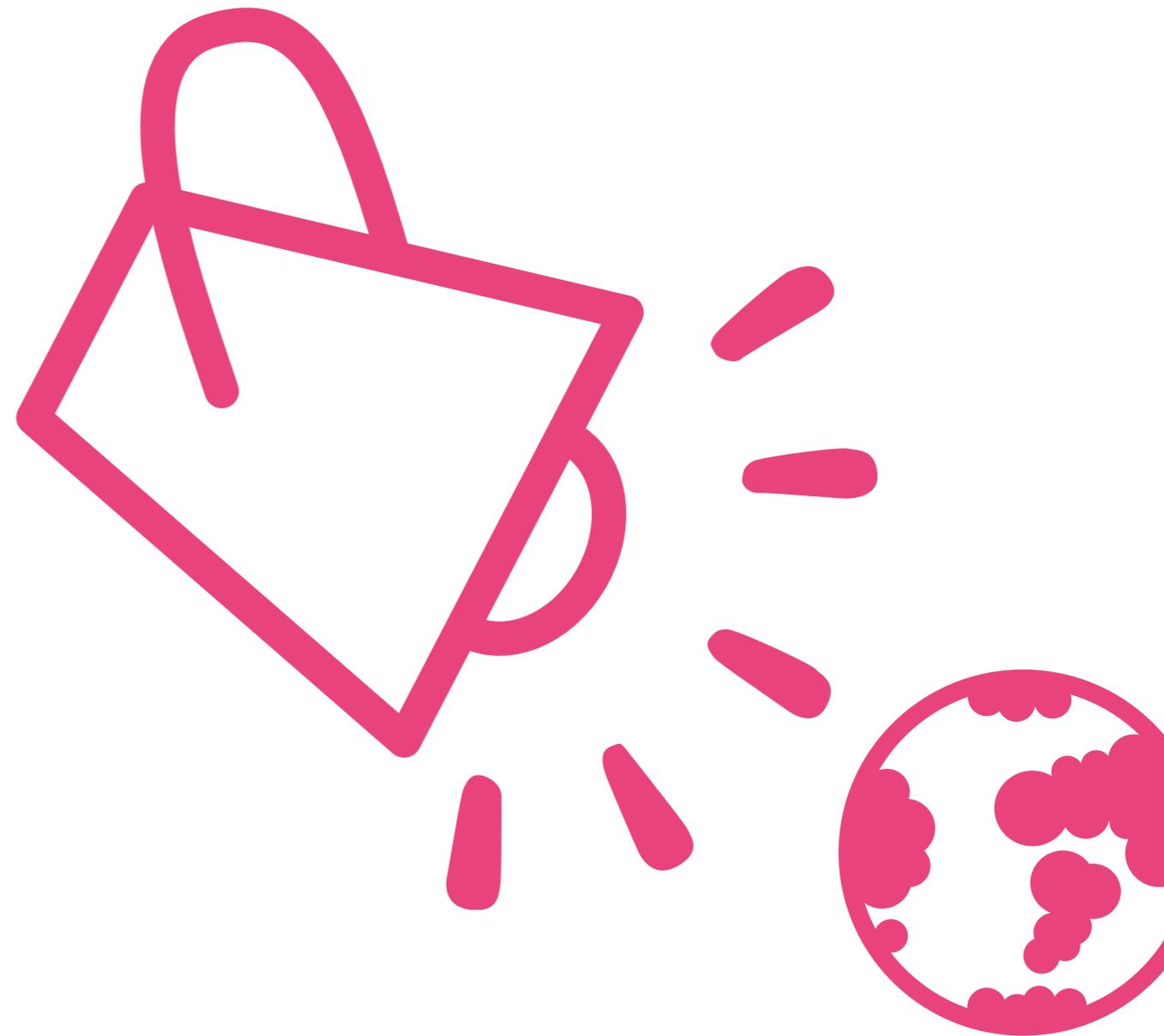
15 minutes



How to play:

To make the better world famous, all activists dramatize the issues and constraints of the current world. Successful activists also know that they need in order to upscale the movement by engaging more people to act for their better world.

To set the scene for this game, discuss with the whole group how a few activist brands have successfully staged and engaged the better world they want to create with the people they serve.





LEVEL
2

Planning your tactics to stage and engage



50 minutes

To create the better world you want to make famous, you will need to stage it and raise awareness. At this level, first separate the stage and engage tactics. They are connected, but both warrant their own planning. If the cause is not sufficiently staged, it will be much harder to mobilize people.

Split the group into subgroups of four to six people. For inspiration, use the activist card you chose for the brand in the previous game. What would similar activists do to stage and engage your better world?

Questions to discuss on staging and framing the better world:

- What will you do to make our better world famous?
- What partners can you engage to amplify your message?

LEVEL
2

... Continued

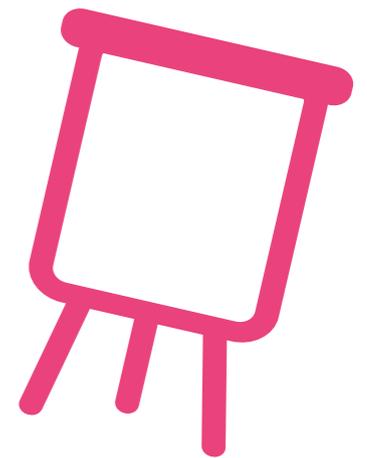


Once you have planned your staging tactics, focus on the engagement tactics to scale action for real impact.

Questions to discuss to engage people:

- **Who are the people you want to engage in action?**
- **What do you want them to do?**
- **How will you get them to act?**
- **How can you make it easier for them to get involved?**

The last step of this level is to combine and align your stage and engage tactics. Do they match? Are they a logical extension of each other? If not, then adjust one or both tactics. If they are, create a flipchart to share your combined stage and engage tactics with the group. Makes sure you present both phases separately, before showing how they're aligned.





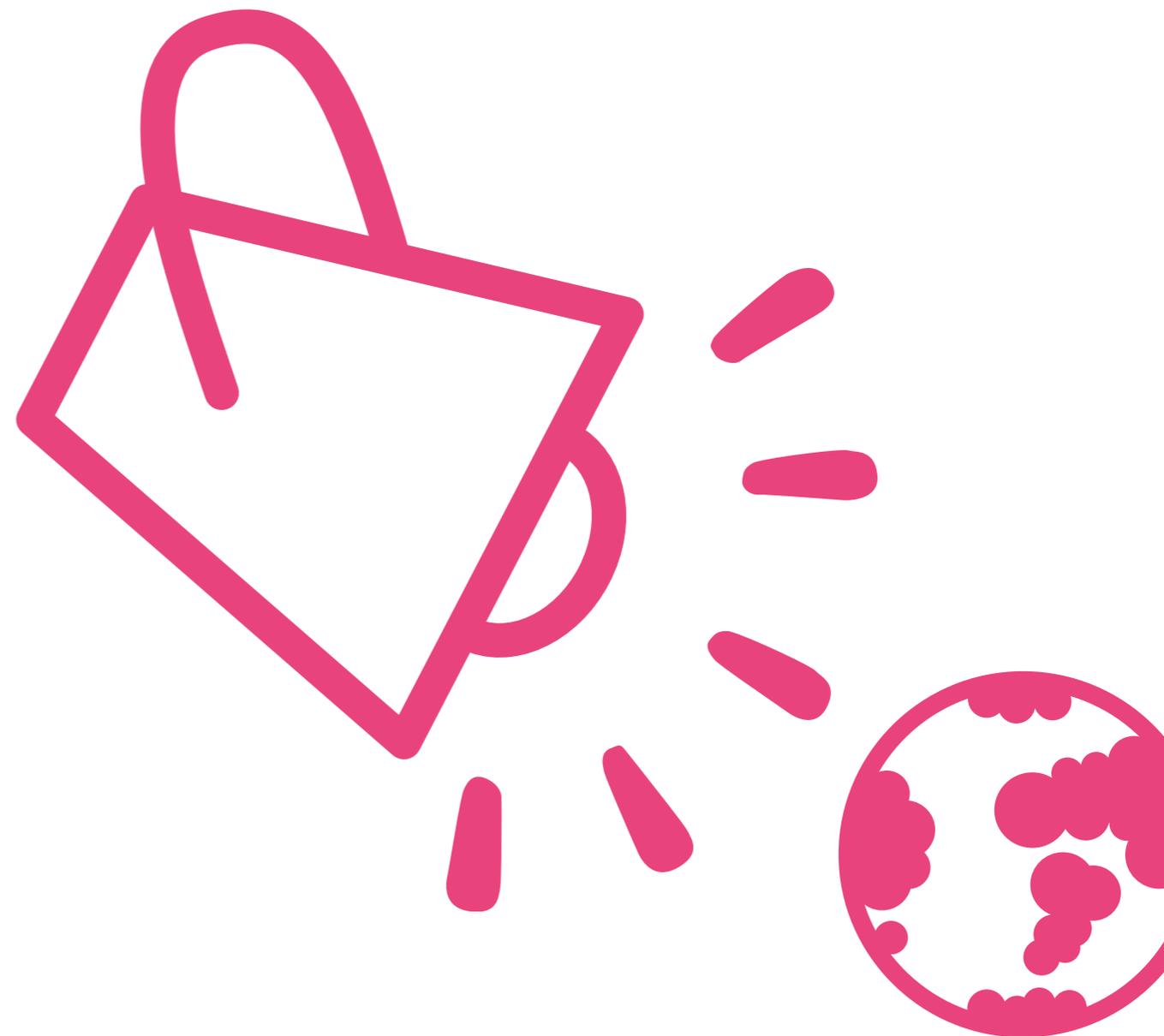
LEVEL
3

Share your stage and engage tactics



25 minutes

Bring the group back together and have each group share its tactics – first to stage the better world and then to engage the people they want to mobilize to join the action. After each presentation, ask questions to clarify the tactics, but don't pass judgment on any of the ideas presented.





LEVEL
4

Shaping your brand's stage and engage strategy



30 minutes

Once all subgroups have presented their stage and engage ideas, it's time to select the best tactics and agree on a joint strategy.

Through group discussion, choose the best staging and engagement tactics that fit with the better world you want to create. If needed, you can vote – for example by having the group place stickers on the flipcharts. You can give people separate votes for the stage and engage tactics, as the best ideas might not be on the same flipchart.

If your plenary group discussion and voting does not lead to an aligned activist strategy, then you could decide to continue in a smaller group to further fine-tune the strategy.





Bonus game

Meet the Activists in Their Better Worlds

Goal of the game:

To get into the mindset of thinking and acting like an activist

What you need:



A group of people
preferably a diverse group
of at least 16



A set of
activist cards



A camera (optional)



A game master



90 min



How to play:

LEVEL

1

Setting the scene



15 minutes

The game master explains the game and provides an introduction about the three vital behaviors of successful activists. To translate this thinking to brands, the game master shares a few brand cases, described through the lens of the three vital behaviors. Once the group understands the activist strategy of a few brands, you are ready to progress to the next level.



Fight for what matters



Stage our better world



Engage us for action

LEVEL
2

Explore one activism type



45 minutes



Split the team into eight subgroups. Give each subgroup one of the activist cards to explore that kind of brand activism.

Each subgroup should now brainstorm to identify examples of brands that could fit each activist type. After some exploration of these brands, the subgroup should choose one to focus on as a case.

For the chosen brand, outline the three vital behaviors of successful activists:

- Fight for what matters
- Stage our better world
- Engage us for action

In the subgroup, prepare a two-minute presentation to share the chosen activist brand and the three vital behaviors that make up its activist strategy. You can of course do this with flipcharts, but it will be more fun to have each group present back in a creative way, like a role-play, that fits with the type of activism.





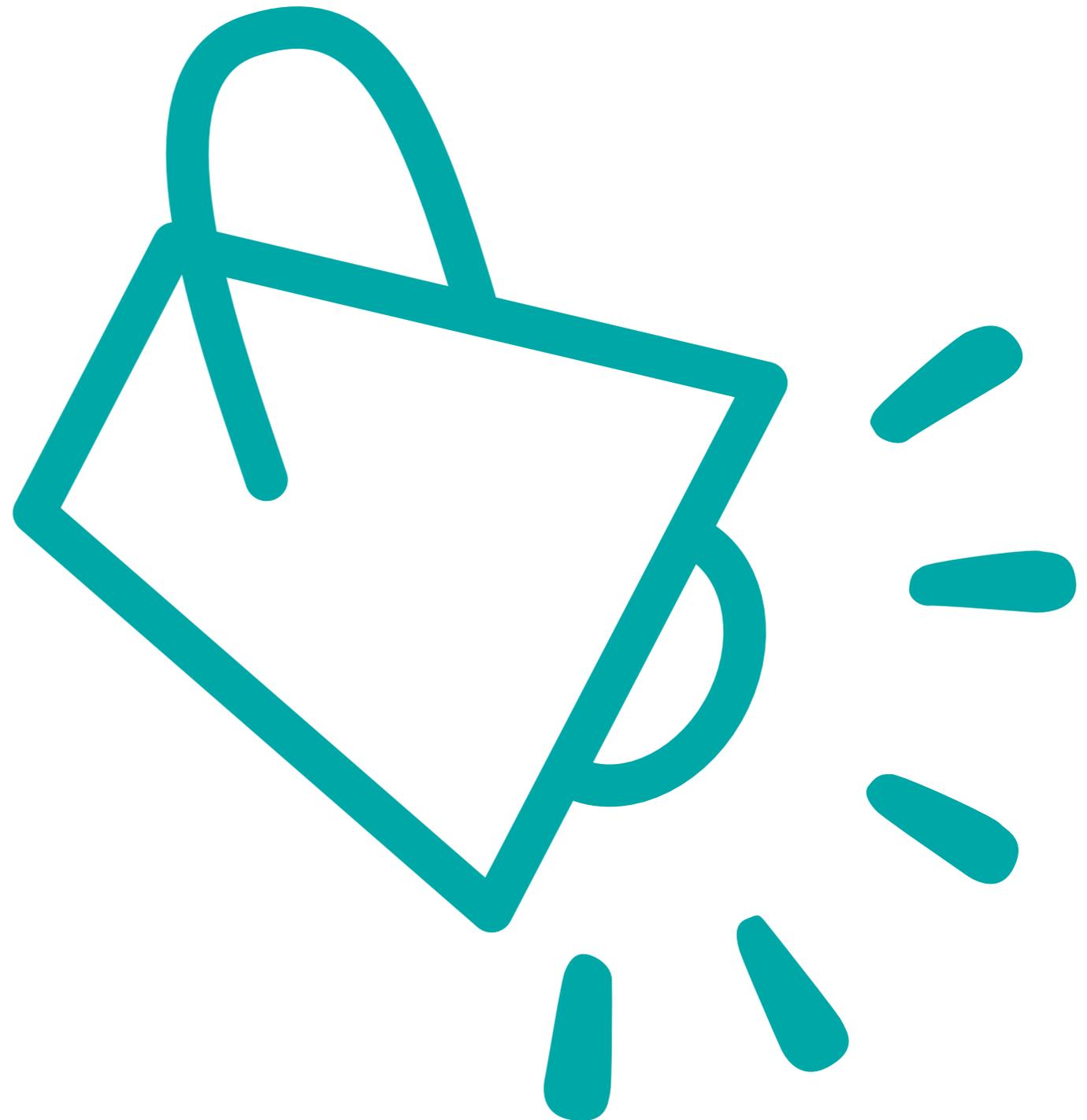
LEVEL
3

Presenting the activist brands



30 minutes

Bring the group back together and have each group share its example of an activist brand. At the end of each presentation, have the subgroup explain the type of activism based on the three vital behaviors on the activist card. If you've decided to present the cases in the form of role-plays or using another creative approach, don't forget to turn on the camera to capture the presentations!





Tips and tricks for the activist game master

You can download the gamecards via [this link](#).



To make the most of the subgroups, make them as diverse as possible. To change the dynamic, consider including the people your brand serves and wants to engage, (potential) partners and people from other parts of the company.



If you don't have enough people or time for the first game, you can play the game with fewer activists. There are always a few activists that really don't fit with your brand. And while they may make the funniest role-plays, if you lack time it's OK to take a few cards out and play with fewer subgroups.



If at the end of game 1 or 2 you are not able to reach agreement in the larger group on a coherent activist type or on tactics, continue the discussion with a smaller group including the brand leader.



If you want to dedicate more time to this process, you can make the sessions in the subteams longer, and consider splitting the second game into two, with separate stage and engage phases.



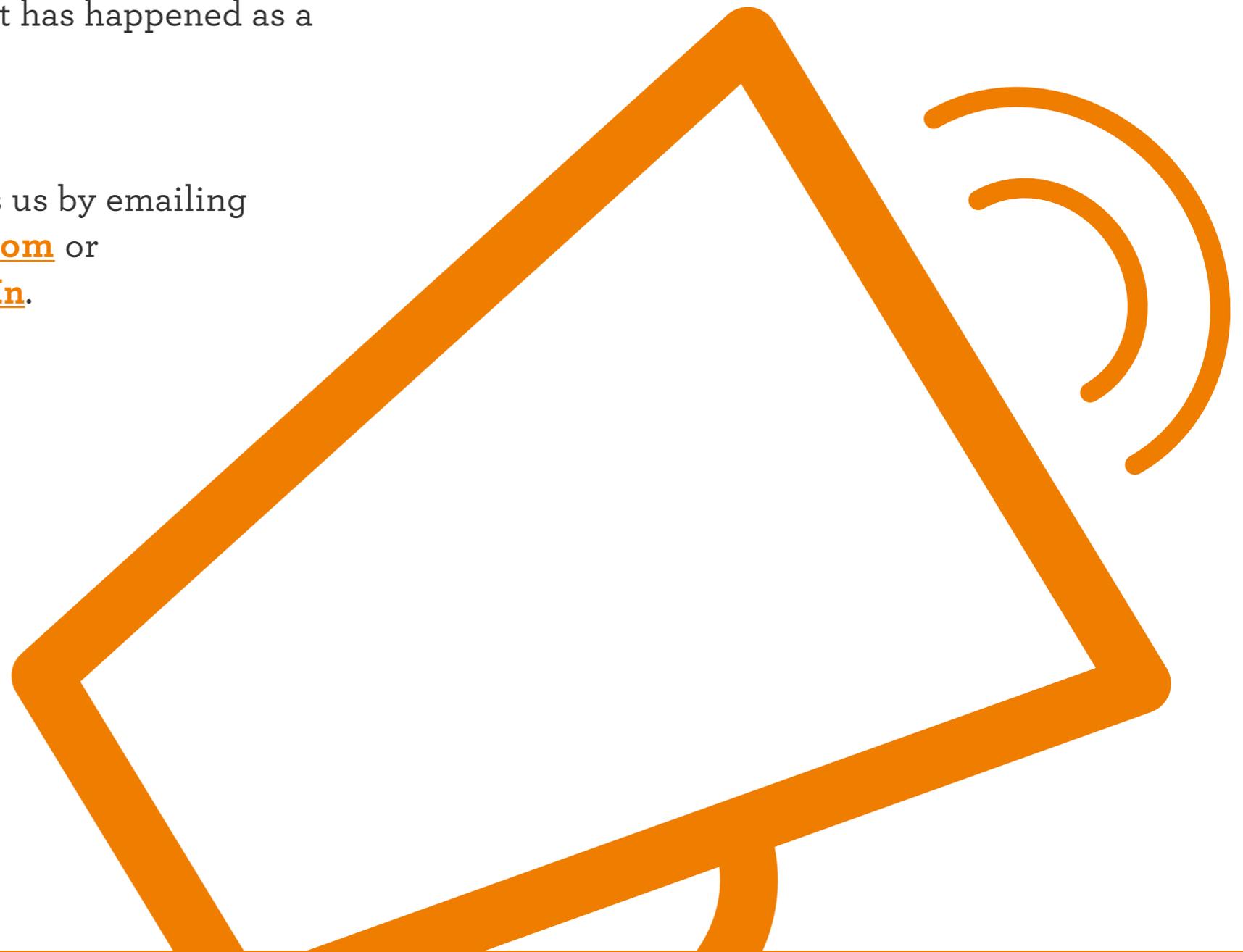
Feeling a bit anxious about trying this out with a large group of colleagues? Start small! Go through the steps by yourself, exploring something that you care about, like your favorite charity, or apply the tool to something you might be doing outside of work.



A call to action

We'd love to hear from you: please share your thoughts on brand activism, your favorite activist brands, the games in this book, how you used activist thinking for your brand and what has happened as a result.

Please share your stories with us us by emailing brand.activism@in8motion.com or on [Facebook](#), [Twitter](#) or [LinkedIn](#).





Thank you to the many activists (and other people) who have contributed to this book and the games.

Robert
Schermers

Geri
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Meggan
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Rachel Goh

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Suzanne
Godfrey

Marja
van der Most

Arnaud
Tasiaux

Femke
van Loon

Sara
Schivazappa

Arya
Djoehana

Sandrine
Conseiller

Sabine
Gremmen

Margriet
Schreuders

Moniek
Tersmette

Elinor
Newman-Beckett

Freek
Zeegers



Hungry for more?

This book on activism for social change might have made you hungry for more! Here are some of our favorite sources on brands and activism.

Conscious Capitalism, John Mackey, Raj Sisodia

Start with Why, Simon Sinek

[Guardian Sustainable Business](#)

[Shared Value Initiative](#)

[Sustainable Brands](#)

[Generosity Pays](#)

The activists are an expression of another, more detailed tool we use, which has 16 archetypes. If you're interested, you can find out more in

[The little book of archetypes.](#)

If you enjoyed using this tool, check out our other [tools](#) and [books](#). And if you'd like to involve us in the development of your brand, let us know and we'll start a conversation about how we can best help.





About the authors

Innate motion is a unique marketing agency that helps companies craft purpose brands and shared value strategies. Our interactive expeditions, workshops and teamwork bring people closer to people to identify human relevance, to create a joint strategy and to progress into action planning.

The activist game is one of our favorite tools, and one we use in workshops around the world. So many people have asked for the activist cards that we thought it was time to expand and share the game through this book. We hope you've found this book and its games useful and fun. Feel free to share it in any way, as long as you cite innate motion as the source.

Many people contributed to this book – Innate Motion people shared tips and tricks they've gathered from using the cards and games in workshops, and many other people in our network nominated and shared their favorite activist brands as cases we could include.

We'd like to thank you all for your input and insights!

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www.in8motion.com

