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who cares wins

why good business is better business



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'There are many major problems facing the world today. As David Jones argues in Who Cares Wins, business has both a responsibility and an opportunity to be part of the solution and should be a major force for good in helping to solve some of the most pressing problems of our time.'

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'Great businesses are not just a force for good in our economy – they are a force for good in our society too. They have the power, the creativity and the enterprise to help us tackle some of the most pressing social challenges we face. As David Jones explains in this important book, in the future the success stories will be those businesses who truly recognise their role in the Big Society – who acknowledge the social as well as the economic value they have the power to create, and who realise the difference we all can make by the decisions that we take.'

British Prime Minister, The Right Honourable David Cameron

'David Jones captures one of the most compelling and consequential trends of our time: companies realising that by doing good, they can end up boosting their bottom lines, as well. Who Cares Wins convincingly makes the case that corporate America's embrace of good causes is no mere feel-good marketing ploy – it's the way of the future.'

Arianna Huffington, President and Editor-in-Chief, The Huffington Post Media Group

'In Who Cares Wins, David Jones makes the case that the biggest winners in business will be those that operate transparently and authentically. In a world that is more closely connected through social technologies, openness and speed must become core business principles. Jones' work will motivate and inspire you to play an integral role in that change.'

Sheryl Sandberg, Chief Operating Officer, Facebook

'Rarely has a title so brilliantly encapsulated the essence of a book. What you would expect perhaps of a clever ad man. Yet in Who Cares Wins David Jones shows that he is so much more: a visionary business leader who has glimpsed the future – and it doesn't belong to those advocating the tired old ways of doing business.'

The forces of change are all around us: digitally empowered citizens and socially conscious consumers; a planet in distress and governments unable – or unwilling – to rise collectively to the challenge. Business can, indeed must, be part of the solution. But it's going to take bold strokes, not limp gestures. That's why Unilever has committed to double its size while halving its environmental footprint. As Jones argues, initiatives like this are not just the right thing to do, but the only way to build successful and competitive businesses for the long term.'

Paul Polman, CEO, Unilever PLC

at McDonald's, whatever their age, nationality, gender or sexuality. The ad shows a gay teenager meeting his father, who doesn't know he is gay, for a meal in McDonald's. This was a first for McDonald's in any market.

After the ad broke on TV, it immediately spilled beyond its French borders and became a YouTube sensation. Almost overnight it received more than 2.5 million views. The ad gained major coverage in the USA on the various television news programmes and sparked widespread debate as to whether McDonald's could run a similar ad there. Some of the less 'open' media were less than positive about it, with one commentator suggesting that McDonald's would soon be running ads featuring Al-Qaeda and saying that they were welcome at McDonald's too.

While this comment says more about the prejudiced commentator than it does about McDonald's, it also demonstrates very clearly that we live in an interconnected world where it is not possible to put boundaries on where content does or doesn't go.

8 From who to where

If the focus of marketing used to be all about the 'who' we were targeting, then we are now entering an era in which the 'where' we are targeting them is going to become more and more important. And here I mean their exact physical location rather than which country they are in.

The next phase of the revolution in digital communications is going to be around location-based services and geo-positioning. According to the Internet Advertising Bureau, 85% of all search enquiries are location-based, and the ability to combine search with location and product or service delivery to consumers has unbelievable potential.

To date, we have had on the one hand the virtual world of digital – with its cool, sexy and exciting image, but on the whole very little in the way of actual sales – and on the other hand the old world of traditional bricks and mortar that was often seen as ‘boring’ but that had the major benefit of billions of dollars of sales. With the possible exception of Amazon, the connection between digital hype and tangible sales delivery has not really happened before. In the next generation, the two will come together.

Facebook, Twitter, Foursquare, Gowalla, Shopkick – these are just some of the apps and platforms that are increasingly linking sociability with location. The Gap promotion with Facebook on 5 November 2010, where 10,000 pairs of jeans were given away to the first people to check in at a Gap store on Facebook Places, was a massive success, compelling Gap to give a 40% discount on another item to the disappointed many who got there too late. Other early examples include Starbucks ‘Barista’ badges or free Frappuccinos for people checking in on Foursquare or Domino’s UK nationwide Foursquare promotion that rewarded ‘mayors’ with free pizza once a week.

While these are interesting examples, we are only just starting to scratch the surface of the potential for combining location, search and retail offers. Being able to know instantly where the best deal is available for something based on where you are standing at a precise moment, with the added potential to allow retailers to enter into a bidding war for your business, overlaid with the power of Groupon-style community buying – and it’s easy to imagine that the potential is as unbelievable as the way it will change retail. Imagine what the location-based, collective power on the scale of Facebook could achieve when brought to bear on purchasing.

We will see more and more examples, like Brightkite, which is incorporating augmented reality into its platform, allowing

people to watch videos explaining a product – no longer will we need to wait for an assistant to come and help. We will see live real-time discounts and offers in supermarkets, not based on what you have purchased as you check out but based on what you are buying as you walk around the supermarket.

I truly think the explosion in location-based services will be the next great phase of growth in the digital revolution.

And that moving forward we now need to increasingly ask not only who are we targeting, but also where are we targeting them?

9 From discrete targeting to open access

Companies used to be able to target different audiences in different channels, often with different messages. As an extreme example, they could announce record profits to their shareholders, while explaining to consumers the need for fees to go up and to their employees the fact that there would be no pay increases.

Social media has put an end to that. Everyone has open access to everything. In real time. Tweets and posts are read by employees, shareholders, customers and the media alike.

An interesting example of this is the *Time* journalist whose Hotmail account was hacked, which in turn led to him being locked out of his inbox. After emailing Hotmail's customer service department and receiving an automated response and nothing further for three days, he vented his dissatisfaction on Twitter, tagging the message '@Microsoft' so that anyone searching for tweets about the company would see it. As he describes, 'Within 34 minutes, the 75-hour silence was broken. A Hotmail program manager contacted me via Facebook. Half an hour later, I was logged into my inbox.'

Why did this happen? Because while a customer service department email or letter is read only by that department, the tweet is read by the CEO and management team of the company, by the company's customers and consumers, by its shareholders, by the media – in simple terms, by the whole world – which puts a little bit of pressure on the employees of the customer service department to fix the problem a little quicker than in the old world.

10 From profit to purpose

If business and marketers now need to become more and more interested in where consumers are physically, consumers in turn are becoming more and more interested in where businesses are in their plans to become more socially responsible. There are massive shifts taking place as the social consumer demands that business become more socially responsible. As previously mentioned, in a global study, 86% of consumers said that they believe companies need to stand for more than just profit. Consumers want to buy from and do business with brands that share their values and beliefs.

And they will punish those businesses they view as irresponsible.

Pepsi's Refresh project is an interesting example of a brand standing for more than just profit and creating a platform that has social benefits. The company raised a few eyebrows in 2010 by investing \$20 million in the Refresh project instead of purchasing the high-profile Super Bowl television spots that it had done for the previous 23 years.

The Pepsi Refresh website asks people to nominate and vote on community projects, and thousands of local initiatives will be sponsored with grants ranging from \$5000 to \$250,000. It's a simple mechanism – anyone

can put forward ideas and PepsiCo funds those that are selected.

It gives away \$1.3 million every month, which sounds like a lot of money, but given the amount of earned media, not to mention goodwill it has generated, it is relatively small when viewed in the context of PepsiCo's overall marketing spend.

We saw in the first chapter how the likes of Patagonia, GE, Walmart, Marks & Spencer and Unilever have also set out a purpose above and beyond profit for their businesses and brands. For my own business, the creation of One Young World – a not-for-profit and global movement to give the brilliant young people of the world a platform to effect positive change – was also just that. My attempt to show that we too have a purpose beyond profit.

A new generation of marketers understands that purpose is incredibly important to consumers and that in the future there will be no profit without it. Those brands that embrace this new honest and responsible world have an exciting future ahead of them. Those that don't can live in denial, but in the end they will go the way of the tobacco brands, whose reality caught up with their image in ways that were beyond their control.

CASE STUDY

Gatorade

Gatorade used authenticity as a platform for its Replay campaign. The brand reunited two former high-school football teams that, when the fierce rivals last met in 1993, had played a hotly contested match that ended in a draw – a 'sister-kisser' as one TV commentator named it. Fifteen years on, the players had replaced sport and exercise with family, career and other commitments and they were not in the kind of shape they once had been.

The players were followed for three months as they underwent training for the big rematch, the Gatorade Replay. In the process the 30-somethings made dramatic improvements to their health, with many losing more than 25lbs. One lost 57lbs and was able to come off blood pressure medication, according to Gatorade.



Source: Photograph by Steve Boyle, courtesy of Gatorade

Documentary footage was aired online and the match itself screened on Fox Sports Net.

'Replay' then became a documentary television series that was broadcast to 90 million households. Gatorade says the Replay campaign generated \$3,415,255 worth of earned media and delivered a 14,000% return on investment. Sales of Gatorade in the region rose significantly and the brand has been inundated with requests from people to be selected for subsequent Replays. The most recent features basketball teams from high schools in Chicago, in a rematch of a controversial 2000 playoff game that was decided at the buzzer.

It's an example of a brand that really understands the new open world. It's absolutely authentic. It's a big content-based