

ENHANCED 2ND EDITION

**CAVILL+**   
doing good. better.

# TALKING THE WALK<sup>®</sup> 2

HOW TO TELL YOUR SOCIAL  
GOOD STORY TO RESONATE  
WITH MILLENNIALS

HAILEY CAVILL-JASPERS

THE ULTIMATE GUIDEBOOK FOR  
AUSTRALIAN CORPORATE  
& CSR COMMUNICATORS



# TALKING THE WALK® 2

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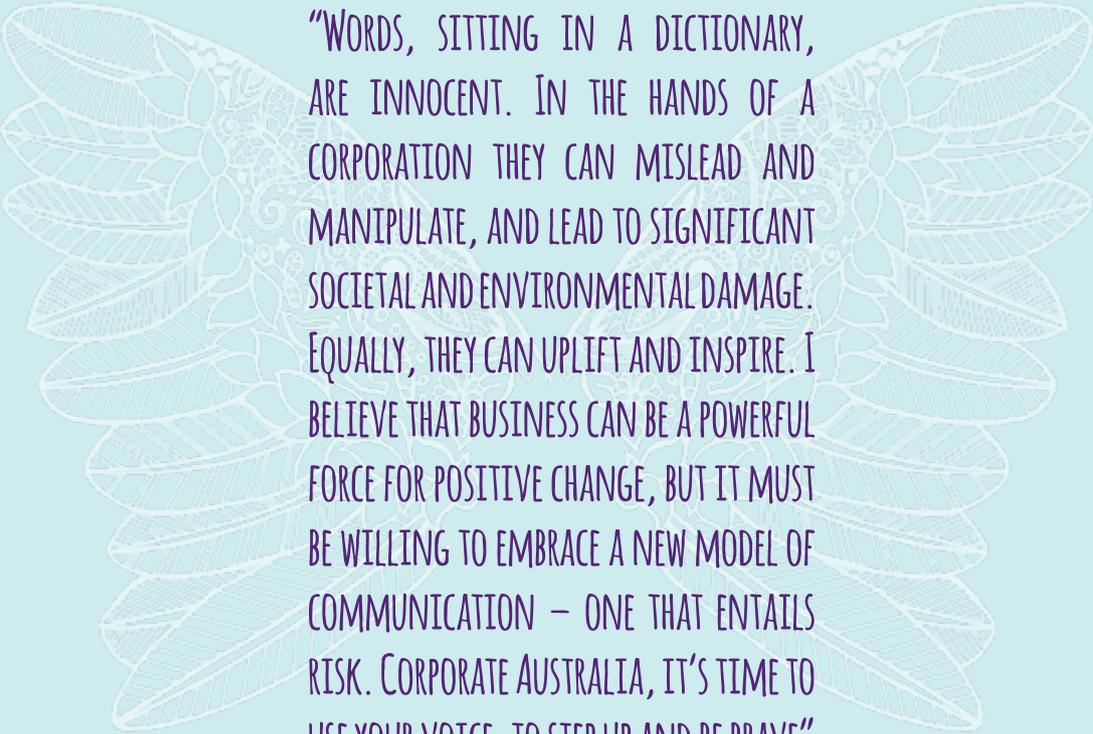
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All purchasers have access to the Talking the Walk@2 Resource Centre, featuring the majority of the 40+ research reports evaluated, case studies, in-depth information on storytelling, best practice CSR & sustainability reports & videos.

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“WORDS, SITTING IN A DICTIONARY,  
ARE INNOCENT. IN THE HANDS OF A  
CORPORATION THEY CAN MISLEAD AND  
MANIPULATE, AND LEAD TO SIGNIFICANT  
SOCIETAL AND ENVIRONMENTAL DAMAGE.  
EQUALLY, THEY CAN UPLIFT AND INSPIRE. I  
BELIEVE THAT BUSINESS CAN BE A POWERFUL  
FORCE FOR POSITIVE CHANGE, BUT IT MUST  
BE WILLING TO EMBRACE A NEW MODEL OF  
COMMUNICATION – ONE THAT ENTAILS  
RISK. CORPORATE AUSTRALIA, IT’S TIME TO  
USE YOUR VOICE, TO STEP UP AND BE BRAVE”

- HATLEY CAVILL - JASPERS

## FOREWORD

Well, isn't this is a timely publication?

The second edition of Talking the Walk® by British ex-pat Hailey Cavill-Jaspers is a collaboration between the author, various corporate and research partners providing updated insights into the vexed, and becoming more vexed by the day, world of Corporate Social Responsibility.

All of sudden it's as if all that we knew about how business and other powerful institutions operate has been blown apart in Australia. Official inquiries and investigations have uncovered a pattern of behaviour that is outside the expectations of modern Australia.

### **But here's the thing.**

It's not as if modern-day corporates weren't aware of the need to present their credentials as being responsible corporate citizens. And it's not as if funds were allocated and staffing wasn't dedicated to achieving a reputation that for some has been all but obliterated in a single revelation.

Regardless of what has been done to date in CSR, it's necessary for most businesses to rethink the whole approach. Whatever was being done clearly wasn't working... or if it was it's now broken and needs to be rethought.

Talking the Walk®2 features new research and an emphasis on millennials – as employees and consumers.

Cavill-Jaspers has a PR guru's eye for communication and an entertainingly pithy ability to encapsulate what is needed. It's a CSR smorgasbord of research, insights and inspiration all served up in delectable bite-sized pieces tempting you to dive in at any point to savour a morsel and to move on.

Corporate Social Responsibility is an important topic that is becoming more important every day. Talking the Walk®2 delivers an easily digestible take on dealing with what is perhaps the meatiest topic in business today: how to communicate Corporate Social Responsibility in a way that resonates.

Enjoy Hailey's tasty CSR smorgasbord.

**Bernard Salt AM**  
**Managing Director**  
**The Demographics Group**  
**[tdgp.com.au](http://tdgp.com.au)**



**BERNARD SALT**





**“Trust in multilateralism & official institutions is crumbling. Unnerved by fundamental economic changes and the failure of government to provide lasting solutions, society is increasingly looking to companies to address pressing social & economic issues. One thing, however, is certain: the world needs your leadership”**

**Larry Fink, Chairman & CEO,  
BlackRock 2019**

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# 1. INTRO

## My Story

I was born in London's East End in the 60's – it was dilapidated after the war and long before its beautification into what is now known as Docklands. My mum was a beauty queen, dad a builder. The traditional home of Cockney's and heavily populated by migrants, I grew up surrounded by colourful characters with rich, fascinating stories. One such Cockney character was my Dad whom I adored. When he wasn't working long hours on building sites, he'd take me to the flea market on Saturday for 'jellied eels' (yep, eels in jelly) and in the evening to the local pub. Sitting quietly in the corner, sipping my shandy (beer & lemonade) and crisps, I'd watch in wonder as he captivated his mates with wild tales & racy jokes.

I wasn't even 11 and my fate was sealed. It's no surprise, when I left home just shy of 16, I headed for the posh West End of London and landed a job in a PR firm.



With my 80's perm, perfectly manicured nails, and natural 'gift of the gab', I fitted right in. I spent 10 years climbing the consultancy ladder, then moved into the even more glamorous world of fashion magazines, managing advertorials and promotions for Cosmo, Company & The Clothes Show magazines.

Of course, the world was very different back then. If you worked for a well-known company or brand it was something to be proud of, to crow about. This was the 'Greed is Good' 80's, it was all about long boozy lunches, living it up, having the latest stuff with very little regard for how the product was made or the impact it had. If a company ripped you off, the only recall was a letter to the company or local paper, or in extreme circumstances, a call to the BBC's 'That's Life' tv show, which used its high profile to expose scams.

So, there was very little accountability for a company's actions or impact. The power rested with the companies & brands that had the biggest advertising budget and the best spin doctors, and consumers had very little recourse.



MUM & DAD

Newspapers, TV and radio fed us the information they thought we should know about, and if we wanted to find anything out, we'd have to spend hours in the Library. This was pre-internet, pre social media, pre any notion of Corporate Social Responsibility.

There was one notable exception. A couple of strange little shops popped up that were selling lotions & creams in ugly plastic bottles. And get this, you had to hold onto that ugly plastic bottle and return it for a refill! I had my 'image' to portray so stuck with my overpackaged, expensive, tested on animals (probably) Selfridges-bought cosmetics. But something intrigued me about this little shop, especially the owner who was very different from anyone else that I'd ever met.



ANITA RODDICK

Of course, I should have bought shares as the owner was Anita Roddick and the concept grew into The Body Shop juggernaut with 3,000 stores in 60 countries.

Whilst pretty pleased with myself for having 'made it' and enjoying all the superficial trappings of success, there was something

missing. One evening I watched a film about an orphaned lion cub called

Elsa, set in Kenya. Something switched in my brain and the next day I went to work and announced that I was quitting.

I went on an 18-month backpacking trip through Africa, India & Nepal, sat with rare mountain gorillas in Zaire, did a 14-day trek to Everest base camp and survived malaria, guardia and dysentery. It was an extraordinary adventure which came to an abrupt end with a letter from my Dad summoning me home to face the music - my tenants had left; my mortgage was in arrears and my bank account was depleted.

Before heading home, I decided to 'give back' by volunteering at Mother Theresa's Mission in Calcutta, a place where destitute people go to die. This small white sanctuary, in the heart of one of the busiest, noisiest, smelliest and most heartbreaking places on earth, was run by an order of nuns, who slept in prison-like beds and spent their days scrubbing floors, holding hands and praying.

I spent 10 days there and it was transformative. The nuns, who owned



# FOUR STAGES OF A TSUNAMI IN THE CONTEXT OF CSR & SOCIAL GOOD

## 5. WHAT WE'RE TALKING ABOUT

In our 23 years in business, we've seen a rapid evolution in CSR. Triggered by global unrest, the widening gap between rich & poor, collapse of trust in Institutions due to scandals (church, political and corporate), disappointed Millennials and the growing awareness of human-caused climate change. It's all enabled by the internet and smart phone where information is real-time, two way and where consumers have the power. Corporate can't hide behind their corporate affairs department any longer.

A very early example demonstrating the power of social media was in 2007 when gsk<sup>1</sup> was fined \$200,000 and saw \$1m in lost sales thanks to two New Zealand teenagers. It all began when these two young kiwi schoolgirls did a science experiment that found the Ribena drink contained no trace of Vitamin C, despite the company's claims. Letters to the CEO were ignored, so they took to social media. Teenagers may ignore *you*, but you ignore *them* at your peril! Twelve years later, it's still easily found on Google – once on the web, always on the web. And girls just like these – Millennials – are now your employees and customers.

A yellow award certificate for Shonkys 2014 Choice award for Thermomix/Vorwerk. The certificate features the Shonkys logo, the Choice award logo, and a photograph of a Thermomix machine. The text on the certificate reads: "For spinning dough Thermomix/Vorwerk assured customers there was no new model on the horizon while still selling the existing model at full price. Loyal 'Thermo fans' lost hundreds of dollars off the value of their \$1939 machines overnight. This Shonky broke the record for public nominations. Congratulate f/ThermomixInAustralia".

**SHONKYS** 2014  
choice  
shonkys.com.au  
#shonkys  
@choiceaustralia

**THERMOMIX / VORWERK**

**For spinning dough**

Thermomix/Vorwerk assured customers there was no new model on the horizon while still selling the existing model at full price. Loyal "Thermo fans" lost hundreds of dollars off the value of their \$1939 machines overnight. This Shonky broke the record for public nominations.

Congratulate [f/ThermomixInAustralia](#)

In late 2014 the cult-status Thermomix cooked up a storm in the suburbs when it failed to tell sellers that a new model was about to be launched. What followed was a wave of boycotting, petitions, complaints to the ACCC, accusations of deliberate deception and Facebook posts beginning with 'betrayed' and 'ripped off'. Ouch. Before you can say 'where is our crisis management strategy?' your reputation is mincemeat. Thermomix could have used some extra reserves of goodwill more recently when reports emerged of people being splashed and burned by their appliance.

<sup>1</sup>gsk - GlaxoSmithKline, makers of blackcurrant drink Ribena



A year later Volkswagen were caught out by the EPA (Environmental Protection Agency) for one of the most audacious corporate frauds in history, now known as Dieselgate. The German car giant saw senior heads roll, prison-time for scape-goat engineers \$25b in fines & penalties and a 23% share price drop wiping over \$17b off their market value. 2016 was a painful year for Reckitt Benckiser who were fined \$1.7m for misleading marketing for Nurofen.

The year also saw scandals involving dairy giants Murray Goulburn and Fonterra over milk prices, losing trust of farmers and consumers alike. Samsung found themselves amid a PR nightmare over exploding batteries in the Galaxy Note 7.

2018 was unprecedented for the number of scandals in Australia. We saw the 7-Eleven wage scandal, embarrassing exits by CEOs over affairs and cooking the books, Coles' flaky commitment to the environment and their flipflopping on plastic bags, to name just a few.

The year ended on a low note with the Banking Royal Commission revealing a culture riddled with dishonesty and greed. One bank is up for \$34m in penalties, there will be more, and there are calls for criminal behaviour charges to be laid. The big four are left humiliated and bruised but only time will tell if all the recommendations will be implemented.

Add to this a global uprising - #MeToo and the rainbow wave, political uncertainty – Trump and Brexit. Global companies avoiding tax, Facebook privacy breaches, on it goes. Closer to home we saw yet more chaos in Canberra, the Pell revelations and tangible evidence of climate change with destructive droughts, floods and fires. Is it any wonder that Australians have lost all faith in institutions after so much deception and upheaval?

**It came as no surprise to me that the Oxford Dictionaries word of 2018 was 'toxic'.**

## THE TIME OF THE VIGILANTE CONSUMER IS HERE AND THEY'RE SUPPORTED BY AN ARMY OF APPS, WEBSITES, BLOGS, PODCASTS AND TV SHOWS EXPOSING UNETHICAL BEHAVIOUR, MARKETING TRICKS AND HYPOCRISY

Top rating TV shows like The Checkout, Gruen, #WarOnWaste and Media Watch. Choice expose dodgy brands & behaviour through their annual Shonky Awards. Activist groups like GetUp and Greenpeace who are very well organised and resourced are using digital tools to draw attention to a range of scandals, including the live export trade.

Consumers today are far savvier about marketing techniques and are on high alert. They are also acutely aware of the impact of their purchase and the negative side of consumerism.

Products that do no harm are desired, and guilt-free brands that do good are especially popular. See the rise of social enterprises like Thankyou®, Hero condoms (who donate a pack for every one purchased) and Who Gives a Crap toilet paper that invests in WaterAid to improve sanitation in developing countries.

## MILLENNIALS<sup>2</sup> ARE FLEXING THEIR MUSCLES AND ARE USING THEIR VOICE, WALLET AND SKILL TO SEND A MESSAGE TO CORPORATE AUSTRALIA.

They want to work for a company that is truly making a difference to them *and the world around them* and they'll seek out those types of companies as employers. There's a new era of corporate empathy as more women take up senior positions, and Jacinda Ardern recently showed us what real leadership looks like - immediate action combined with empathy.

The times they are indeed, a-changin'.

"THEN YOU BETTER START SWIMMIN' OR YOU'LL SINK LIKE A STONE,  
FOR THE TIMES THEY ARE A-CHANGIN'." - BOB DYLAN

---

<sup>2</sup> Millennial, Aged 19-36



## 6.2 MILLENNIALS

Aaah Millennials. Media stereotypes would have us believe they're either lazy, poor, self-absorbed, job-hopping youths or difficult, self-entitled, smashed-avo-munching know-it-all's who live for selfies.

**The reality is strikingly different.** Millennials are unlike any generation before them and they are the most misunderstood and generalised generation. Even credible leadership guru Simon Sinek<sup>1</sup> got an online roasting for his assessment of them.

I'm no expert, far from it. Despite reading over 40 research reports - of which half reveal characteristics about Millennials - and having several Millennial staff & clients over the years, I am not myself a Millennial, so I'll never truly understand them. But try I must. **And so, must you.**

“YOU MUST UNLEARN WHAT YOU HAVE LEARNED”

- YODA

Why? Because they're incredibly powerful. They are your current employees and **future** managers and CEO's. They are your current and **future** customers (if you are truly responding to their needs). They are potentially your future investors (but not if your only priority is profit). They are, most likely, your **future** competitors.

There is also a much more important reason that goes far beyond business. The Millennial generation is **OUR FUTURE**. The most maligned generation of our time is going to have to deal with the most colossal task ever asked of the human race. Our planet is under threat - some scientists<sup>2</sup> say we've entered the sixth period of mass extinction of life on earth. Scoff you may, believe the science or not, it doesn't matter, because Millennials are deeply concerned about it and their future, and they will leave anyone behind - including corporations - that refuse to join them aboard the climate action train.

---

<sup>1</sup> Simon Sinek, leadership guru & author, speaking on Millennials on YouTube. 11m views. [www.youtube.com/watch?v=hER0Op6QJNU](http://www.youtube.com/watch?v=hER0Op6QJNU)

<sup>2</sup> The Guardian 2017, Earth's 6th mass extinction event already underway scientists warn.  
[www.theguardian.com/environment/2017/jul/10/earths-sixth-mass-extinction-event-already-underway-scientists-warn](http://www.theguardian.com/environment/2017/jul/10/earths-sixth-mass-extinction-event-already-underway-scientists-warn)



MILLENNIALS ACCOUNT  
FOR 24% OF THE WORLD  
POPULATION AND 29%  
OF THE AUSTRALIAN  
POPULATION 9

**Millennials were worth 7% of the Australian food & grocery retail market and by 2021 their market share will jump to 17%. Over the next five years they will account for retail growth of \$6.1b. 9**

THEIR REVOLUTIONARY VIEW OF THE WORLD IS RESHAPING GLOBAL  
BUSINESS, AND AUSTRALIA IS NO DIFFERENT.

Their consumption of food, booze and news, love of technology and online shopping habits is vastly different from generations before them. They don't care to own a car – it's easier to borrow a vehicle, bicycle or scooter to get around – and it's so much better for the planet. One in five don't believe they'll own a house one day. <sup>16</sup> Second hand is cool, not because it's cheap, but because Millennials deplore wastage and landfill, driving the multi-billion-dollar second hand economy. Sharing is cool, buoyed by sites like Airbnb, Snapgoods, Uber, The Volte, Rubberdesk, Fiverr and Airtasker. They're not poor....just prudent with money, spending it on things that are important to them. Many industries (those not innovating fast) will soon be irrelevant and obsolete. A little like the dinosaurs, who were wiped out in the fifth mass extinction. Consider the printing, newspaper, automotive, taxi, hotel and retail industries that Millennials have radically altered in less than a decade.



We know they are highly networked, younger Millennials have up to 11 connected devices for their news, information, services and entertainment, and to connect with friends. Facebook and YouTube are the preferred channels for the older Millennial and Instagram for the younger group. <sup>9</sup>

### MILLENNIALS ARE INCREDIBLY DIVERSE

First we have the broad age range – from 19-36. A Millennial at the younger end is likely to be studying or just starting work, whereas at the older end they are living independently and may even have kids of their own. So, to even think about them as similar is foolish, as their mindset, needs and purchase behaviour is going to be very different.

Then there are cultural differences - a large proportion of our Millennial population live in Sydney & Melbourne where they see the best job opportunities - and of these one in three was born in Asia. <sup>5</sup> This suggests that they embrace more conservative values and behaviour. For example, four in 10 Australian-born Millennials are married compared to seven in 10 Asian-born Millennials. Asian-born Millennials rarely watch TV compared to 22% of Australian-born Millennials. <sup>5</sup>

90% OF MILLENNIALS OWN  
A SMARTPHONE AND OF  
THOSE 65% USE IT TO FEEL  
CONNECTED 

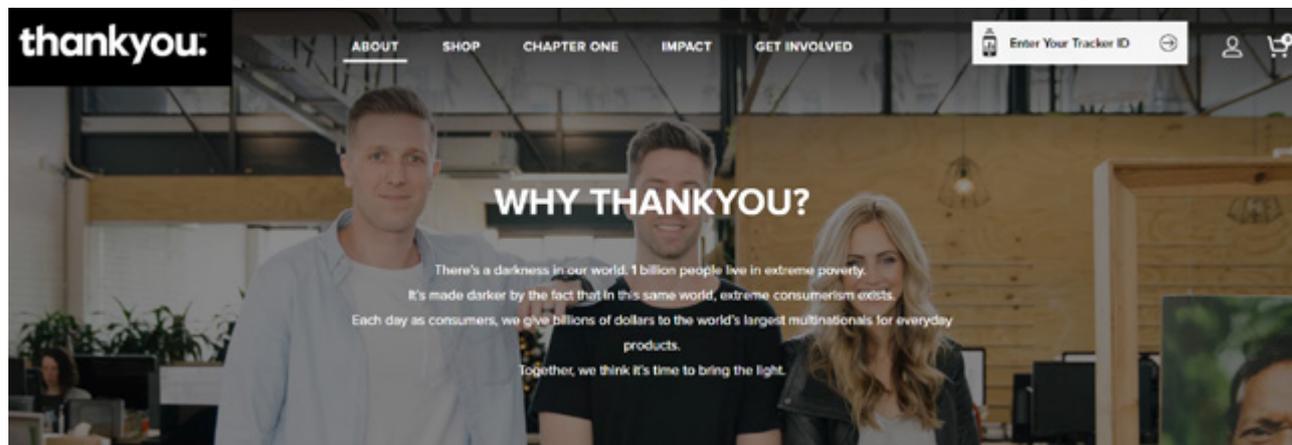
3 IN 4 MILLENNIALS SEE BUSINESS  
AS FOCUSING ON THEIR OWN  
AGENDA RATHER THAN SOCIETY. 7

## THE OPPORTUNITY

A decade ago we had the emergence of the Conscious<sup>10</sup> Consumer movement. I believe Millennials have evolved this further into what I call the **Conscience Consumer wave**<sup>11</sup>. They are not just aware but have a very strong moral sense, taking action and making decisions based on these morals and ethics. They question and investigate far more and are choosing to buy products based on these criteria, they're mistrusting of media and news and seek work that is meaningful.

They know they have the power to change the way Corporate Australia behaves – by flexing their muscles at the checkout, by using their powerful voice across multiple communication platforms and choosing to work in sectors other than profit-focused Corporations.

In ten years, I wonder how many of these purpose-driven organisations will be competing with the tired old profit driven corporations? Just consider how much 'Thankyou' has grown in just a decade - 55 products in 5,500 outlets. Its purpose is clearly defined, measured and communicated – they've given \$5.8m to fund water access, sanitation & hygiene empowering 785,000 people across the world. It's clearly part of their DNA, it's right there on the home page of their website, not hidden in an annual report as an afterthought.



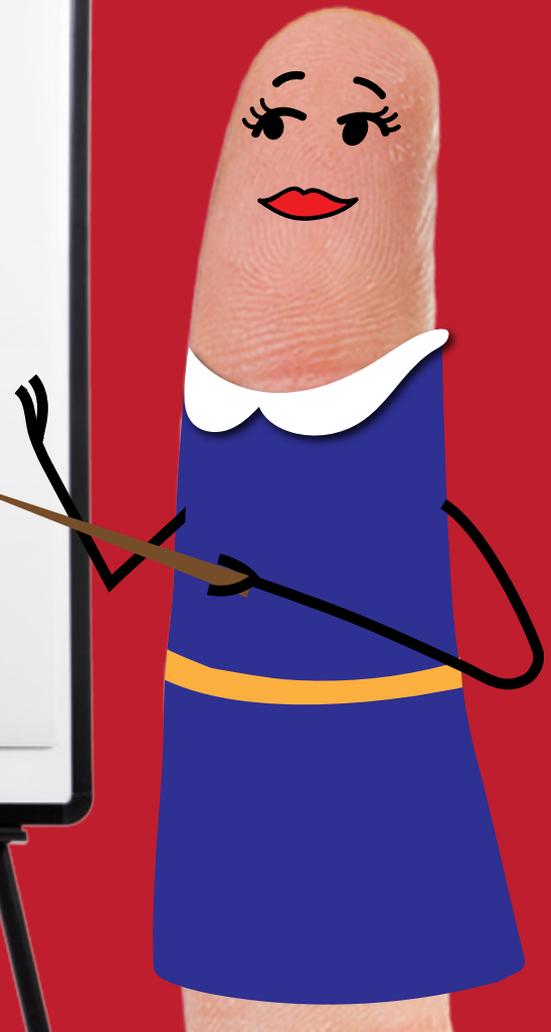
<sup>10</sup> Conscious – aware, awake, having knowledge of something

<sup>11</sup> Conscience – moral sense of right & wrong, acting as a guide to behaviour

## 8.1 RESEARCH CRITERIA

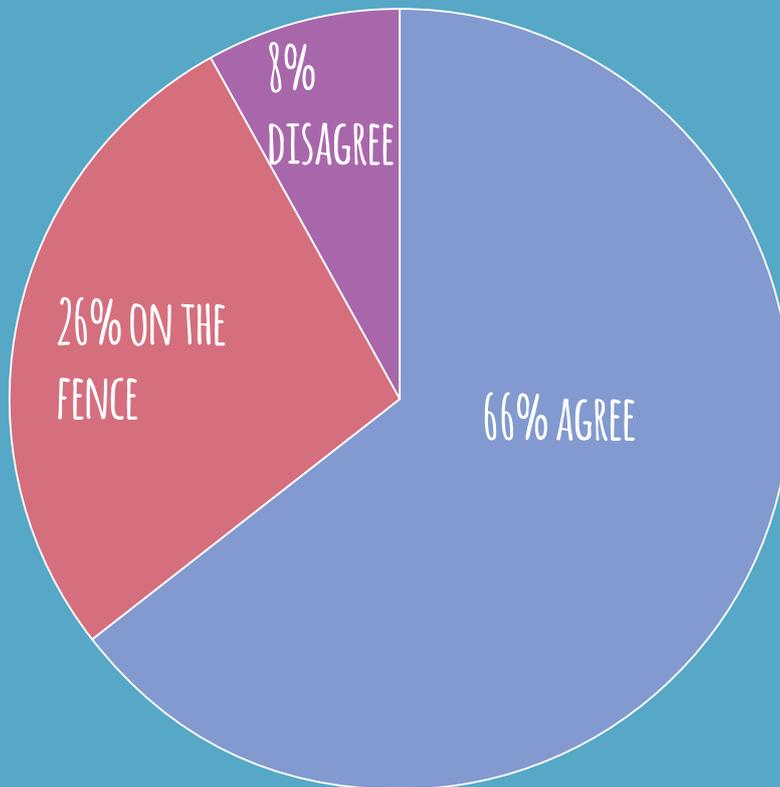
We began with desk research, gathering all existing research from around the globe, selecting those studies that met this criteria:

1. GLOBAL RESEARCH THAT INCLUDED AN AUSTRALIAN SAMPLE OF OVER 500
2. AUSTRALIAN RESEARCH THAT HAD A SAMPLE SIZE OF OVER 1,000
3. RESEARCH AND REPORTS THAT RELATED TO BEST PRACTICE COMMUNICATION, CSR, COMMUNITY INVESTMENT, SOCIAL GOOD, SOCIAL PURPOSE AND MILLENNIALS
4. STUDIES FROM MAY 2016 ONWARDS ONLY (NO MORE THAN 3 YEARS OLD UNLESS FOR BENCHMARKING PURPOSES)
5. RESEARCH WITH A CREDIBLE METHODOLOGY AND FROM A PROFESSIONAL SOURCE



## IN APRIL 2016 WE ASKED AUSTRALIANS TO AGREE OR DISAGREE WITH THE STATEMENT

"IN GENERAL ALL THEY DO IS CARE ABOUT PROFIT AND THEY'LL DO ANYTHING TO GET IT, EVEN DAMAGING SOCIETY AND THE ENVIRONMENT IN THE PROCESS" <sup>iv</sup>



"WE SEE IT EVERYWHERE, THE EVIDENCE SPEAKS FOR ITSELF"

### 66% AUSTRALIANS AGREED WITH THE STATEMENT

Tellingly, almost three quarters of those that work for a corporate (73%), or used to (72%) agreed with the statement, so that means actually being on the inside doesn't improve their opinion! <sup>iv</sup>

We also asked Australians to tell us why they felt this way, in an open question - you can see the entire list of responses in the Talking the Walk@2 Resource Centre.

The main reason given was 'corporates are profit driven/greedy/it's just business' with 44% of those that agreed with the statement, saying this spontaneously. The next most common reason was 'I read, see and hear about it everywhere, the evidence speaks for itself.' <sup>iv</sup>

Fast forward 2 years and Millennials' view of corporates is decidedly dim, the lowest in 4 years.

3 in 4 Millennials see business as focusing on their own agenda rather than considering the wider society <sup>7</sup> and 2 in 3 say companies have no ambition beyond wanting to make more money. <sup>7</sup>

Millennials are not naive, they know that profit is both necessary and a priority for companies, but they believe corporates should set out to achieve more balance. They think companies should be making a positive impact on society and the environment,

creating innovative products and jobs, and make people's lives better.

Business appears to be out of step with Millennials, they are not prioritising issues that matter to the most powerful and influential group of consumers, to date.

83% of Millennials believe business should be measured in more ways than just financial – and Gen Z are not far behind at 80%. <sup>7</sup>

"I SAW ONLINE THAT  
APPLE DON'T PAY TAX IN  
AUSTRALIA, THAT MADE  
ME THINK TWICE ABOUT  
GETTING AN APPLE FONE"

- VERBATIM COMMENT,  
AUSTRALIAN MILLENNIAL,  
DECEMBER 2018

## BUYING ON BELIEFS - GLOBAL

- 69% MILLENNIALS BUY ON BELIEFS
- 22% BELIEF DRIVEN BUYERS WILL PAY MORE
- 25% WILL PAY A PREMIUM FOR BRANDS THAT STAND UP FOR AN ISSUE

B

Millennials are the believers - 69% of global Millennials are belief driven buyers and Gen X are not far behind at 67%. **B**

32% will advocate on behalf of a brand that takes a stand on issues that matter to them. **B**

In the Edelman Earned Brand Study 2017, 56% of belief driven buyers will stay loyal and buy only from that brand, 51% will buy it more often, 41% will continue to buy even if something goes wrong and 48% will recommend to a friend. **3**

33% of consumers are buying brands that they would not otherwise buy based on a brand's position on a social issue. **3**

83% of middle and high-income earners are buying on shared beliefs. **3**

Additional global research from Reputation Institute confirms that 91.4% of consumers will buy products of those companies with an excellent CSR reputation and 84% will give the company the benefit of the doubt. **13**

Cone research from USA reveals that 55% of consumers have bought products due to a social or environmental positioning.

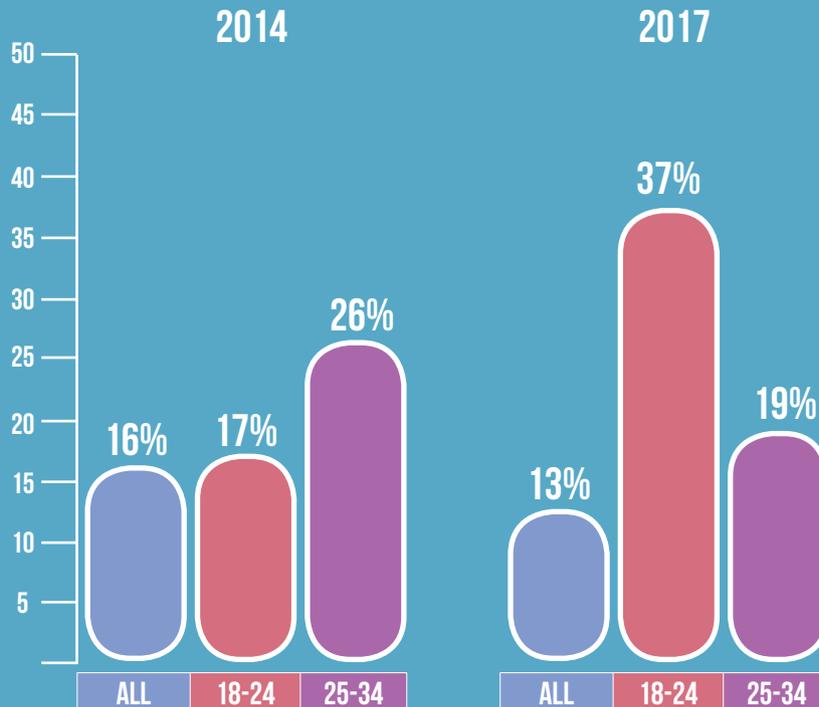
**D**

## SUPPORTING A CHARITY

In November 2017, we explored Australians' purchase decisions based on companies and brands doing good - by supporting a cause or charity. <sup>ii</sup>

In 2017 13% of Australians had switched brands in the last year because of its support of a cause/charity. This is significantly higher amongst Millennials where 25% said they had indeed switched. It is particularly prevalent amongst younger Millennials – 37% of 18-24's had switched vs 19% of the older group (25-34). <sup>ii</sup>

This is a huge jump for younger Millennials from 2014 when we asked the same question. 17% of 18-24s had switched in the last year due to a brand's support of a cause whereas amongst the older Millennial group (25-34) it was higher. <sup>ii</sup>



**AUSTRALIANS THAT SWITCHED BRANDS BECAUSE OF ITS SUPPORT OF A CAUSE/ CHARITY IN 2017** <sup>ii</sup>

## THE INFORMATION MUST:

- Be simple & clear without jargon = easy to understand
- Have an authentic & honest tone of voice = trustworthy
- Possess a distinct flavour with a unique point of view = stand out
- Be optimistic & where possible, inspiring = give hope
- Be presented by normal, down to earth people = relatable
- Carry credible proof points = evidence
- Be sent across multiple platforms & channels = numerous touchpoints
- Be in story form, with video = captivating
- Go two ways – invite comment & participation = involving

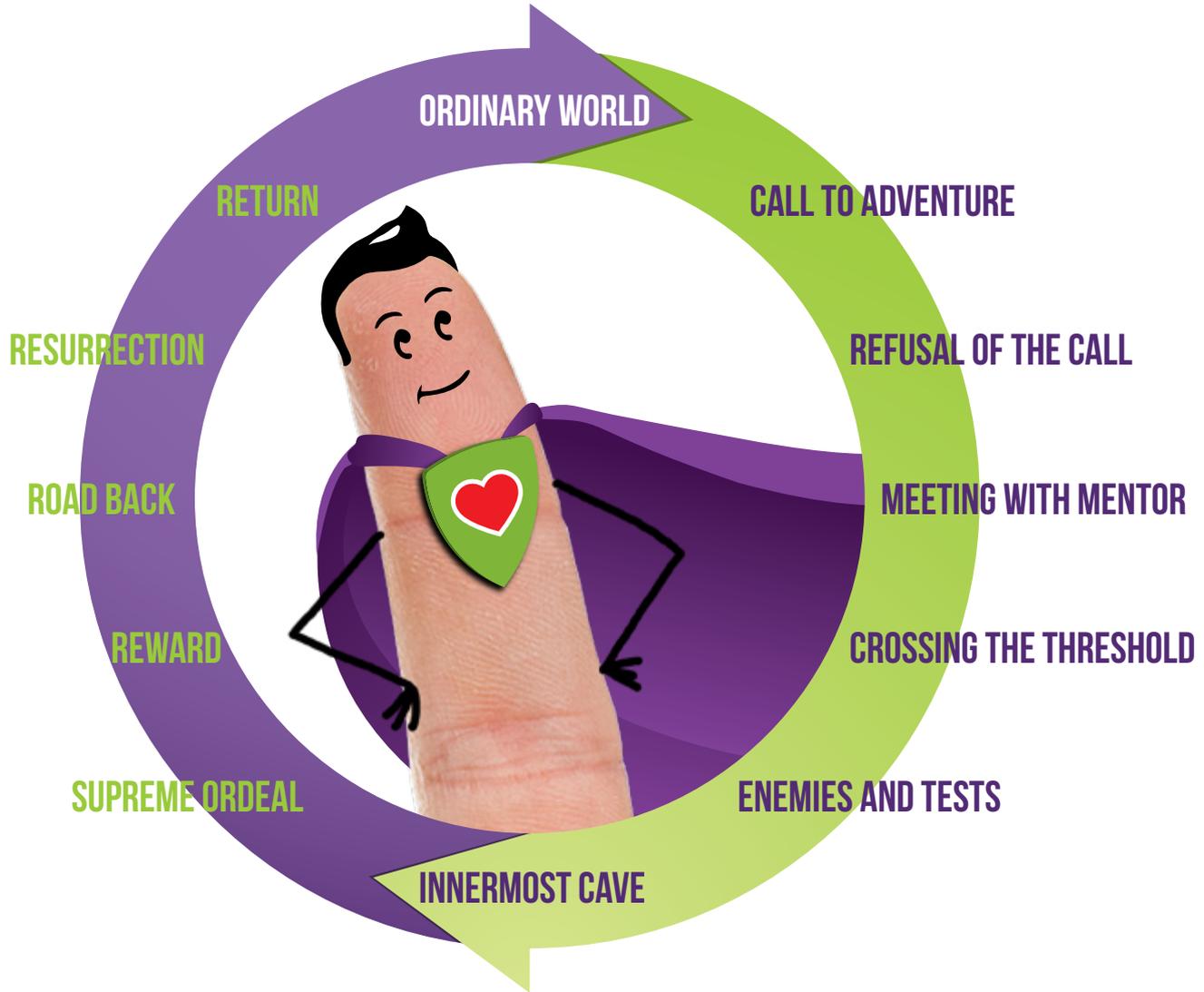


"IF YOU WANT TO STAND OUT FROM  
THE CROWD, GIVE PEOPLE A REASON  
NOT TO FORGET YOU"

- SIR RICHARD BRANSON

## 10.1 THE HERO'S JOURNEY – A STANDARD, REPEATABLE STRUCTURE

Let's take a look at the Hero's Journey as outlined by Joseph Campbell. It breaks neatly into a series of standard steps to form a meaningful 'how to' for telling a story



## 12.1 TOP TEN TALK TIPS

- 99 -

- DON'T WRITE CRAP
- BE A FORCE FOR GOOD
- TELL YOUR CSR STORY
- BEING HUMAN
- THE VISIBLE CEO
- CUT THROUGH WITH VISUALS
- DO WHAT'S RIGHT
- ENGAGE EMPLOYEES FULLY
- MAKE CLIMATE A PRIORITY
- BE BRAVE - STEP UP



BE A FORCE FOR GOOD.

USE IT, YOU SHOULD.

Letstalk@cavill.com.au

Think of 'gobbledegook' as kryptonite to your company. Just stick to plain English – there are heaps of websites and Logie-type awards for the best!

There is a movement towards radical transparency, which is refreshing – and consumers love it.

Be careful not to wear it as a badge of honour, as you're into boasting territory. But honesty certainly does pay great dividends, especially with Millennials, so give it a try.

## PRACTICAL TALK TIPS:

1. Employ a Jargon Terminator – there are plenty of ex-journalists floating around looking for work. While you are at it get them to edit all your communications – the response from employees, stakeholders and customers will amaze you.
2. Avoid using words like CSR and CCI and all the other variations of what is essentially your strategy to minimise your negative impact and maximise your social good. Consumers simply don't understand these terms. If you produce something for your industry that is full of jargon don't expect consumers to read it, they won't. Better still don't use jargon at all. Your industry will love you for it!

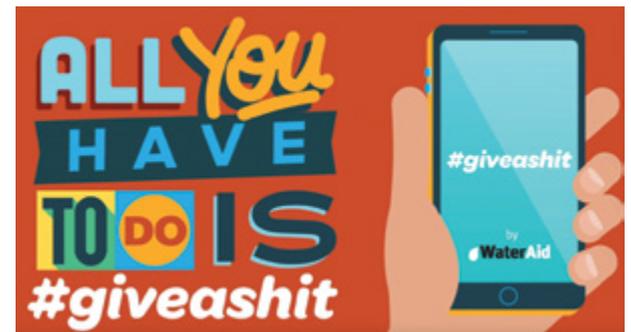
3. Read 'Worst words' the latest book by Don Watson or his original 'Death Sentence'. It will make you laugh, cry and cringe of embarrassment at the way the corporate sector speaks.

## FOR INSPIRATION:

Brands can learn from non-profits – how they use powerful imagery and plain language to capture the hearts and minds of consumers.

The poo images are from **WaterAid UK** who launched a campaign called "Dig Toilets, not graves" to raise awareness of poor sanitation in developing countries. Their first video showed a remote control poo chasing people around the streets of London.

They created a **#giveashit** hashtag to provoke discussion and launched an APP where customers could create their own customised poop emoji and donate \$10 by simply sending a text.



**Google** have a great sustainability site that uses plain English and cool interactive graphics. The site not only reports on their goals and progress but provides valuable resources for consumers such as the Your Plan, Your Planet tool to help consumers reduce water, food wastage and power<sup>1</sup>.



**Toss out less. Save more.**

Throwing away food is not just wasteful, it has a huge impact on the environment. Food production accounts for over two thirds of the world's water use and nearly a quarter of CO<sub>2</sub>e. Learn easy ways to make your food last so those resources don't wind up in the trash.



**Make every drop count**

The average American family uses 300 gallons of water each day. That would fill 3 swimming pools in a year! Learn things you can do at home to slow your flow.

<sup>1</sup> <https://yourplanyourplanet.sustainability.google/>

#### 4. BEING HUMAN

##### **Reveal your human face. In all its Imperfect, Relatable Glory**

Corporations are seen by many as greedy, boring and stodgy, run by faceless people in suits (and the occasional skirt).

Consumers are beginning to turn their backs on corporations in favour of fresh, innovative, provocative and lively brands run by people like them, people who have a bold social purpose. People who stand for something. Brands that embrace their human imperfections.

Companies spend millions of dollars building their 'brand character' so that a company, product or service appears to have the characteristics of a human being. If you're a marketer like me, we do this so naturally that it's almost as though we have forgotten why we do it - the part about actually *being* human.

##### **It isn't characteristics that bind people, it's values.**

Being human will connect you emotionally to employees and customers. But it isn't simply characteristics that bind people, it's the values that are the glue.



## 5. THE VISIBLE CEO

### Get real, be human, show up

The only CEOs that people want to hear from are charismatic, funny, and powerful – right? Wrong. They want a real person. So your CEO may be rather camera shy, a bit daggy, tongue-tied, chubby or scruffy. The more imperfect the better! People will relate to them.

Sure, train them up, get them across your key simplified messages so that they can speak with confidence on behalf of the company, **but speak they must**. Employees **need** to see the CEO step up for **them** to trust that the company is genuine... and for them to tell others.

Make sure they are optimistic and brave, like their employees and customers, even when talking of the struggles. Focus on the values (the why), the vision (the where), the desire for change (the why), and what you are going to do (the what).

Take customers and employees on the journey and **keep them** on the journey. Don't just launch your big vision then go quiet for two years while you get on with it. Take them with you, allow them to be part of the story. Show them the evidence of change, no matter how small. They need proof that you mean it. Even if you are in the dark cave battling a giant spider, they need to know you are still on the journey. They will stick with you.

The CEO needs to talk about the challenges of balancing profit with purpose, the things that the company is doing to progress in key areas that are relevant to the company and its community, and they must do it regularly. The CEO must talk about his/her personal values and challenges and why they are at the helm of the company. They must speak to and engage staff, talk to media and share with customers.

I can imagine the corporate affairs people having kittens right now – emphasising the terrible risk and such things. They're just doing their job, but like an overprotective mother, they might end up erasing all personality and authenticity from your CEO before they reach the podium.



Millennials admire people like Alan Joyce, who made a stand for marriage equality, Bill Gates, Barack Obama, Richard Branson, Warren Buffett<sup>12</sup>. Closer to home we have a new breed of values-driven CEO, in tech company Atlassian founders Scott Farquhar and Mike Cannon-Brookes. Easy-going, unshaven, jeans & t-shirt wearing and humble. Oh and billionaires at aged 34!

**They all have an authentic voice. FIND YOURS.**

<sup>12</sup> World economic forum – leaders most admired by millennials

## 15.3 RESEARCH STUDIES EVALUATED

Cavill + Co has analysed, interpreted and taken inspiration from the following research studies that met our criteria (as detailed on page 47). The majority are dated between 2016 and 2019. In some cases, we included a report that was a little older, if it was deemed unique, relevant or provided a useful benchmark.

Some of the reports are uniquely Australian and some are global. We only took statistics from research where there was an Australian sample size over 500 – we wanted this guidebook to reflect Australian attitudes, with an emphasis on Australian Millennials.

There are 3 sections and they are colour-co-ordinated as referenced throughout the report.

- Bespoke Cavill + Co/Di Marzio consumer research with Australians, are referenced throughout as i-v in **purple**
- All desk research that was relevant, met our criteria and from which we took actual statistics, are referenced throughout as 1-17 in **green**
- All desk research that proved valuable reading and from which statistics were not taken (either because they did not fit the criteria or did not contain Australian stats) are referenced throughout as A-T in **blue**

## BESPOKE CAVILL + CO/DI MARZIO RESEARCH

- i** **Name of research report:** Cavill + Co/Di Marzio, Consumer Trust and Skepticism  
**Date research conducted:** September 2015  
**Date research released:** October 2015  
**Firms behind the report:** Cavill + Co and Di Marzio Research  
  
**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation  
**Key theme:** Trusted sources of information about what companies and brands are doing to support community/environment (Q1) the activities that demonstrate that the company is genuine (Q2) and what triggers skepticism (Q3)
- ii** **Name of research report:** Cavill + Co/Di Marzio, Switching Brands for a Cause  
**Date research conducted:** November 2017  
**Date research released:** December 2017  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Whether consumers have switched brands in the last year due to a cause alignment

- iii **Name of research report:** Cavill + Co/Di Marzio, Boycott and Support in last year  
**Date research conducted:** December 2018  
**Date research released:** March 2019 (previously unreleased)  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Boycotting and support of company or brand due to poor & good behaviour

- iv **Name of research report:** Cavill + Co/Di Marzio, Attitudes to corporates  
**Date research conducted:** April 2016  
**Date research released:** May 2016  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Whether consumers think companies only care about profit (Q1), whether they boycott brands (Q2) and how to encourage employees to talk about CSR (Q3)

- v **Name of research report:** Cavill + Co/Di Marzio, Attitudes to corporates verbatim comments  
**Date research conducted:** April 2016  
**Date research released:** May 2016  
**Firms behind the report:** Cavill + Co and Di Marzio Research

**Research sample:** online survey sampling 1,200 general Australian population respondents across the nation

**Key theme:** Verbatim comments from Study iv

## DESK RESEARCH

- 1** **Name of research report:** Edelman Trust Barometer Australia 2019, Annual Global Study  
**Date research conducted:** Oct – Nov 2018  
**Date research released:** February 2019  
**Firms behind the report:** Edelman

**Research sample:** online survey in 27 markets, 33,000 respondents including Australia  
**Key theme:** Trust & reputation in institutions

- 2** **Name of research report:** Edelman Trust Barometer Australia Top 10 summary)  
**Date research released:** February 2019  
**Firms behind the report:** Edelman  
**Key theme:** Trust & reputation in institutions

- 3** **Name of research report:** Edelman Earned Brand Study  
**Date research conducted:** March-April 2017  
**Date research released:** April 2017  
**Firms behind the report:** Edelman

**Research sample:** 14 countries (including Australia) 1,000 per country  
**Key themes:** Brand loyalty

- 4** **Name of research report:** Powering the world's most reputable companies – Global RepTrak 100  
**Date research conducted:** Jan – Feb 2018  
**Date research released:** March 2018  
**Firms behind the report:** Reputation Institute

**Research sample:** 7,000 companies, 55 countries, 20 industries including Australia  
**Key themes:** Reputation & Business Impact

- 5** **Name of research report:** We've got it all Wrong About Millennials, Roy Morgan 2018  
**Date research conducted:** 2018  
**Date research released:** July 2018  
**Firms behind the report:** Roy Morgan

**Research sample:** unknown

**Key areas covered:** demographic breakdown of Millennials in Australia

- 6 **Name of research report:** Nielsen Australian Millennial Report Summary  
**Date research conducted:** see 9  
**Date research released:** see 9  
**Firms behind the report:** Nielsen

- 7 **Name of research report:** 2018 Deloitte Millennial Study  
**Date research conducted:** Nov 2017 – Jan 2018  
**Date research released:** February 2018  
**Firms behind the report:** Deloitte

**Research sample:** 10,455 Millennials across 36 countries including Australia

**Key areas covered:** Millennial behaviour and attitudes

- 8 **Name of research report:** State of Sustainable Business 2017  
**Date research conducted:** April – July 2017  
**Date research released:** July 2017  
**Firms behind the report:** BSR & Globescan

**Research sample:** 300 professionals globally across 150 companies

**Key areas covered:** Challenges faced by CSR professionals

- 9 **Name of research report:** Nielsen Australian Millennial Report 2017  
**Date research conducted:** Dec 2016  
**Date research released:** Feb 2017  
**Firms behind the report:** Nielsen

**Research sample:** 5,000 consumers

**Key areas covered:** Busting stereotypes and myths around Millennials

- 10 **Name of research report:** Australian Millennial Report  
**Date research conducted:** Oct – Dec 2017  
**Date research released:** February 2018  
**Firms behind the report:** Millennial Future [www.millennialfuture.co](http://www.millennialfuture.co). Authors Mark MacSmith & Tom McGillick

**Research sample:** 1,200 Millennials in Australia  
**Key areas covered:** Attitudes of millennials across a wide range of topics

- 11 **Name of research report:** KFC Youth Confidence Report  
**Date research conducted:** April 2018  
**Date research released:** 2018  
**Firms behind the report:** KFC & Galaxy

**Research sample:** 1,000 Australian Millennials  
**Key areas covered:** levels of confidence and satisfaction amongst Millennials

- 12 **Name of research report:** The Road Ahead Survey of CR Reporting 2017  
**Date research conducted:** July 2016 – June 2017  
**Date research released:** October 2017  
**Firms behind the report:** KPMG

**Research sample:** 49,000 Companies in 49 countries including Australia  
**Key areas covered:** global trends in CSR reporting

- 13 **Name of research report:** Global CSR RepTrak 2017  
**Date research conducted:** unknown  
**Date research released:** September 2017  
**Firms behind the report:** Reputation Institute

**Research sample:** 15 countries, 12 industries, 170,000 ratings collected  
**Key areas covered:** Reputation of world's most socially responsible global companies with significant economic presence

- 14 **Name of research report:** Deloitte Trust Index – Banking 2018 – The way Forward to rebuild reputation and trust  
**Date research conducted:** August 2018  
**Date research released:** August 2018  
**Firms behind the report:** Deloitte Australia and IPSOS

**Research sample:** 2,000 Australians  
**Key areas covered:** Attitudes towards banks considering royal commission

- 15** **Name of research report:** Havas Vivendi Meaningful Brands 2019  
**Date research conducted:** 2017/18/19  
**Date research released:** 2019  
**Firms behind the report:** Havas & Vivendi

**Research sample:** 375,000 people globally with 10,000 in Australia over 3 years  
**Key areas covered:** Performance of meaningful brands

- 16** **Name of research report:** Triple J What's Up in Your World Youth Survey 2018  
**Date research conducted:** unknown  
**Date research released:** April 2018  
**Firms behind the report:** Triple J

**Research sample:** 11,000 Australians aged 18-29.  
**Key areas covered:** Young Australians' attitudes to working, safety and the planet

- 17** **Name of research report:** Gumtree Second Hand Economy report 2018  
**Date research conducted:** unknown  
**Date research released:** 2018  
**Firms behind the report:** Gumtree & YouGov Galaxy

**Research sample:** unknown  
**Key areas covered:** Global research where eBay & Gumtree operate, including Australia

## DESK RESEARCH (READ, ONLY SOME STATS INCLUDED)

Cavill + Co has taken inspiration from these reports but due to the fact that either a) the sample size in Australia is too small or non-existent b) the report is older than 2016 or c) a later and more up-to-date version of the report has been released or d) the report is observational rather than statistical, not all have been cited in the Talking the Walk® report.

- A** Euromonitor International top 10 global consumer trends 2019
- B** Edelman Earned Brand Study 2018
- C** Mintel OmniChannel Trends 2016
- D** Cone Communications CSR Report 2017

# HOW TO TELL YOUR SOCIAL GOOD STORY TO RESONATE WITH MILLENNIALS

Hailey Cavill-Jaspers is an Australian DoGoodologist and corporate-cause matchmaker. At the helm of her business Cavill + Co she has built over 50 partnerships between companies & charities investing over \$40m into vital causes. Hailey has advised numerous corporates for 20+ years on CSR & Social Good strategy, partnerships & communication. This is her 7th publication based on credible research.

*"Well isn't this a timely publication? Hailey has a PR Guru's eye for communication & an entertainingly pithy ability to encapsulate what's needed. It's a delectable smorgasbord of CSR research and insights"*

**Bernard Salt AM,  
The Demographics Group**

*"You've done all the heavy lifting for us. We can lose our life on Google or we can find all the relevant & current data in here – thanks for your gift to the rest of us"*

**Dr David Cooke,  
Chairman & MD, Konica Minolta Australia**

*"Talking the Walk®2 is an engaging, illuminating read, I couldn't put it down"*

**Catherine Moolenschot,  
Author & Millennial**



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