

BEST PRACTICES FOR PROMOTING

# SUSTAINABLE BEHAVIOR

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# IT'S TIME TO INSPIRE CHANGE

We are faced with an unprecedented time in human history where human behavior is commonly considered to be a major threat not only to ecosystems but also to human populations via climate change.<sup>1</sup> Material consumption in particular has led to serious environmental degradation and social inequalities, and as global population and affluence rise, the problem is estimated to only get worse.<sup>2</sup> One way to address this crisis is through *sustainable consumption*.

Sustainable consumption combines a multitude of approaches to lessen the impact of consumption such as technological advances, efficiency gains, choice editing, and government regulation. What is also needed is a change in human behavior as the means for reducing consumption (waste prevention), changing consumption patterns, and implementing sustainable technologies.<sup>3</sup>

It is well documented that traditional public educational

and information campaign approaches may be effective in increasing awareness, but they are not enough to change behaviors. Given the complexity of human behavior and the multitude of barriers impeding change, unfortunately the *Holy Grail* for promoting sustainable consumption is far from a reality. This guide aims to coalesce principal communication strategies from two frameworks emerging as likely contenders for addressing this **wicked problem**; social marketing and community based social marketing. Other practices used by behavior change communication experts have also been included.

Given that promoting sustainable consumption is still in its infancy, this guide includes an investigation into the broader field of sustainable behavior, with findings specific to material consumption integrated when possible.

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# SELECTING BEHAVIORS

Unfortunately, promoting sustainable behavior is not isolated to one singular behavior. Instead there is an endless list of behaviors that impact the environment and contribute to climate change: how we buy, use, and dispose of material goods, how we use energy in our homes, how we use transportation, the foods we eat, etc. While it may be tempting to address all behaviors simultaneously in terms of a lifestyle approach, most research shows behavior change focusing on very specific, non-divisible behaviors yields the best results.<sup>4</sup>

Consider for instance, there are over 250 specific behaviors that could fall under the category of energy efficiency. The term *energy efficiency* can have different meanings for different people; therefore focusing on specific and concrete behaviors will ensure clarity in what is being asked.<sup>5</sup>

There are several ways to go about prioritizing behaviors for maximum efficacy:

- **HIGHEST IMPACT BEHAVIORS:** a technical review of data and a survey of experts will identify behaviors that have the highest environmental impacts.

Tip!

### Partner with Community Influencers

Leverage community leaders and influencers to promote behavior change in the larger context of shifting communities towards more sustainable lifestyles. By promoting a cultural narrative and vision for a more sustainable future, many behaviors can be promoted simultaneously.<sup>7</sup>

Tip!

### Use Behavior Themes

It's possible to address multiple behaviors within a similar theme. For instance, under the umbrella of sustainable consumption one could promote *reuse, fixing and maintaining, and borrowing and sharing*.

- **HIGH PROBABILITY FOR CHANGE:**

Look at what has worked elsewhere or which behaviors have a high likelihood of adoption.

- **CONTEXT:** A high profile issue may help to motivate a behavior change or a behavior may be selected for being in alignment with an organizational mission.

- **AREAS WITH LOW PENETRATION:**

Where are there a low percentage of people participating in a behavior, offering the greatest room for improvement.<sup>6</sup>

# FORMATIVE RESEARCH

## KNOW YOUR TARGET!!!

Understanding your target audience is the cornerstone of designing an effective intervention. This will allow you to...

1. Select appropriate goals for the project
2. Design resonant messages
3. Select the most suitable strategies and channels

Formative research, also known as a needs assessment, refers to the research used to strategically guide the development of an intervention by bringing insight to the scope of the problem and focus to the plan. This process aims to assess the: (1) goals for the project; (2) target audiences; (3) potential strategies; and (4) effectiveness of messages and other intervention tools.<sup>8</sup> Research may be qualitative or quantitative; it may include primary research or secondary research. Examples of formative research include a literature review, review of similar campaigns, expert interviews, focus groups, surveys, or observations.

## TARGET AUDIENCE AND AUDIENCE ANALYSIS

Understanding the wants, needs, attitudes, lifestyles, knowledge, and values of your target audience, specific to the selected behavior or issue, is the cornerstone of designing an effective intervention. Understanding your audience in this way will help you develop resonant messages and select suitable strategies and channels.<sup>9</sup> While a literature review and

## Formative Research (cont.)

examination of similar interventions can help bring focus to your efforts, focus groups and surveys are key to understanding your specific audience.

Tip!

### Don't limit your audience!

Don't limit your audience to those whose behaviors you aim to change. A stakeholder analysis can also identify individuals and organizations that might bolster the initiative such as businesses, non-profit organizations, government agencies, volunteers, media representatives, policy makers, and influencers that can help to spread the word. Establishing partnerships with these segments of the population can help you build credibility, strengthen your message, and expand your reach.

## SEGMENT THE TARGET AUDIENCE

It is common knowledge in commercial marketing, in order to market successfully; your ideal customer can't be *everyone*. Similarly in a behavior change intervention, an audience should be segmented into several easily identifiable subgroups with similar characteristics.

Audiences can be segmented by demographics but better so by psychographics such as lifestyles, beliefs, current behaviors, social networks, knowledge, care about the environment, or stage of change (i.e. readiness to buy). While you may target several segments within an intervention, each should be approached with different messages and strategies most relevant to them. This will increase the effectiveness of your efforts and allow you to use your resources more wisely.<sup>10</sup>

## UNCOVER THE BARRIERS AND THE BENEFITS

In order to achieve a desired behavior change, the behavior must be both desirable and easy to do. This can be accomplished by identifying the barriers that prohibit people from engaging in the behavior along with uncovering what would motivate them to act (the benefits).<sup>11</sup> Once the barriers and benefits are determined, strategies should be developed to reduce or remove the barriers and to enhance the benefits.<sup>12</sup>

# What are Barriers?

Barriers can be thought of as the competition to the desired behavior. The competition may be **internal** such as lack of motivation or it may be **external** such as the lack of infrastructure needed to make the behavior more convenient, or in some cases even logistically possible.<sup>13</sup> The audience analysis can uncover many barriers though it is important to also understand the larger social and environmental context people are operating in.

## EXTERNAL BARRIERS:

**External, or structural** barriers can be either **actual**, such as lack of access to resources that aid in reduced consumption such as a tool library, or they can be **perceived**, such as in the case of perceptions of safety with bicycle commuting.<sup>14</sup>

Ideally, improving supporting infrastructure, improving access, implementing policy, or introducing appropriate technologies would occur in conjunction with communicating about a behavior change.<sup>15</sup>

## SOCIAL BARRIERS:

Common **social barriers** specific to sustainable consumption include

- Cultural norms around high consuming lifestyle and status
- An economic system that is evaluated through consumption
- The basic challenge that changing long-held habits can be inconvenient and difficult.<sup>16</sup>

To address these barriers deeply ingrained within our social structure, community leaders should be engaged to demonstrate and speak personally about the value of sustainable behavior. Ideally, this will engage citizens to reflect, and then act, based on new ideas about consumption, happiness and quality of life.<sup>17</sup>



# What are Benefits?

Benefits of adopting a sustainable behavior aren't limited to the environment; individuals can also receive benefits. By uncovering the audience's values, perceived barriers, and what motivates them to act, you can increase the benefits and tailor messages to reflect them.<sup>18</sup>

## SHORT CUT!

### Identifying Barriers and Benefits

Given that the research to identify barriers and benefits can be both time and financially intensive, consider these two short cuts:

- 1) Observe those who are and are not engaged in the behavior, and then identify the differences.
- 2) Use intercept surveys, asking people participating in the behavior and those who are not:

“What makes it challenging for you to do

\_\_\_\_\_?”

(FILL IN THE BLANK BEHAVIOR)

“What would you see as the benefit of doing

\_\_\_\_\_?”<sup>19</sup>

(FILL IN THE BLANK BEHAVIOR)



# PLANNING THE INTERVENTION

## Planning overview!!!

1. Set goals
2. Create a baseline
3. Determine positioning
4. Frame messages
5. Create a narrative
6. Design strategies

## 1. Set Your Goals and Objectives

A goal is typically more broad and visionary while objectives are the measurable and tangible actions that support the attainment of the desired goal. An effective way to set objectives is to follow the SMART acronym; specific, measurable, achievable, relevant, time bound.<sup>20</sup> Commit to only 1-3 objectives per goal; measuring impacts becomes more difficult when attempting to accomplish too much.<sup>21</sup>

## 2. Establish a Baseline and Design for Measurement

Methods for evaluating these objectives should be established from the onset of the intervention design. The baseline is an evaluation of the current behavior, providing a reference point for evaluating change and impact by comparing the behavior before and after an intervention.<sup>22</sup> A common method for collecting data is to conduct a pre-intervention and post-intervention survey, yet many experts share that measuring behavior change is one of the most complicated aspects of behavior.<sup>23</sup>

## 3. Create a Positioning Statement (Values Proposition)

The positioning statement will help you to develop key messages based on how you want the target audience to perceive the behavior and its benefits relative to their current behavior. Use the following fill-in-the-blank phrase to develop a positioning statement that can be used as an internal tool:

We want \_\_\_\_\_ to see \_\_\_\_\_ as \_\_\_\_\_ and as more important and  
(TARGET AUDIENCE) (DESIRED BEHAVIOR) (SET OF BENEFITS)  
beneficial than \_\_\_\_\_.<sup>24</sup>  
(COMPETITION)

# 4. Framing Your Key Messages

Not every message will resonate with every audience, so you may need to develop a variety of messages targeted to various audience segments. *Consider developing messages that incorporate the following:*

- EDUCATION
- VALUES AND BENEFITS
- AN APPEAL TO IDENTITY
- NORMATIVE MESSAGING
- SIMPLE AND CONCRETE
- POSTITIVE EMOTIONS
- LOCAL AND RELEVANT
- LOSSES VS. GAINS

## INCORPORATE SOME EDUCATION

Individuals who value sustainability and understand the magnitude of climate change are often disconnected from understanding how their own behaviors affect the environment. For this segment of the population, those who are well meaning but don't necessarily link their behaviors to impacts, educational components could help to foster action.<sup>25</sup>

While it's possible to change behaviors without addressing environmental issues, as communicators we shouldn't stop there. We need to continue to work towards the tipping point where environmental and climate change issues are important to the masses. For the majority of people for whom sustainability is not a salient value, it's essential to drive awareness about the interconnection between individual actions and impacts simultaneous to changing behavior – even if self-centered values and benefits are used to bring about the desired change.<sup>26</sup>



### Sustainable Consumption

#### Educate about upstream impacts.

An educational narrative about upstream impacts can broaden people's understanding about waste since most people tend to get stuck on viewing waste from an end of lifecycle perspective focused primarily on recycling.<sup>27</sup>

## PLANNING THE INTERVENTION (CONT.)

### VALUES AND BENEFITS

There are different ways to frame a message to incorporate the various values and motivators of the audience but will yield the same results. For example, two different ways to encourage carpooling might include a message about money the audience will save on gas or one emphasizing cleaner air for future generations.<sup>28</sup> Both messages promote the benefits of carpooling, but speak to very different values.

Whether the values of your target audience lean toward egoistic ones, altruistic ones, or somewhere in between, messages should be designed to speak to those values. In fact, it is suggested that invoking *proxy* values such as financial savings, less stress, and more time with friends and family, offer the double dividend of benefiting both the individual and the environment, and are typically more motivating than just the environmental benefits.<sup>29</sup>

### **WARNING! Don't just sell it.**

Some argue against simply *selling* sustainable behavior in that it can be counterproductive in the long run unless the right underlying values are targeted and the messages are framed in a way that encourages sustainable behaviors across the board.<sup>30</sup>

### **WARNING! Don't be preachy.**

Be wary of being too preachy. Too much focus on values could inadvertently be perceived as being a doctrine of values, especially if coming from government.<sup>31</sup>

### Tip!

### Empower Intrinsic Values

In order to promote the long-term lifestyle changes that are needed amongst those with a *what's in it for me* mindset, in addition to using the *self-enhancing* and extrinsic motivators needed to achieve the behavior change, consider also activating *self-transcending* and intrinsic values. These could include personal growth, self-acceptance, close relationship with friends and family, and contributing to the community. This will aid in building a bridge between the target audience and the values of a more sustainable society.<sup>32</sup>

## PLANNING THE INTERVENTION (CONT.)

### APPEAL TO IDENTITY

People do not always make choices based on rational self-interest thinking. Instead, they may make decisions based on identity. When faced with a choice, individuals may ask themselves: *What do people like me do in this situation?* By appealing to identity, you can demonstrate to your audience that others whom they perceive as similar to themselves are performing the desired behavior. This approach can nudge people towards identifying themselves as the kind of person who also participates in the behavior.<sup>33</sup>

**EXAMPLE:** The “Don’t Mess With Texas” anti litter campaign is a great example of a successful identity appeal. The campaign targeted “macho truck drivers” with the aim of reducing the amount of roadside litter throughout Texas. The key message, *Texans don’t litter*, was delivered by “tough” Texan celebrities, suggesting that not littering was the Texan thing to do. The audience responded to the identity appeal of Texan pride and the “ideal, masculine Texan”, resulting in the reduction of visible roadside litter by 72%.<sup>34</sup>

### NORMATIVE MESSAGES

Whether amongst friends, family, colleagues, and even strangers, most people tend to go with the crowd, acting in ways that are socially acceptable. Messages highlighting that a majority of people are already participating in the desired behavior is a great way to influence people towards a social norm.<sup>35</sup>

**EXAMPLE:** Research found that cards displayed in hotel bathrooms that used the normative message “75% of the guests who stayed in this room participated in our new resource saving program by using their towels more than once” was more effective than messages that promoted only environmental conservation.<sup>36</sup>



### **WARNING! Don’t highlight common behaviors that are undesirable.**

For instance, “American’s are using more electricity than ever” or “too many people are throwing away recyclable materials” actually contain two messages: the behavior is bad for the environment and lots of people are doing it. Rather than emphasizing the severity of the problem, it can end up inadvertently encouraging conformity to the social norm you are trying to change.<sup>37</sup>

## PLANNING THE INTERVENTION (CONT.)

### SIMPLE & CONCRETE, WHY & HOW

Jargon words, abstract language and ambiguous terms can have different meanings for different people, so make sure to use straightforward language when designing your messages. Environmental issues, climate change in particular, are complex and confusing subjects for the majority of people, in fact most people struggle to link these issues to their own behaviors. Don't get into the weeds of science and the gravity of the problem, instead focus on empowering actions and solutions that are simple, specific, and concrete. Don't just tell people to recycle, save energy, or eat sustainable food; tell them **how**. Highlight the benefits that speak their values and provide tools that make it easy to carry out the desired behavior.<sup>38</sup>

### MAKE IT EMOTIONAL AND KEEP IT POSITIVE

Behavior change campaigns often struggle to change behavior because they have neglected the importance of evoking positive emotions.<sup>39</sup> Messages should be based on empathy rather than blame or guilt and possibilities rather than fear. Emotion can be elicited using vivid imagery in the form of film footage, metaphors, personal anecdotes, and real-world analogies.<sup>40</sup>

### LOCAL AND RELEVANT

Since most people don't understand the interconnectedness between their behaviors and the subsequent impacts, make the impacts closer to home in terms of local economy, local green space, or the health of community. This will help to make the issue more salient.<sup>42</sup>



#### Sustainable Consumption

##### Family > Stuff

Family is better than stuff. Use emotion to showcase the benefits of consuming less by tapping into the love for family. Tell stories about the benefits of spending less on consumer goods such as being able to do more healthy activities with loved ones.<sup>41</sup>

### LOSSES VS. GAINS

People have a natural tendency to avoid losses rather than to seek gains, therefore messages that emphasize losses which occur as a result of inaction are often more persuasive than messages that emphasize saving as a result of taking action.<sup>43</sup>

# 5. Create a Compelling Narrative

A communication narrative is the means by which the positioning statement and key messages are made emotional and are brought to life for the audience. The narrative should tie all communication efforts together and enable people to easily understand what is being said and why it matters. The common “doom and gloom” approach is ineffective. Narratives should instead be positive, inspiring, motivating, fun, entertaining, humorous, creative, and make people feel like they are part of a tribe.<sup>44,45</sup>

Cultural, or social narratives help us understand the world around us and help us make decisions about how we should be in terms of what are socially accepted behaviors and actions. Consider evoking a new cultural narrative by presenting your audience with a vision, as reflected by their shared values, of a world where a better way is possible if we all take action. Show them the specific rituals, practices, habits, and behaviors that can make it happen, and how they can plug in and be collaborators in creating the new story.<sup>46</sup>



### Sustainable Consumption

**Consumption is not the only story.** Sustainable consumption requires a shift in the way people see the world and while our society is built on consumption, it is not the only story. We can work with audiences to create new narratives and a more optimistic vision for the future in regards to what, how, and how much we consume by evoking an emotional response to their values.<sup>47</sup>



# 6. Select Creative Strategies

In addition to using traditional channels such as PR and media, digital communication, or advertising, several behavior change strategies and tools should be utilized to promote sustainable behavior. *Consider using the following strategies:*

**CREATE SOCIAL PROOF/SOCIAL NORMS**

**PARTNERSHIPS**

**LEVERAGE TIMES OF TRANSITION**

**PROMPTS**

**COMMITMENTS**

**KEEP IT VISIBLE**

**STORYTELLING**

## CREATE SOCIAL PROOF/SOCIAL NORMS

While social proof or social norms can be generated within key messages, modeling and social networks are two popular ways to establish social norms visually within physical environments.

### Modeling

Modeling is the concept that describes when people see others performing an action; they might assume it is the norm. Pictures or videos of ordinary people engaging in a behavior can generate a sense of normality. This can also be effective by enlisting a trusted leader, influencer, or celebrity to perform the desired behavior.<sup>48</sup>

## PLANNING THE INTERVENTION (CONT.)

### Social Diffusion and Social Networks

Cultural and social structures have tremendous influence over the decisions we make in our lives and our ability to shift behaviors. Therefore targeting social networks and fostering peer-to-peer and word of mouth communications, rather than solely relying on distribution of impersonal sources of information such as brochures, advertising, or mass media, will have far more of an impact to promote positive social norms. The closer to one-on-one communication, the more successful the intervention will be, though influencers, public communicators, and opinion leaders are also strong messengers in social diffusion.<sup>49</sup>

## PARTNERSHIPS

Partnerships or collaborations with credible organizations to communicate messages to their own constituents is an effective method for leveraging the fact that behavior change works best when people hear about new ideas and ways of doing things from people or organizations they know and trust.

Additionally, partnerships with several different types of organizations such as advocacy groups, associations, academic institutions, businesses, or government institutions can help pool resources such as funding, expertise, and social capital, which can then amplify the quality and reach of the intervention and as a result, magnify the impacts. Partnerships with groups that have a positive public perception can also build trust and credibility with the audience.<sup>52</sup>

### TIP! Segment by Social Network:

Segment your audience by social network. Look at the conversations already taking place in the networks you want to leverage and deliver the key messages that are appropriate for the people in those networks.<sup>50</sup> Examples of peer networks include faith networks, neighborhood associations, sports clubs, affinity and advocacy groups, and mom groups.<sup>51</sup>



## Sustainable Consumption

### Collaborative consumption & the circular economy

Consider establishing a business cluster amongst re-use, recycling, sharing, and repair businesses and organizations. By pooling resources amongst those with a similar social mission, it is possible to bolster awareness about alternative ways of consuming amongst a target audience already participating in some sustainable consumption behaviors, and to accelerate the growth of these emerging sustainable economy movements.<sup>53</sup>

## PLANNING THE INTERVENTION (CONT.)

### LEVERAGE TIMES OF TRANSITION



#### Sustainable Consumption

**Leverage Times of Transition.** People are often more receptive to change when they undergo life transition periods. Consider leveraging these transitions by influencing behavior in a sustainable direction. For instance, for people moving into a new home, promote resources for donating unwanted household goods. Remodeling is a great time to promote using salvaged materials or borrowing tools from a tool library. Growing family presents an opportunity to encourage buying consignment clothes. For families with kids going off to school, it is a great time to teach parents about waste-free lunches or buying school supplies with recycled content.<sup>54</sup>

### PROMPTS

In many instances, well-meaning individuals simply do not act because they forget. In this case, a simple visual reminder, placed at the time and location the targeted behavior is likely to take place, can *prompt* the individual to remember the behavior they mean to activate. Examples include a sign posted by a light switch reminding the user to turn off the light when leaving the room, or a sticker on the dash of a car reminding the driver to bring reusable shopping bags into the store. Prompts can also be tools, such as a timer, acting as a reminder but also aiding in the actual practice of taking shorter showers.<sup>55</sup>

## PLANNING THE INTERVENTION (CONT.)

### COMMITMENTS

Commitments or pledges are effective for fostering sustainable behavior since most people will feel pressure to be consistent with what they said they would do. In the hierarchy of effectiveness: public and durable commitments are best, with public, written, and in private verbal commitments following suit.<sup>56</sup>

### KEEP IT VISIBLE

Visual communications such as stickers, signs, and buttons, are helpful in establishing a social norm around a behavior that is otherwise unnoticeable and therefore impeding to social diffusion. Examples include yard signs signifying that a household purchases renewable energy, stickers on curbside trash bins indicating *we compost*, and providing information in the lobby of a business representing the number of employees who use alternative transportation to get to work.<sup>57</sup>

### STORYTELLING

Stories highlighting the successes of what others have done and how they are already living the visionary lifestyles of a sustainable future, can help explain concepts, demonstrate the viability of the behavior, enables people to see what is being asked of them is feasible and also common (i.e. provides social proof), and makes the benefits tangible.<sup>58</sup>

The building blocks of a compelling story should include:

- 1) A compelling character that is relatable to the audience.
- 2) A plot or trajectory that captures the *what happened*, otherwise known as the *hero's journey* that offers a resolution.
- 3) Authenticity by showing - not telling – the character's transformation using the character's own voice.
- 4) Convey emotions that move people to act and marry these with clear, easy-to-find pathways to get them to the desired action.
- 5) Capture the audience's attention as quickly as possible, giving them a sense of what's at stake – identify your hook to keep them engaged.<sup>59</sup>

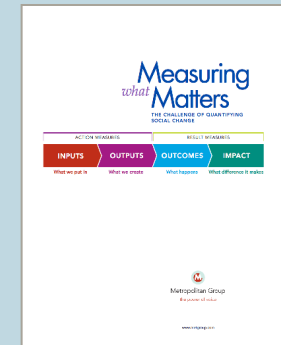
# MEASURING RESULTS

While many communication measurements tend to focus on *outcomes*; people reached, message recall, or changes in awareness, measuring *impacts*, such as the actual behaviors or cultural norms changed, is much more challenging. End of intervention quantitative and qualitative research including longitudinal studies, audits, and follow up surveys are great ways to measure impact, though it tends to be an expensive endeavor.<sup>60</sup> While a survey asking participants about their knowledge and self reported behavior changes is less scientific, it is the most cost-effective and still at least provides some data on effectiveness.

Given that it is possible to change behavior without changing attitude, and conversely, to change attitude without changing behavior, it is important to measure behavior rather than attitude even though measuring attitude is generally cheaper to measure than behavior.<sup>61</sup> Remember to establish baseline measurements and to identify how will data be collected from the start of the intervention.<sup>62</sup>

## ADDITIONAL RESOURCES:

For more detailed information about how to measure the results of your campaigns [check out this white paper from the Metropolitan Group.](#)



## Tip! Connect with Universities

Local universities could offer a creative way to provide the service if a professor is willing to take on a measurement challenge with his or her graduate students.<sup>63</sup>

# CHALLENGES

No matter how well designed your intervention; several pitfalls can still plague your efforts. Beware of the inconsistencies that can be found in consumer behavior such as the **do-say gap** and **attitude-behavior gap** and the unintended consequences of the **rebound effect**.

## DO SAY GAP - ATTITUDE BEHAVIOR GAP

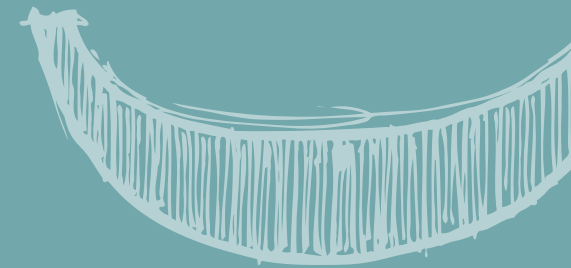
A key challenge in understanding sustainable behavior are the contradictions, or gaps, that exist between a person's knowledge and attitudes, and their behavior. For instance, many people are clearly aware of climate change and may even consider it a serious issue however few actually plan to take action to address it. Experts refer to this phenomenon as the **attitude-behavior gap**.<sup>64</sup> Similarly, there is often a big difference between people **saying** what they believe and actually **doing** what they believe, referred to as the **do-say gap**. For example, 81% of Americans say it is important to use a reusable shopping bag but only 33% actually use them.<sup>65</sup>

## REBOUND EFFECT

Gains in reducing unsustainable consumption can often lead to unanticipated increases in consumption in other areas. For example, an individual installs a low-flow showerhead, but then conversely then take longer showers. Or as a manufacturing process becomes more efficient and therefore products become less expensive, an individual might purchase more of the product or it might result in more people being able purchase the item. These behaviors, whether due to cost savings realized or in thinking they have done their part, undermine the intended benefit from the efficiency gains.<sup>66</sup>

# MAINTAIN A POSITIVE OUTLOOK

While it may be easy to become disheartened by the seemingly uphill battle of promoting sustainable consumption within a country whose economy is based on consumerism, several bodies of research also offer a hopeful lens. Research suggests American values may be shifting toward alignment with pro-social and pro-environmental behavior.<sup>67</sup> Many Americans have already begun to change their consumption patterns, which suggests an opportunity to help citizens create a better quality of life while reducing the impacts of their behavior.<sup>68</sup> These cultural shifts suggest a transformation in how we obtain and consume goods and an opportunity to accelerate the momentum toward the widespread adoption of sustainable behaviors.



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Lindsey is a Sustainability Director with 15+ years of experience pioneering sustainability, CSR, and ESG efforts that deliver business value across the Food and Beverage, Hospitality, and Events industries. She was most recently the Director of Sustainability for Dutch Bros Coffee, one of the fastest-growing beverage companies in the U.S., where she built a sustainability strategy from the ground up and positioned the company for its first ESG report. Prior to Dutch Bros, Lindsey led sustainability efforts for several leaders in sustainable business. She championed the food waste reduction initiative with Google Global Food, led Adidas to achieve zero waste at their annual Sales Meetings; and managed projects at The Oregon Convention Center that contributed to their earning LEED platinum.

Lindsey received her master's degree in Strategic Communication from the University of Oregon. She believes net zero and mindfulness are the next revolutions and like everyone else from Oregon, she enjoys spending her time in nature and going on adventures with her dog in her hybrid compact SUV.

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