

Solution Analysis.

3.1 Solution Alternatives.

The problem Rapp Collins is facing requires a well-planned creative and effective solution. Despite the different approaches the company may take to tackle the problem, they will all require a certain degree of investment in terms of human and economic capital. The final selection must envelop the best way to reduce and measure the firm's ecological footprint considering its identity, resources and general activities.

3.1.1 Improve employees' environmental awareness and behavior with a creative campaign.

Rapp Collins' creative DNA guarantees the success of a solution based on a creative campaign. The company's experience and familiarity with creative campaigns would make this proposal significantly challenge-free. While the effectiveness of the campaign per se would most likely be successful, the question would reside on the thoroughness of the solution in solving the problem.

The campaign would address one of the elements that plays a defining role in both indifference and the nature of the company's operations: employees' behavior. It would need to have specific goals mainly based on shaping their conception of the problem and their consequent behavior. Despite the extensive media coverage surrounding global warming, people are still failing to make the connection between a phenomenon of apocalyptic proportions and their everyday activities. Moreover, people might not be motivated enough to incur in significant adjustments that affect certain elements of their comfort zone only to prevent something as abstract as climate change. It is crucial that the causes and consequences of the issue are clear so that the reasons for the campaign don't seem confined to uniquely aligning the company to a marketing trend.

Thus, the goals of the campaign would be:

- Create awareness.
- Encourage employees to act.

Not only do employees need to be aware of the causes of global warming and its impacts, but they also need to understand Rapp Collins' and their personal contribution to the problem. Explaining global warming should be done by relating people's everyday activities and impacts in terms that

seem familiar. For example, a connection could be drawn between leaving one's computer on for the day, the carbon emissions such action caused and the likely extinction of the polar bear due to the melting of the glaciers; or the connection between wasting paper, the trees needed to create it and the carbon emissions they would absorb.

Employees would be encouraged to act through a call to action in two messages: "get involved" and "Reduce, Reuse and Recycle". This very well known three-R mantra would invite employees to minimize waste as much as possible. Employees would be asked to reduce the amount of garbage they generate in terms of paper-cups, drying paper-towels, disposable cutlery, food packaging and plastic bags. At the same time, they would be encouraged to reuse washable mugs, tote bags and Tupperware-style containers for food. Double sided copying and printing would be explained in the photo copying rooms. Reducing energy and fuel would also be encouraged by requesting to turn computers and lights off when idle, carpool and minimize air travel as much as possible. Finally, ads would remind people of the location and instructions of the paper recycling bins. Moreover, weekly tips and reminders would be sent by email. People would also be invited to contribute to the campaign by submitting tips and general feedback.

The campaign would use both print and online advertising. (For print advertising, drafts that are routed for approval and final pieces would be printed in paper from the recycling bins.) The creative department's expertise, inventiveness and familiarity with the target guarantee that such campaign would effectively attract attention and make an impact. The nature of the project also allows them to work with the many marketing novelties used for the agency's clients like the Facebook applications developed for Merck's Gardasil or the Travel Channel.

Implementation would be almost identical to the process followed for the internal communication campaigns. A creative brief would be developed by Brand Planning, Analytics and Strategy and Enablement based on the main goals of the campaign. Art directors and copywriters would then develop a concept. Finally, the ok-to-set meeting would have the approval of the developers of the campaign and project management and traffic would coordinate the routing process and the schedules.

The resources needed to implement this solution would not be significant. This project would be developed as the various internal campaigns the company launches on a regular basis. Time devoted from employees in the departments involved would be practically marginal. Printing the posters and

creating online content would incur in no monetary costs, except for any project that would require special crafting from the traditional studio.

Rapp Collins' employees show a high degree of motivation, reinforced greatly through its various internal campaigns. An environmental campaign would make staff feel associated with a current global issue. Such association would empower employees to turn an intangible, external issue into a company-wide movement.

While the campaign may present a realistic, simple, low-cost approach to the problem, it fails to address it more thoroughly. The project by itself does not offer a sustainable, long term solution to an issue that grows rapidly. Motivation for employees may not be sufficient, as they could feel wary of management's lack of full engagement with a consistent solution. Why should they follow the company's tips when it is being passive regarding the issue itself? Additionally the campaign alone falls short of getting employees involved in a more concrete, direct way.

3. 1.2 Revamp operations through the creation of a committee.

The creation of a commission to address the increasing ecological footprint within Rapp Collins' operations would present a considerable challenge. A committee with such mission would be an effective approach to address both the environmental indifference among the company's staff and the operations element of the pollutant nature of the company. At the same time, it would call for a significant investment in economic and human resources.

Table 3.1 General Goals of the Sustainability Committee.

To measure the company's impact on the environment.	To achieve carbon neutrality.	To establish concrete, measurable objectives and monitor their efficacy.
To raise awareness of environmental issues and how Rapp Collins impacts the environment.	To encourage employee participation.	To communicate internally and externally the goals and achievements of the committee.

The establishment of general goals (Table 3.1) is needed to provide a starting point to the committee. The first goal for the committee would be to assess the company's current environmental impact. This measurement is crucial in order to set the work-plan the committee would follow. Whatever the measurement results indicate, achieving carbon neutrality is a must because of the important consequential reduction in the ecological footprint, and the direct minimization of global warming impact. Rapp Collins can become carbon-neutral, mainly through the reduction of CO₂ emissions (which is free) but also by purchasing carbon offsets. The measurements would indicate the level of urgency and intensity needed in the actions to be taken.

Once such impact is quantified, a set of reduction objectives can be established. These would have to be concrete and measurable in order to allow a constant measurement of the group's efficacy. Moreover, the most realistic way to ensure a sustainable continuity of this solution is to have employees actively involved in the activities of the committee. Existent corporate committees like the Great Fun and Great Place Committees have been successful at their objectives because of the effort of their volunteering members and the logistical support from management. Nevertheless, in order to greatly inspire employee participation, awareness needs to be raised regarding current environmental issues and the firm's direct impact. This objective, presented previously as an isolated solution, is a central factor in solving the problem as a whole, since it takes on one of its core causes. Efficiency in how the message is conveyed will determine how well employees would absorb it, as well as the potential for the committee to attract committed volunteers. Finally, communicating internally the goals and achievements of the committee would reinforce the soundness of this solution. On the other hand, outward communication directed to existent and potential clients would seize on the marketing advantages of positioning the company as an environmentally-conscious service provider.

The means to achieve these ambitious objectives require a finely orchestrated effort from management and staff. Such effort has to have incentivized leadership with a well-defined set of responsibilities. With volunteers being the force that will drive the committee, an individual that holds responsibility and accountability would be needed to legitimize the company's environmental commitment. This person would be named Sustainability Officer and would be in charge of directing the committee. While it would not be a position by itself, it would have to be considered a parallel designation to certain employee. He/she would have to hold a junior position that would allow certain flexibility within his/her working schedule. However, the designation would not be an extracurricular activity that could be taken lightly; it would be a serious title that would require a formal duty. An extra job description would be added to the employees' tasks lists and an additional monetary incentive would be included in his/her check that would link performance to gratification. Two managers would report to the officer: Operations and Communications/Events. These employees would also receive a special bonus for the additional responsibilities conferred to them.

Despite the special designations in charge of the sustainability efforts, it is worth noting that three individuals would not be able to handle the size and the requirements of the task on their own. Moreover, it would be currently economically unviable to devote a substantial workforce for this project; hence the need for the committee to be grassroots-inspired. An energized and environmentally-committed base would need to be recruited in order to fulfill the needs of an action-oriented committee. The cycle of ideas and proposals would be continuous and always in touch with trends within the workers. A committee that is open to the participation of all the employees will have more chance of succeeding than one with a more central approach that just dictates recommendations without consensual input. A committee that is aimed to address one of the most talked-about, hyped up subjects in the media and that is giving a chance for individuals to provide it with their support, will most likely be received positively by the workers. This people-oriented approach has proven effective in the other committees like Great Fun, which is focused on employee leisure events or Great Place, which aims to improve the physical workplace. The combination of a group of motivated volunteers guided by three managers would provide both vigorous and solid bases for the problem resolution.

Creativity would be central in the committee's project development. The creative element would be emphasized in both the external and internal campaigns. Rapp Collins has developed a series of

such campaigns that are successful and recurrent. *Blip* is the one-page, monthly, printed and e-mailed, casual toned publication that informs employees of the happenings in the company, like events, birthdays and business pitches. When a new process of prioritizing projects based in colors and track numbers was set in place, colorful ads with catchy phrases appeared in bathroom stalls, kitchen cabinets and snack machines. Human sized monster stickers greeted the staff in elevators and bathrooms and invited them to participate in a short-film creation contest for Halloween. Staff arrived to their cubicles and offices on a September morning to find a small planter with real grass holding an iPod shuffle and a voicemail from the CEO announcing the launch of the company's new image: Rapp Collins' Future Garden.

Awareness of global warming and other environmental issues needs to be raised internally through a creative campaign (detailed in the previous section of this chapter). It would have to avoid being an imitation of what the media and the internet are producing, and be specially crafted for Rapp Collins' staff. Additionally, the internal communications efforts from the Sustainability Committee would have to be aimed at positioning itself in the minds of employees. They should convey clearly the committee's mission, objectives, concept and achievements. The fundamental message would ideally stress the company's serious and pro-active position towards the problem while motivating employees to get involved.

Externally, the committee would have to communicate the essence of the company's sustainability efforts in a palatable way for its clients. It should also be clear on how Rapp Collins' firm environmental stance is part of its value proposition. With a stricter environmentally-demanding market place, clients should consider that truly greening a company's supply-chain is increasingly becoming a substantial competitive advantage.

This solution would take a significant period of time to be fully implemented. The Environmental Officer's selection would be the first step in establishing the committee. Talented, strategy-oriented junior employees in various departments would be initially invited to bid and eventually vetted for the position. Once a selection is made, the goals of the committee would be presented to the new appointee and he would be requested to coordinate a recruiting bid of volunteers. The Environmental Officer and management would then identify appropriate candidates to become managers of the Operations and Communications/Events divisions of the committee. Once the team is established, the short, medium and long-term goals based on the committee's mission and

objectives would be developed. Issues would be prioritized and divided into projects with assigned teams (from the committee) and deadlines.

Volunteers would join the committee by direct request from its management team or through the general open invitation. Committee meetings would take place two or three times a month; however, the officer and managers would meet more frequently and have constant communication. Decisions would be taken as a group and the divisions would have the task to execute them.

The Communications/Events division would be in charge of designing strategies for events and the internal and external campaigns. Its role is central to the committee because of its orientation towards raising consciousness and communicating its mission. Furthermore, it would be working directly with volunteers from the creative department to develop the concept in the campaigns. This division would also collaborate with the Client Services department and the executives in charge of Rapp Collins' brand to find the best way to transmit the company's environmental commitment to its clients. In an effort to support the creative campaigns, events designed to raise awareness and increase employee participation would be held in the company. They would range from campaign launches and training sessions to office parties and organic lunches. There would also be direct cooperation with the other committees in the company to take advantage of potential synergies and maximize resource utilization in terms of shared events and campaigns.

Operations management would be focused in executing, and reinforcing the initiatives that are conceived at the committee. This group would be the link between the company's management and the committee. The operations officer would present its initiatives as proposals to decision makers in the company, especially financial and office managers. Once the proposals are accepted, they would be crafted for their execution. These policies would have to be appropriately announced and reinforced mostly in a graphical way, prompting the need for a close collaboration with the communications department. Finally, this sector would have to develop suitable measurement standards and reporting habits.

The creation of the Sustainability Committee would require a fair investment from Rapp Collins. Projects with valuable purposes and realistic execution plans most likely fail if they are underfunded.

The Sustainability Committee offers a pragmatic solution for reducing the company's ecological footprint. It presents a comprehensive approach to the problem and reaches various areas of concern. Effectiveness would be enforced through accountability from designated individuals. Employees with more concrete responsibilities and tasks would evidently produce more tangible results. Staff is also more likely to engage with the cause if it conceives a true commitment from management. Consequently, the increased level of employee involvement would foster motivation within the workforce.

The monetary and human capital needed to realize this project might discourage the company from adopting it, despite the fact that its cost is not truly significant for a company with 2007 sales of USD\$253.5 million (Hoover's, n.d.). However, the most substantial flaw with the committee relies on its lack of attention regarding a core source in the company's waste and pollution levels: its supply chain. The level of paper waste inherent to the practices of direct marketing is not addressed by the committee and despite its potential implementation, it would still be inappropriate to regard the company as fully committed to reducing its ecological footprint.

3.1.3 Revamp operations and supply chain management through the creation of a committee.

By addressing both the operations and the supply chain in the agency, the Sustainability Committee would provide a truly comprehensive approach to the environmental issues that Rapp Collins faces.

A direct marketing agency is almost a chronic waste generator by definition. This marketing discipline is defined by Princeton University's lexical database as "marketing via a promotion delivered directly to the individual prospective customer" (n.d.). It usually uses solicited or unsolicited means like letters, catalogues, leaflets, brochures, coupons, web applications, telephone calls and emails. Among these, it is the printed media that contributes greatly to the accumulation of paper waste; however, the waste factor becomes more significant when the direct mail sent is unsolicited and its target disregards the message, immediately converting it into trash (hence the popularly term, junk mail). Efforts by the public to reduce unwanted mail from direct marketers has lead to the creation of Do Not Mail Lists where individuals include their information and companies are forbidden by law to send them any type of commercial mail. Others allow people to select what kind of commercial mail they would be interested in receiving. Despite active lobbying by the Direct Marketing Association against the development of such laws (Direct Marketing Association,

n.d), certain executives at Rapp Collins have reacted positively to these lists and have even considered them an opportunity to target consumers more effectively with information they actually want.

Respecting mail preferences from consumers would lower paper waste by preventing the delivery of unwanted mail; however the mail that would be sent after that filter can still have significant impact on the environment. The Environmental Defense Fund's Paper Calculator estimates that:

One ton of virgin uncoated offset paper (similar to that used for letters, forms, and envelopes) requires three tons of wood, or 24 trees. The manufacture of this same ton of paper uses 38 million BTUs of energy, emits 5,960 pounds of greenhouse gases into the atmosphere, uses more than 19,000 gallons of water, and produces 2,300 pounds of solid waste. (DM News, 2008)

Greening a direct marketer's choice of paper and printing is possible. The use of a higher percent of pre or post-consumer recycled paper will minimize the pressure on forests. Pre-consumer materials "are generated by manufacturers and processors, and may consist of scrap, trimmings and other by-products that were never used in the consumer market" while post-consumer ones are "end products that have completed their life cycle as consumer items and would otherwise have been disposed of as a solid waste" (Oregon Metro, n.d.). Paper can be a blend of pre and post-consumer recycled but having a higher portion of post-consumer content has a higher environmental value. Additionally, choosing an environmentally sound paper supplier must have Forest Stewardship Council (FSC) certification. The FSC is an NGO that promotes the responsible management of the world's forests. The FSC ensures that the supplier does not use paper produced through the conversion of natural forests or other habitats around the world, the use of highly hazardous pesticides around the world and the cultivation of genetically modified trees (GMOs). It also guarantees that the rights of indigenous peoples around the world were respected in the paper production processes.

Anderson Lithograph is a paper supplier that has pursued extensive FSC certification for its paper and printing services and has widely earned environmental recognition like the California Governor's Environmental and Economic Leadership Award and the South Coast Air Quality Management District Award and is a member of the Coalition for Environmentally Responsible Economies and the Climate Action Registry in California. This orientation has allowed the company to position itself as the environmental option for paper supply and to run a graphic

campaign with environmental motifs complemented by a slogan that reads Committed to a Sustainable Future. Anderson Lithograph is one of Rapp Collins' main suppliers. Nevertheless, it is unsure how much of Rapp Collins' paper supply comes from Anderson Lithograph's sustainable offerings. The production department from the company also declined to inform of the other suppliers it uses.

The Sustainability Committee would ensure that the percent of FSC and post-consumer recycled paper gradually increases until reaching 100%. Paper and printing do not have to be supplied exclusively by Anderson Lithograph. The committee would collaborate with management to find the proper supplier mix based on sustainable offerings, price and how suitable their offerings are to Rapp Collins' clients needs.

An operations and supply chain-oriented solution would offer a truly comprehensive approach in dealing with sustainability. Involving external players in the company's environmental efforts would increase probability for the solution's long term durability. Additionally, by supporting environmentally committed companies, Rapp Collins would be championing the cause for more consciousness in the private sector. However, the solution could also derive in several complications. Management could resist this solution based on the highly complex supplier relations. Many of them that have existed for many years may be complicated to reassess or dissolve. Finally, appropriate implementation would depend on how these suppliers implement guidelines set by Rapp Collins.

Figure 3.1. Solution Alternatives.

1. Improve employees' environmental awareness and behavior with a creative campaign.

PROS	CONS
Addresses an important source of the problem	Fails to address the problem thoroughly
Not very costly	Not enough motivation for employees
No substantial human resource diversion	Fails to get employees involved more concretely
Motivates employees to a certain degree	

Conclusion: Not enough for the size and nature of the problem.

2. Revamp operations through the creation a committee.

PROS	CONS
Achieves a wider reach	Fairly costlier
Involves more tangible and measurable goal accomplishment	More human capital needed
Gives better motivation for employees	Fails to consider greening supply chain
More concrete responsibility assignment for employees	

Conclusion: The most comprehensive-realistic option.

3. Revamp operations and supply chain management through the creation of a committee.

PROS	CONS
Would address all the crucial aspects of the problem	Conflicts may arise when reassessing supplier relations
External players would contribute to the solution's long-term sustainability	Management may resist the increased complexity with suppliers
Impact would go beyond company's boundaries	Appropriate implementation would depend on external players

Conclusion: The most comprehensive and thorough solution but too soon to implement considering its level of complexity and impact.

3.2 Solution Selection.

The three solutions offer different degrees of commitment in making Rapp Collins a more sustainable firm. The decision over one of the options should be based on the following criteria:

- The depth in addressing the problem and its causes.
- The amount of resources it would need.
- How realistic its adoption and implementation are.

Despite its cost attractiveness, the highly possible consent from management to adopt it and the simplicity to implement it, the first solution by itself fails to offer a true solution to the problem. The lack of measurable objectives and results make the creative campaign fall short of a true sustainable solution. Employees display a very active behaviour when it comes to the initiatives proposed by committees in the company; a campaign would not engage them at their full potential.

Revamping operations through the creation of a committee offers the best balance between the criteria and should therefore be the chosen solution. The depth of the problem would be addressed substantially by the creation of a committee that would try to minimize the company's environmental impact from its operations and its employees' behavior. Economic and human resources would be considerable, yet not dramatically high, considering the level of sales and the amount of employees in the company.

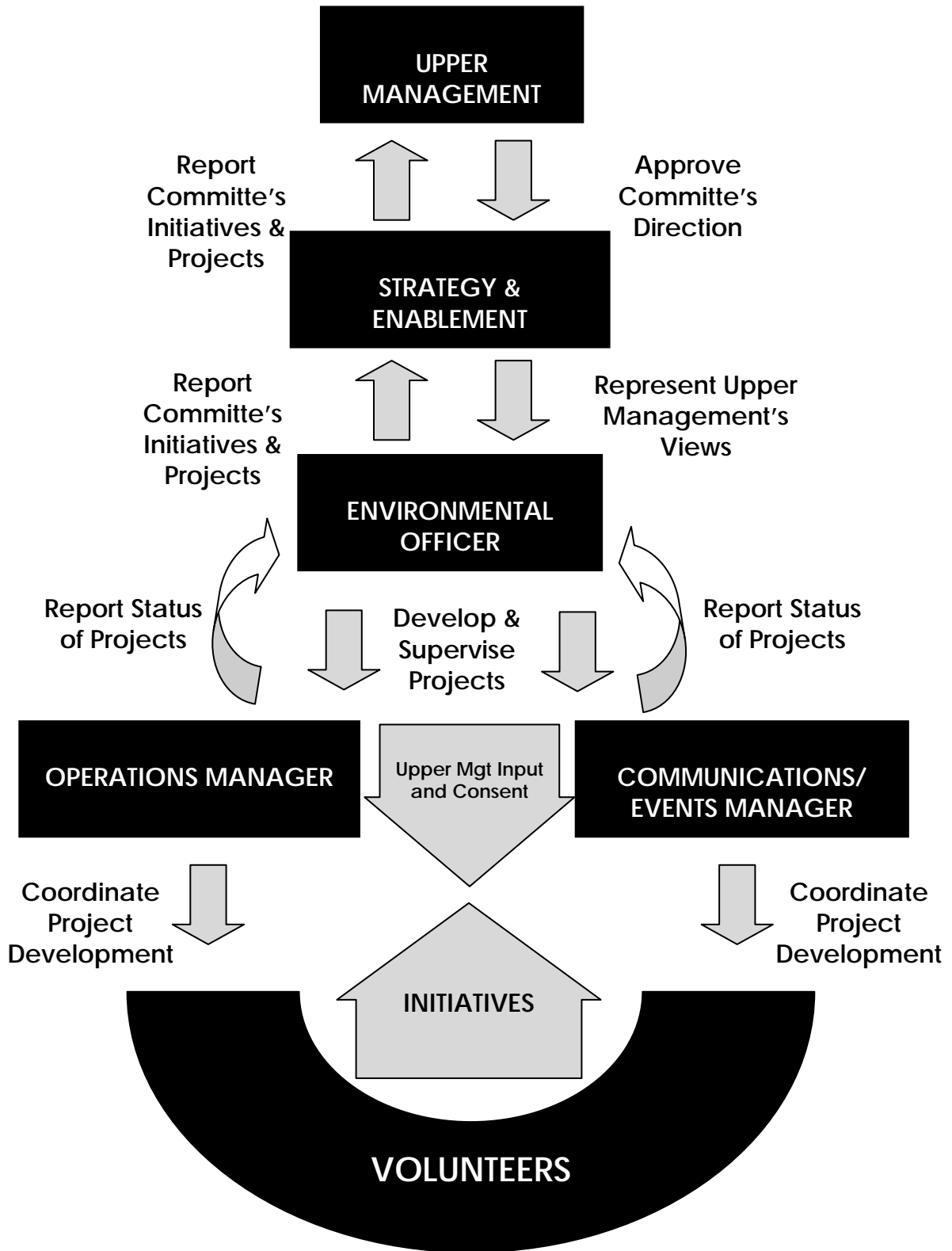
Leaving supply chain management out of the committee's main objectives prevents this solution from being fully dedicated to reducing Rapp Collins' ecological footprint (after all it is the firm's use of paper and printing what makes it naturally wasteful); however, the risks of sacrificing the committee's potential to overhaul its operations and general activities are too high to ignore. Management might find it too risky and complex to engage in such level of obligation and reject the whole proposal. A committee dedicated to reassess the way operations are done in the company is not as drastic and would encourage management's input and support. Once the general atmosphere has been familiarized with environmental causes, the way would be paved for more ambitious and bolder initiatives. Therefore, once an operations-oriented committee has proved successful in its

objectives and has been fully functional for a sustained period of time, supply chain re-examination might not be as unfeasible as it currently seems.

Adoption and implementation of this solution call for the most valuable assets in the company: creativity and people. The agency has proven its expertise when it comes to organizing its people around a creative concept. Many business pitches that became important accounts required consistent and well-defined creative basis as well as an extraordinary effort by employees in most of the departments. The committees organized and ran by employees are also evidence of a motivated workforce inspired to create a better workplace and a more enjoyable atmosphere. Nonetheless, the amount of work and the level of complexity associated with the problem need a higher dedication of resources from management. The corporate trend for sustainability is irreversible and the marketing and positioning benefits it represents should be considered more than collateral. Therefore, Rapp Collins needs to engage in a comprehensive environmental effort that is considered a true pledge to the sustainability movement.

The third option offers the most thorough solution to the problem. The fact that every single activity in the company, from its operations to its supply chain management, is done considering its environmental impact, will undoubtedly reduce the company's ecological footprint the most. The cost factor associated with the implementation of the committee and the choices for more environmentally sound suppliers would be significant. Management would be suspicious of adopting a costly strategy that would also aim to shake its current supplier relations. Even when the employee environment might be ready to embark in such an option, management would most likely reject this extremely ambitious proposal.

Figure 3.2 Sustainability Committee Communication Flow and Hierarchy.



3.3 Implementation and Execution.

The choice of greening operations requires a thorough planning of operations and an authentic assessment of the resources needed for its sustainable execution. The grassroots, creative nature is an element that should be consistent in the implementation of the committee. This proposal presents both a solid and a dynamic approach to a serious problem: A committee fueled by a motivated and creative workforce with the firm support of a company like Rapp Collins.

3.3.1 The Environmental Management Team

While the guiding forces in this commission will be employees from all departments, management's role in the committee would not be limited only to supervision and resource granting. It will be actively considered in and promptly informed of the committee's decisions. Because of the strategic nature of the proposal, the company's management should be represented by a senior employee at the Strategy and Enablement department. This staff member would be in charge of appointing the Environmental Officer and would stand for upper management's interests in the committee. The choice for the Environmental Officer should be based on the candidate's strategic orientation, talent in organizing and addressing people, multitasking ability and a clear, natural conscience of the world's environmental situation.

The Environmental Officer along with the Strategy and Enablement appointee would then be in charge of selecting the two managers for the Operations and Communications/Events division. Just as with the Environmental Officer, the rest of the Environmental Management Team members should be chosen from junior positions that would allow them certain time and workload-freedom that someone with more responsibilities cannot afford. This would also contribute to the development of talent within the company's workforce. The criteria for the selection of these managers could be slightly looser than with the Environmental Officer but would have to fulfill certain requirements. The Operations Manager should be detailed-oriented and have negotiation skills. This person would ideally come from a logistical department like Office Management or from a multi-tasking area like Project Management. The Communications/Events Manager on the other hand would be picked from the Creative Department. An Art Director or a Copywriter would complement the strategy and logistic focus of his/her colleagues. This counterbalance is crucial in order to meet the dual commitment of the committee: substantial results and creativity.

3.3.1.1 Responsibilities

3.3.1.1.1 The Environmental Officer

The Environmental Officer would be in charge of managing the Sustainability Committee as a whole. He/she will be responsible and accountable for all the results, campaigns, events and initiatives that the committee generates. The Officer would report to a manager in Strategy and Enablement which at the same time would report to upper management. Based on the committee's brainstorming and discussion, this position would instruct the Operations and Communications/Events Managers on the actions to be taken.

The Environmental Officer would meet with the Strategy and Enablement manager once a week. They would discuss the determinations and decisions taken in the committee. They would also review upper management's views on the direction of the committee as well as their concerns and suggestions. All of the initiatives would be assessed based on the goals that were initially set.

Meetings between the Environmental Officer and the two subordinate managers would have to be held at least twice a week. During the encounters the status of projects would be discussed and the agenda for the next committee meeting would be established. Relevant information from Strategy and Enablement and upper management concerning the committee would also be discussed.

Duties.

- Supervise committee's operations.
- Supervise Operations and Communications/Events Managers.
- Report to Strategy and Enablement Manager.
- Set specific goals for Operations and Communications/Events divisions.
- Establish concrete measurable goals and ensure their prompt fulfillment.
- Supervise the correct tone for campaigns and general communications.
- Analyze accurateness of environmental measurements (carbon footprint).
- Analyze appropriateness of policies.
- Ensure a smooth flow of communication with Strategy and Enablement, subordinate managers and the committee in general.
- Remain informed of developments in climate change.
- Remain informed of corporate and industry policies regarding climate change and the environment.
- Supervise the correct application of assigned budget.

- Develop annual budget and submit it to Financial Management Department.

3.3.1.1.2 The Operations Manager

The Operations Manager would ensure that the determinations reached by the Environmental Management Team and the Sustainability Committee are correctly applied in the company's day to day operations. This employee would have direct contact with various departments in the company, especially with Office Management. The Operations Manager would also communicate its Environmental Management colleagues and the committee in general of any complications or incidents that may have occurred when dealing with the company's departments.

The Operations Manager would work closely with his/her Communications/Events counterpart in the selection of concepts based on the creative briefs developed with the insight of the committee. This collaboration would specially apply for campaigns aimed to shape employees' behavior initially identified as wasteful.

Duties.

- Report to Environmental Officer.
- Develop measurement standards for the company's impact in the environment (paper and electricity usage, carbon footprint).
- Identify wasteful practices with their pertinent solutions in a constant manner.
- Identify less wasteful office supplies and advocate for their adoption.
- Translate and communicate the committee's initiatives into potential corporate policies.
- Negotiate the application of such policies with various departments.

3.3.1.1.3 The Communications/Events Manager

The creative background in this position is a key factor for achieving success in communicating the committee's objectives, goals and progress as well as in getting people involved with the committee. Additionally, this manager would need to find innovative ways for informing about current environmental issues and how Rapp Collins' actions contribute to them, positively and negatively. The Communications/Events Manager would also be in charge of developing, along with Brand Planning, the concept that will convey the company's environmental commitment to its clients and the general public. Moreover, he/she would be in charge of organizing events that raise awareness of issues, like global warming, or exemplary practices, like organic food.

Duties.

- Report to Environmental Officer.
- Collaborate with Operations Manager to develop creative means to convince employees of reassessing wasteful practices.
- Develop ways to communicate the committee's objectives, goals and results and general environmental issues.
- Collaborate with Art Directors and Copywriters in developing creative concepts for the committee's brand image and its campaigns.
- Collaborate with Brand Planning in developing creative concept for external campaigns.
- Organize environmentally sound events that raise awareness.

3.3.2 The Committee.

While the Environmental Management Team would be the only one directly responsible and held accountable for the direction of the committee (and would therefore receive symbolic remuneration), much of the work would be performed by the volunteer members of the committee. It would meet twice or three times a month, depending on the amount of work issues that need to be dealt with.

The meetings would have an informal tone and would be based on an agenda determined by the Environmental Management Team, and/or the topics that were not addressed in previous meetings. The meetings would last for one hour and would be divided in two sections. The first, after introducing any new members, would be about taking feedback from the participants regarding new projects, pending projects, results and general issues. The second part would see the divisions break into teams and deal with their assigned projects. A volunteer would be designated secretary and would be in charge of keeping track of attendance and the discussion, and would email this minute to the committee members.

Important decisions would be taken consensually. However, the Environmental Management Team has the right to lead the discussion and set its direction, in order to prevent gridlocks associated with many divergent views in issues that demand decisiveness.

3.3.3 Specific Goals and Projects.

The setting of goals and objectives should be the initial moves in the implementation of this solution. The main objective will be to address the identified problem: reduce the company's ecological footprint. The general goals to achieve this objective are specified earlier in the chapter in Table 3.1. The development of more specific, time-oriented goals will provide the Environmental Management Team with a factual guide that will get it started.

3.3.3.1 Short and Medium Term Projects (One year).

3.3.3.1.1 Recruitment.

Volunteers are a crucial element in the implementation of this solution. After all, it is them who will propose initiatives and carry out projects under the direction of the division managers. Recruitment would need to happen before the official launch of the committee since such campaign would already have to feature input and time from volunteers.

The general invitation will be open to all employees in the company and will be sent out by email and posted around the office. People will be encouraged "to participate in Rapp Collins' efforts to make its operations more sustainable" by attending a general meeting. This call would have to be very simple and direct and would not have to be much elaborated. This way, people that have a deeper interest in greening the company will initially join the committee. Employees would be asked to reply to the email or write to the Sustainability Committee's email address.

The first meeting would introduce the committee and would outlay the goals, objectives and projects. It would also explain the function of the two divisions and people would be asked to join one of them. The first two projects of the committee would be the launch campaign and the immediate operations evaluation.

3.3.3.1.2 Launch.

Launching the committee that will get Rapp Collins to become a more sustainable workplace is no easy task. The launch of the committee must be notorious, yet precise. It will set the tone of the way the committee will operate and how will it speak to the company's employees. It should be slickly and creatively implemented.

First, the image and identity should be developed. Brainstorming sessions between Art Directors, Copywriters, Brand Planning and Strategy and Enablement would be held in order to come up with a consistent and powerful image. The image should convey three main ideas: nature, solidness and

creativity. Bamboo would be an example of an element that comprises the three concepts. Logos and imaging in general could include natural elements and earthy colors that evoke the sense of environmentalism but it should not abuse it. In other words, the committee's branding should be direct, clear and innovative.

Since this committee represents a big step in bringing Rapp Collins to a renewed 21st century corporate culture towards sustainability, an impressive launch should mark the occasion. A good example was the launch of the company's new image, which was based on a garden where electronic devices sprang like flowers. A very attractive graphic campaign, as well as a free iPod on a grass-filled planter created a big impression. Usually three times a year, out-of-the-office events, like scavenger hunts, ferry rides and open-air parties, are held to promote a relaxed corporate culture. The launch of Rapp Collins Future Garden was held at an open-air restaurant in Bryant Park. One of the events for 2010 should coincide with the launch of the committee. The venue should be something similar, like Madison Square Park, Union Square Park or even Central Park. Organic lunch would be served and only washable or compostable utensils would be used. Green gadgets and products would be given away for free at the very end. These would include: a couple of bicycles, solar panel bags that allows the charge cell phones and laptops, solar-powered iPod chargers and crank-operated cell-phone chargers, as well as various recycled products.

The objectives of the event would be:

- To present the Sustainability Committee (members would be wearing a branded organic cotton T-shirt) and its agenda.
- To explain the reasons for the need to become a more sustainable workplace.
- To invite people to participate.

As with the events mentioned earlier, people would go to work for half-day and then head to the celebration. That day, every employee would receive a Sustainability Kit that would include a branded set of washable mug and tote-bag (reusable cloth bag). The color of the mug would be of the employee's choosing since the committee would send an anonymous email (weeks prior to the purchase of the products) asking for each employee's color preference from a list. The kit would also include a brochure (printed in paper from the recycling bins) and a 2 minute survey that would serve to calculate the company's carbon footprint based on its staff behavior (commute information, whether employee turns off computer or not, use of disposable utensils, etc ...). The survey would be asked to be handed in when arriving to the event.

3.3.3.1.3 Operations Assessment.

A systematic lack of information was identified as one of the main symptoms of the problem. In order to reduce the company's ecological footprint, it should first be measured. And measurement cannot be completed without access to information. Therefore, Office Management and any other related departments would be requested to release yearly information on the office's consumption of services and products. Special emphasis should be placed in retrieving information on electricity consumption and office paper purchases. Moreover, data on consumption of disposable cups, plates and cutlery, as well as mileage for air travel and car services would be required. Information might not be already compiled for its analysis and would probably have to be collected and recorded specially. For example, air travel and car services mileage would have to be calculated by looking into lengthy invoices.

The committee's Environmental Manager would be in charge of developing databases that would receive all the data. He/she would divide all the work between the volunteers and instruct them on how to record the data. This manager would also have to closely collaborate with Office Management to develop ways that information is captured earlier and in a way that enables its simple interpretation. While the first analysis will be tedious and time-consuming, further measurements can become easier and performed better.

The data is needed in order to calculate the company's carbon footprint. All the carbon-associated activities (air travel, car services rental, employee commuting, electricity consumption, etc...) can be quantified in terms of CO₂ emissions. Such emissions can be offset by the purchase of carbon offsets. If the company bought enough carbon offsets to make up for its emissions, the company could be considered carbon neutral. Several accessible online tools permit the easy calculation of the carbon footprint (if the company is able to provide all the required information). Nevertheless, a more abstract (but more comprehensive) Ecological Footprint would need an external consultant to quantify it. Such calculation would also demand the company's compliance with the information requirements from the consultant. This service provider would give specific guidance and recommendations for the Sustainability Committee to reduce the company's ecological footprint.

There are areas in the company's operations that can be optimized and revised in terms of the waste they generate. The Operations Manager from the Committee would request the Office Manager to consider the following recommendations. Any significant complications would be commented with

the Environmental Officer, who in turn would comment them with Strategy and Enablement in order to find a solution.

- Purchases. The budget (Figure 3.3) developed for the committee contemplates a dollar amount that would compensate for the premium in the purchasing of more environmental products. This figure would apply for the first year; the following years the Office Management department would have to include budget increases for the purchase of such products. Negotiations regarding time and vendors would take place between the Office Manager and the Operations Manager from the committee.
 - Office paper should be 100% post-consumer recycled.
 - Disposables should be 100% compostable materials (e.g. corn). These products usually take 90 days to decompose.
 - Food used for meeting catering and lunches should be organic and the most locally-sourced possible.
- Recycling. There are many myths concerning recycling in the company. All of the waste is mixed together by the building management and collected so that an external contractor separates it. This situation led to the company's indifferent attitude towards city-mandated recycling. Nevertheless, much of the waste (especially paper) loses its recycling potential once it is soiled by organic waste. Therefore, it is imperative that the company provides the pertinent disposal tools (like bins) and instructions for employees to recycle the waste they generate. There should be three types of bins conveniently placed around the agency: Paper, plastic bottles and cans, and general waste. Ink cartridges and photocopier toners need to be sorted separately and sometimes can be sent back to their manufacturers. Light bulbs and batteries need to be disposed of separately as well.
- Mugs. The current paper and plastic cups can be replaced by compostable ones, but washable mugs would eliminate that purchasing cost for good. While the footprint left by the disposal of the compostable products, manufacturing them still consumes water and energy, and its transportation and packaging still generates a certain level of pollution.
- Food waste. Leftover food from meetings and lunches that is not eaten by the employees during the day should be taken to St. Bart's Church. A member of the committee could take it every day after leaving work. The church is right next to the 51st Street subway stop, a station used by many employees for their daily commutes.
- Car services. This service is used by many employees that need to be transported around the city during the workday. The use of cars can be optimized by programming shared services.

Staff would be requested to program their rides with anticipation and to try and share the services with employees that have already programmed their needs. To ease the pressure on the Office Manager, a website can be designed so that employees can reserve their own services and try to share them with other employees. The choice of cars should always be hybrid cars (SUVs should be avoided when possible).

- **Air Travel.** Airplane travel can be minimized by using technologies that offer virtual presence for meetings. Cisco Systems has developed a wide range of products for its TelePresence line. It allows high quality, human-sized video conferences between people in any part of the world. The cost for these systems is considerably high, but, in the long run, could be less costly than air traveling and hotel expenses.

3.3.3.1.4 Internal Campaigns.

Internal campaigns, coordinated by the Communications/Events Manager, would be developed for three main reasons: create awareness, shape employee's behavior and promote the committee. The campaigns would all have to be in harmony with the image selected initially for the committee. A series of options would also be developed by a creative team, led by the Communications/Events Manager, and would then be presented to the committee to decide.

The mediums to be used would be print and online. Since the setting of the ads will be in the office, they would have to play and interact with that very same landscape. For example, pictures of trees with textboxes would remind employees to use double-sided printing. Events like picnics, organic Lunch and Learns and parties would reinforce the message in each of the campaigns.

Raise Awareness. This type of campaign would try to familiarize employees with environmental issues. A line traced on the walls in spaces like bathrooms and the kitchen would graphically represent the expected NY sea level rise associated to global warming for this century. Another campaign could graphically feature the list of species that are at risk of extinction due to global warming. Alarming numbers that would initially be displayed alone and days after would be related effects of global warming, would also create an impact.

Shape Employees' Behavior. These campaigns would directly ask employees to alter a certain wasteful pattern.

- **Reduce, Reuse, Recycle.** This would be one of the committee's main campaigns. It would request employees to replace the use of disposable items for reusable ones. Paper-cups and

plastic bags should be replaced by the mug and tote bags included in their Sustainability Kits. Impactful techniques should be employed to stress the point. For example, the paper cups that were disposed during a day should be collected and be formed into a pyramid. Or certain Fridays, wine and beer should be served to everyone that has their mugs ready. People would also be requested to use recycling bins and to follow the indications closely.

- **Double-sided copying and printing.** Ads in photocopying rooms and on printers would educate employees on how to use the double-sided function of those devices. The potential for reduction (up to 50%) of the paper used for printing and Xeroxing should be emphasized.
- **Computers and Lights.** Weekly emails would be sent to the employees reminding them to turn their computers off as they leave for the day and the weekend. Calculations made in the Pilot Implementation (section 3.5) show that this behavior causes emissions for approximately 55.8 CO2 tons, which would need 167.4 trees to absorb them. Sticker reminders in light switches ask employees to turn off room lights when empty.

Promote the Sustainability Committee. The committee would be heavily promoted in all the communication it is responsible for. The use of the committee's branding in every campaign would contribute to a very strong name and image. Separate campaigns would invite people to join the committee. It would be expected for the nature of the committee to generate a lot of mouth-to-mouth publicity but a graphic campaign would serve as a great complement in gaining more support.

A campaign outlining the achievements of the committee should come at its right time. Credibility could be at risk if the committee starts boasting achievements early in time. Significant ones should start being mentioned at least 6 months after the launch.

3.3.3.1.5 External Campaigns.

The committee achievements could be addressed to Rapp Collins' clients, the media and in its advertising campaigns. This aspect of the committee is absolutely related to the marketing potential that the company could take advantage of. The way Rapp Collins decides to communicate its commitment to sustainability has to be determined by the company itself. However, the committee would have a limited, yet precise participation in these campaigns.

The Sustainability Committee, through its Communications/Events Manager, would have to verify that the information regarding sustainability at the company is being used correctly and conveyed appropriately; it would be in charge of preventing the company from incurring in greenwashing. As explained in the Literature Review, this behavior may backfire eventually and hamper all the authentic environmental efforts. Therefore, attention should be placed in the company's message, especially when a substantial part of the company's ecological footprint, like Supply Chain, has not been taken care of yet.

3.3.3.2 Long Term (One year +).

The first year will be the most significant proof of the Sustainability Committee. By the end of the period, it should be able to demonstrate that it counts with the following:

- Company-wide recognition and acceptance.
- Fulfillment of at least 90% of the short-medium term goals.
- A solid and reliable volunteer base.
- A measurement of the country's environmental impact for its first operating year.
- Concrete goals for the following years.

The establishment of specific long-term objectives must be done after evaluating the committee's position at the end of its first year. However, the following ambitious objectives should be considered, once the company has gained enough leverage and respectability.

- **Influence Building's Management.** There are several issues that go beyond Rapp Collins' scope but that can be addressed by the building's management office. These issues mostly have to do with energy consumption. Since the company's energy bill is included in the office lease, there are no cost-binding incentives for its drastic reduction. The building, on the other hand, might see a cost benefit in reducing electricity consumption, or sourcing it from alternative sources. Analyses of the possible electricity savings from the installation of solar panels would be conducted and presented to them. The installation costs could be also shared with the many occupants of the building. Better insulation methods could also lead to reductions in costs for air-conditioning and heat. Additionally, climate management should be controlled by each floor instead of having a central command for the whole building. Other measures could be recommended, like the installation of bicycle racks, that would foster the use of this healthy, zero-emissions transportation method.

- **Reassess Supply Chain Management.** Addressing the company's supply chain would finalize Rapp Collins' transformation to a company that is serious about sustainability. To have all of its suppliers' offerings certified as "sustainable" could fill the remaining holes that prevented the company to exploit all of its "sustainability" potential. Nonetheless, the task is not simple and would require the committee to gain enough leverage to make the case for completing its sustainability commitment. The process for transforming supplier relationships could be long and meticulous and would require a careful collaboration between the committee and the production managers.

3.3.4 Resources

The total cost of the committee's implementation may seem high. But when considering the level of operations that it would manage and its expected reach, the cost seems appropriate. Total amounts displayed on Figure 3.3 quantify operations of the committee and three carbon neutrality scenarios. Should the company choose to offset all of its emissions (based on 2007 levels), the total cost of the Sustainability Committee would be USD\$96,430. Based on the company's 2007 sales of USD\$253.5 million, the committee would only represent 0.038% of this annual figure. Devoting this amount to a company-wide effort that would optimize operations and lead the company to a sustainable future is not a risky measure.

The amount specified for the campaign launch may not be very different than what has been spent on other events of the sort. However, the cost of an organic catering for 200 people should be expected to be considerably higher than a normal one. Moreover, every employee in the company would receive two items and many other expensive ones, like bicycles and solar panel bags that would be raffled off.

Remuneration is a key aspect as it would provide the right incentive for motivated employees to lead the sustainability cause. It is only through compensation that a set of responsibilities can be conferred and accountability can be exercised. The cost of the bonuses that the Environmental Management Team will receive is not substantially high and yet it may make all the difference in the implementation of the committee.

Communication and events represents the highest expenditure in the committee and it is mainly due to its various events. Promotion is crucial for the development of the committee. It is only through creative promotional strategies that the committee's mission and objectives can be communicated,

and that employees can understand the importance of sustainability. The annual amount for events include monthly organic lunches costing \$1,400 each, as well as monthly office parties for campaign launches or to promote specific issues.

The Operations division from the committee does not need a high budget amount. A monthly adjustment figure would be granted to the Office Management department to cope with adjustment in the purchasing of more environmentally sound products and supplies. Finally, a yearly consultant would be hired to calculate the company's ecological footprint.

Offsets represent 21% of the committee's cost (considering 100% carbon neutrality). They reflect the amount needed to compensate for the emissions released in 2007 (Annex 2). The offsets would be purchased with Terrapass, a leading offset trader. These funds would be destined to the development and support of alternative energies such as wind farms or solar panels. Ideally this amount could significantly decrease after the committee's first year of activities, as emissions related to air travel, car services, and electricity would be reduced.

Figure 3.3 Budget for Sustainability Committee

Year 2010

Jan1-Dec31

(Yearly Figures)

Launch (May)	
Mugs and Tote bags (200)	\$ 2,400
Organic Catering	\$ 11,000
Presents	\$ 5,000
Total	\$ 18,400

Remuneration	
Environmental Officer	\$ 7,200
Operations Manager	\$ 4,200
Communications/Events Manager	\$ 4,200
Total	\$ 15,600

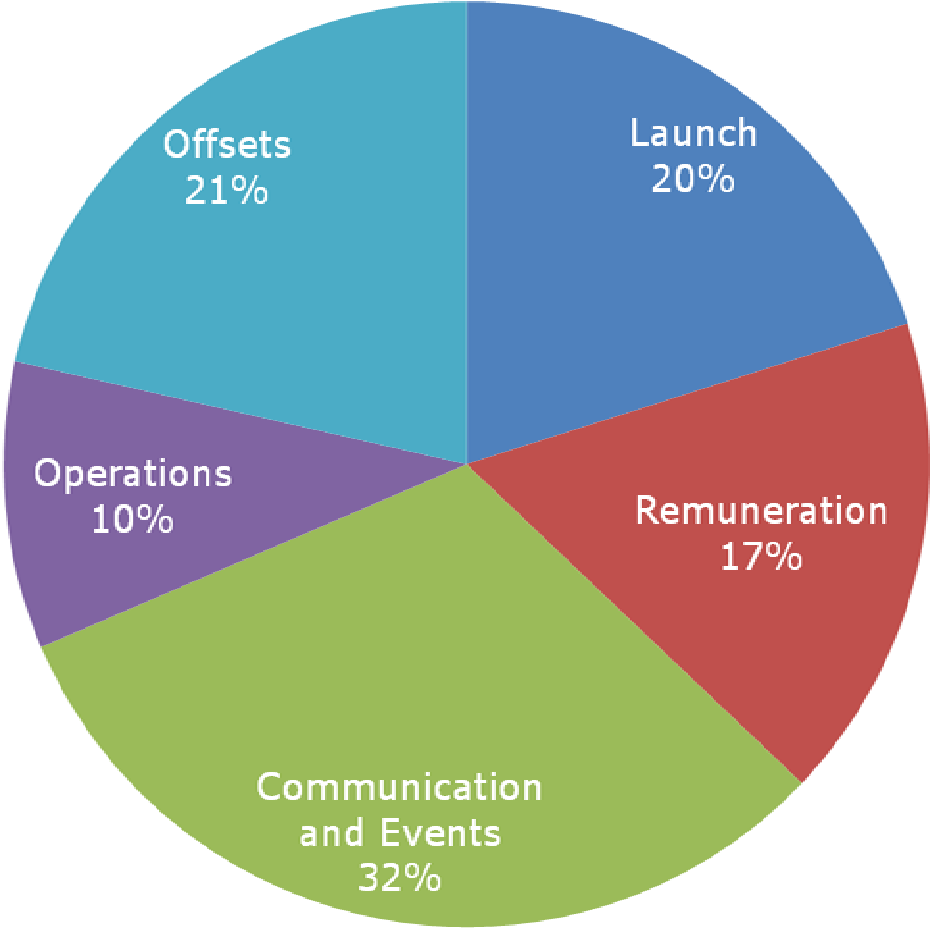
Communication and Events	
Printing and Studio	\$ 3,600
Organic Lunch	\$ 16,800
Office Parties	\$ 4,800
Others	\$ 3,600
Total	\$ 28,800

Operations	
Purchase Adjustments	\$ 12,000
Ecological Footprint Consultant	\$ 2,000
Total	\$ 14,000

	Carbon Neutrality Level		
Offsets	100%	50%	25%
Air Travel (395 yearly CO ₂ Tons)	\$ 5,712	\$ 2,856	\$ 1,428
Car Services (277 yearly CO ₂ Tons)	\$ 3,636	\$ 1,818	\$ 909
Commuting (193 yearly CO ₂ Tons)	\$ 2,614	\$ 1,307	\$ 654
Electricity (584.41 yearly CO ₂ Tons)	\$ 7,667	\$ 3,834	\$ 1,917
Total	\$ 19,630	\$ 9,815	\$ 4,908

Total 2010 Annual Cost	\$ 96,430	\$ 86,615	\$ 81,708
Percentage of 2007 sales (USD\$253.5 million)	0.038%	0.034%	0.032%

Figure 3.4 Budget for the Sustainability Committee Breakdown



3.3.5 Pilot Implementation

During the course of the internship, when the problem was identified, a similar solution was developed. However, trying to figure out the most appropriate way to cope with the problem at first, as a 6-month intern from a foreign country, would not be a smooth task. Identifying the problem thoroughly took certain time and a considerable effort. Despite the blatancy of the symptoms, the causes of the problem were less apparent.

Since the beginning of the internship, the company always displayed a strong sense of familiarity between employees. Despite the workload-caused frenzied environment that sometimes dominated the atmosphere in the agency, staff always displayed a laid back and open attitude. A unity spirit was prevalent among employees in the multiple departments. The high employee satisfaction shown in various surveys was caused partly, if not mostly, by the constant leisure events promoted by management. These included: weekly Lunch and Learns, seasonal celebrations like a hotdog cart on Independence Day or a costume and a short film contest for Halloween, the Managing Director going around the office on certain Friday afternoons offering beer and wine, Jewish celebrations organized by Jewish employees, relaxed quarterly Town Hall meetings with beer and snacks, a 1920's themed Christmas party on the 39th floor of a 5th avenue cigar club, among many others. The Great Fun, Great Place, Great Charity committees demonstrated the staff's willingness to go beyond their responsibilities to contribute to better working environment. Considering the ideal relationship among employees and management's willingness to support and promote initiatives to improve it, it was clear that any attempt to promote sustainability in the agency would have to be done through employee-inspired efforts.

It was unlikely that a freshly hired intern with very limited knowledge of the functioning of the company and no influence with employees, would be able to start promoting any initiatives from scratch. Someone with a significant clout in the company and that had a clear understanding of the importance of reducing waste and pollution would be needed. A senior VP that was present in many of the committees and enjoyed of good relationships with his colleagues seemed like a great option. He agreed on the importance of reducing the company's ecological footprint and offered his guiding support. After gaining this important backing from such a prominent figure, a proposal was emailed to all the company staff to have a brainstorming session on how to reduce waste and pollution in the agency. Response was positive and many ideas were discussed. The Office Manager assisted to the

meeting and showed opposition for many of the ideas that involved a reassessment of the general activities in the company. She had a very strong position in the company and would reject many measures that would be needed to be implemented in order to make a true difference, like recycling bins, washable mugs, double-sided printing and organic food offerings. It was clear that a higher position would have to authorize any of these proposals.

Employees showed interest to continue gathering. The meetings started taking the form of a committee and it was named Waste-free. A branding identity and a series of ads were developed for the committee (Annex 3). The central ideas became the placing of recycling bins and the handing out of washable mugs to replace the disposable cups for coffee. In order to achieve these objectives, the senior VP that initially offered his support for the committee, organized a meeting with the head of the company, the Managing Director. This meeting would be crucial since it would confirm upper management's view on reducing the company's ecological footprint. After a brief introduction explaining the identified problem, the director offered her complete support and asked for specific ways in which management could help. She agreed to the purchase of washable mugs and the distribution of paper recycling bins around the agency. Surprisingly, she requested the development of a carbon footprint calculation and requested the Finance and Office Management departments (that initially resisted) to provide any information necessary for this calculation. This was a major triumph for the committee since top management had instructed any department to comply and make an effort to contribute for an environmental cause.

After a time-consuming collection of data regarding airplane travel (calculating miles based on destinations) and car services (by going through various invoices), employee commute information was needed. A campaign was launch requesting staff to answer a 2 minute survey with questions about their daily commutes and general information on their behavior in the office (Annex 1). To promote it, three gift cards at an organic restaurant were raffled off. The launch of the Waste-free Committee, survey results and winners of the raffle would be presented at an organic Lunch and Learn. A partnership was developed with an organic restaurant a few blocks away from the office. It provided the catering at a discount and three 15 dollar gift-cards in return for brand placement in emails and posters for the survey. The questionnaire took place and half of the company responded it. The results were used in committee launch and in the carbon footprint calculation presented at the director's Town Hall.

The Committee launch took place and more than 30 people attended the meeting. Employees were interested in the topics that were presented and felt curious about the food that was being served. Facts on global warming, tips and survey results were presented. The committee and its objectives were presented and employees were invited to join the committee.

This level of interest among the staff was reassuring and indicated that the committee would continue. While the Lunch and Learn only allowed around 30 attendants, all of the company attended the director's Town Hall. Apart from presenting the carbon footprint calculation (Annex 2), the director gave an opportunity to invite people to join the committee.

A few days before leaving the company, the panorama seemed positive. There was an important level of support from management and employees toward the committee. A young, high profile, recently-hired employee from the creative department displayed interest in joining the committee and eventually agreed to take charge over it (he was presented during the committee launch). A junior employee from the Strategy and Enablement department was also invited to co-direct the committee in order to make up for the possible agenda saturation of the other director. Goals and objectives were discussed with both of them and they displayed a clear understanding the committee's direction.

Nevertheless, the committee collapsed shortly after the conclusion of the internship. The committee stopped meeting and the many of its proposals were suspended. The recycling bins were not being used like they were while the committee was functioning. The mug distribution never happened because of the high price of installing a dishwasher in the 3rd floor (there is currently one in the fourth and employees there would have an advantage over the ones on the 3rd). While a direct explanation was not given, the frailty of the committee's structure seems to have caused the failure.