



**Full Spectrum Insights:**  
**A New Way to Motivate Sustainable Behaviors**

## INTRODUCTION

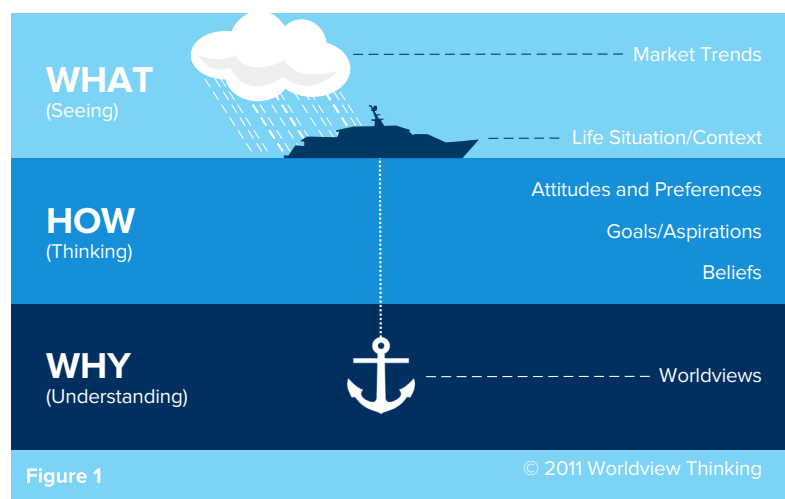
For years, almost all consumer profiling has examined American consumers' behaviors, attitudes and opinions. Occasionally, consumers' life goals and belief systems entered the conversation. And rarely (if ever) did consumers' ways of thinking about and interpreting the world – or worldviews – become part of the profile. Simply put, traditional marketing research and segmentation answered the who, the what and occasionally the how – but not the why.

Shelton Group, a leading advertising agency in the sustainability space, recognized that a complete picture of consumers needed to be developed in order to motivate more people to make sustainable choices. There was a need to understand 'the why' of sustainable consumer behavior in order to move sustainability messaging forward with more resonant and motivating communication. For example, traditional market research might point to Baby Boomers with high green behaviors and attitudes as likely purchasers of a hybrid car, but that information doesn't help us understand 'the why' of that choice. (Turns out, there are different reasons why someone would buy a hybrid, and those deeper drivers are what this white paper seeks to reveal.)

Using its proprietary consumer segments to address 'the who' and 'the what,' Shelton partnered with leading behavioral scientist John Marshall Roberts to discover 'the why.' Together we designed and ran a national study to test predictions about the deeper psychological drivers of sustainability-related attitudes and behaviors among mainstream consumers. Our intention was to create the most complete, actionable and deeply insightful profile of American consumers on this topic – a full spectrum approach. More importantly, by answering the why, we hope to help marketers everywhere achieve breakthrough results for their sustainable ideas, products and services by crafting messages that will make it easier for consumers to make sustainable choices without threatening their foundational worldviews.

### Key findings from this research include:

- How the overall American population falls within the worldview framework and the Shelton segmentation model
- The defining characteristics of the worldview and sustainability segments
- Which worldviews dominate within each of Shelton's sustainability segments
- How each of the four predominant worldviews interpret and react to sustainability in terms of attitudes, behaviors and communications
- Proven strategies and tactics for communicating sustainability to each worldview segment



### The Boat and the Anchor

The simplest way to illustrate this new, full-spectrum approach is by using the metaphor of a boat. (See Figure 1.) Consumer behaviors – like the movements of a boat at sea – are driven by a variety of factors. These factors range from macroeconomic or cultural trends (the weather) to personal life challenges (waves), down to deeply cherished attitudes and beliefs (currents and tides). With all of these chaotic factors at play, seeing the deeper structure and pattern of consumer (aka 'boat') behavior can be difficult. Faced with such complexity, and lacking a clear

scientific map to journey deeper below the ocean's surface, most marketers just trust their gut and/or rely upon simple, descriptive demographic segmentation systems – the who and the what.

But there is another option available to us – we can finally learn to dive deep and understand our audiences' "anchors" – the why. In truth, our most profound, actionable insights will come not from knowing about the wind, tides and weather, but from knowing precisely where our consumer's psychological boat is anchored. Why? Because a person's psychological anchor, or worldview, sets the foundational context from which basic sustainability beliefs, goals and attitudes are developed and how sustainability messages are interpreted. Ultimately, these all drive sustainable behaviors.

We strongly believe that any marketer who hopes to drive mainstream consumers to make sustainable choices will be lost at sea if they formulate their strategic approach without a deep understanding of the various worldview anchors that underlie their target audiences' day-to-day purchasing decisions. In fact, in our analysis, many of the less successful green marketing efforts of the past would have been vastly more effective if they had been created with a true understanding of consumer behavior.

## METHODOLOGY

Shelton Group fielded Eco Pulse™, a quantitative survey fielded via the Internet from March 24–28, 2011. The survey contained a mix of fixed-response alternative questions, Likert scale questions and discrete choice questions. Shelton Group utilized Survey Sampling International's online community for sampling. The survey was geographically stratified to mirror the geographic distribution of the population aged 18 or older (227,301,996) in the United States. Survey sample data were also weighted slightly to match U.S. age, education, gender and ethnicity. The survey yielded 1,013 complete responses, for a 95-percent confidence level and a confidence interval of +/- 3.08 percent (margin of error).

We contacted Eco Pulse™ respondents with a short follow-up survey during the week of April 25, 2011, and asked them to answer key questions from the Roberts Worldview Assessment (RWA) psychographic inventory. Sixty-five percent responded, and we were able to append one of the four primary Worldview Thinking styles to 448 respondents based on their answers.

## SHELTON'S SUSTAINABILITY SEGMENTS: BRIEF OVERVIEW

Over the past four years, Shelton Group has conducted two national online studies annually that identify and track U.S. consumer opinions, attitudes and behaviors regarding sustainability: Eco Pulse™ and Green Living Pulse™. These studies have revealed four distinct consumer groups, or segments.

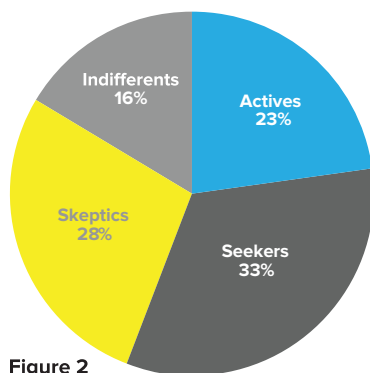


Figure 2

### Actives – 23% of Americans

True to their name, this group is green in both beliefs and activities. They are well educated and have the disposable income to follow through on their beliefs, which remained strong from last year to this year. Actives were the group most likely to have chosen one product over another, or stopped purchasing a product based on the environmental record/practices of its manufacturer (25% vs. 13% of the overall sample). They have the strongest sense of personal responsibility to change their daily habits and purchase behaviors to positively impact the environment (91% vs. 56% overall). And if they learned that some of their activities were not very environmentally friendly, they would be very likely to change their behavior (29% vs. 13% overall).

Other characteristics of Actives:

- They are willing to pay more for a product that is environmentally safe (84% vs. 65% overall), and ninety percent of Actives are searching for greener products (vs. 69% overall).
- Eighty-eight percent said they believe global warming is occurring and is primarily caused by human activity (vs. 52% overall); they chose “climate change/global warming” as their greatest environmental concern (20% vs. 12% overall).
- They are more likely to choose the environment over their comfort or convenience (53% vs. 23% overall).
- They're green in both attitudes and behaviors, as evidenced by their overall number of green activities, participating in or completing an average of 19 activities (compared to 12 by the overall sample). They had a higher level of participation than the overall sample for all 47 activities mentioned.

### Seekers – 33% of Americans

Ninety-three percent of Seekers say they're “searching for greener (more energy-efficient, natural or sustainable) products these days.” Most Seekers, however, have just begun to make greener choices – they have adopted or purchased only slightly more sustainable habits and products than the average American. Seekers reported an average of 13 activities/habits, compared to the overall sample average of 12.

Seekers are somewhat green in terms of attitude. Seekers said it was important for others to see them as environmentally responsible (62% vs. 53% overall), yet they secretly avoid environmentally friendly activities that are viewed as inconvenient. When we asked, “Given a choice between your comfort, your convenience or the environment, which would you choose?” 46% of Seekers picked convenience (vs. 42% overall).

However, Seekers act primarily to save money and out of concern for their health and the health of their families, rather than out of an altruistic concern for the environment or the world at large. Seekers’ number one reason to buy greener personal care products was “to limit my (and my family’s) exposure to toxins and chemicals” (20% vs. 16% overall).

Other Characteristics of Seekers:

- They were the segment most likely to say that the economic recession caused them to buy fewer green products (39% vs. 19% overall).
- They’re just not sure about climate change; only 43% agreed that it’s occurring and primarily caused by humans (vs. 52% overall). They were more likely than average to be neutral on this issue (29% vs. 26% overall).
- They do, however, profess an interest in changing bad habits. Almost 60% said they would be likely or very likely to change behaviors if they learned their habits harmed the environment.
- And they were slightly more likely than average to feel responsible for changing their daily habits and purchase behaviors to improve the environment (59% vs. 56%).

### Indifferents – 16% of Americans

Indifferents have an overall lack of interest in environmental issues. To capture their attention and motivate them to make green purchases or change their behaviors, they have to see the money-saving benefit. Their top reason for buying a green product is “to save money.” And when asked why most companies adopt environmentally friendly practices, Indifferents were more likely than the overall sample to give money-saving responses – “to reduce energy costs” (21% vs. 12%) and “because it helps their bottom line” (15% vs. 8%).

Nearly half (49%) said they are searching for greener products – although this does not seem to be translating into actual purchase decisions or behavior adoption for most of them. On average, they participate in the lowest number of green activities (7 vs. 12 overall), and 58% are in the low (0–7) activity category (vs. 29% overall).

Other Characteristics of Indifferents:

- They are middle-of-the-road regarding personal responsibility for changing their daily habits or purchase practices to positively impact the environment (53% “neutral” vs. 35% overall).
- When asked if they would change their behavior if they learned that their habits were not very environmentally friendly, 45% said they were neither likely nor unlikely to change (vs. 36% overall).
- Ninety-four percent have not chosen a product or stopped purchasing a product based on the environmental practices of its manufacturer (vs. 87% overall).
- Less than half (47%) agreed that climate change is occurring and primarily caused by human activity, with another 32% neither agreeing nor disagreeing (vs. 26% overall).

### Skeptics – 28% of Americans

When asked to provide three different words or short phrases to describe what the term “green” means to them, Skeptics were the most likely to provide descriptions like these: *crap, scam, hype, lie, nothing* or *political propaganda* (12% vs. 2% of the other three segments). They were also the group most likely to define green as *expensive, cost or money*. (10% vs. 5%).

They are more concerned about their comfort and convenience than about the environment, and they are more likely than the overall sample not to feel any personal responsibility to change their daily habits or purchase behaviors to positively impact the environment (21% vs. 10%). They were also more likely than average to say preserving nature was not important to them (21% vs. 12% overall) and that fitting into nature was not important to them (28% vs. 17% overall).

#### Other Characteristics of Skeptics:

- Over forty percent (42%) said a company's environmental record does not impact their decision whether to buy its products (vs. 24% overall).
- Ninety-five percent have not chosen a product or stopped purchasing a product based on the environmental practices of its manufacturer (vs. 87% overall).
- Their green activity participation levels are low. On average, they participate in 8 activities (vs. 12 overall), and 51% are in the low (0–7) activity category (vs. 29% overall).

## THE GRAVESIAN “WORLDVIEW” SYSTEM: BRIEF OVERVIEW

The seminal work of social psychologist Dr. Clare W. Graves regarding the evolution of human values has direct implications for those involved with the deeper psychological roots of sustainability. John Marshall Roberts, a leading expert on Gravesian theory, has developed a proprietary tool – the Roberts Worldview Assessment – to determine individual worldviews. For this research, we turned to Roberts in order to see how our sustainability segments line up with Gravesian worldviews. As Roberts writes in his 2008 book, *Igniting Inspiration*: “Graves’ research is of earth-shaking significance for anyone interested in understanding people and collaborating to solve the problems of human existence...The social, economic and environmental problems of our post 9/11 global society have left us with immense challenges that can only be solved by a framework of this stature.”

Graves, a professor at New York’s Union College, began investigating a systems theory of human personality in the late 1950s in order to unify contradictory theories of behavior. He defined human nature as an evolving thing, postulating that core values change as humans move from one state of complexity to the next. His resulting framework, called the Emergent Cyclical Double-Helix Model of Adult Biopsychosocial Development, has been field-tested around the globe for decades. It is a rigorously-validated, data-driven model that explains values systems and the evolution of those values over time.

Graves proposed that humans have several basic ways of interpreting the world. Later researchers assigned a set of colors to his levels of thinking, and further work by Roberts has translated Graves’ highly academic work into accessible ideas and actionable insights. Here is Roberts’ interpretation of Graves’ original work, focusing on the four primary thinking styles that dominate mainstream thinking in the U.S. today:

- Absolutistic Worldview (“Navy”) – Characterized by an unwavering respect for authority figures and a deeply-held belief that there is only one right way. Life is a test. To be successful, self-discipline and denial are required to pass life’s ultimate test of righteousness.
- Individualistic Worldview (“Copper”) – What’s in it for me? Defined by the drive for personal power, profit and status. Believes in survival of the fittest. Life is a game to be won or lost. Success, power and competition are valued.
- Humanistic Worldview (“Jade”) – Personal connections and relationships create meaning and happiness. Relativistic thinking prevails. Values equality, community and human rights. Sees the world as a large – and often dysfunctional – family.
- Systemic Worldview (“Gold”) – Sees the world as a complex and interrelated system that evolves. Innovation and pragmatic idealism dominate. Values are integrity, sustainability, flexibility, balance, vision and effectiveness.

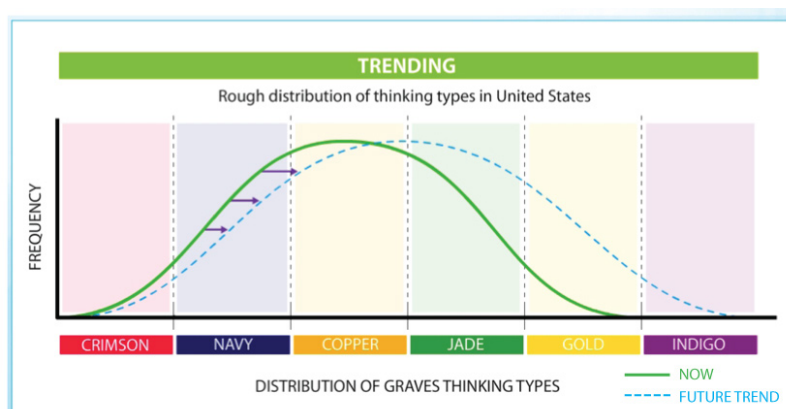


Figure 3

## Four Predominant Worldview Systems in the U.S.

	NAVY	COPPER	JADE	GOLD
THINKING SYSTEM	Absolutistic Thinking	Individualistic Thinking	Humanistic Thinking	Systemic Thinking
LIFE THEME (CORE VALUES)	Sacrifice self now to receive future reward (discipline, authority, purpose)	Express self for what self desires, but in a calculated fashion so as to avoid bringing down the wrath of others (success, power, affluence)	Sacrifice self now in order to gain acceptance now (empathy, honesty, relatedness)	Express self now for what self desires and others need, but never at expense of others, and in a manner that all life can continue to exist (integrity, competence, sustainability)
GUIDING METAPHOR	Life is a test	Life is a game	One human family	Life is a system
BEST TACTIC	Call to duty	Call to action	Call to imagine	Call to service

Figure 4

### UNIFYING THESE TWO SYSTEMS

This research sought to uncover the worldview composition of each of Shelton’s segments. We realized that the data would show us a possible combination of 16 different types, derived from the four Shelton segments and the four worldviews we measured as the following table will illustrate.

	<b>Navy Absolutistic</b>	<b>Copper Individualistic</b>	<b>Jade Humanistic</b>	<b>Gold Systemic</b>
<b>Actives</b>	Navy Actives	Copper Actives	Jade Actives	Gold Actives
<b>Seekers</b>	Navy Seekers	Copper Seekers	Jade Seekers	Gold Seekers
<b>Indifferents</b>	Navy Indifferents	Copper Indifferents	Jade Indifferents	Gold Indifferents
<b>Skeptics</b>	Navy Skeptics	Copper Skeptics	Jade Skeptics	Gold Skeptics

Table 1

Why is this valuable? Let’s go back to the hybrid car example. We can now see that for Actives, there are four distinctly different ‘why’s’ – or worldviews – that drive their sustainable choices. A “Navy” Active may purchase a hybrid because they feel it’s the morally correct choice. A “Copper” Active may buy a hybrid because they think that doing so will increase their social standing or status. A “Jade” Active may drive a hybrid because they want to be part of a community of hybrid owners. A “Gold” Active may take home a hybrid because they are attracted to its innovation. Only by understanding the combination of who, what and why can we fine-tune sustainability messaging to this critical level.

Although there are 16 unique segments, for the purposes of this paper, we are only highlighting one worldview – the most likely for that Shelton segment. (Please note that it’s critically important for marketers to remember that there are three other worldviews represented within each Shelton segment.)

## PREDICTIONS FOR THE RESEARCH

Given our full-spectrum approach toward understanding the consumer, we expected to find that – much like the boat metaphor used earlier – the Shelton segmentation system and the worldview segments based upon Graves research (the “anchors”) would correlate. Before conducting the research, Shelton Group and Roberts hypothesized potential relationships between the agency’s sustainability segments and the Gravesian Worldview Model, as follows:

- Prediction One: Shelton “Skeptics” would most often think from a “Navy” Absolutistic worldview.
- Prediction Two: Shelton “Indifferents” would most often think from a “Copper” Individualistic worldview.
- Prediction Three: Shelton “Seekers” would most often think from a “Jade” Humanistic worldview.
- Prediction Four: Shelton “Actives” would most often think from a “Gold” Systems worldview.

These four simple predictions – if confirmed by the research data – held the promise of scientifically linking these two complementary consumer profiling systems, thereby increasing the potential predictive abilities of each.

As the data will show, our predictions were accurate. Each Shelton segment showed a clear propensity toward a specific worldview. Although each worldview is represented in each of the Shelton segments, this paper will only address the “default” worldview of that segment – or the worldview that each segment is more likely to have than the rest of the population.

## RESEARCH FINDINGS

This new research found that the predominant worldview among Americans overall is Copper Individualistic, followed by Navy Absolutistic, Gold Systemic and Jade Humanistic thinking.

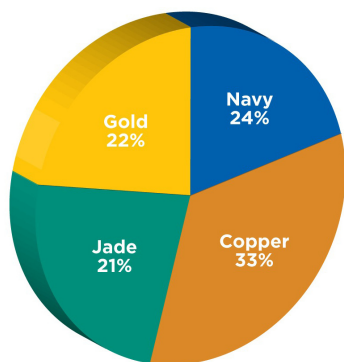


Figure 5

### Overall American Population Worldview Distribution

After analysis, the data revealed the propensity for each of the Shelton segments to hold each worldview. Again, it’s important to remember that each segment contains each of the worldviews (i.e., Actives can be Navy, Copper, Jade or Gold), but it’s clear that each segment also shows a greater likelihood than the overall population toward one type of worldview.

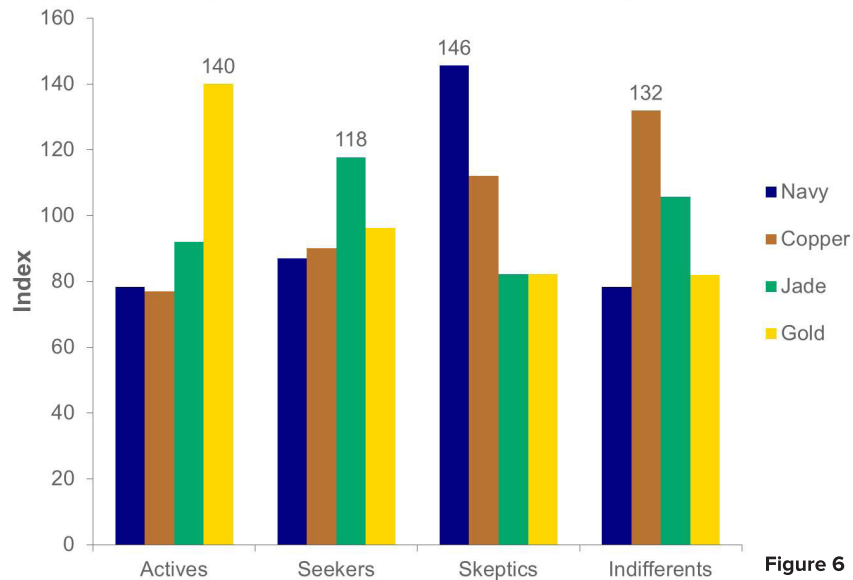
The following table shows the percentage breakdown of Shelton sustainability segments by Worldview Thinking style.

Table 2 – Shelton’s Sustainability Segments by Worldview Type

	Actives	Seekers	Indifferents	Skeptics
Navy	20%	22%	19%	33%
Copper	27%	31%	43%	35%
Jade	21%	25%	21%	16%
Gold	32%	22%	17%	16%

Figure 6 on the following page identifies the segment most highly correlated with each Worldview Thinking style based on an index comparison (with 100 being the average for the overall population). While there is definitely a dominant thinking style/segment relationship that is readily evident in the chart, it is important to note that there is not one thinking style per segment – or vice versa. For example, while less than average in number, there are Indifferents who are Gold Systemic thinkers, just as there are Actives who are Copper Individualistic thinkers. This is not a simplistic model – it fully addresses the deeply complicated nature of human decision-making. As Shelton has noted for years, people are driven to buy (or choose not to buy), sustainable products for a multitude of reasons.

## Segments Indexed to Thinking Styles



### Default Worldview Types of Shelton Segments

**Finding One: Sustainability critics – the Skeptics – are most likely think from a “Navy” Absolutistic worldview lens.** As can be seen in Figure 6, Skeptics were 46% more likely than average to be Navy thinkers.

#### Implications and Worldview Analysis:

The discovery that Skeptics are primarily driven by Navy thinking gives us tremendous insight into the deeper psychological factors underlying sustainability-related skepticism and apathy in general. According to Roberts’ research, Navy Absolutistic thinking is primarily guided by a deep need for purpose, discipline and moral righteousness; Navy thinkers view life as a ‘test’ that they will either pass or fail. In this context, we can see that much of the skepticism and resistance among sustainability skeptics derives primarily from the fear of being on the wrong side of the truth. Roberts has discovered that Navy resistance to sustainability is rooted in the unconscious fear that scientific claims about climate change somehow invalidate foundational religious beliefs. To Navy Skeptics, this deep concern may often cause them to tune out sustainability-related messages or vehemently resist them for fear of feeling existentially ‘unanchored.’ It’s a case of science versus faith, with faith carrying the day.

This important insight is not something that would be easy to uncover from traditional market research, and holds great promise for helping marketers inspire sustainable product purchasing within this notoriously tough consumer group. Given the ‘life is a test’ metaphor which underlies Navy thinking, Navy consumers are likely to view purchasing sustainable products as a pass/fail proposition – which might subconsciously validate a cognitively dissonant point of view. Navy thinkers may be more prone to suffer from eco-guilt, since many believe that protecting the environment “is the right thing to do,” but question the science behind the call to act more sustainably. This perspective likely explains many of the skeptical or negative attitudes and behaviors that emerge from consumers in this segment.

#### Navy Attitudes and Opinions

Consistent with prior Gravesian research, our data suggests that Navy thinkers are characterized by selflessness and sacrifice, rather than individual gain. This group is the most likely to say that being wealthy isn’t important to them (46%, index 152); most likely to say a higher social status isn’t important (62%, index 129); more likely than average to say that ambition or aspiring to get ahead isn’t important (38%, index 172) and that their public image isn’t important (38%, index 117). They’re not buying brands to fit their style (47% disagree, index 119) or paying extra for products that fit their image (61% disagree, index 122).

They’re pretty risk-averse and satisfied with the status quo. They rated seeking adventure as unimportant (50%, index 130). A vast majority (85%, index 118) most likely say that they’re not influenced by what’s hot and what’s not. Navy thinkers are more likely to let others try out new ideas and products first; thus, they are more likely to be late majority adopters or laggards. Nearly half (45%, index 109) say they go to others for advice, and an overwhelming 82% (index 121) say they let others try new things first. This is the least likely group to be the first to try new things (18%, index 56).



While 62% of Navy thinkers consider preserving the environment important, their agreement is lower than average (index 89). Living in tune with nature was also considered important for more than half (55%, index 92); Navy thinkers, however, were the most likely to say they don't care that much (25%, index 143) about this issue. Additionally, it's not important to Navy thinkers that others see them as environmentally responsible (27%, index 154). Almost half (49%, index 141) say they're not willing to pay more for an environmentally responsible product. Finally, Navy thinkers are the least likely to be eating organic food (81% don't, index 128).

Politically, Navy thinkers are the most likely of the thinking styles to align with the Republican party (37%, index 130), and although only 3% identify with the Tea Party (index 150), they were the group most likely to do so. They're the least likely of the thinking styles to be politically independent (20%, index 70) – indicating they want to follow an established dogma instead of deciding for themselves between multiple, complex choices.

What's interesting about these answers is that Navy thinkers don't appear to be influenced by the opinions of others (extrinsic/social pressure) or to have a self-identity that requires them to act in environmentally responsible ways.

Overall, Navy thinkers are interested in preserving and protecting the status quo. They don't indicate much interest in or willingness to change when it comes to their personal behaviors and activities. They show great respect for authority, but when it comes to environmental matters, they're just not that interested.

#### **Other key findings for Navy include:**

- They're not concerned with a company's environmental record when making purchasing decisions.
- They are attracted to 'Made in the USA' labels since they're highly patriotic and 'in group' oriented.
- They are the most likely to grow their own food.
- And are likely to be blue-collar men or women (having an income less than \$50K and a high school education/GED).

#### **FIVE EFFECTIVE STRATEGIES FOR MOTIVATING NAVY SKEPTIC CONSUMERS**

We recommend that marketers craft all communication for Navy Skeptic thinkers with a deep understanding of their tendency to think in polarized, black vs. white terms. Sustainable marketers should be aware of Navy thinkers' sustainability skepticism, and should choose words, images, and framing strategies that avoid or transcend the strong ideological barriers inherent in this particular worldview. (Understand that Navy Sceptics aren't opposed to making sustainable choices; instead, they are concerned about undermining the basic belief systems they've chosen in order to create a sense of meaning, purpose and security in their lives.)

- DO: Acknowledge their skepticism and show that you genuinely understand why they feel as they do. DON'T: try to change their minds with scientific facts and arguments.
- DO: Build trust by showing them that you respect their 'in group' values and beliefs. DON'T: brag about all the wonderful things your company is doing to combat climate change.
- DO: Take a down-to-earth, 'regular folks' attitude in relation to your products and services, using the 'life is a test' metaphor whenever appropriate. DON'T: talk down to them – or pretend to be something you aren't – just to win them over.
- DO: Target media outlets that serve Navy thinkers like FOX News, conservative talk radio (i.e., Rush Limbaugh), and *The Drudge Report*.
- DO: Use a 'call to duty' action message which asks them to do the 'right thing' (for families, children or 'in group' affiliation).

### **Case Study #1: Overcoming Environmental Guilt**

#### **Problem:**

A California-based firm was bumping up against apathy and cynicism as it tried to share its sustainable vision with new and old clients. Sales were sagging and morale was low.

#### **Diagnosis:**

After looking at the problem more closely, Roberts discovered that the majority of resistance and pushback was coming from Navy and Copper Absolutistic and Individualistic decision-makers within potential client organizations. The firm, headed by a very enthusiastic Jade Humanistic CEO, was bumping up against a hidden villain that they hadn't expected: guilt. The Navy- and Copper-thinking clients were experiencing the sustainability message as an attempt to make them feel guilty for not being 'green enough' in their day-to-day operations, rather than as a call to do something inspiring for the environment.

#### **Solution:**

Roberts had a creative team design a small faux legal template called an "Environmental Guilt Waiver," which bestowed upon the recipient "24 hours reprieve from existential anguish in connection with the environmental crisis" for making small green choices at home and at work. These branded contracts, which were given as free gifts in pads of 50, served as highly entertaining marketing materials that also promoted measurable behavior change.

#### **Result:**

The pads were a hit. Navy and Copper thinkers immediately appreciated the humor and enthusiastically passed the pads around to their colleagues and peers. Design to sustainable clients increased over 300% within six months of promotional product release.

### THREE TACTICAL RECOMMENDATIONS FOR NAVY SKEPTICS

- Have your product endorsed by a political or religious authority your target audience trusts.
- Appeal to morality. Focus on the clear difference between right and wrong in all communications.
- Show that you stand for something – your true values. Navy Skeptics audiences despise nothing more than someone who is wishy-washy or morally ambiguous.

**Finding Two: People who are uninterested in sustainability – the Indifferents – are more likely to have a “Copper” Individualistic worldview.** As can be seen in Table 3, Indifferents were 32% more likely than average to be Copper thinkers.

#### Implications and Worldview Analysis:

The discovery that Indifferents are more likely to be driven by Copper thinking provides new insight into the psychological roots of their (seeming) apathy regarding sustainable purchasing and habits. Copper Individualistic thinking is primarily guided by a deep need for personal success and advancement. According to Roberts’ research, Copper thinkers view life as a ‘game’ that they will either win or lose. In this context, we can see that the general lack of interest in sustainability among this group derives primarily from the fact that they don’t often see sustainable consumption as personally, socially or economically advantageous. Roberts has discovered that Copper indifference to sustainable purchasing is rooted in a deep ambivalence about the sustainability movement in general. On one hand, Copper thinkers find themselves concerned with the negative impacts of human actions upon the environment. On the other hand, they find the topic overwhelming and beyond their personal ability to influence or control.

This core ambivalence often manifests in a zero-sum indifference to the sustainability movement as a whole – mixed with a subtle undertone of hostility towards sustainability advocates for trying to ‘make them feel guilty’. Most of this mental processing happens subconsciously for Copper thinkers and undergirds their day-to-day thinking with regard to sustainable purchasing behaviors and habits. Given the ‘life is a game’ metaphor which underlies their thinking, Copper consumers are likely to view purchasing sustainable products as a win/lose (zero sum) proposition (in which either they or the environment must lose), and “better them than me” thinking usually prevails. This general outlook likely explains many of the indifferent, inconsistent or apathetic attitudes and behaviors that emerge from consumers in this segment.

#### Copper Attitudes and Opinions

In keeping with their ‘individualistic’ nature, data revealed Copper thinkers to be decidedly different than any of the other groups. They’re the most driven by status and ambition, social validation and extrinsic approval. Among the things they consider to be important are wealth (56%, index 125); higher social status (38%, index 120); and ambition (66%, index 110). Finally, they’re the most likely group to be influenced by the latest trends (33%, index 117) and to buy name brands instead of generics (35%, index 117).

But they’re not risk-takers – risk-taking might imperil their social acceptability. For instance, Copper thinkers are most likely to think seeking adventure is neither important, nor unimportant (30%, index 128). They tend to let others try new ideas and products first (73%, index 107), and usually go to others for advice (45%, index 110). In other words, Copper thinkers like to think of themselves as in-style and “up on the latest trends”, but their real concern is not to be left behind. They’ll get on the bandwagon later in the adoption curve, probably late in the early majority, and they’re interested in things that are socially advantageous to feed their deep need for outside validation.

For most Copper thinkers who don’t live in pro-environmental areas, being green isn’t yet socially advantageous enough for them to commit to changing their behaviors. There’s not enough cache and aspiration around it for most of them. They’re the most likely to be neutral on preserving the environment (23%, index 121) and living in tune with nature (28%, index 122). A sizable chunk of Copper thinkers however, could be extrinsically motivated to act in more environmentally responsible ways. Half of Copper thinkers agree that “it’s important that others see me as environmentally responsible.” Some of them are seeing green as somewhat trendy, but don’t yet see the social advantage and badge value of it. They fear being socially ostracized, so social norming messaging that removes the risk and says, “it’s what the cool kids are doing” would work well with them.

Politically, Copper thinkers are fairly equally split between the two major parties and Independents: 34% of Copper thinkers (index 93) affiliate with the Democrats; 31% (index 110) with Republicans; and 32% (index 109) with Independents. This is another finding which demonstrates that Copper thinkers have a self-image that doesn’t like to be told to do something in a prescribed way – they’d rather choose among alternatives that suit their personal needs best.

Other observations: they want others to take the lead and make it easier for them. For example, they are attracted to the idea of companies making more environmentally friendly products, instead of having to change their ways. They're all about brands as status badges, but many green brands don't carry that aspirational social cache they crave. If they're buying a green automobile, for example, they would likely buy a Lexus SUV hybrid, where luxury comes first, and hybrid comes well down the line in importance. Since they're not early adopters, they're not likely to want to experiment with unknown brands since that's a social risk, and will likely gravitate toward well-known, trusted brands instead. Their image is carefully cultivated to convey. "I'm in the mainstream, I'm just more successful than you are."

#### **Other key findings for Copper include:**

- They're a bit cynical about motivations for sustainability and believe that companies go green to improve bottom line, reduce costs, or to follow a popular trend (as contrasted with belief in truly altruistic motives).
- Their top environmental concerns deal primarily with scarcity: population growth, ozone depletion or loss of resources.
- They're attracted to competitive sports.
- And they're likely to be white-collar men, with a college degree and an income of more than \$75K.

#### **SEVEN EFFECTIVE STRATEGIES FOR MOTIVATING "INDIFFERENT" COPPER CONSUMERS**

We recommend that marketers craft all communication for Copper thinkers with a nuanced grasp of the deep ambivalence that underlies this thinking type's general attitudes toward sustainability. Understand that Copper consumers actually *do* care about the environment, but their caring is often buried under many layers of frustration and cynicism. From earlier research, Shelton knows that Indifferents respond well to messages around saving money, and personal benefits such as status and control. They're interested in the business case presented by your product or service, and respond well to messages that have strong logical arguments.

- DO: Demonstrate that you understand their deep ambivalence towards sustainability and frame messages accordingly. DON'T: employ deeply ideological/altruistic appeals.
- DO: Highlight the numbers, showing quickly how your products and services can help them save money and create other lifestyle efficiencies. DON'T: waste their time with indirect, emotional or cluttered messaging.
- DO: Appeal to their aspiration to be respected and admired by colleagues and peers, using the 'life is a game' metaphor whenever appropriate. DON'T: ask your audience to consider the bigger picture of how their actions affect the world around them.
- DO: Have your sustainable products endorsed by an admired Copper success story. DON'T: use social role models for your products who seem soft, touchy-feely or overly ordinary.
- DO: Frame sustainable behaviors as the "norm" or as the "practical" or "smart" action whenever possible.
- DO: Target media outlets that serve Copper thinkers like CNN, CNBC, *Forbes* or *Fortune* magazines.
- DO: Use a 'call to action' action message that asks them to take immediate action to generate results on behalf of their own personal goals, hopes and aspiration.

#### **THREE TACTICAL RECOMMENDATIONS FOR COPPER INDIFFERENTS**

- Show them the money! Copper Indifferents will be motivated when they see how buying your product is financially smart – both in the short and long term.
- Appeal to convenience. For the Copper Indifferents, time and money are closely related. Show how your product will save them time.

### **Case Study #2: Motivating Individuals to Make Changes for the Greater Good**

#### **Problem:**

Shelton Group's Eco Pulse™ studies found that although most Americans professed to care about water conservation, their actual behaviors lagged far behind – despite increasing water shortages and droughts.

#### **Diagnosis:**

Shelton understood that most Americans first think "what's in it for me?" But we also understand that conservation is often thought of as a "we" problem, not a "me" problem. Shelton decided to leverage the insight that many Copper-thinking Americans are influenced by what others around them do, and don't want to risk social alienation with behaviors that are considered "outside the norm."

#### **Solution:**

Shelton created a water conservation campaign called "Wasting Water is Weird" that alerts people to that moment when *using* water becomes *wasting* water. An odd, somewhat creepy character named Rip the Drip appears at that moment, invading personal space and praising the sound of running water. Both Rip and the social discomfort disappear as soon as the water is turned off.

#### **Results:**

After only two months, YouTube videos garnered more than 73,000 views; the website reached almost 27,000 hits; Facebook pages recorded more than 32,000 post views; and more than 250 people were following Rip the Drip on Twitter. Air play for the three TV commercials generated more than 26 million impressions in more than 60 markets.

- Show that you value freedom by avoiding altruistic appeals. Copper Indifferents often see ideological appeals as subtle attempts to stifle their individuality and personal freedom.

**Finding Three: Consumers with high green attitudes, but fewer green behaviors – the Seekers – are more likely to see the world from a Jade Humanistic worldview lens.** As can be seen in Table 3, Jade was by far the most likely thinking style for consumers classified as Seekers by the Shelton segmentation system.

### Implications and Worldview Analysis:

The discovery that Seekers are primarily driven by Jade thinking provides great insight into the psychological roots that underlie the often frustrating attitude/behavior gap of this consumer segment. Jade Humanistic thinking is primarily guided by the need for equality and the desire to connect with other human beings in a mutually supportive community environment. Jade thinkers view all humans as inherently equal, seeing mankind as a large (often dysfunctional) ‘family’. In this context, we can see that the gap between attitudes and behaviors of the Jade thinkers result from the particular value-drivers that shape their perceptions of the sustainability movement in general.

According to Roberts’ research, the positive attitudes that Jade thinkers often voice for sustainable products and services usually derives less from their strong commitment to the environment, than from their innate attraction to the sense of altruism and social consciousness that underlies the movement itself. In other words, Jade thinkers are usually drawn to sustainability because of the human element and its positive community orientation. However, when it comes to making day-to-day purchase choices, this attraction is often insufficient to motivate them to actually buy sustainable products. For Jade thinkers – clearly the most emotional and ‘relativistic’ thinking style – the disconnect between sustainable attitudes and behaviors is completely normal and expected, given their particular worldview “anchor”. In fact, given the often shifting and socially-contingent sense of personal identity of people who embrace this worldview, attitude-behavior inconsistencies are common in almost every consumer domain (regardless of relation to sustainability).

### Jade Values and Opinions

Consistent with Roberts’ prior research, Jade thinkers shared many similarities with Navy thinkers – with the notable exception that they are far less skeptical and more educated about sustainability issues.

Jade thinkers were more likely than the overall population to rate wealth (34%, index 113); status (58%, index 120); ambition (27%, index 123); and image (42%, index 131) as unimportant.

Environmentally, Jade thinkers appear neutral to somewhat interested. Although 68% claim it’s important to preserve the environment, a quarter (index 131) say it’s neither important nor unimportant to them. More than a third (37%, index 160) say they’re neutral about living in tune with nature and whether or not others see them as environmentally responsible (37%, index 122). They were also less likely than average to agree that they were personally responsible for changing their behaviors and purchase patterns to improve the environment (51%, index 92). This could possibly point to a belief that it’s “everyone’s” (individuals, companies and governments’) responsibility or it simply might underscore their somewhat lukewarm attitudes on this issue.

## Case Study #3: Increasing ‘Green’ Membership Online

### Problem:

A sustainability-oriented IT start-up was challenged by attracting sufficient membership for its online platform. The company needed to raise several million dollars of additional start-up capital from venture capitalists and corporate sponsorships in order to move forward.

### Diagnosis:

After looking at the problem, Roberts’ and company leaders concluded that 1) the altruistic ‘Jade’ internal company culture may have fostered a somewhat negative relationship to ‘Copper’ thinking, causing resistance towards critical and necessary revenue generating strategies, and 2) the core brand promise of the offering had not been articulated in a way that could unify and energize all company communications, both internal and external.

### Solution:

A customized “Worldview Strategy Workshop” was developed in which company leaders were asked to step into the shoes of all critical stakeholders (Copper, Navy, Jade and Gold) and look at their brand from these divergent perspectives. This provided new perspective – which led to several new business strategies to help achieve corporate goals moving forward. A clear ‘why’ (or mission) was also articulated to guide all company branding, partnership and development efforts moving forward.

### Result:

Within one year, the company has increased its online membership from 30,000 members to over 400,000 members, and appears well on target to reach its goal of 1 million users by the end of 2011. Leaders were also able to secure critical corporate sponsorships and land several million dollars of new funding.

Consistent with prior Gravesian research, their belief in equality is evident throughout. They embrace the full definition of sustainability by endorsing social justice issues and avoiding animal testing.

**Other key findings for Jade include:**

- They view reducing consumption as most important thing to live a more environmentally friendly lifestyle (anti-consumerism bias).
- They're strongly influenced by government certifications for determining if a product is sustainable.
- Unlike Coppers, they're likely to stop purchasing a product because of a company's environmental record and to encourage their friends to do the same.
- Like Navy, they feel threatened by China and highly attracted to 'Made in the USA' labels (reflecting their concern about unemployed Americans).
- They're likely to be women, 45+ years of age, with a college degree.

**SIX EFFECTIVE STRATEGIES FOR MOTIVATING JADE SEEKERS**

We recommend that marketers craft all communication for Jade thinkers with a deep understanding of their need for social connection and affiliation. Understand that the gap between attitudes and behavior for Jade thinkers does not mean that their feelings about sustainability are insincere, but that their current worldview structure is one that emphasizes feelings and inner exploration over external dogma, rules and consistency. The bottom line is this: For Jade thinkers, being 'authentic' is everything. In order to motivate behavior change in Jade, you must focus on building trust and rapport sufficient that they will trust your motives. Once this is accomplished, you will find that their actual consumer behaviors are naturally driven and endemic to brands with a sustainability story to tell.

During earlier research, Shelton uncovered messaging preferences for Seekers and learned that they respond to messages regarding health and well-being, energy efficiency, family and relationships, saving money and limiting their exposure to toxins and chemicals.

- DO: Demonstrate that you value the deeply human element in the production, sale and distribution of your products (CSR). DON'T: mistake Jade thinkers as naïve by being inauthentic about your motives or lacking transparency about your negative human/environmental impacts.
- DO: Create marketing strategies in which your brand becomes a 'community hub' for Jade thinkers to associate with one another – both online and off.
- DON'T: Expect them to care passionately about your brand without offering a larger, authentic life-serving vision.
- DO: Take a down-to-earth, authentic attitude or tone in your communications (using the 'mankind is a family' metaphor whenever appropriate). DON'T: pressure them with standard marketing gimmicks, competitions, or incentives.
- DO: Demonstrate your caring and empathy for the unique challenges that come from trying to live up to one's ideals in a chaotic world. DON'T: use guilt, shame or 'authority' to motivate behavior change.
- DO: Target media outlets that serve Jade thinkers, particularly popular social media hubs and blogs like Facebook and The Huffington Post.
- DO: Use a 'call to imagine' message which asks them to envision helping to create a better world by making small positive choices today.

**A Critical Transition Point**

If we think about the Shelton segmentation system and the worldview model as being on a continuum, the transition from Indifferent to Seeker, and Individualistic to Humanistic, is of critical importance. It's at this point that we first see evidence of the shift from "me" to "we" – a change in priorities that starts to encompass a wider audience. No longer are messages only filtered for "What's in it for me?" In a Seeker or Jade mindset, there must be larger family, societal or planetary benefits in addition to personal ones. Both are equally important.

It's also at this stage that we see one of the few clear demographic differences in worldview type. As you will see in Appendix A, the majority of Jade Humanistic thinkers are women, and the majority of Copper Individualistic thinkers are men. We know there are hard-wired gender differences that savvy marketers will now need to understand and include in their messaging efforts.

Finally, this is the transition that American culture as a whole is in the midst of. The majority of Americans today identify as Seekers and Indifferents (or Copper and Jade thinkers), and momentum says that we, as a culture, are slowly moving away from indifference regarding sustainability and toward a more engaged place. That doesn't mean that Copper or Individualistic thinking will disappear, it simply means that fewer people will rely on that thinking style as their default. "What's in it for me?" will still need to be answered, but new reasons to believe that include themes appealing to Seekers, or those with a more Humanistic Jade worldview, will need to take center stage.

This is a tectonic plate shift for marketers and messaging after decades of only communicating the personal benefits, but it's the future of communications as American values and worldviews continue to evolve. Seekers and Jade thinkers are the emerging norm. The time to adapt is now in order to stay ahead of the curve and leverage the greatest advantage.

### THREE TACTICAL RECOMMENDATIONS FOR JADE SEEKERS

- Create an active and creative online community around your brand. More than any other type, Jade Seekers thinkers love to hang out and ‘shoot the breeze’ online with brands that genuinely seem to care.
- Encourage free expression. Jade Seekers often have very strong opinions and feels a deep need to express them.
- Be 100% transparent. Yes, Jade Seekers might beat you up at first for being so honest, but you’ll quickly earn their respect and loyalty if you keep it up.

**Finding Four: Those consumers on the greenest end of the spectrum – the Actives – are driven primarily by ‘Gold’ Systemic thinking.** As can be seen in Table 3, “Gold” was the most likely thinking style for consumers classified as Actives by the Shelton segmentation system.

#### Implications and Worldview Analysis:

The discovery that Actives are primarily driven by Gold thinking is not at all surprising. Gold thinking is shaped by the core value of sustainability, insofar as Gold thinkers are constantly evaluating their own personal decisions to ensure that they create a lasting, positive impact for all involved. According to Roberts’ research, this tendency drives less from altruistic or moralistic concerns than from a grounded, pragmatic idealism rooted in the very personality structure/identity of people who think this way. Gold thinkers view their own health and vitality as inextricably related to the health and vitality of the world around them. Gold thinkers view the world as a ‘system’ in which all things are related. In this context, we can see that the highly sustainable attitudes and behaviors of Gold thinkers drive primarily from the profound resonance between their core values and the sustainability movement at large. Unlike Jade thinkers, whose identification with sustainability is often based upon visions of community and social connectedness, Gold thinkers identify with the movement for its own sake: as a necessary evolution of human commerce required to keep human and natural systems vital and healthy for years to come.

#### Gold Attitudes and Values

Not surprisingly, our data suggests that Gold thinkers are leaders and influencers: others come to them for advice (64%, index 109), and they’re the most likely group to try new things (28%). However, they don’t consider themselves to be influenced by the latest trends (78%, index 109).

Although they have the highest general income of all groups, they’re more likely than the overall population to be neutral on the importance of wealth (31%, index 127), status (23%, index 117) and ambition (21%, index 117). And public image is much less important to them 38%, index 118). Unlike their Copper relatives, Gold thinkers generally find meaning in less-materialistic places, like the outdoors.

Gold thinkers are the first of the segments to show a deep interest in, and commitment to, the environment. Almost 80% (index 113) feel that preserving the environment is important; nearly two-thirds (66%, index 111) feel that living in harmony with nature is valuable. Finally, 56% (index 106) report that it’s important for others to see them as environmentally responsible. They’re not, however, more willing than average to pay extra for eco-friendly products (65% agree, index 99).

## Case Study #4: Revealing Corporate Culture to Inspire Change

#### Problem:

A major global transportation company turned to Shelton Group to help understand its U.S. employee base of more than 180,000, and to translate that understanding into increased engagement with the company’s ambitious sustainability initiatives.

#### Diagnosis:

By taking a systemic approach to the problem, this company needed to uncover deep communication gaps and barriers to successfully reaching their system-wide sustainability goals.

#### Solution:

Research revealed the primary segments and underlying worldviews, down to a departmental level that provided the short-handed sustainability team with new insight as to how they should socialize sustainability throughout the organization.

#### Result:

This new understanding helped them recognize and begin to forge important partnerships to overcome barriers and resistance, as well as to harness existing enthusiasm for sustainability. New enterprise-wide solutions were proposed to share best practices, celebrate wins and track change. Sites for pilot tests were selected based on their likelihood for success – and the likelihood for meaningful employee engagement.

In addition, this systemic approach revealed the best ways to frame messages as they approached new partners and departments, to keep employees motivated and to increase individual participation across the company’s national footprint.

The gap between the two major political parties is at its widest with Gold thinkers. Not surprisingly, 39% of Gold thinkers aligned with the Democratic party (index 106) and only 24% (index 85) identified as Republicans.

#### **Other key findings for Gold include:**

- They're the only group to claim that they are willing to choose the environment over their own personal comfort and/or convenience when making purchasing decisions.
- They have the highest standards for determining if a product is green, and are the most educated about certification.
- They're strongly interested in recycling and renewable energy sources, focusing on the entire value chain of a given product or service (unlike all other thinking types).
- They're attracted to non-competitive sports, such as yoga.
- And they're likely to be young white-collar professionals (under 44 years), either men or women, with an advanced college degree and an income greater than \$100K.

#### **SIX EFFECTIVE STRATEGIES FOR MOTIVATING GOLD ACTIVES**

We strongly recommend that marketers craft all communication for Gold thinkers with an understanding of how deeply the values of sustainability, pragmatism, and planetary thinking are integrated within the self-concept of this highly-influential and motivated thinking type. According to prior Shelton research, Actives respond best to messages that emphasize environmental benefits, independence, personal and planetary health, innovation and pragmatic idealism that yields results.

- DO: Demonstrate a 'triple bottom line' focus of your company, balancing people, profit and planet in the production of your products and services. DON'T: fake it.
- DO: Keep communications elegant, clean, factual and uncluttered – showing an ability to whittle complex ideas down to essential concepts and using the 'life is a system' metaphor whenever appropriate. DON'T: pander with highly ideological or moralistic appeals.
- DO: Emphasize the exceptional quality and functionality of your products relative to competitors. DON'T: expect for 'good feelings' to trump function and practicality.
- DO: Energize Gold thinkers with a corporate story or vision that demonstrates uniqueness and innovation. DON'T: try to mimic other successful brands or approaches, or persuade with an 'everybody's doing it' social proof strategy.
- DO: Target media outlets that serve primarily Gold thinkers like emerging social media like TED conferences and video, Google, Triple Pundit and GoodGuide.com.
- DO: Use a 'call to service' message which invites them to enjoy your products while helping to build a more sustainable brand of capitalism.

#### **THREE TACTICAL RECOMMENDATIONS FOR GOLD ACTIVES**

- Target early adopters. Gold actives take pride in discovering the great new sustainable products before anyone else does.
- Emphasize your uniqueness. More than any other thinking types, Gold actives celebrate being different and respect companies with the courage to innovate.
- Design for simplicity. Gold Actives appreciate products and packaging that are simple and elegant.

## **CONCLUSION**

This study outlines the full spectrum of consumer behavior, answering the whats, hows and whys of their decision-making process in the sustainability marketplace. Ultimately, this framework helps to explain many things we've been trending in our years of sustainability research – including the frustrating gap between attitudes and behaviors among many mainstream consumers and why so many sustainable marketing initiatives have turned-off the majority of the mainstream market.

We now know, definitively, how to frame sustainability messaging in values, language, images and terms that will resonate with your target audience. For example, if you are addressing Indifferents or Skeptics (likely to be Copper Individualistic thinkers) you must explain "What is in it for me?" and you can motivate them by tapping into their sense of competition and desire for social acceptance. Whereas for Seekers (the Jade thinkers), you need to connect the purchase or behavior to the greater good and relate to their sense of community. Finally, for Actives (the Gold thinkers), you must frame your message around their part in the greater system and appeal to their senses of empowerment and pragmatism.

To learn more about worldviews, please contact John Marshall Roberts at Worldview Thinking ([www.worldviewthinking.com](http://www.worldviewthinking.com)) For more on the Shelton segmentation system, please contact Suzanne Shelton at Shelton Group or refer to Eco Pulse™ 2011, available for purchase at [www.sheltongrp.com](http://www.sheltongrp.com).

## ABOUT THE AUTHORS

**Karen Barnes**, Shelton Group's vice president of insight, is an expert on the consumer mindset. She serves as the bridge between research and creative, applying the principles of social psychology and behavioral economics to today's increasingly complex marketing challenges. She also leads the agency's branding process, helping clients understand, define and leverage their brand's strengths, values, personality, essence, and emotional and rational engagement with the core audience.

Barnes grew up in North Carolina. She received her bachelor's in English literature from Hollins College in Roanoke, Virginia, and her master's in journalism and public affairs from American University in Washington, D.C. She then took a prestigious internship with ABC News correspondent Ann Compton at the White House. Since that time, Barnes has worked in all facets of advertising, including copywriting, account direction, strategic planning and producing for radio/video/TV. Her awards include an Effie Award for marketing effectiveness and awards from the One Show, Print, Graphis and the national ADDY® awards.

**John Marshall Roberts** is an applied behavioral scientist who has crafted his career around communicating with cynics. His bestselling book, *Igniting Inspiration: A Persuasion Manual for Visionaries*, draws on his knowledge of systems theory and developmental psychology to enable socially conscious marketers, business leaders, and activists to win over objectors and inspire radical collaboration.

A dynamic and popular speaker and workshop leader within the sustainability movement, John has recently been invited to speak by a variety of leading organizations, which include the U.S. White House, Sustainable Life Media, LOHAS, SustainAbility (England), and TEDx (New Zealand). He is founder of the innovative communication strategy firm Worldview Thinking.

**Lee Ann S. Head** is the vice president of research for Shelton Group and has overseen all of Shelton's custom client and proprietary research since 2001. She spent eleven years in the banking industry, beginning in customer analysis and segmentation and ending as senior vice president of marketing for a regional bank. She now designs quantitative and qualitative studies and oversees secondary analyses that provide strategic insights for product development, marketing tracking and effective communications direction. A native of the Atlanta area, Head received her bachelor's in communications from Shorter College and a master's of mass communications in advertising from the University of Georgia. Later, she furthered her education with a certification in qualitative analysis from the Burke Institute and has completed AMA Applied Research Methods Courses in Advanced Segmentation, Conjoint Analysis and Discrete Choice Techniques. She regularly presents research findings to clients and industry groups around the country.

Executive editor **Suzanne C. Shelton**, president and CEO of Shelton Group, is responsible for the vision and management of the company. She provides thought leadership about the consumer mindset on energy efficiency and sustainability, speaking at over 20 conferences a year, blogging weekly for the Shelton website, providing insight for the news media and working directly with our research team on the agency's proprietary studies.

Born and raised in Memphis, Shelton moved to Knoxville to attend the University of Tennessee, receiving her bachelor's degree in communications. After a two-year stint at another agency as a copywriter, she started Shelton Group. Since then, Shelton Group has evolved from a one-woman copywriting firm to the nationally recognized 25-person ad agency it is today.



## Appendix A: DEMOGRAPHICS BY WORLDVIEW

	NAVY	COPPER	JADE	GOLD
<b>HOMEOWNERSHIP</b>	Yes – 77%	Yes – 81%	Yes – 84%	Yes – 86%
<b>CHILDREN &gt; 18</b>	No – 72%	No – 65%	No – 72%	No – 63%
<b>REGION</b>	Midwest – 33%; South – 31%	South – 29%; NE – 27%	West – 28% South – 28% NE – 27%	South – 37%
<b>GENDER</b>	Female – 52%; Male – 48%	Male – 62%; Female – 38%	Female – 64%; Male 36%	Male – 53% Female – 48%
<b>AGE</b>	55+ – 43%; 35-54 – 40%	55+ – 38%	55+ – 48%	35-54 – 43% 55+ – 29% 18-34 – 28%
<b>EDUCATION</b>	HS or less – 53%	HS or less – 34%; some college – 33%; Bachelor's – 33%	Bachelor's – 35%; HS or less – 34%; Some college – 32%	Bachelor's – 45%
<b>ETHNICITY</b>	White – 75%; Ethnic – 25%	White – 66%; Ethnic – 34%	White – 76% Ethnic – 24%	White – 77% Ethnic – 23%
<b>OCCUPATION</b>	PT/unemployed – 56%; FT 44%	FT – 51%; PT/Unem- ployed – 49%	PT/unemployed – 62%; FT 38%	FT – 61% PT/Unemployed – 39%
<b>INCOME</b>	Less than \$50k – 53%; \$75k+ – 27%	\$75k+ – 45%; Less than \$50k – 40%	Less than \$50k – 42%	\$75k+ – 44% Less than \$50k – 43%
<b>MARITAL STATUS</b>	Married – 56%	Married – 66%	Married – 59%	Married – 63%
<b>SHELTON SEGMENT</b>	Skeptics – 41% Seekers – 29%	Skeptics – 31% Seekers – 30%	Seekers – 39% Skeptics – 23%	Actives – 32% Seekers – 32%

**Gold:** Second most-likely to be homeowners; most likely to have children under age 18 in the house; pretty equally split along gender lines; youngest segment (71% under age 54); most educated group; most likely to be employed full time; second most affluent group (but with a significant low-income slice); most likely to be Actives; second most-likely to be Seekers.

**Jade:** Most likely to live in the West and NE; biggest gender split (most likely group to be female); oldest group; second-most educated group; most likely to be employed PT/unemployed; most likely to be Seekers. This is where we start to see the split between sustainability supporters and opponents – split is Seeker first, Sceptic second.

**Copper:** Second most likely to have children under age 18 in the house; tied for most likely to live in NE; wide gender divide (this is the group most likely to be male); wide range of education (nearly even between HS, some college and bachelor's); most ethnically diverse group; most affluent group; most likely to be married; almost equal mix between Skeptics and Seekers.

**Navy:** Least likely to own a home; most likely to live in Midwest; evenly split gender-wise; least educated – HS or less for more than half; most likely to have low income > \$50k; least likely to be married; most likely to be Skeptics.

There seems to be a correlation between age, education and worldview. Older tends to be lower on the worldview scale; younger is higher on the worldview scale. Education is similar – less education at lower end of worldview spectrum; more education at the higher end.

## Appendix B

### Green Product Purchase Propensity and Behaviors by Worldview

When asked if they are searching for greener (more energy-efficient, natural, sustainable, etc.) products, Navy and Copper thinkers were more likely than Jade or Gold thinkers to say they were not. Almost 40% of Navy thinkers (Index 127) and 36% of Copper thinkers (Index 116) responded “no” to this question, compared to 26% of Jade and 30% of Gold respondents. In addition, when asked how the recent economic environment had impacted their green purchases, approximately 17% of Navy and Copper thinkers responded “N/A – I don’t buy green products” (with indexes of 132 and 135, respectively). Gold thinkers were slightly more likely than average to respond “I’m buying more” (23%, Index 104), and Jade thinkers were most likely to reply “I’m buying the same” (50%, Index 110).

While there were no significant ( $p < .05$ ) differences in the specific green products respondents were searching for by thinking style, when compared against the average, product indexes illuminate some subtle differences in priorities.

Navy thinkers were below average for every product category except for personal care products (shampoos, soaps, lotions). There were particularly uninterested in “greener” automobiles (28%, Index 72), clothing (18%, Index 76) and baby products (9%, Index 66).

Copper thinkers were near average for most product categories with a few exceptions. They were less interested in “greener” food and beverages (46%, Index 84). They were more likely to say they were searching for greener appliances (58%, Index 123) and furniture (19%, Index 127).

Jade thinkers also exhibited near-average interest in most green product categories, with the exception of two home improvement categories: home improvement (windows, insulation, carpet, etc.) (50%, Index 117), and plumbing fixtures and faucets (21%, Index 110).

Gold thinkers expressed above-average interest for most green product categories, particularly for food and beverages (66%, Index 121), pet products (40%, Index 126) and plumbing fixtures and faucets (24%, Index 128). The categories that interested them least were furniture (11%, Index 71) and baby products (10%, Index 72).

### Green Behaviors

Gold thinkers have purchased more green products and adopted more green habits than members of the other thinking style groups, claiming 14 different activities on average, compared to the other groups:

Navy	10.0
Copper	11.4
Jade	12.5
Gold	13.6

Both Gold and Jade respondents were significantly more likely to fall into the high (15–47) activity level (43% and 40%, Indexes 129 and 120, respectively), compared to the Copper and Navy groups (28% and 27%, Indexes 84 and 80, respectively).

Compared to the overall population, Gold respondents were significantly more likely to say they drive a hybrid or a small, fuel-efficient car (22%, Index 148); recycle harder-to-recycle products (computer equipment, CFL bulbs, batteries, printer cartridges, etc.) (47%, Index 127); and reuse hotel towels when staying for more than one night (43%, Index 148).

Jade thinkers were most likely to claim that they bring their own bag(s) when shopping (46%, Index 125) and that they adjust their thermostat settings to save energy (73%, Index 121). The altruistic Jade thinkers were also somewhat more likely to give to environmental causes (23%, Index 151).

Copper thinkers were more likely to run their dishwasher only when completely full (59%, Index 112) and slightly more likely to have replaced toilets/showerheads with low-flow/WaterSense® alternatives (32%, Index 113).

Navy thinkers were consistently the group most likely to respond “none of these” in every product and activity category. For example, 61% of Navy thinkers (Index 116) said they hadn’t participated in any of the transportation activities listed. They were below average for every conservation behavior except for “don’t flush the toilet when only urinating” (30%, Index 112). However, 23% of Navy thinkers (more than any other group) said they grow much of their own food (Index 127).

Finally, Gold thinkers and Jade thinkers over-indexed for the behavior “I avoid buying disposable products like plates, cups and paper towels”. Eco Pulse™ also asked respondents to describe their households’ use of disposable cups and plates and paper towels and Jade thinkers were the group most likely to say they were using less than in the past (51%, Index 119).