“Advancing Blended Value”

Elevating Biodiversity as Part of the Global Sustainability Paradigm & Defining New Roles and Context for the Government
Overview

• Where are we?
• What does this mean?
• What do we want/need to do?
• How can we get there?
• What is the basis for this approach?
• What is Blended Value?

• Are there opportunities to pursue Blended Value?
• What does Blended Value require?
• Are there specific steps?
• Are there any examples?
• What are the various FWS roles?
• What are the benefits from this approach?
Where Are We?

(Part 1)

The World Continues to Change Dramatically

- Globalization
- Climate change
- Financial meltdown
- Biodiversity losses
- Corporate social responsibility
- Changing expectations
- Demographic shifts
- The Internet
- Scarce public funding
- Increasing signs of global ecological system failure
Where Are We? (Part 2)

Because of This…

• Today’s conservation issues much more complex

• "We can't solve these problems by using the same kind of thinking we used when we created them."

  -- Albert Einstein
Where Are We?
(Part 3)

Yet We Continue to Resist Change
Honestly Assessing Our Tools Shows Significant Gaps & Limitations

Conservation Tool Box

Information Tools

Resource Management Tools

Regulatory Tools
• Additionally, regardless of whether we believe they are our stakeholders or not, the public has expectations for us…

**Americans look to business, government and nonprofit organizations to collaborate to solve social and environmental issues. They believe collaboration is:**

- **51%** Very important
- **41%** Somewhat important
- **6%** Not very important
- **3%** Not at all important
What Does All of This Mean? And Where Do We Start?

• Have the Courage to Look in the Mirror
• And Acknowledge Reality
A Comprehensive Behavioral Compliance Framework That Combines Voluntary & Regulatory Mechanisms
Moving from 30K Ft. to Reality Requires Different Thinking

Many Opportunities Exist That are Ours' for the Taking

Strategically Assessing Our Situation Shows That:

Be Bold

Adopt Many Points of View
Some Perspectives & Issues to Consider…

Perspectives
- Local/Community Perspective
- State Perspective
- National Perspective
- Global Perspective

Issues (Or Opportunities)
- Societal Trends
- Individual Rights & Freedoms
- Agency Capabilities
- Future Workforce Interests
- Local Community Needs
- Relative Societal Influence
- Ecological Evidence
- New Technologies
- Rise of Sustainability
- Financial Issues
- Unique Value Proposition
- Multi-Stakeholder Partnerships
What Do We Want & Need to Do?

**Wants**
- Embrace multiple leadership roles
- Develop new paradigms
- Improve accountability, transparency & responsiveness
- Collaborate… w/private sector, NGOs and other interested stakeholders
- Actively engage citizens, businesses and stakeholders in resource conservation

**Needs**
- Effectively deliver our missions
- Conserve fish & wildlife
- Mitigate environmental impacts
How Can We Get There?

CREATE SOCIAL INNOVATION

• Adopt a marketing mentality
• Use theories, applied tools & processes of the social sciences
• Leverage our country’s unique sense of place at the local level
• Pursue **Blended Value** and a cross-sector response
How Can We Get There?
(Part 2)

Blended Value
Social Systems Approach

Issue Identification Phase
Systems Description Phase
Social Theory – Economic Integration Phase
Cross-Sector Collaboration Phase
Stakeholder Input Phase
Customer Insights Phase
Industry Engagement Phase
Creative Rollout Phase
Community Targeting Phase
Implementation & Evaluation Phase
What’s the Basis for this Approach?

- Social Entrepreneurship
- Unreasonable Thinking
- Application/Integration of Social Marketing Theories
- Commercial Marketing & Branding
- Economics & Value Creation
- Systems Thinking
- Ecology
What is Blended Value?
(An Alternative View of Value Creation And A New Operational Context)

• **Traditional view of value creation** *(3 separate types)*
  – Economic value
  – Social value
  – Environmental value

• **Blended Value Tenets**
  – All organizations create value
  – Different sectors are better at different value creation
    .................................................................................................................................
  – Traditional value creation reinforces a silo mentality
    .................................................................................................................................
  – New drivers require something different
  – Value is non-divisible and is a blend of three elements.
  – Related concepts…
    • *The Triple Bottom Line*
    • *People, Planet and Profits (Capitalism 3.0)*
    • *Sustainability – Where the rest of the world is headed*
What Does Blended Value Require? (Leveraging of Unique Value)

Distinguishing Characteristics

- America’s only national fish & wildlife conservation agency
- Legal mandates give us legitimacy
- National-Local Connectivity
  - Decentralized infrastructure
  - National, Regional and Local roles

Operational Realities

- The shared system of governance (federal-state relationship)
- Environmental issues negatively impact fish & wildlife before humans
Are There Opportunities to Pursue Blended Value?

Individual Opportunities

• The biodiversity crisis (multiple threats)

Synergistic Opportunities

• Our legitimacy

• Expanding sustainability & the concept of going green
The Keys

- Our conservation mission
- Focusing on individual (citizen, end user or consumer) behavioral change
- Exploiting the responsibility revolution
- Learning about and thinking like the private sector
- And (most importantly)…
The Most Important Key

Change
(Embrace it)
Multi-Tiered Objectives

- Build capacity
- Unify government (& stakeholders)
- Leverage diverse capabilities
- Creatively address funding issues
- Engage Businesses/Community Organizations

------------------------------------------------------

THE UNIFYING FACTOR = Focusing on changing Individual Behaviors
Use Blended Value to Move Toward a Solution

- Learn about traditional and emerging business drivers
- Understand the rapidly changing marketplace and differentiation processes
- Define the issues and create win-win relationships
- Targeting consumers is key
To Basic Needs

And Diverse Values

<table>
<thead>
<tr>
<th>VALUE</th>
<th>DEFINITION</th>
<th>FUNCTION</th>
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<tbody>
<tr>
<td>Utilitarian</td>
<td>Practical &amp; material exploitation of nature</td>
<td>Physical sustenance &amp; security</td>
</tr>
<tr>
<td>Naturalistic</td>
<td>Direct experience and exploration of nature</td>
<td>Curiosity, discovery, recreation</td>
</tr>
<tr>
<td>Ecologistic-Scientific</td>
<td>Systematic study of structure, function</td>
<td>Knowledge, understanding, observational skills</td>
</tr>
<tr>
<td>Aesthetic</td>
<td>Physical appeal &amp; beauty of nature</td>
<td>Inspiration, harmony, security</td>
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<tr>
<td>Symbolic</td>
<td>Use of nature for language and thought</td>
<td>Communication, mental development</td>
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<tr>
<td>Humanistic</td>
<td>Strong emotional attachment and &quot;love&quot;</td>
<td>Bonding, sharing, cooperation, companionship</td>
</tr>
<tr>
<td>Moralistic</td>
<td>Spiritual reverence &amp; ethical concern</td>
<td>Order, meaning, kinship, altruism</td>
</tr>
<tr>
<td>Dominionistic</td>
<td>Mastery, physical control, dominance of nature</td>
<td>Mechanical skills, physical prowess, ability to subdue</td>
</tr>
<tr>
<td>Negativistic</td>
<td>Fear, aversion, alienation from nature</td>
<td>Security, protection, safety, awe</td>
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Our Examples...

Stop Aquatic Hitchhikers!®
- **Environmental Issue:** Invasive species impacting biodiversity
- **Problematic Human Behavior:** Unknowingly transporting invasive species with recreational equipment
- **Desired Behavior:** Clean equipment to prevent invasive species introduction/spread
- **Associated Sector:** Recreational equipment industry

Habitattitude®
- **Environmental Issue:** Invasive species impacting biodiversity
- **Problematic Human Behavior:** Releasing non-native pet into the environment
- **Desired Behavior:** Choose environmentally friendly alternatives to surrender pets
- **Associated Sector:** Pet & aquarium industry

SMARxT Disposal™
- **Environmental Issue:** Pharmaceuticals contaminating the environment
- **Problematic Human Behavior:** Flushing medications
- **Desired Behavior:** Embrace and utilize responsible disposal of unwanted medications
- **Associated Sector:** Pharmacy profession & pharmaceutical industry
One of Our Roles
Stimulating America’s Entrepreneurism & Innovation

Business Prospects That Have Been Realized

- Cleaning technologies
- Product innovation
- Marketing support
- Pet re-homing
- Amnesty events
- Marketing support
- Reverse distribution
- Marketing support
- Consumer education

- Adopt an innovation model,
- Pursue market creation
- Democratize environmental behaviors
One of Our Roles
Catalyzing Synergies/Social Interaction
to Address Environmental Issues
One of Our Roles
Leading Implementation and Evaluation Efforts

Balancing Process, Strategy & Operations to Produce Results

National Scale
Initial Outcomes (Performance Measures)
- Community & private sector partnerships
- Capacity built
  - Laws/FTEs created
  - Networks connected
- Marketing Metrics
  - Brand impressions
  - Website traffic
- Funds leveraged
- Communities and citizens engaged

Regional Scale
Intermediate Outcomes (Processes)
- Federal-state relations
- Control and pilot communities
- Leveraged networks
  - Establish biological & behavioral baselines
- Engagement strategies
- Follow-up research

State/Local Scale
Final Outcomes (Strategies)
- Connect the dots…
  - Emphasize citizen empowerment
  - Create community reinforcement
  - Build prevention infrastructure
  - Facilitate individual behavior change

Local Resource Conservation (Results)
Investments, Milestones and ROI

• $455K over 10 years to support all three campaigns
  (Service Only)

Stop Aquatic Hitchhikers!™ ($220K, 10th year)
• Has attracted 1100 partner organizations to communicate the same message
• Generated international brand equity
• Solidified relationship with States (AFWA’s $1 million investment)
• Wildlife Forever’s investment ~$225K
• Leveraged millions of brand impressions
• Website generates ~2500 unique visitors/day

Habitattitude™ ($160 K, 7th year)
• Established cooperative relationship w/PIJAC
• “Big Box” retailers now promote conservation messages
• Initial Investment: $4.5 million by PIJAC and member companies
• NOAA ~ $500K

SMARxT Disposal™ ($75K, 4th year)
• Engaged country’s most powerful industry sector to promote sustainable consumer behavior relating to medication disposal.
• Now working with Walmart to explore solutions for this complex issue

Return on Our Investment (ROI)
For $1 of FWS funds spent: $14 external funds leveraged*
(doesn’t include indirect or in-kind support)
One of Our Roles
Seeking Out/Leveraging
Community Interest & Engagement

• **Who to involve?**
  – All levels of government
  – Academia
  – Businesses, Chamber of Commerce
  – Service organizations, charities & NGOs
  – Press and politicians

• **What to do?**
  – Provide ownership (field trips and site visits)
  – Identify assets
  – Aspire to keep environment pristine
  – Promote *Collaborative Sustainability & Responsibility*
    • Citizen Stewardship
    • Community Engagement
    • Corporate Social Responsibility
• **Ongoing community demonstrations (Equipment cleaning, pet amnesty days, medication take-back programs)**
  - An important anchor
  - Brings life to your brand
  - Business engagement opportunities

• **Reinforcements and rewards**
  - Support & sponsorships
  - Formalized pledging
  - Merchandise discounts & contests

• **Embed behaviors as part of the community**
  - Exploit seasonal changes
  - Frequently sponsor community biodiversity protection demonstrations to elevate behaviors
One of Our Roles

Accounting for & Addressing Standard Reactions

Allow People to Opt Out...

OR

Change the Game

- New expectations
- Leveraged responsibility
- Community engagement w/other activities

- Enhanced response
- Mobilizing Resources
- Advocacy
- Detection & monitoring

"I'm just one person, my actions don't matter."

"We found this new invader, doesn't this mean we've failed?"

"This is a government problem, it's why I pay taxes!"

“This applies to visitors, we keep our boats here year round.”
Our Real World Application

The Greater Yellowstone Area (GYA)
Collaborative Sustainability & Responsibility Defined

• Citizen Stewardship:
  – SAH! facilitates individuals to become part of the solution

• Community Engagement:
  – Jackson Hole, WY
  – Bozeman, MT

• Corporate Social Responsibility:
  – Patagonia & Simms are business community champions
  – They bring resources & networks to the pilot communities
  – Industry is phasing out felt soles (invasive species vectors)

• Our Agency’s Involvement:
  – Washington Office: Created SAH!/established partnerships
  – Regional Office: Participated and helped build broad support
  – Field Offices: Participated in collaborative processes and are local points-of-contact in two pilot communities
Multi-Sector Partnerships Can Create Blended Value

- Proactive, collaborative action-oriented platforms communicate value and catalyze innovation.
- Invasive species & contaminants are only two environmental issues.
- Awareness & behavior change are important first steps.
- What other private sector strengths can be brought to the table?
- Can supporting markets be developed to facilitate and reinforce behavior change?
Some Benefits From Using This Approach

- Measurement
- Leverage
- Shared Ownership
- Open Doors
- New Relevance & Stature
- Solutions

And Most Importantly…
This approach creatively destroys “Jobs vs. Environment” paradigm while stimulating environmental protection and positive economic activity