CONTENTS

About the cover xi About Medinge: how did 'brands with a conscience' come about? xi Author biographies xiv
Changing the relevancy of business and the role of brand leaders forever 1 Ava Hakim

A butterfly flaps its wings 1
The world changes 2
The rise of business consciousness 4
Conscientious business: a force of good 6
Conscientious brands: change the world 10
The enlightenment. A movement. Your imperative 11
Notes 11

01 Dilmah Tea: Business is a matter of human service 14 lack Yan

The man behind the brand 16 Staying the course 23 Reflective questions 26

Star for life 27

Annette Rosencreutz 27

A brand for a better future 27

02 John Lewis Partnership: Partnership for all 31

Erika Uffindell and Simon Paterson

A conscious brand, a conscious business model 31 Ahead of its time 33 One of a kind 33 The difference – in action 36 Values-based brand building 40 Reframing for the present day 41
Fit for the future 41
Reflective questions 44
Notes 44

Influence at adidas 45

Nicholas Ind

Be open-minded and look towards the future¹ 46 A journey into the mainstream 47 Notes 48

03 Dr Hauschka: Healthy business 49

Brigitte Stepputtis

Led by the rhythms of life 51

The influence of Rudolf Steiner 52

From medicines to cosmetics 54

A name change, rebranding avant la lettre? 54

An anthroposophic business model 57

Environmentally healthy for all 59

Raw materials from Bulgaria, India, Iran and Afghanistan 60

From nice to indispensable lifestyle brand 61

The future of natural cosmetics 62

Reflective questions 63

Notes 63

Alqvimia: The energy that will save the world 64 *Guiseppe Cavallo*

Feminine energy and ancient wisdom 64
Showing the true face of Alqvimia: the art of speaking out 65
A solid business with a feminine spirit 66
Note 67

Merci 'destination store', Paris: What destiny for this lifestyle design concept store? 68

Philippe Mihailovich

Surprise! 69
Who thought of this in the first place? 70
It's about saying *thank you* 72

It is also about business 73

Exceptional people, objects and events 74

A foundation of friends and family 76

Destination London 78

Comment 79

Reflective questions 79

Notes 80

Sustainable fashion at H&M 81

Thomas Gad and Brigitte Stepputtis

Notes 84

05 Tony's Chocolonely:

Crazy about chocolate, serious about people 85 Sandra Horlings

Driven by a cause 86
Where marketing meets journalism 89
Make the story stick 91
From ideal to business, from a business perspective 93
From small business to market challenger 95
Reflective questions 101
Notes 101

Lovechock happiness inside 102

Sandra Horlings

Brief encounter 102
Purpose, perseverance and possibilities 104
True to the heart of the business 105

Slow Food: The case for eco-gastronomy 107

Peter Brown

Food justice... a short history of Slow Food 109
What is the conscience of the Slow Food brand? 112
Slow Food as an *evolving* conscience with practical application 115
Slow Food: a brand with deep political conscience, but political independence 116

Slow Food in practice: a global conscience with local autonomy 118

Slow Food and personal leadership: leading by personal example 119

Slow Food: demonstrating the features of a brand with a conscience 121

What next? Slow Food in the 2020s 122

Reflective questions 123

Notes 124

Vegetalia: nourishing life 126

Guiseppe Cavallo

O7 DNV GL: Back to the future: sustainability at DNV GL 129 Nicholas Ind

Sustainability as a perspective 130
Bringing sustainability to life 131
Engaging customers 133
Creating new narratives 135
The role of business: influences 136
Reflective questions 138
Notes 139

Unilever and the green bond 140

Nicholas Ind

08 Cosentino: Conversations carved in stone 142

Cristián Saracco

'Stone people' with a great sense of compassion 145
Innovation as the cornerstone to success 146
Social and environmental issues with the weight of stone 149
Conversations with people etched in stone 151
Two-way communication 152
The path to building the triple bottom line 156
Online conversations that flow like pebbles 156
Co-creation without stumbling on stones along the way 158
Reflective questions 159

09 Tata Steel: Building a caring organization 160

Sudhir John Horo

An overview 161
Setting a winning mood 164
An alternative legal structure 165
Building brand Tata 166
Tata's vision 167
Tata Steel: proven mettle in philanthropy 167
Tata Steel and legacy giving 170
Transforming into a caring company 174
Building an organization of the future:
how is Tata Steel shaping itself? 175
Conclusion 177
Reflective questions 178
Notes 178

No targets, no budgets and little marketing – and yet, multiplying branches in Britain 179

Simon Paterson and Erika Uffindell

An example of a conscious, sustainable, bank brand 179
No targets, no budgets and little marketing 180
Decentralization and freedom of authority 180
Prudence and long-term thinking 180
The value of direct human contact 181
Innovative and open-minded 181
No bonuses, no temptation 181
Having a wide and socially useful purpose 182
Slow but stable growth 182

10 Tata Steel: Branding the place and growing the good life 183 Nikolaj Stagis

Branding the place while growing the good life 183
Urbanization is changing places around the globe 184
Copenhagen – green smart thinking 185
Lejre – the organic municipality 186
The Citta 'Slow' movement focuses on quality of life 189
Creating conscious uniqueness 190

Democracy as a differentiation paradox 190
Conscious means involvement and interaction 191
Morality as a primary force in the conscious city brand 194
Developing the conscious place brand 195
Note 196

Cork – big on life 197

Malcolm Allan

Tower of Babel 198 Involve the community 198 A compelling and uplifting melody 199 Notes 200

11 Exploiting leadership to better the world 201

Enric Bernal

Introduction 201
Brands with a conscience 201
Three more levels 202
Bold steps that have impact 204

12 How to be a brand with a conscience 205

Oriol Iglesias and Nicholas Ind

Now... how? 207 Some final reflections 212 Notes 213

Index 214