



**All At Once:
Taking Jack Johnson's
CBSM Campaign to the Next Level**
Professor Jennifer Lynes

UNIVERSITY OF
WATERLOO



UNIVERSITY OF WATERLOO
FACULTY OF ENVIRONMENT

WHO IS JACK JOHNSON?



Surfer turned musician

Song lyrics deal with environmental/social issues

Donates 100% of merchandise and tour proceeds to non-profits

2010 Billboard Music Awards Humanitarian Award

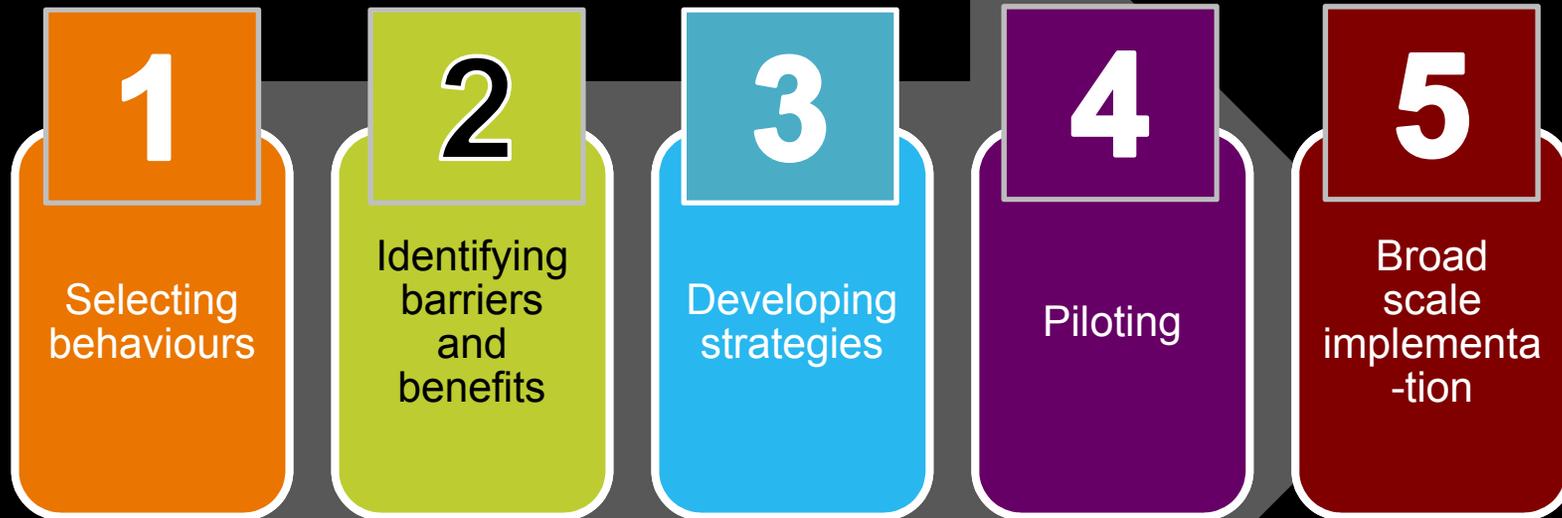
Green touring guidelines and end-of-tour sustainability reporting



Has created a CBSM campaign *All At Once*



THE CBSM FRAMEWORK



Source: McKenzie-Mohr, 2011



21 BENCHMARK CRITERIA FOR CBSM



CBSM Steps	Benchmarks of a Successful CBSM initiative	AAO	Notes on AAO campaign's application of the CBSM benchmarks
Step 1: Selecting Behaviors	Clearly identifies target audience	~	Target audience was pre-determined (i.e. Jack Johnson fans). Segments of target population could have been more clearly identified.
	Selects behaviors that are both non-divisible and end state	~	Behaviors selected were fairly narrowly but non non-divisible and sometimes included multiple 'asks' in the same behavior (e.g. become a member <i>and</i> take at least one action).
	Evaluates list of selected behaviors for potential impact, penetration and probability	X	Barrier/benefit research was not conducted
	Limits the number of behaviors to be addressed in the campaign	✓	Targeted behavior areas included 1) becoming an active member of AAO, 2) striving to be plastic free, 3) supporting local food, and 4) voting
Step 2: Identifying barriers and benefits	Conducts research on barriers and benefits for each of the potential segments in the target group	~	This was not formally conducted; the team used their past knowledge of / experience with the target audience as a premise for the development of their strategies.
	Identifies and distinguishes between internal/external barriers and benefits for target audience*	~	Not formally conducted although the team used their experience with live venues to determine how external barriers at venues could be overcome with respect to greening of the concert itself.
Step 3: Developing a strategy	Creates strategies that are appropriate for the barriers of the behavior(s) being promoted and reduce the benefits of the behavior(s) being discouraged	X	Since formal barrier/benefit research was not conducted this component was not formalized in the development of strategies.
	Integrates the six components of effective commitment tools*	~	Fans were able to make 'public' commitments at the concert through the 'Capture your Commitment' initiative and also online; follow-up to the commitment was also done by the team. The commitment statements themselves could have been more focused.
	Develops prompts that take into account the four principles*	~	Prompts included the passports given out for the Village Green (close to where some of the action was taken) as well as various signs at the venue and on the website. Behaviors encouraged were positively framed.
	Engages well-known and well-respected people to be part of the campaign	✓	As a core part of this initiative, Jack Johnson is a figure whom is well respected by the target audience.
	Encourages the use of norms that are visible and reinforced through personal contact	✓	Because of the collective nature of the concert, the use of norms played an important part of the campaign. Fans could see other fans take action and also see Jack Johnson's team 'walk the talk.'
	Integrates the five components of effective communication tools*	✓	The researchers did not have access to the on-site materials used during the concerts. Based on photos, videos and the AAO website the messages appeared to be consistent and easy to remember (e.g. "Your actions, your choice, your voice").
	Establishes appropriate incentives/disincentives*	✓	Using the passport as a chance to win stage-side tickets at the concert acted as an incentive that was closely paired with the behavior, visible and rewarded positive behavior; however, the use of incentives can "override" the internalization that happens through self-perception when commitments are made.
	Initiates convenience strategies that attempt to address external barriers	✓	External barriers such as not being able to bring drink containers into concerts and not selling single-use water bottles were addressed by working directly with venues.
Step 4: Conducting a pilot	Develops a pilot that can be compared with baseline measurements	X	Baseline measurements were not taken.
	Utilizes a control group	X	No pilot was conducted.
	Applies a random assignment of target audience into each group being tested*	X	No pilot was conducted.
	Evaluates effectiveness of change directly rather than using self-reporting*	X	No pilot was conducted.
	Focuses only on the strategies that can be implemented at a broad scale	X	No pilot was conducted.
Step 5: Broadscale Implementation	Measures activity prior to implementation and at several points afterwards	~	Reporting of estimated impact of commitments made by fans (e.g. food miles saved) and on-site impacts of tour. Since baseline measurements were not taken, before-after comparisons could not be made.
	Utilizes evaluation data to used to retool strategy and/or provide feedback	✓	The team is familiar with the reported data and is used this to plan current AAO program for 2013-2014.

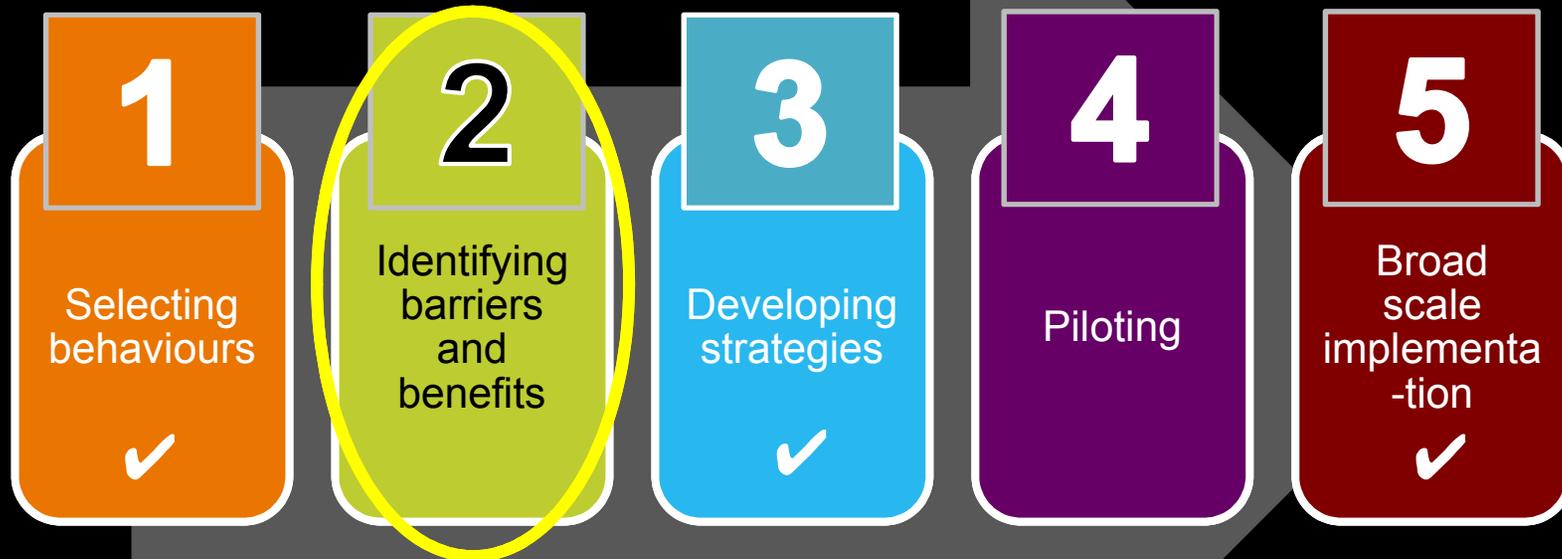


Lynes, Whitney & Murray, 2014



UNIVERSITY OF WATERLOO
FACULTY OF ENVIRONMENT

THE CBSM FRAMEWORK



Source: McKenzie-Mohr, 2011





Saratoga Springs



Toronto



Cleveland

1650 surveys at concerts across North America



Vancouver



Quincy



San Diego



ENVIRONMENT AND BUSINESS



UNIVERSITY OF WATERLOO
FACULTY OF ENVIRONMENT

CONTENT OF ONE-MINUTE SURVEY

Barrier Benefit Questions

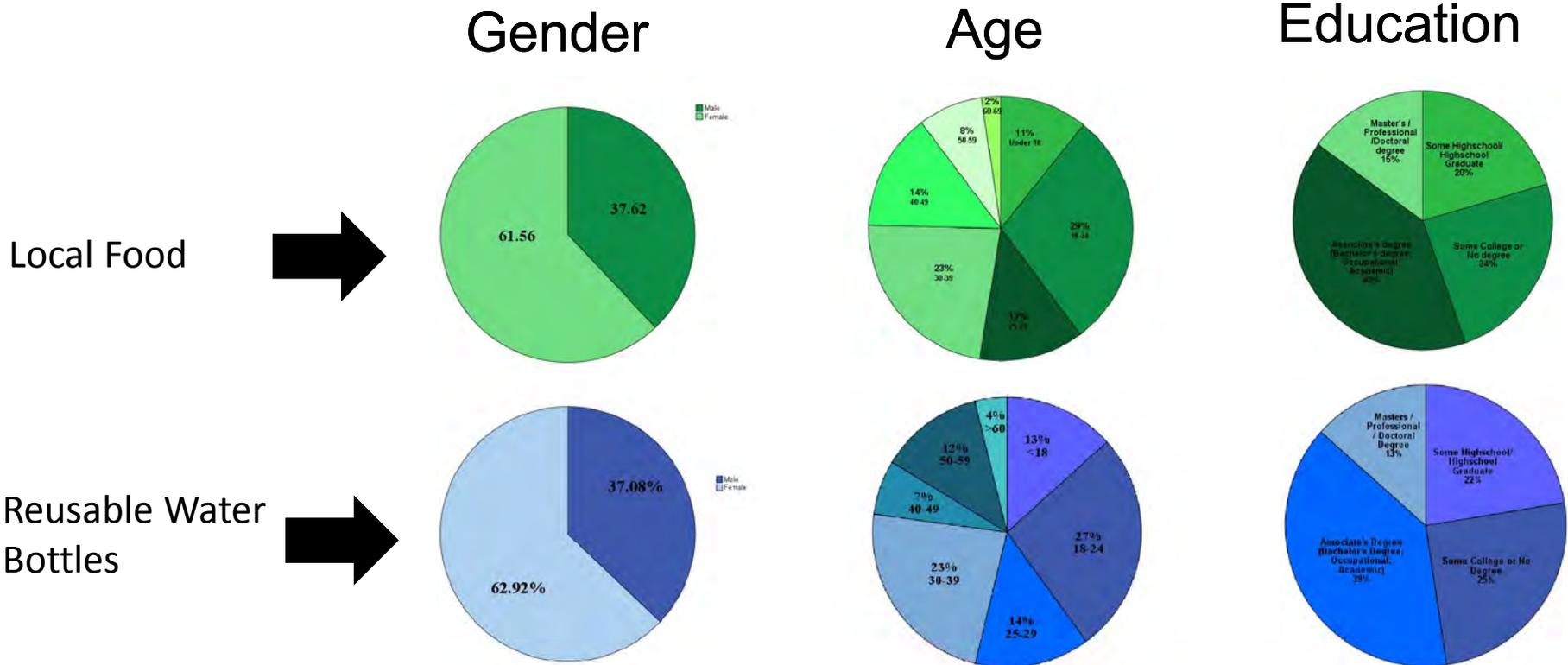
- Do you actively practice the behavior?
- What are the barriers to practicing this behavior? (unprompted)
- What are the benefits of practicing this behavior? (unprompted)

Demographics/Other

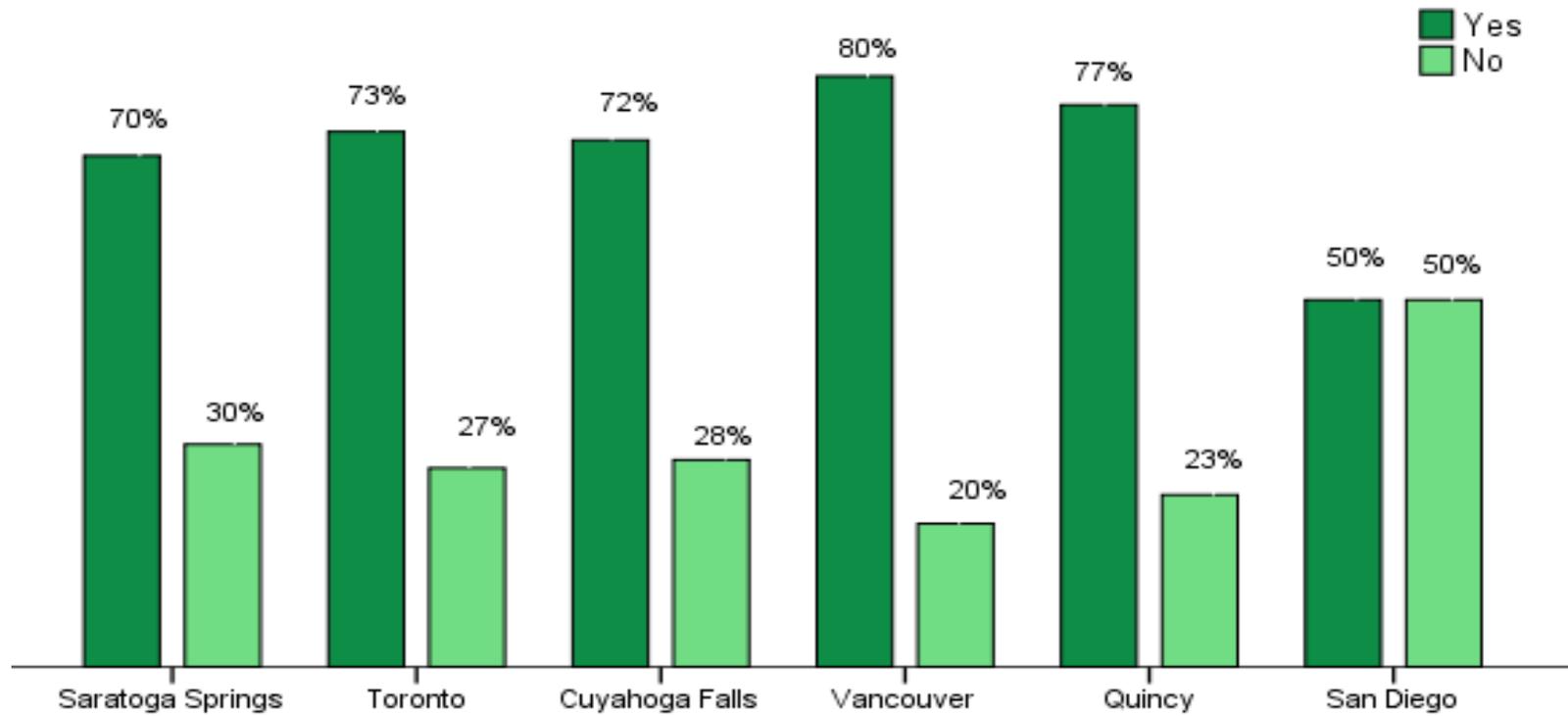
- Age
- Gender
- Education
- Zip Code
- Concert location



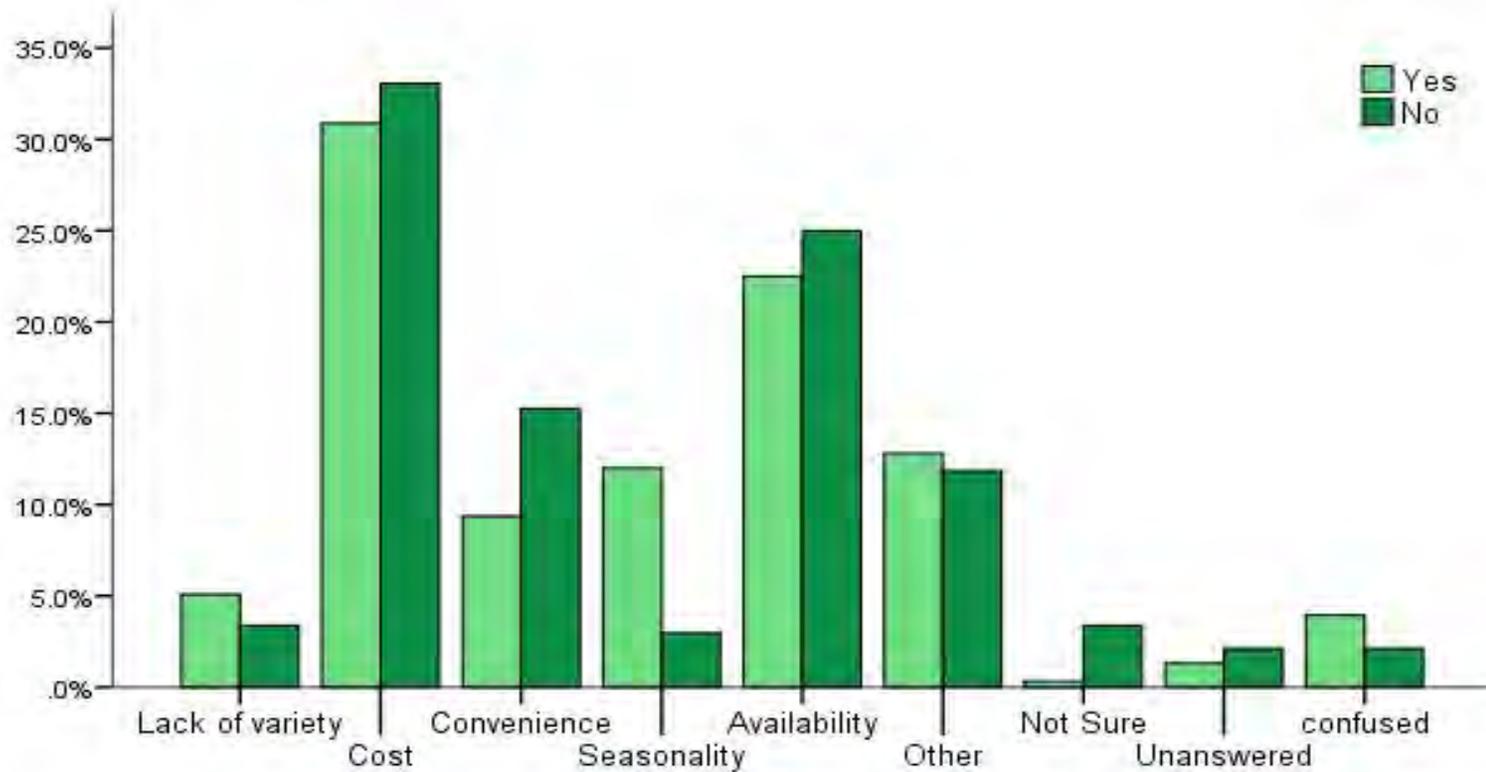
DEMOGRAPHICS



Buying Locally Grown Food – Self-Reported Practice Behavior

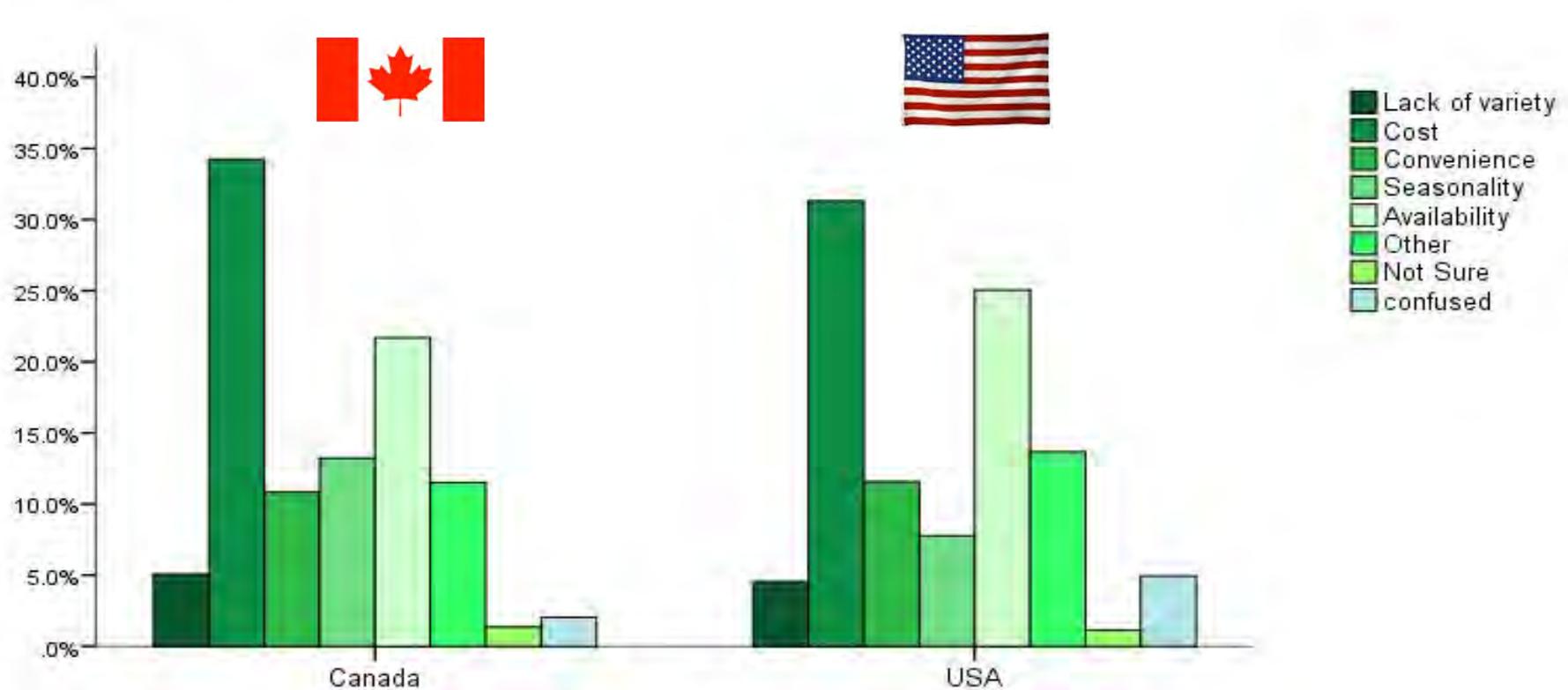


BARRIERS OF BUYING LOCALLY GROWN FOOD BY BEHAVIOR PRACTICE

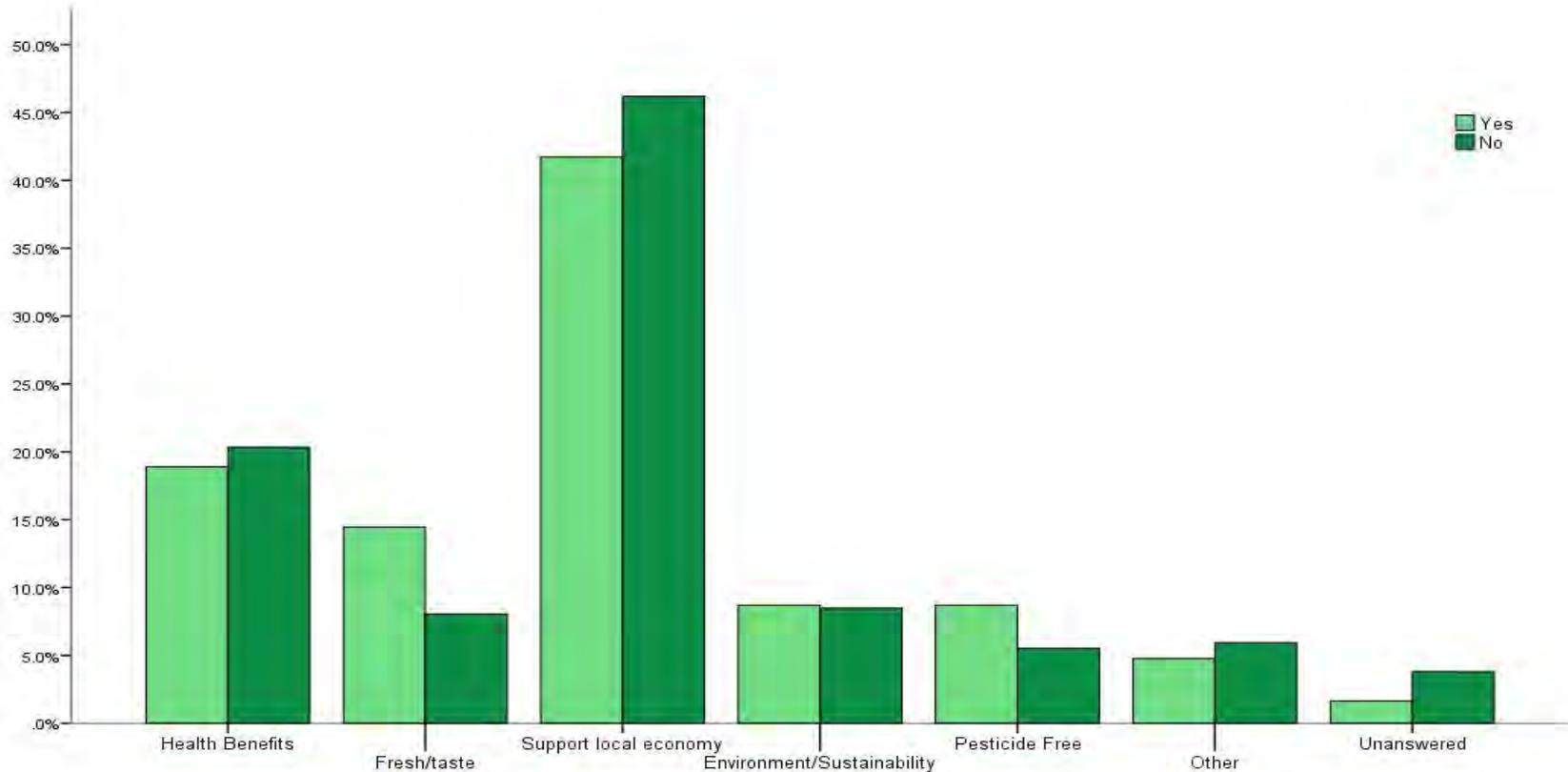


Barriers Of Buying Locally Grown Food – Comparison of Canada and USA

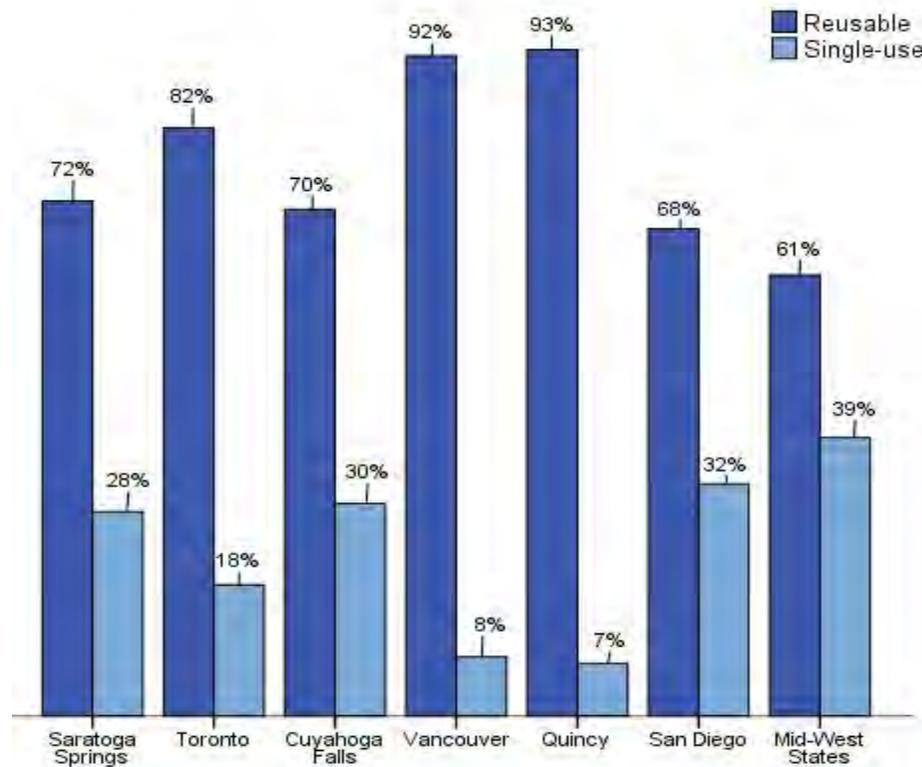
27



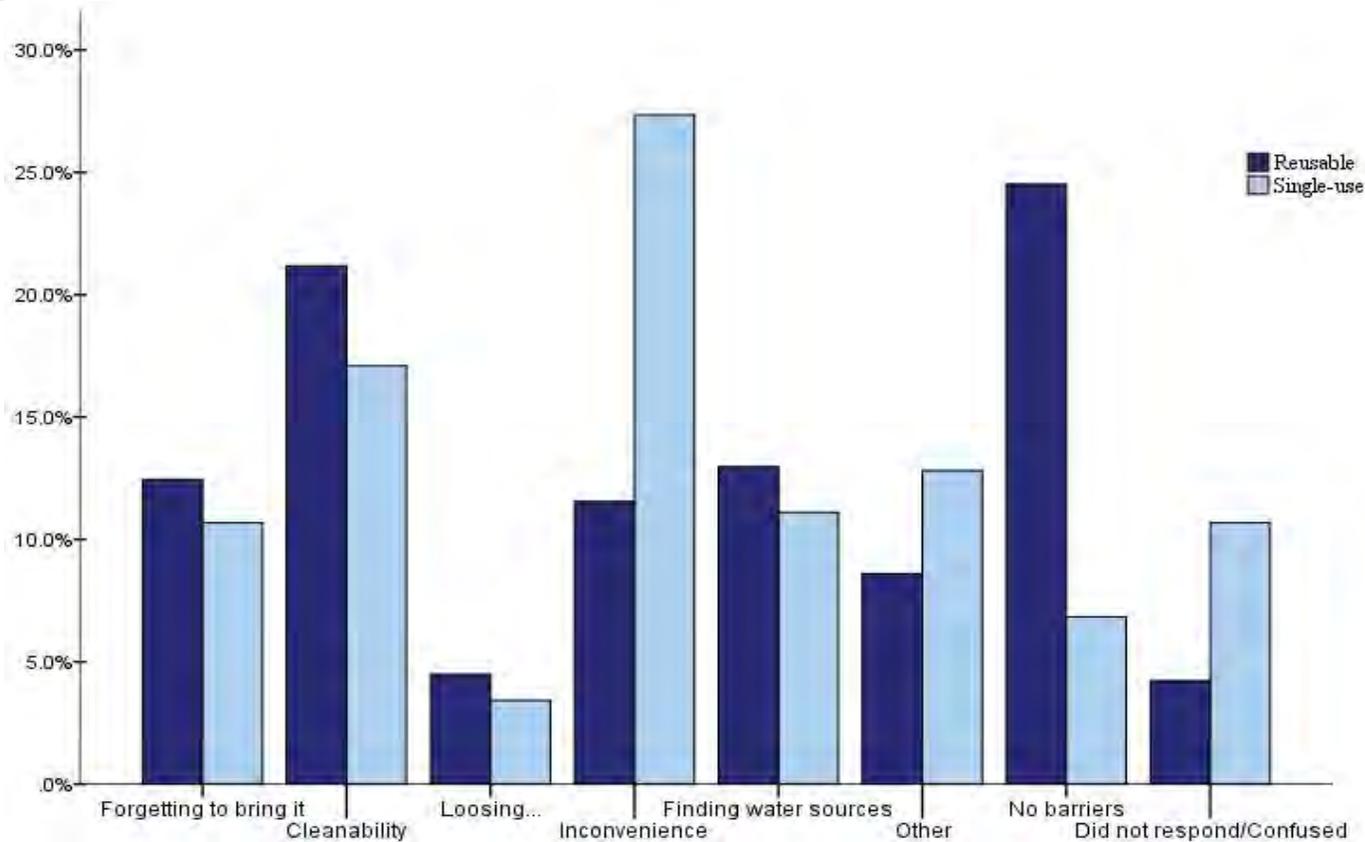
BENEFITS OF BUYING LOCALLY GROWN FOOD BY PRACTICE BEHAVIOR



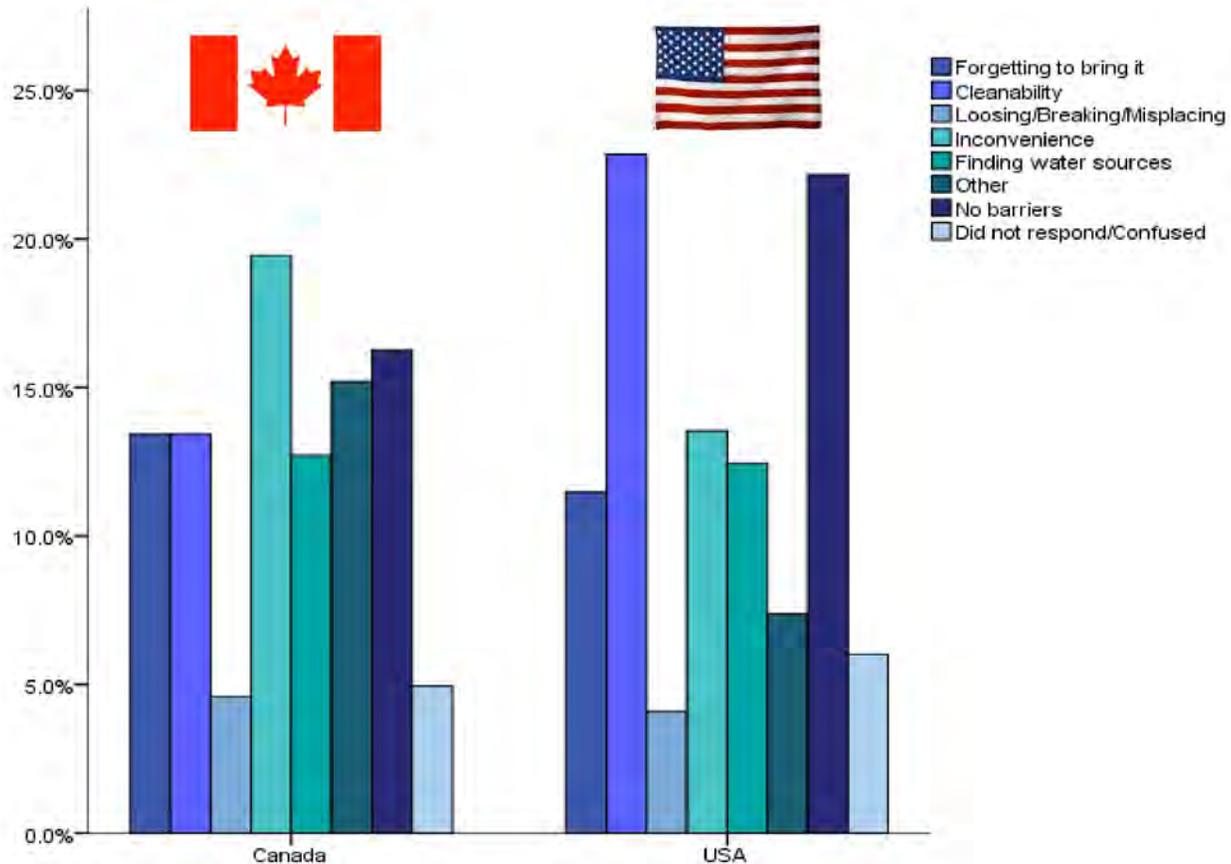
Reusable Bottles – Self-Reported Practice Behavior



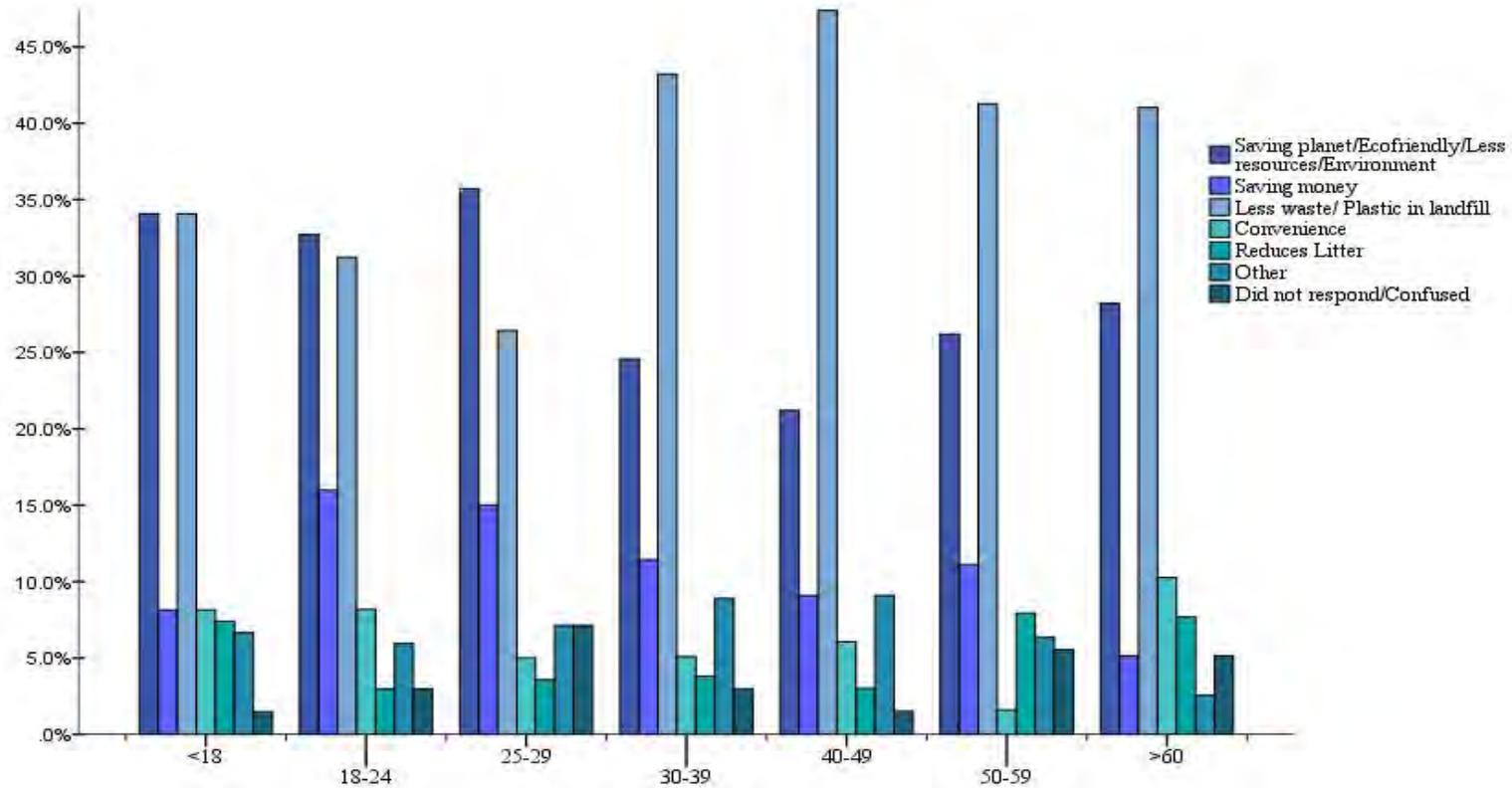
REUSABLE WATER BOTTLES BARRIERS BY PRACTICE BEHAVIOR



REUSABLE WATER BOTTLES BARRIERS - COUNTRY COMPARISON

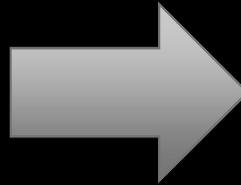


REUSABLE WATER BOTTLES BENEFITS - BY AGE



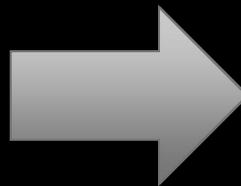
LOCALLY GROWN FOOD SURVEY TURNING FINDINGS INTO ACTION

Environmental impacts are not a prominent benefit of buying local food and



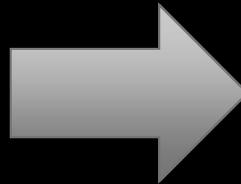
Messages should emphasize supporting local economy

There is a misunderstanding that local food = organic food



More education needed on the terms 'organic' and 'local'

Cost, availability and convenience are the biggest barriers to buying local food

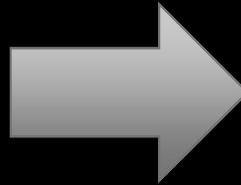


Strategies should address ways to help reduce these barriers



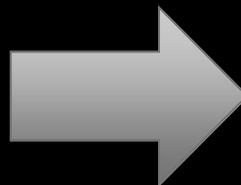
REUSABLE WATER BOTTLES SURVEY TURNING FINDINGS INTO ACTION

“Saving the planet” resonates more with younger fans and “Less waste” resonates more with older fans



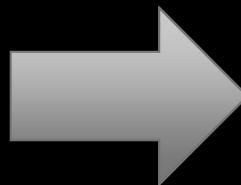
Messages should target both benefits

Those who self-reported preferring single-use water bottles most frequently cited “inconvenience” as a barrier



Strategies should address ways to reduce the inconvenience factor

Americans cited “cleanability” as the largest barrier while Canadians cited “losing/breaking” bottles as the biggest barrier



Canadians need stop using their bottles as hockey goal posts



Search “Jack Johnson Waterloo”
to find out more or contact me at:

jklynes@uwaterloo.ca

*all at once**

An individual action, multiplied by millions, creates global change.

AllAtOnce.org



UNIVERSITY OF WATERLOO
FACULTY OF ENVIRONMENT