Less Meat Less Heat Marketing Plan Proposal

Prepared for the launch of the:

‘Climatarian Challenge’ Campaign

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Executive Summary

This report has been written to support the development of the new climate change focused environmental organisation, Less Meat Less Heat (LMLH). The organisation is about to venture on an ambitious campaign journey to reduce Australia’s consumption of meat, specifically red meat. It is hoped that this document will assist in the dialogue with prospective funders about the potential for the organisation and campaign. The strategic direction given will also support the development and success of the dedicated volunteer group already working hard for LMLH.

The difficulty developing models and processes for behaviour change strategy is made worse by the complexity and inability to develop a framework around influences on environmental behaviour (Kollmuss, 2002). Despite this difficulty this plan attempts to identify the chief cultural and value foundations of masculinity on which meat consumption is based. It then uses this information to inform objectives, strategy and tactics to intervene and redirect these cultural and value paradigms to support sustainable levels of meat consumption. These strategies and tactics are designed to unleash an ambitious program of dietary consumption change in Australian culture that will align our values back to our health and to looking after our planet.

Through the implementation of this marketing plan and LMLH’s other activities the organisation has an amazing opportunity to have an immense influence on the future of the planet let alone the future of climate change action in Australia.

Recommendations

- **Recommendation 1:** Develop a fundraising strategy and volunteer team to acquire finance for the implementation of this plan.
- **Recommendation 2:** Do informal market research on the responses of the mass market and target market segments to messaging values principals, the research behind the campaign and the user experience of the ‘Climate Challenge’ application.
- **Recommendation 3:** Engage high level ambassadors to work with the campaign in developing strategy, representing it to the public and obtaining finance.
- **Recommendation 4:** Initiate collaborative relationships with willing ENGO’s to acquire access to supporters and build the organisational profile.

Background

Organisational Background
Less Meat Less Heat was founded in March 2015 in Melbourne Australia by a young digital marketer, Mark Pershin. The organisation is aiming to spark a global movement of people adopting a “climatarian” diet to rapidly address climate change while also improving their health. This involves reducing the overall amount of meat and dairy consumed, especially the types of meat most damaging to the climate such as beef and lamb. The campaign is taking a pragmatic approach and is not telling people to go vegan for the climate or even vegetarian.

The organisation is preparing all of its communications materials with a team of volunteers. The volunteer team is beginning to seek funding and sponsorship opportunities to prepare it for a nationwide launch of its major marketing campaign early next year. The organisational structure is a company limited by guarantee and hopes to employ paid staff once it receives funding. The campaign to launch early next year will focus on a mass marketing communication strategy called the ‘Climatarian Challenge’. The campaign will use social media and a mobile application program to engage and enable people to adopt ‘climatarian’ diets.

To support the implementation of this major marketing campaign the organisation is planning to divide its operational activities into four sections. These include fundraising through crowd funding and applying for grants, capacity building through volunteer recruitment and events, organisational outreach to partner and collaborate with other groups and finally research work. Once established in Australia their plan is to quickly expand to many other countries around the world, prioritising the largest consumers of red meat first such as the US and China.

Organizational Mission

The Less Meat Less Heat campaign’s mission is to build awareness of the massive carbon footprint of meat consumption, especially beef, lamb and pork production. We motivate and enable people to decrease their consumption of meat as a way to mitigate catastrophic climate change through a carbon-conscious diet (climatarian diet).

Issue Background

Climate change is adversely affecting the global society and environment in many ways, from more frequent and more severe droughts affecting food and water security to more frequent and more severe natural disasters such as hurricanes and floods, just to name a few. Climate scientists both within and outside the Intergovernmental Panel on Climate Change (IPCC) are calling both immediate stabilisation and subsequent deep cuts in emissions while a truly global agreement covering all anthropogenic emissions sources have yet to be reached and experts argue are unlikely to be reached anytime soon (Davey, 2015). Hence according to the latest IPCC report emissions are highly likely to continue to rise unabated and furthermore, the majority of emissions cuts have been focused on the fossil fuel industry, which has also been the focus on the majority of climate action campaigns by various NGOs of whom many have avoided the issue of meat consumption (Motavalli, 2002).

This is likely to be the result of the way in which the various greenhouse gases have been calculated for the purposes of comparison. Historically, since the formation of the UNFCCC in 1992 all greenhouse gases have been measured by their ability to warm the climate over a 100 year time frame (time horizon) using carbon dioxide as the index baseline. This has resulted in stationary energy production to be the single largest source of emissions (mostly...
carbon dioxide) while masking the short-term impact of other industries with a very different emissions profile, such as the agriculture industry which is the single largest source of methane emissions which, under the currently used 100 year time horizon is 21 times more powerful at warming the climate than carbon dioxide. However methane only persists in the atmosphere for approximately 12 years, after which it turns into carbon dioxide, and during those 12 years, it is 86-105 times more powerful at warming the climate than carbon dioxide. The latest IPCC report has advised that there is no scientific justification for using 100 year time horizon and the use of the 20 year time horizon is perfectly acceptable. Therefore once we use the 20 year time horizon and include the emissions for savannah burning and deforestation for the purposes of raising livestock agriculture this industry accounts for over half of the world’s greenhouse gas emissions according to recent studies (Goodland, 2009) and exactly 50% of Australia’s greenhouse gas emissions (Gerard Wedderburn-Bisshop, 2015) (Z. C. Australia, 2014).

The biggest driver for the stationary energy industry is demand for electricity and similarly, the biggest driver for livestock agriculture is demand for its products, mostly being beef and lamb. The transition of the former industry towards renewable energy has been shown to be costly both from a financial perspective and from a time perspective, not to mention the lack in political will to do so. Conversely the transition towards a diet consisting of significantly reduced amounts of beef and lamb, more in line with World Health Organisation’s recommendations from a health perspective (approximately a quarter of the amount of meat consumed in western countries) would cost nothing and actually result in improvements in health to those populations which could actually reduce health care costs. Therefore a sharp reduction in the consumption of beef and lamb amongst the increasing global middle-class population proves to be the ‘low hanging fruit’ from a climate change mitigation perspective. Furthermore, a transition towards a society powered completely by renewable energy without a sharp reduction in agricultural emissions would still tip the global climate into dangerous territory (based on basic calculations of the remaining carbon budget of 565 gigatons of CO2e).

This is a massive opportunity from a carbon sequestration perspective once these massive land and water resources are freed up through smart reforestation focused on building up the soil-carbon using industry best-practices. This requires no research into carbon capture and sequestration that is being currently invested in to sequester carbon emitted from coal power plants for the stationary energy sector. It would simply require the implementation of policies aimed at rewarding such carbon sequestration practices on land reclaimed from the highly destructive livestock agriculture sector.

**Market Analysis**

**Current Marketing Situation**
The current marketing situation for Less Meat Less Heat is defined by a basic absence of political and social discussion about the contribution of meat, and more specifically red meat consumption to climate change. The recent documentary 'Cowspiracy' sent shock waves through global social awareness of the issue (Andersen, 2013). However impact of this awareness is still yet to influence or contribute to anything beyond individual and grassroots level consumption change. As a result there is a marketing information and activity vacuum where the success of the documentary has created aware but disorganised people. Less Meat Less Heat aims to fill this vacuum in Australia by being the first and only organisation to focus on the challenge of climate change through the cause of red meat consumption.

**Direct Competitors**

There has been a consistent growth in vegetarians in Australia that has been propelled by the diversity of groups that have supported and encouraged vegetarian dietary choices (Minchin, 2007). What is most relevant to the niche nature of this campaign is that most initiatives have been based on the moral imperative of reducing harm to animals or for personal health reasons rather than for the reason of reducing green house gas emissions (Fox & Ward, 2008). Many environmental organisations have avoided the relevance of livestock to greenhouse gas emissions and have, compared to the campaigns against fossil fuel usage, remained relatively silent on the issue (Motavalli, 2002). It can be argued that many environmental organisations have avoided this topic because it requires individual lifestyle change and does not work towards the democratic power shift to deemed necessary to change our economic system which is often attributed as being the root cause of environmental problems (Anneleen Kenis, 2012)

Although there are climate change based initiatives to encourage lower meat consumption they are not sustained campaign programs and often are run by organisations that also do political work around other causes of climate change. Such initiatives include Meat Free Monday in the UK, The Australian Religious Response to Climate Change’s Meat Free Day, and the 350.org’s VegPledge (Daly, 2011). Research is needed to evaluate the effectiveness of many of these initiatives that call for small and incremental changes in dietary consumption (Daly, 2011).

**Indirect Competitors**

Because the main objective of the campaign is to decrease greenhouse emissions associated with livestock usage other environmental organisations aiming to reduce emissions through other strategies can be seen as competitors. The majority of environmental organisations working on climate change focus on the reduction of fossil fuel and energy usage and the promotion of renewable energy (Hamad, 2014). This makes the Less Meat Less Heat campaign highly unique in its value proposition and the niche market space it seeks to operate in.

Other organisations that are calling for more abolitionist dietary changes towards veganism and vegetarianism can be included as indirect competitors because they have a similar request even though it is based on a different argument. These campaigns have had success over the past few decades but the growth rate of decreased meat consumption (Williams, 2010) needs to decrease much faster in order to meet the urgent challenges of climate change (Gerard Wedderburn-Bishop, 2015).

**Internal & External Environmental Influences Analysis**
PESTLE Analysis

Political
- Positive
  - Potential for increased action on climate change with the change in Prime Minister.
  - Moral intervention precedents of regulation of the meat industry in the live export ban.
  - Growing awareness of the threat of the over consumption of water by agriculture to Australia’s precious water resources (Z. C. Australia, 2014).
- Negative
  - Powerful support for the meat industry at a Federal government level through the Nationals and the Meat and Livestock Association.
  - Strong links between the Meat and Livestock Association and the National Party.

Economic
- Positive
  - Growing high value food demand, especially for red meat in Asia makes it more profitable to export meat (Heath, 2014).
- Negative
  - Given the decline in mineral exports giving increasing economic importance to agricultural exports and the importance of the livestock industry (Burrell, 2014).
  - Australia has a competitive advantage specifically in the area of sheep and cattle due to our grazing land.

Socio-cultural
- Positive
  - Shifts towards healthier eating patterns and preferences that have caused a ongoing decrease in red meat consumption (Fox & Ward, 2008).
  - Historically increasing levels of vegetarianism on the basis of moral and animal protection motivations (Worsley, 2004).
- Negative
  - A historical assertion that Australia was raised on the sheep’s back and that we need to support the livestock industry.
  - A macho cultural dominance that elevates the masculine values that are associated with consumption of red meat (Gann, 2012).

Technological
- Positive
  - Increasing technology that supports scientific analysis of food for nutrition and consumption effects.
  - Increasing ability to make mock meat made of soy and other vegetables taste and feel like real meat.
  - Growing mechanisation of the food industry from farming to grocery retailers cutting overall costs of food.
  - Increasing availability of traditionally niche and scant information about meat alternatives and vegetarianism.
- Negative
  - Packing and transportation technology is enabling more meat to be exported further, faster and fresher.

Legal
- Positive
  - The risk and ramifications of the spread of diseases like foot and mouth diseases and bird flu decreases meat consumption.
  - The increased risk of legal liability of meat based products in processed and non-processed foods.
The possibility of a carbon price that covers not only the energy sector but also agriculture.

**Ecological**
- **Positive**
  - Increasing impacts of climate change could cause increase action and regulation to reduce greenhouse emissions.
  - More intense and more frequent droughts and floods could cause industry fallout and weaken the meat and livestock producers and drive up meat prices.
- **Negative**
  - More bushfires due to climate change could encourage increased use of formally forested land for grazing.

**SWOT Analysis**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong volunteer group</td>
<td>• No funding or funding history</td>
</tr>
<tr>
<td>• Clear organisational mission</td>
<td>• Difficulty of triggering behavioural change in food consumption</td>
</tr>
<tr>
<td>• No organisational competitors on the topic issue</td>
<td>• Organisational infrastructure still being established</td>
</tr>
<tr>
<td>• Strong networks with marketing, science and environmental organisations</td>
<td>• Limited organisational track record</td>
</tr>
<tr>
<td>• Increasing levels of vegetarianism in Australia</td>
<td>• The recent push from Meat and Livestock Australia to increase meat consumption</td>
</tr>
<tr>
<td>• Increasing consumer preference towards healthier eating patterns</td>
<td>• The relative silence from environmental non-government organisations on livestock emissions</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Issue prominence due to Paris climate summit and Cowspiracy documentary success</td>
<td>• Retaliation campaigns by Meat and Livestock Australia</td>
</tr>
<tr>
<td>• Communicating a new rational and approach to stopping climate change</td>
<td>• Conflicting health research fogging the scientific consensus</td>
</tr>
<tr>
<td>• Marketing the need to eat less red meat with the associated health benefits</td>
<td>• Cost of online phone app set up and coding</td>
</tr>
<tr>
<td>• Partnering with other environmental non-government organisations to talk about livestock emissions</td>
<td>• That future climate policy will exclude agriculture as the carbon price did</td>
</tr>
<tr>
<td>• Build relationships with potential partner organisations</td>
<td></td>
</tr>
</tbody>
</table>

**Target Market Analysis**

The market the Less Meat Less Heat campaign will be focusing on will be the mass market of the Australian community that consumes meat. This approach recognises that a large majority of Australian’s are meat consumers and have the potential to consume less meat.
The services and enabling processes to support decreased meat consumption will be designed to be relevant and appealing to all Australians. The campaign will be a determined social marketing campaign to trigger the national cultural and consumption behaviour shift at the speed and scale in congruence with the urgency and importance of addressing climate change (Hamad, 2014).

**Consumer Behaviour Analysis**

**Factors Surrounding Decreasing Red Meat Consumption**

Australia, much like other Western developed countries has high levels of meat consumption relative to the rest of the world (Wong L., 2015). Since the 1960s a growing trend has seen moves away from traditional red meat consumption of beef and lamb towards poultry, pork and seafood products as consumers have been attempting to reduce their intake of saturated fats for better health outcomes (Williams, 2010). The nutritional awareness of meat, the perceived un-healthiness, concerns about additives or the perceived fat content are all consistently listed as the main reasons of reduced red meat consumption (Lea & Worsley, 2001).

Table 1 shows how there has been dramatic decreases in beef, lamb and mutton consumption since 1962 in Australia. But that these decreases have been over compensated by a 7% total increase in total consumption of meat to 2010 through chicken and pork (Wong et al., 2013, pp. 9-10). This is positive for climate change because the most emissions intensive meat sources are being consumed less. In a conflicting study by Eurocontrol (2015) total meat consumption has decreased from 83.5kg in 2010 to 80.9kg in 2014. This was cited as being caused by a number of reasons including the Cancer Council Australia’s recommendation of lower lean red meat consumption as well as new federal government dietary health guidelines (Eurocontrol, 2015).

Because Australia is a large meat exporting country and because of our historical primary industry focus our culture has been developed with close connotation with farming and animal agriculture (Z. C. Australia, 2014). This has lead to numerous marketing campaigns by the meat industry in Australia to increase and maintain the consumption of meat, specifically red meat and lamb (M. a. L. Australia, 2014). A study by Piazza observed the rationalisations that people use to validate and defend their meat consumption (Piazza et al., 2015). These rationalisations were identified to be the 4Ns of meat being natural, normal, necessary and nice between 83% and 91% of the time (Piazza et al., 2015). The research observed that people that eat meat are not very sensitive to animal welfare arguments as motivations to stop eating meat or decrease meat consumption. What was most significant about the study in terms of implications for this report was that meat consumption being considered ‘necessary’ was the strongest of the reasons (Piazza et al., 2015). This suggests further opportunities for awareness raising of alternative protein source availabilities and possibilities in a reduced meat consumption diet.

**Table 1**: Per capita meat consumption figures for Australians in 2010 (Wong et al, 2013, pp. 9-10)

<table>
<thead>
<tr>
<th>Meat</th>
<th>1962</th>
<th>2010</th>
<th>Diff</th>
<th>Diff %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beef</td>
<td>45.3</td>
<td>32.8</td>
<td>-12.5</td>
<td>-28%</td>
</tr>
<tr>
<td>Lamb</td>
<td>19.3</td>
<td>9.2</td>
<td>-10.1</td>
<td>-52%</td>
</tr>
<tr>
<td></td>
<td>Quantity</td>
<td>Change</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
<td>--------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Mutton</td>
<td>25.21</td>
<td>0.3</td>
<td>-24.91</td>
<td>-99%</td>
</tr>
<tr>
<td>Chicken</td>
<td>4.44</td>
<td>43.3</td>
<td>38.86</td>
<td>875%</td>
</tr>
<tr>
<td>Pork</td>
<td>8.8</td>
<td>25</td>
<td>16.2</td>
<td>184%</td>
</tr>
<tr>
<td>Total</td>
<td>103.05kg</td>
<td>110.6kg</td>
<td>7.55kg</td>
<td>7%</td>
</tr>
</tbody>
</table>

A useful contrast to the Australian consumption shift is found in the changes of meat consumption that have taken place in Germany. Germans have been decreasing their total meat consumption since 1990 for a diversity of health reasons. They are down from an average 65kg of meat per person per year to 60kg in 2013 (Maike Kayser, 2013). What is astonishing about this study is the almost 50% lower per capita consumption compared to Australia in Germany.

**Gender Values and Meat Consumption**

Despite the overall increases in meat consumption vegetarianism has been increasing in Australia (Worsley, 2004). The most common type of vegetarians are ‘health vegetarians’ who seek to live healthy lives, maintain optimal weight and live longer (Fox and Ward 2008; Saxena 2011). Their choice is largely based on self interest and they are less likely to take up a plant-based diet based on identity, ethical or political motivations (Beverland, 2014). Roy Morgan research in Australia suggest that between 2009 to 2013 the number of vegetarians has grown from 1.6million to 1.9million people which is 10% of the population (Morgan, 2013). When compared to the 7.3million people in the United States of America who make up only 3.2% of their population Australia’s commitment to vegetarianism is impressive (Bolen, 2015).

What is consistent across almost all western countries is that women are the most common vegetarians (Ruby, 2012). In the US nearly 60% of all vegetarians are female and 79% of all vegans are female (Bolen, 2015). The influence gender values and gender identity have on eating patterns and consumption more broadly is a widely studied topic (Daly, 2011). Essentially, identity values associated with masculinity are seen as intrinsic to the processes and practices of eating meat, specifically red meat, throughout western countries (Gann, 2012), (Bakker, 2012). This makes the intervention to perceived social identity benefits of consuming meat for masculine identifying individuals and cultures critical for decreasing meat consumption.

**Target Market Strategy**

**Mass Market and Target Marketing Strategy:**
Australia is a masculine society with a strong values emphasis on competition, achievement, physical prowess and success holding significant influence on social identities and behavioural norms (Hofstede, 2015). As a result of this feature of Australian culture the intervention on the impact of masculine values on meat consumption needs to be initiated. Consequently it is recommended that the Less Meat Less Heat campaign targets two specific male market segments within the scope of an overall mass marketing approach to marketing and communications. This will allow the campaign to support men to show and take leadership in decreasing their meat consumption in a way that challenges and shifts the dominate values association between meat and the identity of masculinity.

- **Primary target segment:** are males with children aged 30-55  
  o These can be further split by income and political leanings
- **Secondary segment:** are males without children aged 18-29.  
  o These can be further split by income and political leanings

**Target Segment Consumer Analysis**

**Meat Consuming Males with Children**

- **Age:** 30-55 year old couple
- **Marital status:** Married or de facto
- **Family size:** Couple + 1-2 young children
- **Values/Beliefs:** family, loyalty, independence, discipline, hard work, masculinity
- **Activities & Interests:** fishing, cultural pursuits, community involvement, camping, BBQ’s, sport and spending time with family and friends

**Meat Consuming Males without Children**

- **Age:** 18-29 year olds
- **Marital status:** Single
- **Family size:** no children
- **Values/Beliefs:** freedom, growth, independence, learning, masculinity
- **Activities & Interests:** travel, cultural pursuits, drinking, camping, BBQ’s, sports

**Market Positioning for the Campaign**

The Less Meat Less Heat campaign seeks to position itself as a factual, reasonable, realistic and respectable public voice on dietary change for greater personal and
environmental health outcomes. The campaign will apply the values of practicality, fair go, family, good health, taking one for the team and common sense to the problem of the over consumption of meat in Australia and eventually the world.

Marketing Objectives

The overall Less Meat Less Heat marketing objective is to engage the mainstream public who are mostly omnivorous with a fun and exciting challenge called ‘The Climatarian Challenge’. The campaign program seeks to engage the mainstream but to also have specific elements that appeal to the primary and secondary target markets. To measure the effectiveness of our penetration to these target markets the campaign will need to measure the data collected to assess whether these goal are being achieved. This will be done by online statistics showing usage of the application and the website.

Marketing objectives

- **Climatarian Challenge**
  - Get 100,000 people to participate in the Climatarian Challenge after six months from its launch date
    - For 25% of participants to be meat consuming males with children.
    - For 25% of participants to be meat consuming males without children.
  - To observe an average of a 40% reduction in meat consumption by users after three months of their participation in the challenge.
  - To attract 500,000 unique monthly visitors to our website after six months from it launch

- **Volunteers and Events**
  - Acknowledge and recognise the achievements of ‘climatarians’ through celebratory events in each major city by within one year.
  - Running two monthly Cowspiracy documentary screening events to promote campaign and recruit volunteers.
  - Build up volunteer teams led by coordinators in the areas of fundraising, events, data and research, website, marketing and communications.

- **Organisational Partnerships**
  - Partner with 200 restaurants to develop cross promotional relationships that involve ‘climatarian’ purchase options and ‘climatarian’ menus by 3 months after the challenge launch.
  - Partner with five environmental NGOs to develop cross promotional relationships that raise the LMLH profile and the ‘Climatarian Challenge’ message awareness by 3 months after the launch.

Marketing Strategy

‘Climatarian Challenge’ Target Market Strategy
The ‘Climatarian Challenge’ strategy will be divided into two main sections. The first section that focuses on strategies to appeal to the entire Australian meat consuming population and the other to specifically appeal to the two male target market age and demographic segments.

**Mass Marketing Appeal Strategies**

The challenge will enable people to confidently explain and share their efforts to decrease their consumption of meat with friends and family. People will compete on their progress and will be supported with fun activities and easy recipes through the application. Advertising and media with high profile individuals who support and identify with the campaign values and objectives will also add publicity to support the widespread usage of the challenge application. Social media integrated with the usage of the applications will also assist LMLH to create a diverse community of users to share progress and information.

The overall strategy of the ‘climatarian challenge’ will be the proposal of an alternative food consumption diet and to validate this information through evidence and information. Reduced red meat and meat consumption will be encouraged to the level that it was in the past when it was only consumed on special occasions. A low level of emphasis will be given to reducing consumption in the home. This strategy is based on the presumption that as people reduce their meat consumption meat eating will become a special occasion in which they are more likely to use consuming high quality restaurant food.

The application will be an action enabler by directing the behaviour of individuals by marketing the motivational values of good personal health, climate change action and the joy of eating healthy non-meat products, low carbon meat and just using meat as a flavouring through our tactical operations. Examples of the value communications used to promote reduced meat consumption for personal health and climate change action are shown below in the market segment appeal strategy. In addition tactics that change the symbolic meaning of fruits and vegetables to encapsulate common social values and tactics that make salient the values symbolized by red meat will also be used to promote and celebrate the joy and benefits of a ‘climatarian diet’ (Daly, 2011). This approach of proposition, validation and enabling will adopt the use of expectancy theory. This theory will be used to integrate the values messages in a way that will assist in enabling individuals be motivated by the above values to achieve consumption behaviour change.

![Expectancy Theory Model](image)

**Figure 1: Expectancy Theory Model: (Charles, 2015)**

**Market Segment Appeal Strategies**
To appeal to our target markets we must de-couple the frequent consumption of big portions of red meat with masculinity. This will not be easy as these attitudes and beliefs are very deep-seated. However there are examples through history of effective interventions in difficult topics. A good example is the long but successful campaign against smoking which at times targeted values of masculinity in appealing to the responsibility of a man to stay alive for his family. Interventions into the key value relationship sets that connect masculinity to meat consumption for each target market will need to be intervened upon. To do this will require effective values appeals that use reliable and reputable science that is easy to understand.

**Primary Target Segment:** Family men with children

- Climate change family security appeal
  - **Masculine values addressed:**
    - A macho or masculine man fights to provide the best future for his family.
  - **Explanation:**
    - A father’s responsibility to his family includes the importance of putting his kids through school, feeding them adequately and providing them with a secure future. This is deeply seated in evolutionary psychology and biology.
  - **Communication Intervention:**
    - ‘Eating red meat is not creating a safe and secure future for your family. Meat consumption contributes to half of all human-induced climate change which is causing more extreme weather, water shortages and global conflict (Goodland, 2009) (Gerard Wedderburn-Bisshop, 2015).’

**Secondary Target Segment:** Men without children

- Personal sexual health appeal
  - **Masculine values:**
    - A macho man is physically able and sexually functional so that he can live his life to the fullest with women.
  - **Explanation:**
    - Erectile dysfunction and impotence can be caused by the overconsumption of red meat.
  - **Communication Intervention:**
    - ‘Don’t be as floppy as a steak. Overconsumption of red meat can actually lead to impotence and erectile dysfunction (Moisse, 2012). If you eat too much steak you may become as floppy as a steak’.

**Volunteer and Events Strategy**

The volunteer and events strategy will support the implementation of the ‘Climatarian Challenge’ and will help to further establish the organisational foundation for Less Meat.
Less Heat to grow upon. Volunteers will be an essential element to the human resources capacity of LMLH as it endeavours to achieve its ambitious marketing objectives. Events will not only be important for promoting the externally communicated marketing messages but will also be important as opportunities to build a social community for volunteers to identify with and belong to.

Celebratory events to congratulate ‘climatarian’ achievements will be an important element of adding a physical aspect to the virtual communication and engagement focus of the application. They will successfully promote and celebrate the climate change and health outcomes achieved by the movement of participants through fun, entertaining and exciting public moments. The events will help to build public and media attention to the organisation as well as attracting potential volunteers. LMLH will attempt to build on this momentum by participating as guest charities and partners in other mainstream events to grow the organisational brand and profile.

The continual screening of the Cowspiracy documentary is an important existing strategy to maintain. It functions as a critical piece of education media that supports increasing social awareness of the need to reduce red meat consumption. The screenings also create good opportunities to meet and recruit new volunteers to support the work of LMLH.

Once LMLH acquires adequate funding it seeks to employ paid coordinators to bring extra capacity and professionalism to the organisation. This will be essential in growing the impact of the organisation and in being able to manage and involve more volunteers.

Organisational Partnership Strategy

Engaging existing organisations and businesses in collaborative partnerships will be critical in validating and reinforcing the messages of LMLH and ensuring the success of the ‘Climatarian Challenge’. By showing relationships with existing organisations who recommend and support the LMLH mission our target markets will feel more secure about the credibility, importance and need to reduce red meat consumption. They will have a stronger brand trust for LMLH because it will be associated with brands and organisations they already know and trust.

Partnering with existing environmental NGO’s (ENGO’s) will be an important strategy to gain access to existing environmental advocates, group members and supporters. Accessing this existing base of environmentally minded consumers will be critical in catapulting the ‘Climatarian Challenge’ to the mainstream mass market by rapidly growing the usage of the application and social media presence.

By partnering with restaurants and businesses in the food retail sector the campaign will be able to reach more of the mainstream market not exposed to more direct communication channels of LMLH or other ENGO partners. Such partnerships will promote the health, taste benefits and potential of a ‘Climatarian’ diet to consumers in addition to generating collective moral responsibility for changing our consumption patterns to stop climate change. Partnering outlets will be endorsing climate change action through reduced red meat consumption which will help to deepen the public consensus for stronger individual and government action.
Marketing Plan

Product Tactics

1) The ‘Climatarian Challenge’ Smart Phone Application:

Basic Features:

A free smart phone application with the following functionalities:

- A guided and staged self assigned challenge to reduce meat consumption
- Tailored format, design and communications to user demographic type
- Daily reminders and reinforcing information
- Connectivity and interaction to all major social media platforms
- Connection options to a local community of ‘Climatarian Challenge’ diners
- Stories and advice on promoting and sharing the ‘Climatarian Challenge’ with people
- Invitations to local events and other ways to get involved
- Recipes and cooking ideas promoted based on demographic type
- Shareable information, goals and achievements

Involvement Options

- Entry level
  - Take on the ‘Climatarian Challenge’.
  - Use Climatarian recipes.
  - Learn about climate change and meat consumption.
  - Subscribe to our e-newsletter.
  - Share information on social media
- Committed users level
  - Go to a Cowspiracy screening.
  - Join local dinner networks.
  - Share your story.
  - Invite friends to use the application.
  - Climatarian cooking classes
  - Attend celebration events.
- Activist users level
  - Participate in a community meeting.
  - Collaborate on a project with us.
  - Organise a Cowspiracy screening.

Identity

By participating in the ‘Climatarian Challenge’ users will benefit from an environmentally minded ethical consumption identity connection. Users will be given the opportunity to engage in and identify as part of community taking action to address one of the primary causes of climate change.

Benefit Strength

The perceived individual benefits received from participating in the ‘Climatarian Challenge’ include:
• Social
  o Connection to a social community of ‘Climatarian Challenge’ participants who are committed to more ethical dietary choices.

• Emotional
  o Being part of the solution towards a safe climate and hence a safe future for us, our kids and future generations.

• Physical
  o Improving their health through reducing our risk of colorectal cancer and heart disease.

**Price Tactics**

‘Climatarian Challenge’

1) Perceived Non-financial Costs

**Time and Phone usage**

The only immediate cost of being involved in the ‘Climatarian Challenge’ will be the time used in participating in the program. Involvement time will be split between receiving updates, updating progress tracking records and reading and sharing information.

**Involvement Risks**

• ‘Climatarian Challenge’ participation risks:
  o They give up on the challenge due to family, cultural and social pressure.
  o They give up on the challenge due to perceived adverse health outcomes.
  o They give up on the challenge due to apathy.
  o They find recipes not very good.
  o They disagree with information messaging.
  o They find communication too information heavy or saturating.

**Identity**

Participants may perceive a loss of some parts of their identity by using the ‘Climatarian Challenge’ application. If they are part of a social group that is dominated by meat consuming expressions of masculinity it may become a factor in the deterioration of their social identity with this group. It may also have repercussions in some families where meat consumption is a strong and deep part of the ethnic cultural identity of the family. For people with such backgrounds the challenge may present a difficult thing to communicate to their family.

**Cost strength**

• Social
  o The challenge of remaining strongly connected to the cultural and social identities formed around red meat consumption that are confronted by the ‘Climatarian Challenge’.

• Emotional
  o Grievances in dealing with the emotional consequences of the social and identity challenges faced.
• Physical
  o Difficulty adjusting cooking style and diets to get enough protein from non-meat sources.

Promotions Tactics

1) ‘Climatarian Challenge’ Messaging

A comprehensive messaging and communications plan to implement promotional tactics with detailed communication metrics and objectives will be developed to complement the marketing plan. This section of the report lays the foundations for the development of this plan.

Messaging Values

• Inclusivity- in our supportive and caring community
• Urgency- in our call for action on climate change
• Positivity- in our vision for a safe climate future
• Enthusiasm- in our excitement for a healthier society

Messaging Values Principles

• Inclusivity- in our supportive and caring community
  o We are understanding and appreciative of the different ways to reduce meat consumption.
  o We build and foster supportive relationships with our supporters.
  o We promote constructive, positive and free debate about our strategy.
  o We recognize that everyone is in a different position in their ‘climatarian’ journey.

• Urgency- in our call for action on climate change
  o We communicate and promote the latest and most accurate climate science and solutions information.
  o We support rapid action to reduce emissions through all means necessary to allow the climate to stabilize at a safe levels that limits warming to 2 degrees.

• Positivity- in our vision for sustainable meat consumption
  o We are working towards a world where it is possible to have a sustainable level of meat consumption.
  o We celebrate the progress we make in growing our movement towards ‘climatarian diets’.

• Enthusiasm- in our excitement for a healthier society
  o We promote the health and lifestyle benefits of reduced meat consumption and increased plant consumption.
  o We communicate the latest science about dietary and planetary health opportunities.

2) ‘Climatarian Challenge’ Integrated Marketing Communications Plan

Social Media

The ‘Climatarian Challenge’ application and website will be connected to social media platforms such as Facebook, Twitter, LinkedIn, YouTube and Instagram to allow for
maximum interactivity. Each social media platform will be operated to primarily support and integrate with the ‘Climatarian Challenge’ by connecting users to information and encourage them to share with their networks. Each platform will also be integrated with LMLH and its other strategic avenues to support and promote the organizational activities.

Website

The LMLH website will be the foundation site for the ‘Climatarian Challenge’ along with the LMLH organizational activities and information. The website will be a modern and stylish design that espouses the messaging values principles of the ‘Climatarian Challenge’. It will feature powerful and motivational information through the form of videos and interactive learning experiences to guide web surfers towards participating in the challenge. It will also act as a portal to a streamline internal online organizing system for volunteers and staff. It will also have a wealth of resources in the form of a reference section as well as an FAQ section. The latter will serve as a portal to help dispel myths and misconceptions around protein, iron and other myths around meat consumption and reducing it, which can differ for males compared to females.

Emails

Email communication will be an important means of direct communication with supporters and participants of the ‘Climatarian Challenge’. E-newsletters will be sent to participants who have completed the challenge and have remained connected as dedicated ‘climatarian’s’. In addition emails will be sent to users if they opt for a web and email based access to the ‘Climatarian Challenge’ rather than a smart phone access. EDM strategy will also be used to recruit new ‘Climatarian Challenge’ participants, supporters, donors and volunteers.

Materials

Promotional materials and merchandise are an opportunity for the ‘Climatarian Challenge’ and LMLH to reach out to diverse market segments through tailored and creative marketing communications. T-shirts, hats, wrist bands, cutlery packs, water bottles and other miscellaneous branded items will help to promote the brands, values and messages.

Advertising

- **Commercial**– the ‘Climatarian Challenge’ will seek free advertising space either from either online publications, print publications, advertising agencies, TV programs and cinemas.
  - **Online Publications**: food, mens, health, environment, lifestyle etc websites, blogs,
  - **Print Publications**: food, mens, health, environment, lifestyle magazines Eg. Men’s Health, Top Gear, Zoo,
  - **Advertising Agencies**: seeking free advertising space on bill boards, signs, buses, airports etc
  - **Cinemas & TV programs**: seeking free advertising slots during advertisement breaks and before films.

Ambassadors
Ambassadors must epitomise masculinity and be well known to the Australian mainstream public. These public figures will be involved in promotional actions and activities designed to rapidly grow the awareness of and usage of the ‘Climatarian Challenge’.

Suitable ambassadors could be:
- Bear Grylls, actor and documentary maker
- Hugh Jackman, actor
- Jamie Oliver, celebrity chef
- Chris Hemsworth, actor
- David Pocock, Australian rugby player, former captain and activist

Community Outreach

Through the establishment of volunteer groups we will engage the public through market stalls and presence at relevant events. Examples include Good Food Week, local food and produce festivals, Australia Day, Grand Final Day etc.

Partnerships with Restaurants

Collaborative partnerships with restaurants and food retailers are a major opportunity to promote the ‘Climatarian Challenge’. Promotion can be achieved through a variety of strategies:
- Recognizing existing ‘Climatarian’ dishes.
- Endorsing Climatarian menus.
- Rating retailers for their overall Climatarian ranking.
- Holding awards for Climatarian food retailers.

Partnerships with ENGO’s

Working to create mutually beneficial relationships with existing environmental organisations will be an efficient way to access an existing base of environmentally and ethically minded potential supporters and challenge participants. Collaborative initiatives will include:
- Partnered events and initiatives
- Arranging Climatarian catering for events of other organisations
- Supporting livestock emissions policy advocacy and development
- Cross promotional online, social media and website exchanges

Place Tactics

1) Spatial Strategy

Online Content Access

Our online content will be accessible via multiple pathways that will guide potential participants towards our website where they will be exposed to our marketing information.
- Through google, yahoo and ecosia searches
- Via our social media platforms
• Via links from partner organisations
• Via links from our email communication
• Via links and recommendations from relevant lifestyle, food and sustainability websites

Communication Spaces

In order for LMLH to effectively reach our ambitious ‘Climatarian Challenge’ user objectives the campaign will need effective place based strategy to maximize our resource efficiency in using marketing activities to recruit new users. These spaces will largely be accessed through our community outreach activities but will also be accessed by ambassador initiatives as well.

• Mass-market engagement will take place:
  o At events at high density metropolitan areas
  o At Universities
  o At popular city or state events e.g. The Melbourne Cup etc
• Target market engagement:
  o Men with Children
    ▪ At suburban local markets
    ▪ At sports carnivals and venues
    ▪ At football games
    ▪ At family events E.g. The Royal Easter Show,
  o Men without Children
    ▪ At inner city markets and events
    ▪ At music festivals
    ▪ At football games

Involvement Spaces

The home will be targeted as the key area where decreased meat consumption will take place. This will be done by orienting our overall communications messages and processes to emphasis challenge user reflection in the lead up to purchasing and cooking food in home. This will be achieved by:

• Timed challenge reminders to synchronize with peak shopping and home cooking times
• Stories and media emphasizing reducing meat consumption in their home eating
• Stories and media emphasizing the enjoyment of the occasional special meat dish at a restaurant in a way that supports ‘climatarianism’
• Social media initiatives requesting users to share their vegetarian home cooking adventure ‘selfies’

Financial Plan

LMLH Campaign Budget 2016
### Expenses

#### Communication Materials
<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graphic design (voluntary)</td>
<td>$1,500.00</td>
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<tr>
<td>Banners and Lectern signs</td>
<td>$1,300.00</td>
</tr>
<tr>
<td>Flyer and poster printing</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>T-Shirts</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Stall Misc gear (gazebo, boxes, tables etc)</td>
<td>$1,500.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$7,800.00</strong></td>
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#### Management
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>LMLH Coordinator salary</td>
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<tr>
<td>Web Development</td>
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<tr>
<td>Incidentallys - On site parking/telephone/mail</td>
<td>$1,100.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$56,100.00</strong></td>
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#### Events
<table>
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<th>Item</th>
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</thead>
<tbody>
<tr>
<td>Celebration events</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Media and ambassador actions</td>
<td>$4,000.00</td>
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<tr>
<td>Cowspiracy Screenings</td>
<td>$3,000.00</td>
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<tr>
<td>Incidentallys - On site parking/telephone/mail</td>
<td>$1,100.00</td>
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<td><strong>Total</strong></td>
<td><strong>$10,100.00</strong></td>
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#### Climate Challenge Application Development
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</thead>
<tbody>
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<td>Initial design</td>
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<td>Graphic design</td>
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<td>Coding</td>
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<td>Licensing</td>
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<td><strong>Total</strong></td>
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#### Marketing
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Video development</td>
<td>$3,000.00</td>
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<tr>
<td>Incidentallys - On site parking/telephone/mail/registrations</td>
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<tr>
<td>Recipes writing</td>
<td>$500.00</td>
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<tr>
<td>Media releases via agents</td>
<td>$1,000.00</td>
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<td><strong>Total</strong></td>
<td><strong>$5,600.00</strong></td>
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#### Miscellaneous
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Welcome to Countries</td>
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<td>Insurance</td>
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<td><strong>Total</strong></td>
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### Revenue

#### Fundraising
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Stalls donations</td>
<td>$3,000.00</td>
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<tr>
<td>Grants</td>
<td>$40,000.00</td>
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<tr>
<td>Event tickets</td>
<td>$6,000.00</td>
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<tr>
<td>Monthly donor memberships</td>
<td>$10,000.00</td>
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<tr>
<td>Private donations</td>
<td>$20,000.00</td>
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<td>Catering events</td>
<td>$18,000.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$100,000.00</strong></td>
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</table>
### Operational Plan

#### Governance

To support the credibility of the organization in the process of applying for funding governance structures may be a valuable attribute for the organization to hold. This could start as informal advisory committee and turn into a board at the point of incorporation. Board members should be diverse backgrounds to support a broad and inclusive organizational outlook.

#### Management structure

To support the development of clear policies, guidelines and procedures with which the organization is managed through a review will be done to assess the readiness of management structures for the implementation of the campaign.

#### Strategy Development

To support the campaign implementation other planning documents need to be developed including a fundraising strategy, a communications strategy and a volunteer strategy.

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### Implementation and Objective Control Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
<th>Objective</th>
<th>Achieved</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>Activities</td>
<td>Goals</td>
<td>Achieved</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>January 2016</strong></td>
<td>Volunteer recruitment, Arranging restaurant partnerships, Running volunteer events, Developing promotions plans, platforms and materials, Developing ‘Climatarian Challenge’ application</td>
<td>Recruit all volunteer coordinators and teams, 50 restaurant partnerships ready prior to launch</td>
<td>Y/N</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td><strong>February 2016</strong></td>
<td>Launch the ‘Climatarian Challenge’ application, Launch LMLH Website through video with ambassador, Running public events, Arranging restaurant partnerships, Arranging ENGO partnerships</td>
<td>Get 10,000 ‘Climatarian Challenge’ users, Get 50,000 visitors to the website, Run 2 Cowspiracy screenings, Have 100 restaurant partnerships, Have 1 ENGO partnerships</td>
<td>Y/N Y/N Y/N Y/N</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>March 2016</strong></td>
<td>‘Climatarian Challenge’ motivational communications, Running public events, Arranging ENGO partnerships, Promote the website through links, content and partnerships</td>
<td>Observe 20% reduction in meat consumption by Climatarian Challenge’ users, Run 2 Cowspiracy screenings, Have 3 ENGO partnerships, Get 100,000 visitors to the website</td>
<td>Y/N Y/N Y/N</td>
</tr>
<tr>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>April – June 2016</strong></td>
<td>‘Climatarian Challenge’ motivational communications &amp; ambassador events, Running public events, Arranging restaurant partnerships</td>
<td>Reach 50,000 ‘Climatarian Challenge’ users, Observe 40% reduction in meat consumption by Climatarian Challenge’ users, Run 6 Cowspiracy screenings, Have 200 restaurant partnerships</td>
<td>Y/N Y/N Y/N</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote the website through links, content and partnerships</td>
<td>Arranging ENGO partnerships</td>
<td>partnerships</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------------------------------------------------------------</td>
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<td>--------------</td>
</tr>
<tr>
<td></td>
<td>Get 500,000 visitors to the website</td>
<td></td>
<td>Get 500,000 visitors to the website</td>
</tr>
<tr>
<td></td>
<td>Have 5 ENGO partnerships</td>
<td></td>
<td>Have 5 ENGO partnerships</td>
</tr>
</tbody>
</table>

**July – Sept 2016**

- Hold ‘climatarian’ celebration events
- Running public events
- ‘Climatarian Challenge’ motivational communications & community outreach

- Hold events in Sydney, Melbourne and Brisbane
- Run 6 Cowspiracy screenings
- Reach 100,000 ‘Climatarian Challenge’ users
- Observe 60% reduction in meat consumption by ‘Climatarian Challenge’ users

**Oct – Dec 2016**

- Hold ‘climatarian’ celebration events
- Running public events

- Hold events in other capital cities
- Run 6 Cowspiracy screenings

**Reference List:**
doi:http://dx.doi.org/10.1016/j.appet.2007.09.007