"The policies we adopt, the decisions we make, and the strategies we pursue over the next decade or two will determine the future of our species and the trajectory of the planet for the foreseeable future. That is an awesome responsibility to say the least. It is also a huge opportunity... Business - more than either government or civil society - is uniquely equipped at this point in history to lead us towards a sustainable world in the years ahead ... corporations are the only entities in the world today with the technology, resources, capacity and global reach required." (Hart 2005)
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Executive Summary

This is a project proposal for a sustainability communications project called Mind Shift 2.0. It is being submitted as an ‘integrated assignment’ for the M.Phil. programme on sustainable development in the Department of Public Management and Planning at Stellenbosch University.

The overall objective of the project is to secure a safer future for human kind by making a small local contribution towards averting the global crisis of un-sustainability. Its purpose is to assist South African business leaders to take action. Its goal is to contribute to informing and motivating South African business to do so. Its activities are directed at achieving this goal.

Mind Shift is currently a magazine, founded by the author, which is aimed at informing and motivating South African business leaders about the current global crisis and what they can do about it. Copies of the six issues of the magazine produced to date are attached as Appendix 3. They represent a body of work produced by the author as a direct result of the sustainable development programme.

To date, the magazine has received high acclaim but has failed to make its mark for a variety of reasons. The Mind Shift 2.0 project proposal sets out a new strategy for the project, which should improve its efficacy and set it on a course of financial sustainability. The strategy expands the project’s vision to include other forms of communication that will mutually reinforce each other’s efficacy with respect to the project’s goal. The other forms of communication set out in this project proposal are the establishment of Mind Shift events and a Mind Shift business leaders forum, in association with others already operating in this field.

Although Mind Shift is currently a magazine, the Mind Shift 2.0 project is not defined as a magazine project. It is a project based on a ‘values proposition’ for “business taking action to secure a sustainable future”. Should the magazine fail for one or other reason and the other elements succeed in meeting the project’s goal, this will not be regarded as a disaster as long as the overall project is financially sustainable.

This document is based on a Logical Framework Analysis (LFA), a widely accepted methodology for setting out project proposals. It provides a basis for identifying a problem in society, and analysing it causes and effects. This then provides a basis by which to identify a ‘cure’ for the problem and the actions that are necessary to effect this ‘cure’. The ‘problem’ in this analysis is that South African business is taking insufficient action on the global crisis. The ‘cure’ proposed is to inform and motivate business to take action via the Mind Shift 2.0 communications project. This will be one of many other ‘curing’ remedies needed.

Following the LFA guideline, this project proposal progresses through nine stages: context analysis; stakeholder analysis; problem analysis; objectives analysis; plan of activities; resource planning; indicators; risk analysis; and assumptions. The first four stages set the scene of why there is a global crisis of un-sustainability, who is involved in dealing with it, what problem within this context can be addressed by the project and what objectives should be set. The second three stages set out the activities to deal with the problem, identifies the resources required and how to measure efficacy. The third two stages look at the risks and assumptions of the project and ways to temper plans in the light these.

This project proposal is directed at the owners of Mind Shift magazine and the cooperation partners identified.
Introduction

This is a Project Proposal that defines a second phase (Version 2.0) for Mind Shift. The purpose of this document is to motivate what Mind Shift should become, why, and how, taking into account its broader vision, and the wider context in which it operates.

Mind Shift is a communications project aimed at educating and engaging business around sustainability. It is currently only a new magazine, which was founded by the University of Cape Town’s Graduate School of Business (GSB) and now resides in the stable of the Johannesburg-based publishing house, ITWeb Ltd. Its primary focus is on what sustainability means for business, and how business can engage with the broader social, political, stakeholder and natural environments in order to effect positive change. A brief description of how sustainability is defined is outlined at the end of this introduction.

The magazine is aimed at the country’s top leadership: business executives, political leadership and intellectuals. It is still in its infancy with only six issues under its belt. Despite its quality of content and design, it is struggling to establish itself in the market place and to find a sustainable business model for its success.

The owners nonetheless feel that the Mind Shift project represents a business opportunity with the ability to address an important problem in society, and they are reluctant to give up on it without exploring alternative ways of achieving success. Some ideas currently being explored are ways in which to link the magazine’s focus, content, contributors and wider stakeholders with its in-house events division and other cooperation partners who can add to the chances of meeting the objectives of the communication project.

This project proposal will employ the Logical Framework Approach (LFA), a long-respected instrument for objective-oriented project planning (Örtengren 2004). LFA was developed during the 1960s and has been widely used all over the world since the 1970s by private companies, municipalities, and by almost all international development organizations when assessing, and making follow-ups and evaluations of projects and business plans.

The intention of employing this LFA approach is to use it as a tool to ask some fundamental questions. Is Mind Shift addressing a real problem in society, and if so, which strategies and stakeholder interventions are necessary to ensure that it contributes to solving the problem in a financially sustainable way?

The approach is a methodology to help the owner and key stakeholders see the big picture and avoid failing as a result of fuzzy thinking and unfocused planning. Importantly, it helps to reduce complexity, which is particularly pertinent with respect to Mind Shift, which, it will be seen, cannot avoid setting its overall objectives in rather idealistic terms that will be highly influenced by events beyond its control.

A major benefit is that it helps to create a foundation for a cooperative approach by putting everyone on the same page, allocating the right tasks to the right people, and facilitating dialogue between them. This gives the project a better chance of sustainability and success.

The LFA approach employs nine clearly defined steps in order to assist in systematically teasing out the relevance, feasibility and sustainability of a project (Örtengren 2004). These fall into three broad areas, all of which will be addressed:
• **Relevance**: With the assistance of steps 1–4 (context; problem analysis; stakeholder analysis; and objective analysis), it will be possible to establish whether the stakeholders are setting out to do the right thing. This involves analyzing the market environment; identifying a critical *problem*; establishing who is affected by this *problem* and who must be involved in meeting it; and setting realistic long-term and short-term goals and objectives to effect a plan for addressing the *problem*. These steps will help to ensure that the project idea has at least relevance in the real world and therefore an initial prospect of success.

• **Feasibility**: With the assistance of steps 5–7 (activity plan; resource planning; and indicators of objective fulfilment), the stakeholders can interrogate whether they are setting about their plans in a way that is feasible, with appropriately conceived *activities*, sufficient resources, and an understanding of how to measure progress. These steps will help to ground the plan idea in more realistic terms.

• **Sustainability**: With the aid of steps 8–9 (analysis of risks and assumptions), the stakeholders can step back from their carefully conceived plans, assess the internal and external risks involved, and in the light of these, revise the plans appropriately to ensure that they have reasonable risk aversion plans in place and a prospect of longevity without relying on external support in the long term. These steps offer an opportunity for revision and refinement.

Each step in the LFA reflects an accumulation of knowledge that has been gleaned from reading, research, and the experience of the stakeholders. While the LFA recommends that a project plan is based on an initial ‘goal-oriented project planning’ (GOPP) workshop that is attended by *all* the stakeholders, this has not been possible in this instance. The purpose of such a formal workshop is to clarify WHY a change (a new project) is needed and to gain consensus on WHAT shall be done. This undoubtedly would have been a useful exercise and have made the work of writing this project proposal much easier. However, all of the ideas contained in this proposal have been discussed with the various individual stakeholders, in meetings and via email, memoranda and presentations on specific issues. As is recommended by the LFA, the author has also applied a “battery of questions” to the analysis to ensure that the questions that would have been put in a GOPP workshop have not been forgotten or ignored.

It is hoped that the owner of Mind Shift will find this project proposal both pertinent to its needs and useful in planning and implementing the project in its second phase (Mind Shift 2.0) so that it can achieve financial sustainability within a reasonable time frame. This, it is recommended, will require closer collaboration with other identified stakeholders who are both willing and able to add value to Mind Shift in areas of core competency that do not reside with the owner. While the way in which the owner chooses to engage with these stakeholders, and the respective benefits it can offer in return, could have a significant impact on the success or failure of the project, this proposal does not attempt to define the details of these relationships. These will need to be determined once the principles of this proposal have been adopted and/or amended by the owner.

Before going any further, it is necessary to consider the meaning of ‘sustainability’, most particularly because it is used in two ways in this proposal and could create confusion. When it is used to refer to the ‘sustainability’ of the project, all that is meant is that the project should ‘survive’ and so be able to carry out its purpose. When it is used to refer to the state of the planet, it is meant, in very simplistic terms, that humanity will ‘survive’. The nuances of this second use are explored here.

‘Sustainable development’ is the catchall phrase that is used to describe how human society ought to deal with the current global crises, which will be explained in Section 1.
Coined at the 1987 World Commission on Environment and Development (WCED), the term ‘sustainable development’ is used everywhere – Language Monitor judged ‘sustainability’ the most used word in 2006 – but its meaning is still vague.

The WCED, chaired by the Norwegian Prime-Minister Gro Harlem Brundtland, defined it thus: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Brundtland’s definition specifically elaborates that while ability is based on “the idea of limitations imposed by the state of technology and social organisation on the environment”, needs refers in particular to “the essential needs of the world’s poor, to which overriding priority should be given” (Dresner 2002).

The idea was an attempt to reconcile the ecological limits to growth articulated by the Northern green movement and the need for growth to eliminate poverty as articulated by Southern developing country governments, quite a number of whom had recently broken free from colonial control (Swilling 2007). It is a useful, and often quoted, definition. But what sustainability actually means in practice for different people, with different needs, in different parts of the world, cannot be captured in a simple manifesto. Ultimately, the challenge of sustainable development is about eradicating poverty in a way that rebuilds eco-systems and natural resources for human survival (Swilling 2007a).

A lack of agreement on the precise meaning causes confusion in many quarters and limits practical action. Business and government have adopted the term, but often use it as a “green mask...to justify and continue the ruthless exploitation of natural resources as has always been done” (Hattingh 2002). From Mind Shift’s perspective, the situation creates an opportunity to inform business and government about what the sustainability issues are in the context of the South African emerging economy, and to provide a platform to debate the complexities in order to help stimulate action.
Section 1: Context Analysis

1.1 Introduction

Mind Shift has been founded on the premise that the major keys to ‘saving’ the planet, which is currently headed on a collision course with the natural limits of growth and development, are in the hands of the top business leaders of the world. Despite politically correct talk of sustainability, the extent of power and wealth they currently enjoy is distracting them from engaging with the issues and steering the course of history in a safer direction. By demonstrating to this group through effective communication that it makes business and ethical sense for them to re-direct their strategies in the interests of survival, and that they will be better off by doing so, the state of the planet and the wellbeing of all humankind will improve rapidly.

This section explores the validity of this premise and the opportunity it presents for a communication project.

1.2 Methodology for establishing the project’s context: SWOT analysis

A snapshot of the context in which Mind Shift is situated can easily be demonstrated in a SWOT analysis – one of the tools recommend by LFA for interpreting a project’s context. It looks at the ‘state of the planet’ with its strengths, weaknesses, opportunities and threats summarised in four quadrants. Strengths and opportunities are seen as helpful; weaknesses and threats as unhelpful. Strengths and opportunities are seen as inherent in the system; weaknesses and threats as things that can be influenced by external action (Humphrey n.d.). It must be noted that this analysis is essentially based on an anthropocentric perspective.

This SWOT analysis helps to identify a problem which gives rise to an opportunity for greater communication around sustainability, and a basis for Mind Shift to get involved. It also helps to establish Mind Shift’s objectives and purpose (see Section 3), and to understand the assumptions it must make, and be wary of, about outside influences beyond its control (see Section 9).

As can be seen in Figure 1, the range of issues being addressed for Mind Shift, a miniscule project in the greater scheme of things, is enormous, and the manner in which they can influence each other is highly inter-related. While it is necessary to see the big picture, it is essential not to become swamped by its complexity.

A useful tool developed by complexity theorists (Cilliers 1996, 2000a & b) is to start by understanding that the world is a set of highly complex inter-related systems (biological, political, economic, social, meteorological, etc.), and then to draw a circle around the set of sub-systems one has a significant chance of influencing. Having done this, one is then able to set about one’s plans without being overwhelmed by the complexity, but yet still with a solid ability to recognize the uncountable outside influences that could impact upon one’s chosen sub-system, for better or for worse. By the same token, while one works primarily within one’s own sub-system, it nevertheless has an inherent ability to influence other ‘outside’ systems. A fascinating quirk about systems is that they take on an identity of their own and are able innovate and influence each other in non-linear and often unexpected ways. The usefulness of understanding complexity in this context, is to see how Mind Shift fits into the broader scheme of things. In the SWOT diagram, Mind Shift represents a tiny subset of the opportunity to communicate and educate (highlighted). In doing so, it could influence or be influenced by any items in other quadrants, most particularly those highlighted, which in turn could influence
or be influenced by anything else on the diagram. This will be addressed in greater detail in Section 2 in the stakeholder analysis.

Figure 1 demonstrates the area of influence of local communication and education projects like Mind Shift.
1.3 The project’s broader context: SWOT analysis

A snapshot of the world in the SWOT Analysis (Figure 2) shows a state of enormous and impending crisis. The ‘weaknesses’, and how they translate into ‘threats’, far outweigh the ‘strengths’, and the types of ‘opportunities’ needed to solve the crisis lie largely in the hands of business and government.

The public first started to become aware of the crisis when Rachel Carson published her book on DDT, *Silent Spring*, in 1962. Its opening lines are: “Man has lost the capacity to foresee and forestall. He will end up destroying the Earth.” (The quote was from Arnold Schweitzer.) The message was so powerful that it inspired a global environmental movement and “changed the course of history” (Gore 1994).

---

**FIG 2**

SWOT ANALYSIS: State of the planet

<table>
<thead>
<tr>
<th>HELPFUL TO ACHIEVING THE OBJECTIVE</th>
<th>HARMFUL TO ACHIEVING THE OBJECTIVE</th>
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<tr>
<td><strong>INTERNAL ORIGIN</strong></td>
<td><strong>EXTERNAL ORIGIN</strong></td>
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<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
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<td>Increasing poverty</td>
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<td>Connectivity</td>
<td>Climate change</td>
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<tr>
<td>Communication</td>
<td>Population growth</td>
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<td>Speed of travel</td>
<td>Diminishing resources</td>
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<td>Capacity to innovate</td>
<td>Peak oil</td>
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<td>Initiatives for change</td>
<td>Unfair trade rules</td>
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<tr>
<td>Maturity values</td>
<td>Underdevelopment</td>
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<tr>
<td>Business influence</td>
<td>First World greed</td>
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<td>International cooperation</td>
<td>Global crime and corruption</td>
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<td>Global terrorism and warfare</td>
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<td></td>
<td>Modernist attitudes</td>
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<td>Modernist ethics</td>
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<td>Ill-health and HIV/AIDS</td>
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<td>Deforestation</td>
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<td>Mushrooming slum populations</td>
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<td>Poverty</td>
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<td>Level of awareness</td>
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<td>Inaction</td>
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<td>Business apathy</td>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<td>Communicate</td>
<td>Mass biological extinctions</td>
</tr>
<tr>
<td>Educate</td>
<td>Global economic meltdown</td>
</tr>
<tr>
<td>Change mindset</td>
<td>Food and water shortages</td>
</tr>
<tr>
<td>Invest</td>
<td>Flooding and human displacement</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Increasing desertification</td>
</tr>
<tr>
<td>Dematerialise</td>
<td>Increasing poverty and disease</td>
</tr>
<tr>
<td>Adapt and mitigate</td>
<td>Increasing warfare and terrorism</td>
</tr>
<tr>
<td>Cut poverty</td>
<td>Increasing crime and corruption</td>
</tr>
<tr>
<td>Increase equality</td>
<td>Social disintegration</td>
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<tr>
<td>Protect ecosystems</td>
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Mind Shift 2.0 Project Proposal
MONICA GRAFF 2007

Origin: A Humphrey
Stanford Research Unit
Since then, a phalanx of international initiatives has been established to deal with the crisis, but it is only really last year, in 2006, that the world started really appreciating the magnitude and urgency of the crisis at hand, thanks in large measure to the film and book, An Inconvenient Truth, by former USA presidential candidate and recipient of the 2007 Nobel Prize for peace, Al Gore (Gore 2006). One realisation is that the policies we adopt, the decisions we make, and the strategies we pursue over the next decade or two will “determine the future of our species and the trajectory of the planet for the foreseeable future” (Hart 2005).

Another realisation is that while everyone can play a role, business more than either government or civil society “is uniquely equipped at this point in history to lead us towards a sustainable world in the years ahead ... corporations are the only entities in the world today with the technology, resources, capacity and global reach required” (Hart 2005). The reason for this statement is that big business has emerged as “probably the most powerful human force on the planet -- stronger probably than the institutions of church or monarchy have ever been. Corporations “govern the world” more, probably, than governments (Bakan 2005).

A critical problem emerging out of this analysis is that, despite early warnings and a new realisation that the crisis has reached a critical point, business is not yet taking sufficient action. Mind Shift sets out to address one aspect that causes this problem in the South African context, which is ignorance.

This brief overview of the state of the planet is the author’s own (anthropocentric) interpretation of a vast amount of information and analysis that has been gleaned from a substantial collection of academic papers, institutional reports, popular books, newspaper articles, broadcasts, websites, lectures, and discussions, which are in the lists of references and further reading. While every attempt has been made to acknowledge sources, in many instances the vast scope of this overview, coupled with the need to be brief, has dictated that many of the statements have been based on generalized interpretations of documents, rather than specific paragraphs.

1.3.1 Strengths

From one perspective, the world has never been better off. Thanks to a growing momentum since the start of the Industrial Revolution, we are living in a time of unprecedented expansion in technological development, economic development, wealth, speed of travel, democracy, self-determination, decentralization of power, gender equality, racial and religious tolerance, instant communication, cross cultural and gender understanding, international cooperation, scientific discovery, space exploration, and maturing global ethics as represented in numerous international treaties and cooperative endeavours.

This puts us in a better position than ever before to be able to understand our world and how it fits into the universe, innovate around problems and take collective action to deal with them.

CFCs were identified as the cause of ozone depletion at the end of the 1980s and the consequences were explained. Collectively the developed and developing countries mustered the political will to find and execute a solution – a remarkable demonstration that we can work together on global environmental challenges if we want to (Gore 2006).

While the information, financial and technical resources to deal with our current problems are at our disposal (Hart 2005), failure to employ our strengths immediately and effectively is our major problem (Gore 2006; Stern 2006).
1.3.2 Weaknesses and threats

Looked at from another perspective, the world is in a state of extreme crisis. In a nutshell, population pressure, diminishing resources, over-consumption, poverty, climate change and mindsets pose an enormous threat to the wellbeing and survival of the human population.

The threats to the global human population can be organised into three broad groups:
- Population growth, resources, poverty and inequity
- Climate change
- Mindset.

1.3.2.1 Population, resources, poverty and inequity

Population growth can be singled out as one of our major ‘weaknesses’ and ‘threats’ due to its ability to influence the scale with which we plunder the natural environment for food, water, agricultural space, urban development, economic development, and fuel; the extent of our polluting the atmosphere and biosphere; and the way in which human society is organising itself, all with complex inter-related consequent results.

Due to the geometric rate at which populations grow, the world’s population has suddenly reached critical mass. If those born in the 1950s live to be 80 years old, they will have seen the world’s population multiply by four … from 2 billion people to 8 billion people in one lifetime (Peters 2004). Despite the fact that the world population growth rate has begun to decline thanks to birth control and family planning, in the next 50 years, the world population is expected to expand from 6 billion to about 10 billion, before it peaks (UN 2000).

Some of the trends that present the greatest global challenges, largely mirrored in South Africa, are:
- **Urban majority:** The majority (i.e. just over 50%) of the world’s population is now officially living in urban areas (UN 2004). By 2015, it is estimated that in the developing world this figure could have risen to 75% (UN 2003).
- **Planet of slums:** One billion of the six billion people who live on the planet (one third of the world’s total urban population) live in slums (UN 2003).
- **Inequity:** 20% of the global population who live in the richest countries account for 86% of total private consumption expenditure, whereas the poorest 20% account for 1.3% (UN 1998).
- **Poverty:** Half the world — nearly three billion people — live on less than two dollars a day, if calculated on a purchasing power parity (PPP) basis (Shah 2006).
- **Starvation:** Despite the food production rate being higher than the population growth rate, approximately 790 million people in the developing world are still chronically undernourished (World Resources Institute Report 2001).
- **Mortality:** In 2003, 10,6 million children under five die each year due to poverty (over 30 000 each day) (UNICEF 2005); 25 million people die each year from contaminated water (Roddick 2004).
- **Food insecurity:** 65% of global agricultural soils show signs of soil degradation; this is already undermining the $1,3 trillion global agricultural industry (World Resources Institute Report 2002).
- **Footprint:** The human ecological footprint has exceeded the bio-capacity (the available supply of natural resources) of the planet by 25% (WWF Living Planet Report 2006).
- **Fresh water insecurity:** In 25 years, if present water consumption trends continue, 5 billion people will be living in areas where it will be impossible or difficult to meet basic water needs for sanitation, cooking and drinking (Roddick 2004).

- **Eco-system degradation:** As confirmed by 1360 scientists from 95 countries, 60% of the eco-systems that human systems depend on for survival are degraded (UN 2005).

- **Oil peak:** Despite disagreement on when we will hit peak oil, major oil companies now agree that oil prices are going to rise and alternatives to oil must be found sooner rather than later (Swilling 2007a).

### 1.3.2.2 Global warming

Global warming is a major threat to human survival (Stern 2006; IPPC 2001). According to the Intergovernmental Panel on Climate Change it is taking place due to release into the atmosphere of greenhouse gases caused by amongst other things the burning of fossil fuels since the start of the Industrial Revolution (IPCC 2001). Although over geological time, the Earth is known to have experienced warmer and cooler periods, partially in response to the slowly shifting orientation of the Earth’s axis and orbit around the Sun, there is now incontrovertible evidence that the rise in carbon emissions is greater than ever before and is going to lead to major climatic, environmental and socio-economic changes (IPPC 2001).

With a scientific record of 650 000 years against which to compare the evidence, carbon emissions have already doubled relative to the highest previously recorded peak, and are likely to double again in the next 45 years. While mean global atmospheric temperature has not yet caught up, the evidence over the recorded period is that the ratio between the carbon dioxide and temperature graphs is more or less constant and that a radical temperature increase can be expected in the foreseeable future. 2005 was the hottest year ever recorded (Gore 2006). Because reactions to change have been shown not to occur in a predictable or linear fashion, the current phenomenon of global warming could either suddenly tip us more rapidly into the next ice age, or postpone it for a long time. Either way, the adaptation required will be enormous (Jenks 2006).

The Stern Review (Stern 2006) – the first major contribution to the global warming debate by an economist (Sir Nicolas Stern, former chief economist of the World Bank) – warns that if no action is taken:

- Floods from rising sea levels could displace up to 100 million people;
- Melting glaciers could cause water shortages for 1 in 6 of the world’s population;
- Wildlife would be harmed; at worst up to 40% of species could become extinct;
- Droughts could create tens or even hundreds of millions of “climate refugees”;
- The global economy could shrink by 20%.

Another study, requested by 155 investors with combined assets of US$21 trillion, suggests that greenhouse gas emissions could erode annual net income by as much as 45% (Tyler 2000).

Despite the fact that a “vested interests” power lobby has denied or suppressed the evidence (Gore 2006), an alleged secret pentagon report warns that in the next 20 years wide-spread rioting will erupt across the world bringing the planet to the edge of anarchy as countries develop a nuclear threat to defend and secure dwindling food, water and energy supplies (Mail & Guardian 2004).

Of particular relevance to the South African context is that Africa is likely to suffer most heavily from the effects of this phenomenon in the 21st century. Despite being so vulnerable, South Africa is one of the highest emitters of greenhouse gases per capita per GDP in the world. Although a signatory to the Kyoto
Protocol, it has no binding obligation to reduce emissions and might be in for a rude shock in 2010 when Kyoto will be replaced with another protocol (Raubenheimer 2006). If we continue with our current approach, by 2019 South Africa will have built a carbon-intensive, resource inefficient economic infrastructure that will drastically undermine our capacity to participate effectively in the global economy and eradicate poverty (Swilling 2007a).

1.3.2.3 Mindset

Modernism and, more latterly, neo-liberalism, have dominated our post Industrial Revolution thinking. Shrouded in beguiling language (Clayton & Ratcliff 1996; Norton 1991) that expounds high principles, but subtly justifies attitudes of greed, both mindsets have been the making, and undoing, of recent human success on the planet. Ironically, as will be demonstrated, neither still lives entirely by its principles: ‘self-critical awareness’, ‘aloof rationality’ and ‘reductionism’ in the case of modernism (Swilling 2004); and ‘free and unfettered’ market principles, and maximising the ‘public good’ via Adam Smith’s invisible hand, in the case of neo-liberalism.

While modernists have been confident that they can explain and predict just about anything about the universe, from people to planet, with the application of science and logic, they have made the fatal modernist flaw of believing humans have “power over” nature, that they are “apart from”, rather than “part of” the rest of the global system (Macy & Young-Brown 1998; Swilling 2004).

From an ecological perspective, this has led to the wonton plunder of natural resources (Eckersley 1992). From a deep ecology perspective, it has lead to a fundamental male-principle ethic of dominance and conquest (played out in domination and exploitation in the various hierarchical, militaristic, capitalist and industrialist forms) that disallows feminine-principle values of nurture and respect so necessary to the nurturing of life and the creation of balance in society (Capra 1996; Warren 1998). From an eco-justice perspective this is played out in racial dominance; and from an eco-psychology perspective it has impacted on the psychological health and wellbeing of humankind (McCullum 2005).

Neo-liberalism has effectively been a “power over” ideology, achieving unprecedented economic wealth and development for some, and resulting in the underdevelopment, poverty and inequality of the vast majority of the world’s population (Stiglitz 2002).

Apart from the consequent damage to nature, societies and individuals from this sort of mindset, systems thinkers (Senge 1990; Cilliers 2000a & b) have pointed out a few more fundamental flaws that impact significantly on our current global crisis. Modernists have failed to appreciate that:

- All systems are complex, whole, inter-connected, communicative, open and energetic. This means that all actions ultimately affect all others (Cilliers 2000a).
- Systems have an inherent capacity to innovate and adapt to new circumstances. Global warming is an example on a grand scale (Robbins 2007) of how the Earth’s system is coping with abuse.
- Contrary to the neo Darwinian notion of ‘survival of the fittest’, systems require diversity, co-operation and networking to develop survival strategies (Swilling 2004). This calls for “power with” rather than “power over” mindsets (Macy & Young-Brown 1998).

While it is not being suggested that all aspects of modernism are bad, until we achieve a synthesis of rationality and reductionism with a willingness to work with systemic complexity (Swilling 2004), and work
cooperatively among and between the sciences and humanities, governments and civil society, people and planet, we will be ill-equipped to meet the challenges that face us. Until then we will continue to reside in the Jungian ‘shadow’ of modernity where a high degree of irrationality and questionable ethics prevails.

Here are some trends that illustrate this perspective of modernist mindsets.

- **Consumerist culture:** Despite limited resources, the entire first economy is based on the notion of growth, which demands and cajoles ever-increasing consumption (Klein 2000).
- **Propaganda:** Western values portrayed through modern mass communication portray ‘development’ as ‘material development’ and encourage people to aspire to unsustainable values (Klein 2000).
- **Selfishness:** If everyone were to live like the global middle class, there would simply not be sufficient finite resources available to make this happen (Swilling 2007a).
- **Unwillingness:** The financial resources to eradicate poverty are available, but this would require the middle-class to cut its consumption dramatically (Swilling 2007a).
- **Resistance:** Some of the most powerful economic stakeholders remain obsessed with short-term financial gains rather than public interest or long-term system viability (Swilling 2007a).
- **Ignoring facts:** While there is glaring evidence that the benefits of global wealth are not trickling down to the poor, economic planners persist in this basic tenet of neo-liberal belief (Stiglitz 2002).
- **Trickle up:** Global business is booming and the rich are getting richer while the poor are getting poorer (Stiglitz 2002).
- **Shifting blame:** It absolves the rich from responsibility to blame population growth for increasing poverty, but it is increasingly evident that their actions are a major cause (Monbiot 2004).
- **Self-justification:** It’s easy to justify lower taxes on the rich, on businesses, and on accumulated wealth by saying it is also good for the country (Walton & Wykoff 1991).
- **Apathy:** While the Stern Report and others show that immediate steps are needed to mitigate and adapt to climate change, and business understands the issues, it is not taking significant action (Carbon Disclosure Project Report 2007).
- **Priorities:** Economists persist in prioritizing poverty over the environment rather than tackling them together, despite overwhelming evidence that there is no longer time for this approach (Swilling 2007a).
- **Corporate power:** Contrary to a basic free-market principle (an infinite number of small non-dominating companies), economic power is concentrated in a few multinationals. Of the top 100 economies in the world, 51 of them are corporations and only 41 of them countries (Burnett & Games 2005).
- **Limited liability:** As ‘legal persons’ with ‘limited liability’, corporations are obliged to behave without regard for ‘external’ people or environments so as maximise shareholder value (Bakan 2005).
- **Un-level playing fields:** While the UN, the World Bank and the IMF were established to level the global playing fields, they virtually dictate the world order, often unfairly (Bakan 2005).
- **Irony:** While neo-liberal economics seeks to minimise state intervention, the powerful states dominating the Washington Consensus have increased global market intervention by dictating the trade rules.
- **Trade rules:** Global trade rules dictated by the World Trade Organisation (WTO), such as first world agricultural subsidies and trade tariffs, protect the rich nations at the expense of the poor.
- **Debt trap:** Despite pretension of largesse, for every $1 handed out in aid to developing countries, developing countries pay the West $29 in debt service (Hertz 2001).
- **Arrogance:** The type of development imposed on lesser developed countries causes ‘maldevelopment’ by confusing cultural poverty and traditional lifestyles with real material poverty, often with highly disruptive and damaging effects on society (Shiva 1998).
Gender: Despite claims of new gender equality values, many countries, including the US have not ratified the Women’s Convention to protect women from discrimination (Amnesty International 1999).

War and corruption: Rich countries and their agencies are major accomplices in corruption and arms trading abroad, encouraging these activities with their actions rather than impeding it (Neild 2002).

1.3.3 Opportunities

The picture that clearly emerges above is of a world society out of kilter with itself, physically, spiritually and mentally. We are facing enormous physical challenges to secure our survival. In the competition for resources where the weak are being trampled by the powerful we have lost our soul; and our mindsets are not equipped at this stage to deal with the problem.

The major opportunities that emerge out this global state of crisis lie in several areas of action, all with the broad goal of securing a better future for humanity:

- **Innovation & entrepreneurship:** The global crisis presents new opportunities to innovate in just about all fields of endeavour, from world politics and governance, to lifestyles, to technological and new business investment and development. This provides an opportunity for inter-disciplinary cooperation to find new solutions (Swilling 2004). Business survival depends on innovation in the ways they operate and invent products and technologies (Peters 2004).

- **Dematerialisation, poverty and inequality reduction, and eco-system protection:** While our production and consumption patterns are not yet configured this way, the challenge to support the growing human population, and to do so more equitably, in a resources depleted world, requires a complex combination of efforts.
  - To reduce the average “ecological footprint” will require radical operational or lifestyle changes for those who currently consume too much (Wackernagle & Rees 1996).
  - To redirect policies and technology, the natural eco-systems need to be ‘embedded’ as ‘binding constraints’ (Swilling 2007a).
  - To tackle poverty, average GDP per capita needs to increase while simultaneously reducing the economy’s total material requirements per capita (energy, water, food, building materials, forest products, etc. – divided by the size of the population) (Sachs 2002; Gallopin 2003).

- **Mitigating impacts and adapting to climate change:** The United Nations Framework Convention on Climate Change sets out opportunities for mitigation and adaptation involving Clean Development Mechanism (CDM) projects and carbon credit trading. Other opportunities are to monitor and reduce one’s own emissions at home and at work and change one’s business practices and lifestyle (Raubenheimer 2007).

- **Communication, education and changing mindsets:** The more people begin to know about the global crisis and the impact it will have on their own lives and those of their children’s, the hungrier they are likely to become for more information on the subject. This provides an opportunity for communication and education projects.

All of these opportunities call for a diversity of approach, depending upon the circumstances. Different problems need different interventions, and different target groups need different kinds of information. In the rich North, interventions should be about increasing the quality of lives, not the quantity of our possessions. In the poor South, development should entail some material acquisition, but most importantly should be about education and health and the freedom to participate and live in an increasingly democratic society. Economic growth (Sen 2002, Daly 1996)
Mind Shift's opportunity lies in communicating sustainability to the South African business community in order to effect change.
1.4 The project’s communications context

According to this analysis of the global context, there is both a need and an opportunity for the media to report on the issues of global un-sustainability and provide a platform for debating them. In developed countries like the United Kingdom, the mainstream media has picked up these themes and is playing an important role in educating the public. However, it still appears to be a touchy subject, as can be indicated by the BBC’s recent announcement that it was “not its job to educate about climate change” because the subject was too “depressing” for its viewers (Graaff 2007c).

Throughout the developed world, other forms of media and communications projects have also engaged with the issues in the forms of conferences, speaker events and educational programmes. These will be addressed in the stakeholder analysis in Section 2.

Since 1994, the focus in the South African mainstream media has reflected the predominant interests of the public, the business community and the government around economic growth and development, politics and succession, poverty and health, and crime and corruption. The facts, and the many stakeholder summits and conferences to discuss them, have been reported and analysed in depth, particularly from a socio-political angle. However, there has been little significant debate on the deeper underlying causes of poverty and discontent, crime and corruption, and the limits to growth with respect to the environment.

Only two years ago, much of the mainstream business media limited its coverage of climate change issues to the environmental (not business) pages, with some appearing to take great delight in siding with the climate change sceptics. The shift since then has been profound, with most in the business media now actively engaged in stimulating informed debate on climate issues. The major drivers of this recent shift have been the Stern Report and Al Gore’s An Inconvenient Truth, both released in 2006. The latter, more than anything else, has shifted the broader public’s understanding of climate change, and demonstrates aptly just how powerful the media can be if timed correctly and the message delivered in the right way (Hanks 2007c).

In the magazine world, both locally and internationally, Mind Shift could find no other publications to emulate directly. It borrowed from the Harvard Business Review to get a broad example of how to present issues, although is has tried to lose the academic style in favour of more accessible writing and presentation to broaden its appeal in the local market. However, while the HBR focuses on business issues, predominantly from a First World perspective, it does not generally focus on sustainability issues or those pertinent to an emerging economy. A couple of UK based publications offer other sorts of example, such as Resurgence and Ethical Corporation.

Resurgence emerged in 1966, shortly after Rachel Carson’s Silent Spring (Carson 1962), and had a profound influence on the development of the environmental movement. While ‘preaching’ mostly to the ‘converted’, it is still the leading international forum for ecological and spiritual thinking, connecting readers to a world of ideas, tools and resources that are needed to create positive change (http://www.resurgence). Ethical Corporation, launched in 2001, is a monthly news and analysis magazine aimed to encourage debate and discussion on responsible business. Its target audience also appears to be mostly those already ‘converted’. Ethical Corporation, an independent publisher and conference organizer, also publishes the new online magazine www.ClimateChangeCorp.com, launched in February 2007 (http://www.ethicalcorp.com). In line with this trend, other sites and blogs are now emerging on the web.
In South Africa, mainstream consumer magazines have started picking up on sustainability themes as they have come into fashion, particularly since Al Gore's film, mostly along the lines of green architecture, recycling, organic food, calculating your ecological footprint, and simpler lifestyles. However, only a handful of magazines cater to a target market interested in sustainability issues and alternative lifestyles.

*Biophile*, a bi-monthly publication, discusses environmental issues and ethical consumerism in an independent, forthright and zealous manner (http://biophile.co.za). While its readership figures are not published, it appears to have quite a loyal following, in Cape Town at least. *Progress*, published by Picasso Headline, is a quarterly magazine about sustainable development aimed at industry (http://www.picasso.co.za). *Odyssey* is a monthly magazine focused on personal development and self-empowerment while providing choices and resources that make living more "fruitful and less harmful to ourselves and our environment". It has a readership of 16 000 and about 300 000 hits per month on its website (http://www.odysseymagazine.co.za). There is also a host of niche environmental magazines and websites ranging in focus from botany (*Veld and Flora*), to wildlife (*Africa Geographic*), to green architecture (http://www.greenbuilding.co.za), to news (http://www.greenclippins.co.za), to networking and analysis (http://www.enviromedia.co.za).

Some of the main-stream media, such as the Mail & Guardian and the Cape Times, and sponsors, such as SA Breweries, have also focussed on environmental issues, albeit in the arena of annual 'environmental journalism awards' or 'green awards' for individuals, NGOs or companies.

Bringing together all these threads is the South African bi-annual EnviroMedia Conference, which draws delegates from throughout Africa. The most recent one was a side event of the latest international Global Environment Forum (GEF) Assembly, which took place in Cape Town in 2006. At its opening, Darryl D'Monte, past president of the International Federation of Environmental Journalists, noted: “Environmental journalists should grow more concerned about the interconnectedness of the dilemma: how anything in one’s own backyard impacts the neighbourhood, the region, possibly the country and even more possibly, the rest of the world. There is thus a need for journalists to network to a much larger extent than they now do. On such broader issues, it’s a question of networking or ‘not-working’." (EnviroMedia 2006)

At the same event, Tom Cohen, media relations director of Conservation International said: “Environmental journalists have a great responsibility to report news that is often difficult to understand and pessimistic in tone. Focusing on the human connections – how this news affects those who will read or hear or see the story – is crucial." (EnviroMedia 2006)

University of Witwatersrand journalism professor, Anton Harber, at a recent Goedgedacht Forum on press freedom, said the following: “I think we have to reaffirm that what is most important in journalism is a commitment to questioning, probing, looking for depth of understanding, explanation and analysis. The media will contribute to the kind of society we want, and the kind envisaged in our constitution, not by writing good news stories but by the quality of debate and discussion, the level to which our media empowers our people to make informed decisions about their lives and their country. That can only come from a journalism that digs and probes and questions. A successful society is one which can face up to and correct its inevitable errors, that doesn’t believe there is one way forward, but a number of options which have to be debated and analysed, one which accepts that there are many notions of responsibility, many views of the truth, and many ways to use and abuse facts which are neither immutable nor unchanging.” (Harber 2007)

Mind Shift is aimed at the educated, thoughtful and inquiring – many of whom are in business leadership positions – who are pondering and grappling with the complexities of our current and future challenges.
There are no easy answers and the issues require rigorous scrutiny and debate, not to mention action. Harber’s statement more-or-less captures what Mind Shift is about, with its particular focus being on informing and educating South African business about sustainability.
1.5 Conclusion: Context Analysis

The world is in a state of crisis and insufficient action is being taken.

The doubling of the human population in a space of 80 years means that many of the emerging challenges are new, and developing in scale, speed and complexity as every minute clicks by. Coupled with the challenges of limited resources, poverty, inequality, global warming and modernist mindsets, they represent un-chartered territories. Just as in any potentially dangerous journey of old, this calls for the highest level of astute observation and analysis, adaptability, intuition and resourcefulness that is humanly possible in order to reach the other side (Peters 2004).

Because of its combination of wealth, reach, technology and influence, business holds a critical key to our meeting the challenges of our current era (Hart 2005). So too does the world’s media, in proportion to its individual reach, technology and ability to influence; and at this juncture, the world’s media is not yet taking the issues seriously enough, or adequately meeting the challenge that the situation presents.

In South Africa, the challenge is little different from the rest of the world, and the South African media lags further behind. This presents both a problem and an opportunity for communication projects to ‘shift’ mindsets and encourage action. In the case of Mind Shift, the specific opportunity is identified in informing and educating the South African business community about sustainability.

Before proceeding further, it is important to note that ‘tipping points’ can occur in any system. They could be a result of global warming suddenly causing a change in the direction of ocean currents and plunging us into another ice age, or a groundswell of ideas and information, a “social epidemic”, suddenly changing our current mindset (Gladwell 2000).

In order to understand social tipping points, we need to change our conception of ourselves from autonomous inner-directed individuals to highly inter-connect societies powerfully influenced by our surroundings, by our immediate context, and by those around us (Gladwell 2000).

In his analysis of the conditions for a social epidemic, Gladwell identifies the following ‘lessons’:

- ‘The law of the few’: Starting epidemics requires concentrating resources on a few key ‘transmitters’. ‘Connectors’, ‘mavens’ (experts and enthusiasts) and ‘salesmen’ are responsible for starting word-of-mouth epidemics.
- ‘The stickiness factor’: For an infectious agent to work, it needs to be able to stick. Those who are successful at creating social epidemics test their intuitions to make sure that they ‘stick’.
- ‘The power of context’: The environment has to be receptive. Understanding what makes an idea receptive is key (Gladwell 2000).

“By merely by changing the size of a group, we can dramatically improve its receptivity to new ideas. By tinkering with the presentation of information, we can significantly improve its stickiness. Simply by finding and reaching those few special people who hold so much social power, we can shape the course of social epidemics. In the end, tipping points are a reaffirmation of the potential for change and the power of intelligent action. Look at the world around you. It may seem like an immovable, implacable place. It is not. With the slightest push – in just the right place – it can be tipped.” (Gladwell 2000)
Critical elements in Gladwell’s analysis are ‘stickiness’ and “understanding what makes an idea receptive”. It is essential that all elements of the Mind Shift 2.0 project take this into account. All aspects of communication need to be carefully fine-tuned not only to the business community’s barriers to ‘hearing’, but also to be powerful enough to ‘stick’. One way to achieve this is to develop a ‘narrative’ (story-line) in which the business community participates in a leading role, and in language that touches to the core of their personal identity and their unique opportunity for heroism (Gardiner 1996).
Section 2: Stakeholder analysis

2.1 Background: responses to the global crisis

There have been considerable advances in our understanding of the planet and our relationship to it since Rachel Carson’s early warning that we are “going to destroy the Earth”, most notably perhaps in the fields of science, socio-economics and ethics. Regrettably many of these responses have been mostly academic, and are yet to be felt more widely (Swilling 2004). While numerous crises that were predicted years ago have materialized, and many groups have begun to respond in numerous ways, in reality the crisis is not being sufficiently seen for the “polycrisis” that it is, and alarmingly little has been done so far (Swilling 2007a; Sneddon, Howarth & Norgaard 2006). Nonetheless, there has been a considerable flurry of activity in the last 30 years to address the looming crisis, albeit without a great sense of urgency. The realization that many of the challenges need to be faced at a global level has been the catalyst for the construction of an elaborate multi-lateral governance system for building and implementing sustainable development on a global scale (Swilling 2007a). Here are some of the route markers.

2.1.1 Global responses

- The establishment by the United Nations of numerous international protocols on areas of concern like forest depletion, dam building, biodiversity and carbon emissions (www.un.org).
- The launch of the World Economic and Social Forums (www.weforum.org; www.wsfindia.org).
- The 1997 Kyoto Protocol to the UN Framework Convention on Climate Change, established in response to a growing understanding of the threat of carbon emissions and the need to cut greenhouse gases to 5% below the 1990 level by 2012, and adopted by 150 countries (cdm.unfccc.int).
- The establishment of the UN’s Millennium Development Goal (MDG), a framework for sustainable development including time-bound targets to halve poverty by 2015 (www.un.org/millenniumgoals).
- The establishment of the UN’s Global Compact in 2000, which enlists business to promote responsible corporate citizenship by adopting ten ‘universal’ principles concerning human rights, labour, the environment, and corruption (www.unglobalcompact.org).
- The formulation of the World Bank’s Adjusted Net Savings (ANS) methodology for measuring the net economic value add of sustainability in currency terms, thereby showing changes in economic, social and natural capital (Du Plooy 2007).
- The development and widespread adoption of a ‘triple bottom line’ reporting system that accounts for environmental and social impacts as well as financial success (www.sustainability.org.uk).
- The pledging of many firms to go green, following the world’s largest retailer Wal-Mart (Fortune 2006).
- The publication by the British Government of the Stern Report into the economic impacts of climate change in 2006 that has improved government’s and businesses understanding of climate change.
- The publication and dissemination of the book and film, An Inconvenient Truth, by Al Gore in 2006, which has had an enormous impact on public understanding of climate change (Gore 2006).
Economic policy changes and investments in dematerialisation in some countries, such as Germany and China (Swilling 2007a).
2.1.2 South African policy responses

South Africa’s responses to the global crisis have been fairly in line with the rest of the world, and its post-apartheid government and civil society have participated in the global forums mentioned above, not least the 2002 WSSD in Johannesburg. In many respects, South Africa is a microcosm of the world’s problems, with a thriving money economy driving economic growth on the one hand, and a parallel traditional economy languishing in poverty and underdevelopment on the other (Terreblanche 2005). As elsewhere, the rich are getting richer, and the poor are getting poorer.

A couple of statistics illustrate this point:

- Growth in GDP is currently 4.8%, and is targeted to climb to 6% in the next year (www.statssa.gov.za).
- The Human Development Index – which measures real per capita income, life expectancy at birth and education – gives South Africa an index 0.653, putting the country as the 117th most developed country in the world, down from 103 in 1998, indicating its level of development is declining (UN Human Development Goals Report 2006).
- In 2004, the United Nations Development Programme (UNDP) ranked South Africa as one of “the most unequal societies on the planet” (Ohiorhenuan 2004).
- South Africa’s Gini coefficient – which measures relative income distribution and inequality – rose from 0.596 to 0.635 between 1995 and 2001, indicating that inequality in South Africa is on the increase (Hertzenberg & Masibonge 2003).

The new democratic government has thus had to play an enormous balancing act between sustaining economic growth and ‘keeping business happy’ on the one hand, and addressing the aspirations and growing needs of the poor on the other. In essence, it has chosen to follow a neo-liberal economic model and to prioritize economic growth in order to be attractive to foreign investment and trade partners. But as with the rest of the world, while 6% growth has improved the wealth and lifestyles of the First Economy, its benefits have not ‘trickled down’ to those locked in the Second Economy (Terreblanche 2005). Many of its policies, such as GEAR, have been criticised by the left as a result (Ehrenreich 2005; Holiday 2005). Poverty alleviation has nevertheless been high on the government’s agenda, starting with a large-scale social grant system, and more recently adopting a ‘developmental state’ approach which will involve greater state intervention in the economy to stimulate employment (Swilling 2007c).

Three new policy frameworks have recently been developed by the South African national government: the National Industrial Policy Framework (NIPF), National Framework for Sustainable Development (NFSD), and the National Framework for Local Economic Development (NFLED). Each has been championed by a different national department. They occur in the context of renewed commitment from the state to halve unemployment and poverty by 2014 through achieving a 6% growth rate. Each aims to contribute to the achievement of this Vision 2014 (Rivett-Carnac 2007).

Except for the National Framework for Sustainable Development (NFSD) policy framework that was published for comment by DEAT in November 2006, our development policies are out of line with economic and sustainable resource use thinking that is rapidly becoming mainstream amongst many of our trading partners and competitors, especially since the publication of the Stern Report (Swilling 2007b).

The other frameworks, together with the accelerated and shared growth initiative (ASGI-SA) are unfortunately missing an enormous opportunity to start preparing for a sustainable rather than an
unsustainable future (Rivett-Carnac 2007; Swilling 2007a). While the ASGI-SA includes the growing of biofuels as a major component of its strategy (a strategy that has not yet been approved by the UNFCCC) (Financial Mail 2007), they generally assume natural systems are intact and durable (‘embedded’) rather than recognizing them as ‘binding constraints’ and a pre-condition to successful industrialization. Without doing so and decoupling economic growth needs from resource consumption rates, the country is unlikely to meet its growth targets for 2014 and beyond (Swilling 2007a).

A further initiative by DEAT is the Cabinet’s Long Term Scenario Planning (LTSP) project, an 18-month process managed by the Energy Research Centre at the University of Cape Town. Its objective is to help South African stakeholders understand the emission and cost implication scenarios of mitigating climate change, and to assist cabinet with policy and positions for negotiations under the UN Framework on Climate Change. The process will develop scenarios over a 25 and 50 year period for power generation, and other emission sources such as industry, transport and housing (Raubenheimer 2007).

While responses to the global crisis by the South African government have been slow, two government ministers recently announced substantial dematerialisation plans. The Minister of Water Affairs and Forestry announced the launch of a National Water-Wise Campaign and the Minister of Minerals and Energy announced that legislation would be tabled to enforce much greater energy efficiency in households and businesses (Swilling 2007a).

Most recently, the ANC 52nd National Conference at Polokwane, Limpopo, in December 2007, adopted a significant “Resolution on Climate Change” that positions the ANC’s policy in the sustainability arena and resolves to set targets, mobilise action and raise awareness and action on a multi-lateral basis in order to meet the global challenge of global warming (ANC 2007).

A further recent initiative is that of Member of Parliament and Leader of the United Democratic Front, Bantu Holomise, who in November 2007 launched an “a-political” initiative to found a “Champions of the Environment Foundation”. The initiative aims to support, promote and reward people who are championing environmental concerns.
In the 1990s the new political order in South African gave birth to a committee on corporate governance named after and chaired by the former high court Judge Mervin King. Published in 1994, the King Report (I) set out to highlight and promote the highest standards of corporate governance in SA, and in line with the constitution, the codes of practice of the report would apply to all companies listed on the Johannesburg Stock Exchange (JSE). The King Report (I) alongside the Public Finance Management Act were to regulate good corporate practices such as transparency, accountability and sound management of shareholder’s wealth. Following on from the introduction of ‘triple bottom line’ reporting internationally, the standards were revised in 2002 in the King Report (II) to include economic, environmental and social aspects in addition to safeguarding shareholders’ wealth. This endeavour represents one of the early responses in South African business to the global need for greater accountability of business towards society and the environment (Budingo 2002).

The National Business Initiative (NBI), launched by former President Mandela in 1995, has been another nexus of South African business’s response to the global crisis. It leads a coalition of about 140 companies and has focused its efforts on mobilizing business leadership to play a pivotal role in “entrenching social, economic and environmental stability as the pillars of a fully inclusive, non-discriminatory democracy” (http://www.nbi.org.za). It is the official South African representative of the World Business Council for Sustainable Development (WCSD) (http://www.wbcsd.org) and is linked to the Global Reporting Initiative (GRI) (http://www.globalreporting.org).

In 2000, a number of South African companies joined the UN Global Compact (http://www.unglobalcompact.org). As the world’s largest global corporate citizenship initiative, the Global Compact is concerned with “building the social legitimacy of business and markets”. At the end of 2005, the University of South Africa (UNISA) Centre for Corporate Citizenship (CCC) became its ‘Focal Point’ in South Africa. Leading institutions and companies developing the Global Compact in South Africa, with the NBI as ‘Focal Point’ as of 2007, are Sasol, Eskom, Barloworld and Deloitte, as well as Business Unity South Africa (BUSA), the UNISA Centre for Corporate Citizenship, the UNGC Regional Learning Forum and some national government departments (http://www.busa.org.za; http://www.unisa.ac.za/ccc).

The South African network will focus on increasing participation in the Global Compact and stronger local commitment in order to achieve effective collective action. The primary mechanism for this will be a series of focused events and creating greater public and media awareness of the Compact. To date, the network has hosted events on anti-corruption, social investment, and HIV/AIDS (http://www.unglobalcompact.org).

As an advocate for the leading role that business can play in contributing to sustainable growth and development, the NBI partnered with Incite Sustainability in 2007 to bring the Carbon Disclosure Project to the country for the first time (Carbon Disclosure Project South Africa Report 2007). The CDP is an established and reputable international process of corporate reporting on climate change impacts, backed by investment institutions representing $41 trillion of assets under management. The South African CDP covers the top 40 companies on the Johannesburg Stock Exchange, with the intention to expand this to the Top 100 companies in 2008.
The key finding of the CDP, due to be released in December 2007, is that while South African business is interested in learning about the issues and how they impact on future strategic planning, their response to the crisis is thus far inadequate. Some of the key findings are:

- “Comparatively low level of reporting by South African companies of their carbon emissions data. 57% of the FTSE/JSE Top 40 responding companies provided quantitative data on their greenhouse gas emissions. This compares with 79% of respondents in the CDP’s Global FT500 survey”.
- “South Africa’s carbon emissions dominated by a few large players. 83% of disclosed emissions were from three companies: Sasol, BHP Billiton and Anglo American”.
- “South African companies are beginning to understand the potential business risks and opportunities associated with climate change. 89% of the Top 40 responding companies suggested that there are business opportunities associated with climate change, an encouragingly high level”.
- There is “a disconnect between awareness of climate change and action on the issue. Only eight companies have disclosed clear, company-wide emissions management targets” (CDP-SA 2007).

The CDP’s first round in South Africa has served as a practical illustration of the commitment local companies are already showing towards disclosing their carbon footprints and assessing their climate change-associated risks and opportunities. Companies’ willingness to participate in such a transparent manner indicates a growing concern over the profound impact climate change will have on the country’s economy and people. A crucial aspect of this initiative is its investor-driven nature, driving strategic climate change thinking beyond high impact industry, to include the commercial sector (Fourie 2007).

This critical initiative has enjoyed notable exposure in South Africa – evidence that there is media interest and that the time is right for the South African private sector to show leadership by partnering with government to develop a solutions-driven national climate change response (Fourie 2007). Incite Sustainability, the consultancy that drove the CDP South Africa project, provides advice on sustainable development strategy to companies throughout Southern Africa (www.incite.co.za). It is one of a number of consultancies in this field that has emerged in response to the crisis.

Sustainability Asset Management (SAM) together with Dow Jones Indexes and STOXX runs a series of sustainability indices that track the performance of companies seen to be industry leaders in sustainability. Only four South African companies are currently listed on the index. Innovest annually identifies the Global 100 Most Sustainable Companies in the World, and no South African companies have yet made its list. Every two years, SustainAbility and UNEP conduct a survey of corporate sustainability reporting, in which quite a few South African companies have fared in the top 50 (Hanks 2007a).

A recent report compiled by UNEP and UNISA, The State of Responsible Investment in South Africa (UN 2007) canvassed the responses from 32 pension funds, 19 asset managers, and 11 advisors, representing a total net value of R975 million. The report emanated from a groundbreaking international investor driven initiative termed the Principles for Responsible Investment (PRI) which represents US$10 trillion, and whose participants commit to adhere to six principles encompassing the reporting, monitoring, and promotion of the incorporation of environmental, social and governance (ESG) issues into investment decision making and company interaction. The study shows that there is little demand in South Africa from retail investors for responsible investment products. Only 15% had a responsible investment (RI) programme and most of these were insignificant. This is far behind other countries, but then so too, the report points out, is consumer awareness. The awareness of RI was higher in the other groups, although most of them had not yet heard of PRI (Frater 2007).
The Prince of Wales International Business Leaders Forum, which works with business, governments and civil society in over 90 countries to enhance the contribution that companies can make to sustainable development, is also active in South Africa (http://www.iblf.org). So too is the University of Cambridge Programme for Industry (CPI), which seeks “to help present and future leaders deepen their understanding of the social, environmental and economic context in which they operate and respond in ways that benefit their organisations and society as a whole”. It offers a portfolio of world-renowned sustainability leadership programmes, innovative dialogues with other sustainability leaders and access to an active and influential alumni network of thought-leadership and research (http://www.cpi.cam.ac.uk).

A couple of other UK based NGOs have associations with some or many of the organizations already listed, including Mind Shift, most prominently SustainAbility, Forum for the Future and Tomorrow’s Company. Established in 1987, SustainAbility, is best known for its development of the ‘triple bottom line’ accounting system. Working internationally at the interface between market forces and societal expectations, it advises clients on the risks and opportunities associated with corporate responsibility and sustainable development (http://www.sustainability.co.uk).

Forum for the Future works with 170 businesses worldwide to show them what a sustainable future could look like, challenging them to make a difference, helping them change, training their leaders and communicating their success stories (http://www.forumforthefuture.org.uk/about-us). Tomorrow’s Company is a research and agenda setting organization working with international business to create a “future for business which makes equal sense to staff, shareholders, and society” (http://www.tomorrowscompany.com). Each of these organizations has offered advice and contributed articles and interviews to Mind Shift, some by their leaders whose international profile is high. Another international NGO, the Natural Step, is also present in South Africa. The organization works to accelerate global sustainability by guiding companies, communities and governments in eleven countries (http://www.naturalstep.org/com) and should be engaged by Mind Shift.

A good number of local NGOs are also active in the field of raising corporate and government awareness on environmental and social justice issues in Southern Africa, most prominently, groundWork, a non-profit service and developmental organization, and Earth Life Africa (ELA), a membership driven organization of environmental and social justice activists. groundWork places particular emphasis on assisting vulnerable and previously disadvantaged people who are most affected by environmental injustices (http://www.groundwork.org.za). Earth Life Africa’s main activities are campaign related: lobbying and advocacy with a range of stakeholders including government; building campaigns at community level through sharing information and skills; engaging with environmental impact assessments; engaging the media, and researching and producing information materials. While historically best known for highlighting environmental injustice, they also work to promote ecologically sound alternatives, and have participated in government policy development processes (http://www.earthlife.org.za/).

Another NGO, Zero Emissions Research and Initiatives (ZERI), which is a global network of creative minds, seeking solutions to the ever increasing problems of the world, is also represented in South Africa and has a close association with Mind Shift, offering it access to some of the top sustainability thinkers around the world (http://www.zerisa.org/). Other organizations, such as the World Wildlife Fund for Nature - South Africa (http://www.panda.org.za), Conservation International (www.conservation.org), the Wild Life and Environment Society of South Africa (www.wessa.org.za), the Wilderness Foundation of South Africa
(www.wilderness.org.uk), have also had a major role to play in raising awareness of environmental issues in the country.
2.2 Stakeholder analysis for Mind Shift

2.2.1 Target group

Mind Shift is targeted primarily at South Africa’s business leadership, who once properly informed and motivated, can change their own business strategies and practices towards more sustainable ends and exert influence on government and society. All of the other stakeholders who have already responded to the crisis (mentioned above) and identified as key influencers, are also part of its target market. This includes politicians, senior civil servants, NGO directors, consultants, academics and shareholders, in addition to business leaders. A few selected people in each group have already been included in a free sampling campaign for the magazine (free copies in business class lounges; free subscriptions; free copies at aligned events). This target group represents a solid base of people, many of which are on freely available databases, to whom to market the products envisaged in the Mind Shift 2.0 proposal.

A wider target group is also envisaged, which is why Mind Shift magazine also endeavours to be on sale at retail outlets and why the other Mind Shift products envisaged in the 2.0 proposal need to be more widely marketed via public relations efforts.

In publishing and event planning advertisers and sponsors also form part of the target group. They need to be made aware of the product and encouraged to believe in its value to them as well as broader society. Traditionally, value to advertisers and sponsors is measured in reach, cost and appropriateness of the primary target market to their brands. It is therefore difficult for a new publication or event to attract advertising or sponsorship before it has a track record of quality and reliability, a respectable Audited Bureau of Circulation (ABC) sales figure (in the case of a magazine) and research or other proof to indicate whom the product is reaching.

2.2.2 Implementers

2.2.2.1 The Owner

The South African publishing company, ITWeb Ltd, is the owner of the Mind Shift magazine title and the Mind Shift web site (www.mindshiftmag.co.za).

In less than 10 years, ITWeb has grown from a small online pioneer to a stable, profitable technology-focused publishing house. It publishes an on-line technology news site (www.itweb.co.za), a related weekly newsletter, eNews, three regular print titles (Brainstorm, iWeek and Mind Shift), a series of annual publications, organises events, and owns related businesses within its chosen space. It is a trusted voice in local technology publishing and reaches an audience that ranges from technology professionals to CEOs. It employs 100 people in offices in Johannesburg and Cape Town, and boasts an annual turnover of more than R30 million.

ITWeb currently manages the strategic planning, editorial direction, advertising sales, marketing, copy distribution, website development and financial management of Mind Shift magazine and web site. It is also planning to deploy the efforts of its events division to link with the Mind Shift project.
2.2.2.2 The Project Director and Editor

At this stage Mind Shift does not have a project manager. With its expanded vision, the Mind Shift 2.0 project will need a project director to develop and co-ordinate all the activities envisaged in this proposal. It is recommend that the editor be appointed as the project director.

Mind Shift magazine and website are edited by an independent contractor, Monica Graaff, who is not an employee of ITWeb. She is the founding editor and publisher of Mind Shift and has steered its course from inception under the roof of UCT’s Graduate School of Business and its first owners, Ince (Pty) Ltd, through its sale to ITWeb and into its current phase. In many respects she is the ‘custodian’ of the emerging brand and all that it represents.

She is also currently an associate of Incite Sustainability. In previous capacities, she has:

- Managed the branding and marketing of newspapers such as the Sunday Times, Business Day and Financial Mail, achieving substantial circulation growth in all titles during that time;
- Launched two consumer magazines, Out There and Mind Shift. Out There, a magazine about sustainable outdoor adventure, won 32 industry awards for editorial excellence while she was at its helm in the capacity of both editor and publisher;
- Held the position of Marketing Director of Conservation Corporation Africa LTD, one of the country’s largest lodge owning companies;
- Managed one of the City of Cape Town’s largest marketing efforts at the World Summit on Sustainable Development.

As the editor and ‘custodian’ of the publication, she has the expertise and the passion to develop, manage and market the Mind Shift 2.0 project, and should be contracted to do so. In addition, she can use her network base, for example Incite Sustainability, NBI, CPI and the Natural Step, to build partnerships to put the proposed activities in place and promote awareness.

Her expertise lies in communicating sustainability through publications and in marketing, stakeholder engagement, and award-winning exhibition stand management (Best South African Stand at the WSSD 2002). She has worked in a number of capacities in the worlds of media, parliament, local government and tourism. Her academic qualifications include a BA from the University of Cape Town, a B.Journalism Honours from the University of Stellenbosch and an MBA from the University of Cape Town. She has studied for an M.Phil. in sustainable development at the Sustainability Institute which is aligned to the University of Stellenbosch’s Department of Public Management and Planning.

2.2.2.3 Assistant editors

West Cape News:
Mind Shift Magazine, which does not have any full time employees, also employs the ad hoc part-time editing services of West Cape News (WCN), a small news agency based in Cape Town. WCN specialises in township and sustainability related news items, and employs solely previously disadvantaged youth as media interns in order to give them on-the-job training as journalists. Steve Kretzmann, the chief editor and senior partner, previously lectured journalism at Rhodes University and is an accredited journalism instructor. Patrick Burnett, the junior partner, formerly worked for an NGO.
Ad Hoc Assistant Editors:
Mind Shift hires the part-time editorial services of others from time to time, including distinguished former editor, TV anchor and author, Max du Preez, and respected Cape Town tourism marketer, Sheryl Ozynsky.

2.2.2.4 Designers

The design of the magazine is managed by a small Cape Town based company, Design Infestation, on a contractual basis, under the guidance of the editor. The studio’s owner, Christo Maritz, and his staff have won numerous design awards. Mind Shift’s art direction is overseen by senior designer Sam Bainbridge.

2.2.2.5 Content Providers

Regular content for Mind Shift is produced by a wide range of respected writers, such as IDASA’s Richard Calland and Stellenbosch University’s sustainability professor, Mark Swilling.

In addition to its regular columnists, Mind Shift draws from a range of subject experts from around the world. Previous big names interviewed exclusively for Mind Shift, or persuaded to write for it, include:

- Glenn Prickett of Conservation International (‘the man who turned Wal-Mart green’) (Ozynsky 2007);
- Jonathon Porrit of Forum for the Future, voted second most important environmentalist of all time (Hanks 2007b);
- Paul Gilding, formerly CEO of Greenpeace International (Hanks 2006b);
- Trevor Manuel, South African Minister of Finance (Manuel 2005);
- Clem Sunter, South Africa’s legendary scenario planner (Sunter 2006);
- Sir Mark Moody Stuart, Chairman of Anglo and a leading international figure in sustainable business (Kuszewski 2007);
- Mark Goyder, founder of Tomorrow’s Company (Goyder 2007).

2.2.2.5 Thought providers

Incite Sustainability

Incite Sustainability, an association of business consultants working with local business, government and international bodies to design, effect and monitor sustainability strategies, has a similar goal to Mind Shift: to effect change in the business community’s understanding of sustainability. In order to do so more effectively going forward, it needs to develop a business model that creates both a sustainable value chain for its partners and associates, and an enhanced platform for maximising its effectiveness in meeting its goal (www.incite.co.za).

As an associate of Incite Sustainability, the editor has also employed the expertise and advice of this sustainability consultancy. Its founding partner, Jon Hanks, plays a small advisory role to the editor as the magazine’s ‘Associate Editor’, in addition to writing regular articles for it. Nicola Robins and Stefan Raubenheimer write regular columns in the magazine. They have all also assisted in some of the brainstorming that has gone into preparing this document.
Incite Sustainability has built a solid reputation in the business sustainability world both locally and internationally with some of the country’s leading brands and institutions as its clients, and award winning CSI reports under its belt. Its founder, Jonathon Hanks, an Eisenhower Fellow, has recently been appointed the Global Chairman of the new ISO standard on Social Responsibility, elected by 400 people from 70 countries in Vienna in November 2007. It senior partner, Nicola Robins, a Fullbright scholar, recently chaired the dialogue session between the South African Cabinet and Britain’s chief scientific advisor Sir David King. And its informal associate, Stefan Raubenheimer, is the chief advisor to the South African Cabinet on the Long Term Mitigation Scenarios (LTMS) on climate change. All three are Senior Associates of the Cambridge Programme for Industries (CPI) and are part-time or temporary lecturers at the UCT’s Graduate School of Business.

It is anticipated that Incite Sustainability could become a cooperation partner in the Mind Shift 2.0 proposal. Its role could include recommending conference and events ideas, developing programmes, and recommending speakers for a variety of Mind Shift events. It could also assist in the development of a Mind Shift business leaders’ forum, collaborating with other strategic partners (e.g. CPI or IBLF) and facilitating high-level dialogues.

**Cambridge Programme for Industry &
The Prince of Wales International Business Leaders Forum**

Owing to its close link with Incite Sustainability, this prestigious organisation directed in South Africa by Peter Willis, could be approached formally to be a co-operation partner for Mind Shift around educational events. Peter Willis, who also directs IBLF in South Africa, would also add enormous value to the establishment of a business leaders’ forum as contemplated in the Mind Shift 2.0 proposal. Apart from having an alumna base that would form a perfect target audience for Mind Shift to approach, in Peter Willis, the two organisations have considerable experience and expertise in facilitating high-level dialogues within business communities, and access to an international base of sustainability experts and influencers.

### 2.2.2.6 Event organisers

**ITWeb Events**

The owner’s own events and executive forum division employs six permanent staff. In the past year they organised four successful IT-related conferences and six executive forums. These were attended by between 100 and 300 top decision-makers from the fields in question. With the addition of Mind Shift to ITWeb’s stable, this division has the opportunity, and is keen, to expand its events to cover sustainability. This fits with the Mind Shift 2.0 project proposal.

**SE Shows & Events**

SE Shows & Events specialises in innovative expositions, exhibitions and experiential events management. The Cape Town based company is a division of Specialised Exhibition (Pty) Ltd, with 40 years of experience as tradeshow specialists in South Africa, and is a wholly owned subsidiary of the worldwide Montgomery Exhibition Organization, with a 110 year reputation for producing exhibitions and events. Its shows this year include The Natural and Organic Products Exhibition and The Women’s Show. SE CEO, David Wolstenholme, who is a regular contributor to Mind Shift, approached Mind Shift in 2006 with an exciting idea.
for a Mind Shift exhibition. As ITWeb Events does not have experience in large exposition management, with the experience and interest SE could bring to the party, this company is also a possible stakeholder in the Mind Shift 2.0 strategy (http://www.seshowsandevevents.com).

2.2.2.7 Marketers

Good marketing is critical to the success of any new venture, and if the Mind Shift 2.0 project proposed is going to work, it needs to develop the right marketing plans and find the right cooperation partners.

To date, Mind Shift Magazine has received almost no planned marketing, other than a subscription drive to the GSB alumna body upon its launch, and some limited sampling campaigns directed at selected databases and airport business class lounges. Apart from this, it has given its permission, upon request, for some of its articles to be republished in other media with a reference to their source. Traditionally, a new consumer magazine would be launched with considerable fanfare, and a marketing effort sustained for at least an initial period until the publication has established itself in the market. Unfortunately, given Mind Shift’s unusual history, this has not occurred. As a consequence, Mind Shift has not yet adequately established itself in the market and is largely unknown.

The Mind Shift 2.0 project proposal offers a new opportunity for Mind Shift to launch not just its new products, but also to entrench the magazine in the market. This will all be included in the risk management plan. Existing strategic partners, like the UCT GSB, need to be included to better mutual benefit, and new strategic partners, like the CPI and the new Champions of the Environment Foundation need to be engaged. While the full force of the owner’s internal marketing expertise needs to be applied to the Mind Shift 2.0 project, it is envisaged that new cooperation partners should be engaged. These should include the marketing services and expertise of both Monica Graaff, the editor, and Sheryl Ozinsky, who is an ad hoc part-time assistant editor on the magazine, as well as an appropriate PR agency.

Marketing Consultants and PR Agencies

Rothco PR, has already played a small role in running advertisements in the quarterly publication it produces on behalf of its client, the UCT GSB, by way of a mutual free advertising agreement between the previous owner and the current one. Rothco also assists Mind Shift with content from its range of GSB academics. It has expressed an interest in extending its relationship with Mind Shift.

Dlamini Weil Communications, has a strong interest in environmental media and organises the EnviroMedia Awards on behalf of one of its clients, South African Breweries (SAB). It has expressed a keen interest in working with Mind Shift as a client.

Monica Graaff’s marketing experience is referred to above in 2.2.2. Sheryl Ozinsky is well known for her achievement of putting Cape Town fairly and squarely on the international tourism map. Under her leadership, the Cape Town brand has been built into one of the world travel market’s most recognized. The country’s largest annual SME business plan competition is one of the projects she manages as an independent consultant. As an assistant editor on Mind Shift, she has both the passion and expertise to assist in the marketing of the new Mind Shift 2.0 product range recommended. For example, she could develop and manage a plan for Mind Shift to have its own sponsored Sustainability Business Plan Competition, which would build Mind Shift’s reputation in the market.
2.2.2.8 Advertisers, agencies, sponsors and sales staff

Advertisers, advertising agencies and sponsors play a role in the implementation of Mind Shift. Approached by members of the ITWeb sales team, they make decisions about whether to back Mind Shift or not. Traditionally in the publishing and events worlds, their collective role is critical to a project’s success. At this stage in Mind Shift’s lifecycle, advertising and sponsorship support is well below what is needed to support the publication adequately. Traditionally in a successful and sustainable businesses model for a magazine of Mind Shift’s ilk, the publisher would plan to cover all its overheads, fixed costs and profit from advertising and sponsorship revenue. Variable costs of printing and distribution per copy, including anticipated returns, should be covered by copy sales.

The Mind Shift 2.0 project proposal addresses this internal operational weakness in its risk management plan. By creating a range of highly focused Mind Shift products, the opportunities for exposure and building a profile and influence will be enhanced.

2.2.2.9 Magazine distributor

In the past 10 years, the South African market has experienced such a growth in the number of magazine titles on the market, that it is becoming increasingly difficult to secure shelf space. The way in which to do so is to work via a distributor who is listed with various outlets. Due to increasing competition, the challenge for a new title being accepted by a reputable and experienced distributor is becoming increasing difficult.

Mind Shift magazine is distributed by MagScene, which specialises in the distribution of small niche titles, most of which are foreign. Via MagScene, it has been accepted by Exclusive Books and C.N.A., two of the country’s major chain newsagents. However, although it might have been accepted by these chain’s head offices, each individual outlet still has the right to reject it, depending upon their merchandiser’s views about which of the competing titles is most likely to secure the store a good turnover. Properly launched titles carefully plan store marketing in such a way as to win the store managers over. Without this support, Mind Shift has been turned down by many vital outlets in its target market areas. This has made the magazine frustratingly difficult to find on the shelves.

Mind Shift has also been accepted in principle by Woolworths, a primary outlet in its target market, and an achievement of note as the chain retail outlet only accepts a small percentage of the magazines on the market. However, Woolworths will only receive magazines from existing suppliers, and MagScene is not one of them, making this vital outlet still out of reach.

Allied Publishing would be a better choice of distributor for Mind Shift. As the country’s biggest newspaper distributor with clout and access to virtually every outlet in the country, it has a tiny magazine distribution arm with titles closely aligned to Mind Shift in terms of target audience: Fortune, Time, the Economist, Leadership, the Financial Mail, and National Geographic. If Mind Shift were to occupy shelf space alongside these titles wherever they were placed, it would almost certainly enjoy a better sales performance. Unfortunately, Allied was turned down by the first owners of Mind Shift, and subsequent more recent applications to this distributor have failed. It is hoped, that once Mind Shift has achieved a higher profile and proved itself better, Allied might be persuaded to change its mind.
Poor magazine distribution, and owner management thereof, is identified as a threat to the project later in this proposal, and will be addressed under the activities in Section 5 and the risk management plan in Section 8.

2.2.3 Decision makers

Decision making with respect to Mind Shift magazine’s business future, editorial direction, and with whom it should partner, clearly vests with the owner. Decision making with respect to magazine content vests with the editor who, in terms of her contract with the owners, has editorial independence. Decision making with respect to how any outside parties wish to engage with the owner, vests with them. It has long been mooted that Mind Shift should have an editorial advisory board to guide it and assist it with introductions to areas of influence. However, it has never been considered that this board should hold any decision-making powers. It is recommended a project director be appointed who will have decision making powers, but be answerable to a Mind Shift board that comprises all the relevant stakeholders. Decision making with respect to how to proceed with the purpose outlined in this Mind Shift 2.0 project proposal, vests with whom so ever wishes to pick up the challenge.

2.2.4 Financiers

As the owner, ITWeb is the primary financier of Mind Shift, guaranteeing commissions to its sales staff, supporting allocated overheads to its various departments involved with the project, and paying its various service providers and commissioned writers and photographers. Given the lack of advertising and sales revenues at this stage, along with the price it paid for the purchase of the title, the project has already cost it after four (going on five) issues under its ownership well over R1 million.

While it needs to find a way to make its Mind Shift project financially sustainable in order to secure the project’s longevity, the owner’s primary goal with respect to Mind Shift was announced at its financial year-end staff report back in June 2007. It was not to make a profit (although this would be preferable), but rather to “put something back” into society by effecting change in the business community’s understanding of sustainability, the CEO, Jovan Regasek, said. Should it be successful in this mission, it would gain a valuable secondary benefit of enhancing ITWeb’s reputation for ‘thought leadership’, which is one of the company’s core values. (The author was present at the event.)

The editor is also indirectly a financier of the project due to the substantial opportunity cost she has carried over the past year by choosing to advance the vision of Mind Shift rather than pursue other realistic and more lucrative ventures applying her skills.

In order to secure financing for the activities contemplated in the Mind Shift 2.0 project proposal, the owner would need to adopt the project and commit finances to it. It is possible that the owner might not do so, in which case the other stakeholders will need to assess whether or not this is a killing factor for the project, or whether it will be possible to proceed in another way.

Alternative sources of funding, apart from revenues derived for advertising, copy sales and possible sponsorships and events attendance, as contemplated in the Mind Shift 2.0 project proposal, have not yet been considered. Theoretically such alternatives, if desirable, could lie in the areas of funding from donors who wish to support Mind Shift’s vision, or in shared ownership or venture capital.
2.2.5 Stakeholder communication

No formal stakeholder workshops, as contemplated in the LFA, have been held. However, ongoing communication by way of meetings and email communication has taken place between various and differing sets of stakeholders. Should the recommendations included in this project proposal be accepted in one way or another, further focused stakeholder meetings will need to take place to discuss specific issues to take the process forward.

While the editor is in constant communication with the owner and most of the current implementers, it is worth mentioning a few recent meetings that have taken place that have a bearing on this proposal:

- ITWeb CEO, Editorial Director and the editor in October 2007 to discuss the future of Mind Shift, the decision of ITWeb to conclude its purchase of Mind Shift from the UCT GSB after a one year trial period, ITWeb’s commitment to continue publishing Mind Shift on a quarterly basis and renew its contract with the editor, and a mutual agreement to pursue a new strategy for Mind Shift, which is envisaged in this project proposal for the Mind Shift Strategy 2.0.
- ITWeb Events division and the editor in October 2007 to discuss the linking of Mind Shift with its operations, and a possible route of engagement.
- Incite Sustainability and the editor in October 2007 to discuss possible mutual engagement with respect to Mind Shift conferences and events as contemplated in the proposed Mind Shift 2.0 strategy. The outcome of this meeting was that Incite and Stef Raubenheimer, who is loosely affiliated to Incite, are willing and able to pursue a relationship with Mind Shift in this regard as it fits with their overall vision.
- SE Shows & Events and the editor in November 2007 to discuss possible mutual engagement with respect to a possible Mind Shift Expo as contemplated in the proposed Mind Shift 2.0 strategy. The outcome of this meeting is that Specialised Events is still very keen to engage with Mind Shift on a potentially exciting expo proposal it has already conceived.
- Cambridge Programme for Industry (CPI) and The Prince of Wales International Business Leaders Forum (IBLF) (represented by the same person, Peter Willis), Nicola Robins of Incite and an associate of CPI, and the editor in November 2007 with respect to possible stakeholder engagement with respect to setting up a Mind Shift ‘think tank’ and other possible synergies, as contemplated in the proposed Mind Shift 2.0 strategy. The outcome of this exploratory meeting was that CPI is willing to link Mind Shift with its alumna base immediately, and is open for further discussion on other aspects of the Mind Shift 2.0 strategy.
- Champions of the Environment Foundation: the editor attended the founding conference in December 2007 and a meeting of its steering committee in January 2008, to discuss the founding of the foundation and Mind Shift’s involvement as its primary media partner.
Section 3: Problem analysis

3.1 Problem identification

The problem that this project proposal has been set up to address is as follows:

Noting that we currently face enormous challenges with respect to global climate change, unsustainable resource depletion and underdevelopment that is threatening the survival of the human species, and that business has more ability, influence, expertise and finances to address this than any other group on Earth (Hart 2005)...

South African business is insufficiently informed about sustainability and taking insufficient local action to help avert a global crisis.

The causes of the problem are a combination of factors, which should be read in the light of the context outlined in Section 1:

- **Lifestyle habits:** Business people are accustomed to their comfortable, over-consuming lifestyles, and despite what they know, it is difficult to change.
- **Business practice:** The way our businesses are currently structured puts an emphasis on short-term gain over long-term sustainable planning.
- **Greed:** The headiness of success frequently leads to a malady of greed – why should business stop to consider the impact of its actions while the going is good?
- **Mindset:** Business is entrenched in the current mindset and dominant belief system, and change is not easy.
- **Level of awareness:** Many do not have sufficient knowledge or understanding of the facts to encourage them to change.
- **Time to engage:** In busy modern lives, there is too little time to stop, think and change ways.
- **Policy:** The policy frameworks within which business and lifestyles operate do not create sufficient rules or incentives to change to more sustainable practices.

The effects of the problem are many, and, read in the context set out in Section 1, are potentially disastrous. The primary effects are: resource depletion, underdevelopment and climate change. The relationship of consequent effects is set out in a problem tree (see Figure 3 below). A problem tree is a useful analytical tool for identifying a fundamental problem and thereby pinpointing something that needs to be dealt with via remedial action (Örtengren 2004). It should be noted, however, that it is of necessity two dimensional and linear and is unable to depict the complex web of interactions that occur among and between the problem, causes and effects.

As can be easily seen from the diagram, the problem will ultimately affect every human being (in addition to all other forms of life). However, as the people arguably most able to do something to alter the course of events, business is presented as ‘owning’ the problem in this analysis.
3.2 **Mind Shift and the problem**

Mind Shift has been set up to address the core problem identified in this analysis. As a communication project, it sets out to address business ‘ignorance’, apathy and inaction by supplying relevant information and analysis of critical issues and debates around sustainability. The business community is Mind Shift’s primary target audience.

3.2.1 **Background to Mind Shift**

Mind Shift originates out of an idea for the UCT Graduate School of Business (GSB) to have a publication that would address sustainability issues relevant to the South African business community operating in an emerging market. A spin off benefit for the GSB would be that its reputation would be enhanced by leading business thought in this arena.

The idea of Mind Shift was recommended to the GSB by its marketing agency, Motiv, a division of the corporate communications and printing company, Ince (Pty) Ltd. The proposal, which was accepted, was that Ince would own and fund the publication on the GSB’s behalf, and transfer ownership to GSB if it wished to pull out. An underlying assumption of the arrangement was that the project would achieve rapid subscription success among the GSB’s growing alumna base (in the order of 10 000) and would quickly become self-supporting, generating a profit for both parties in its second year of publication. Both parties, being relatively unfamiliar with commercial magazine publishing, were deaf to advice that subscription drives achieve slower results and that new magazines generally require at least five years to reach that point. As a result, after two issues, the parties became disillusioned by the cost of the project and sold it to a more experienced publisher.

By the time ITWeb took over ownership of the title, the magazine had already lost some credibility in the advertising arena. (It is essential to built confidence in the new title by delivering on promises. Advertisers who backed the first issues on speculation were disappointed as print dates were pushed out to buy more time to secure additional advertising revenue.) This made it all the more difficult for ITWeb to build a secure advertising base. Added to its challenges, were securing a suitable distributor able to negotiate adequate shelf exposure for the title to build an acceptable readership base to attract advertisers.

In its purchase agreement with the GSB, ITWeb bought a year’s trial period, after which it would decide whether to keep the title or return it to its previous owner. A consequence of its initial uncertainty about taking Mind Shift on is that in its initial year under its ownership, ITWeb did not throw its full weight behind re-launching and marketing the title. Although it has lost more money than it bargained for in its first year, it has nevertheless decided to conclude its purchase of the title from the GSB and explore other routes for making Mind Shift successful.

To date, Mind Shift has received exceptionally positive feedback from the few who have seen it. Its content, analysis, design, format, and the calibre and profile of many of its writers, are world class. The director of the GSB, Frank Horwitz, was proud to be associated with it; the CEO of the NBI, Andre Fourie, speaks highly of it; and the director of the Cambridge Programme of Industry, Peter Willis, has indicated a willingness to send it to all of his alumnae. This is no faint praise.
The six issues of Mind Shift (Mind Shift 2005 to 2007) published to date are attached an appendix. While every issue covers a broad range of sustainability topics in relation to business, and provides a platform for critical thought by some of the country’s top columnists, each also runs a special report on a specific theme. The themes to date have been:

- **Nov/Dec 2005**: “Cosatu vs the ANC – Trevor Manuel and Tony Ehrenreich debate the country’s economy with respect to economic growth and poverty alleviation” (Ehrenreich 2005; Manuel 2005). Two of South Africa’s top economists, FNB Chief Economist Cees Bruggemans and Stellenbosh University’s Sampie Terreblanche, comment on the debate (Bruggemans 2005; Terreblanche 2005). This issue was co-edited by the late leading South African philosopher and anti-apartheid political prisoner, Anthony Holiday. Other main features in this issue are:
  - “The End of Oil – When Saudi Arabia’s black gold dries up” (Maas 2005);
  - “White collar crime – the Bishop’s Court accountant who went to jail” (Powell 2005).

- **June 2006**: “The Heat is On – There is a sudden new urgency about the Climate Change debate. The time for ‘proof’ is over. It is time for action” (Du Preez 2005). A host of leading thinkers and practitioners in South Africa contributed to this issue, Stefan Raubenheimer, and the Minister of Environment, Marthinus van Schalkwyk. This was co-edited by leading South African author, former anchorman and editor, Max du Preez. Other main features included:
  - “Reborn Activist” – an exclusive interview with Executive Director of Greenpeace International and now corporate consultant, Paul Gilding) (Hanks 2006b);
  - “Dear Mr President” – an open letter to President George Bush by leading South African scenario planner Clem Sunter (Sunter 2006);
  - “As in public, so in private” – a case study on corporate transparency by prominent South African whistleblower Richard Calland (Calland 2006).

- **April/May 2007**: “Do you work for a psychopath? – an analysis of Joel Bakan’s critical commentary on the purpose of the corporation” (Hanks & Graaff 2007). A line up of leading contributors to this special report, which was co-edited by Jonathon Hanks, included:
  - Brian Kantor (a member of the South African Economic Advisory Council) (Kantor 2007);
  - Activists Richard Worthington (Worthington 2007) and Professor Patrick Bond (Earth Life Africa and groundWork) (Bond 2007);
  - International specialists Mark Goyder (founder of Tomorrow’s Company) (Goyder 2007) and Matt Loose (SustainAbility) (Loose 2007);
  - Shareholder activist Theo Botha (Botha 2007). This special report was co edited by Johathon Hanks, Incite Sustainability’s managing partner. Other features included:
    - “10 things to do about global warming” (Raubenheimer 2007);
    - “An inventive mind” – an exclusive interview with Britain’s top inventor (Graaff 2007a);
    - “Planet before people”, about how the Earth has survived previous catastrophes by the chief editor of Nature (Morton 2007).

- **June/July 2007**: “How green is your grocer? – what the new gospel means for retailers.” This special feature, which was compiled with the assistance of Sheryl Ozysky and Sussed Brands' CEO Lynton Burger, included articles on green retailing and investments (Friedman 2007; Burger & Bucwa 2007) and risk management (Robins 2007a). This issue also included:
Exclusive interviews with “the man who turned Wal-Mart green”, Conservation International’s Glenn Pricket (Ozinsky, 2007), and “the world’s top eco hero”, Forum for the Future’s Jonathon Porritt (Hanks, 2007b). The issue also included:
- “The age of sustainability” – a history of the concept and its meaning (Graaff 2007b)
- “Rethinking binding constraints” (Swilling, 2007b)
- “The politics of business” (Calland 2007)

August/September 2007: “Is it good to be bad? – the business case for sustainability”. This special issue drew in top writers like SustainAbility’s Jodie Thorpe (Thorpe 2007) and NBI’s CEO Andre Fourie (Fourie & van der Walt 2007). The issue also included:
- An interview with Anglo’s Chairman, Sir Mark Moody Stuart, a leading figure in the Global Compact (Kuszewski 2007);
- An incite into African traditions of leadership and sustainability (Robins 2007b);
- A look at the South African developmental state by Stellenbosch University’s sustainability professor, Mark Swilling (Swilling 2007c).

October/November 2007: “The 2010 World Cup – for better or for worse?” This special report was compiled by Sheryl Ozinsky. The issue also included:
- A photographic feature on entrepreneurship in the second economy;
- Lessons that humans can learn about survival from bacteria by (Robins 2007c);
- An analysis of the state of CSI in South Africa by a shareholder activist (Frater 2007).

3.2.1 How Mind Shift sees itself in relation to the problem

The core problem in this analysis is that South African business is insufficiently well informed and motivated to take action to solve the global crisis. Mind Shift’s lack of financial success to date is not the core problem in this analysis. The primary reason for this is the following:

Firstly, while Mind Shift started out as a print publication, it was never the intention of the editor – who was charged with its ‘custodianship’ – to describe Mind Shift as purely a magazine per se. It was defined, shortly after conception, in terms of a ‘values proposition’: to be a communication vehicle to inspire and engage South African business to use its collective power to bring about change – the kind of change that, it has been argued, is necessary to contribute towards global socio-economic prosperity and sustainability.

In defining Mind Shift thus, the ‘custodian’ of Mind Shift hoped that it would expand its scope to include a number of other communication vehicles, such as organizing a variety of events, hosting business leader forums, supplying a variety of communication tools over the Web, and linking its activities to back-up consultancy to individual stakeholders who wished to benefit from the insight and expertise residing in an emerging Mind Shift ‘brand’.

The intention to develop Mind Shift into a ‘brand’ that is not bound by the print, or any other communication medium, is significant in that it focused Mind Shift’s mission on the sustainable communication of a ‘value proposition’, supported by a range of products, rather than on the production of a financially sustainable magazine, embellished later with other product offerings. The ‘value proposition’ has been rather lamely described as ‘sustainable business’ up until now. A better catch all description would be “business taking action to secure a sustainable future”.

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The LFA process serves to interrogate this early vision, and helps to establish its ongoing validity. On the basis of this analysis, it is proposed that this early vision is still valid.

The primary problem is that South African business is insufficiently well informed and motivated to take responsibility for its part in meeting the challenges of sustainability. While there are other necessary interventions, such as policy interventions, the problem offers a business opportunity for a sustainable communication project to meet this need.

Despite Mind Shift’s inability thus far to establish a sound and sustainable financial model for its success, this opportunity still remains, and Mind Shift’s choice of focus, content and target market remain correct. How Mind Shift realigns its business model to meet this opportunity with its ‘values proposition’ in a sustainable way is the focus of this project plan.
Section 4: Objectives analysis

Mind Shift has an opportunity to set up an effective multi-pronged communication vehicle to address the problem identified in Section 3: South African business is insufficiently informed about sustainability and taking insufficient local action to help avert a global crisis identified in Section 1.

This section sets out the Mind Shift 2.0 project proposal’s overall objectives, purpose and results/outputs. The activities it envisages in order to achieve the results are set out in Section 5. The Objective Tree in Figure 4 – a mirror image of the Problem Tree in Figure 3 – is a useful tool for visualising these four levels clearly (Örtengren 2004) and understanding how they relate to each other.

4.1 Overall objectives / Vision

The Mind Shift 2.0 proposal’s overall objective is as follows: to make a small contribution towards global sustainability and human survival (by informing and motivating South African business to do its bit).

The impact of achieving this overall objective – i.e. ‘vision’ – will only be felt over the long term, and only once the envisaged Mind Shift 2.0 project has run its course. Nonetheless, the importance of South African business making its contribution cannot be overstated. The fact that South Africa’s coal- and oil-driven economy makes it one of the highest emitters of greenhouse gases per GDP per capita in the world (Raubenheimer 2007) is just one example of why this is so important.

The desired result – i.e. the goal – of the project is therefore to effectively assist in placing South African business and other influential individuals in a better position to be able to meet this objective. This will be discussed in greater detail under the heading of results in section 4.3.

Here are some of the ways in which business could assist in achieving this result / goal and therefore contributing towards this vision:

- Cleaning up its act with respect to the environment;
- Stepping up and coordinating its corporate investment programmes to significant levels;
- Changing its attitudes towards ‘externalities’;
- Meeting the challenges of transparency by moving beyond triple-bottom-line reporting and ‘green washing’ and into real, measurable corporate social responsibility;
- Subscribing to the Global Compact and the Global Reporting Initiative’s (GRI’s) environmental, social and governance (ESG) principles for responsible Investment and its G3 guidelines for reporting.
- Investing in alternative sources of energy to replace existing ones;
- Downsizing its physical operational and resource needs;
- Investing in ‘green’ buildings;
- Revising its power and stakeholder relationships to be more equitable;
- Making long-term sustainability part of its overall strategy;
- Educating its shareholders as to the need for long-term over short-term strategies;
● Working collectively as industries, and among industries, to develop joint sustainability strategies and practices;
● Exercising its individual and joint influence on government, its suppliers, customers, staff and other stakeholders with respect to sustainability issues;
● Encouraging and supporting lifestyle changes among all of its stakeholders.

If South African business does not make the above-mentioned changes, South Africa will not meet its growth and development targets, nor its Millennium Development Goals, in the medium or long term (Swilling 2007a). Nor will it make its contribution towards solving the global crisis.

A benefit for business of business engaging with these changes is that it will at least set its own course on a more sustainable footing to the benefit of its shareholders, the environment and society at large. This view that there is a sound business case for sustainability is now widely supported by a growing group of leading international business strategists (Porter & Kramer 2006; Hanks 2006a; Hart 2005; Sustainability 2007b; Thorpe 2007; Andiof 2002; Crowe 2003/4; Elkington 1997& 2001; GCCI 2003; Hawken 2001; Holliday 2002; Legum 2002; Mcintosh 2003; Monks 1998, Porrit 2001).

Mind Shift can assist South African business directly in achieving this project’s overall objective / vision. This cannot be achieved solely as a result of Mind Shift’s achieving its goal, as other media, consultancies and educational engagements within this sector will play a role towards achieving it too. However, given the powerful association of stakeholders Mind Shift can engage in its 2.0 strategy (identified in Section 2), it can nonetheless make a significant, albeit miniscule, contribution towards achieving it.

Given that there are so many external factors influencing the overall impact of global business’s engagement with sustainability, it will be virtually impossible to measure the specific impact of South African business’s contribution, and totally impossible to measure the specific impact of the Mind Shift 2.0 project. If one appreciates how systems work, this does not detract from the importance or achievability of this overall objective / vision in any way. However small or seemingly insignificant our individual actions, these actions will influence the rest of the world one way or another.

While it will not be possible to measure the specific global impact of changes made by South African business towards achieving this vision, it will, however, be possible to measure some aspects of the progress South African business will be making in this regard. These criteria and indices are addressed in Section 6.
FIG 4  
MIND SHIFT 2.0 Objective Tree: SA Business in Global Crisis

HUMAN SPECIES SURVIVES  
GLOBAL CRISIS Averted  

COUNTRIES' GOVERNMENTS TACKLING GLOBAL CRISIS  
GLOBAL BUSINESS MORE AWARE & TACKLING GLOBAL CRISIS  
GLOBAL CIVIL SOCIETY TACKLING GLOBAL CRISIS

TO ESTABLISH A SUCCESSFUL & SUSTAINABLE MULTI-PRONGED COMMUNICATIONS VEHICLE  
TO RAISE AWARENESS AMONG LOCAL SA BUSINESS ABOUT THE GLOBAL CRISIS OF UNSUSTAINABILITY & TO STIMULATE ACTION

LOCAL BUSINESS BETTER MOTIVATED  
Positive change: lifestyle, business practice, greed & mindset

LOCAL BUSINESS BETTER INFORMED  
Positive change: mindset, time use, awareness & policies

LOCAL BUSINESS SUPPORTS & SUBSCRIBES TO MIND SHIFT’S VARIOUS PROJECTS

EXPAND & IMPROVE EXISTING PUBLICATIONS  
ESTABLISH NEW MIND SHIFT PRODUCTS

MAGAZINE  
WEBSITE  
CONFERENCES & EVENTS  
COMPETITIONS  
STRATEGIC PARTNERSHIPS

VISION  OVERALL & SECONDARY OBJECTIVES  
MISSION  PROJECT PURPOSE  
GOALS & TARGETS  PROJECT RESULTS & OUTPUTS  
PLANS  PROJECT ACTIVITIES

MONICA GRAAFF 2007
4.2 Project purpose / Mission

The purpose of the project is as follows: to establish a successful and sustainable multi-pronged communications vehicle to inform South African business about the global crisis and motivate it to take local action.

While the project’s vision is encapsulated in the overall objectives, the project’s ‘mission’ is defined by its purpose. This entails developing Mind Shift from a small magazine and website into an effective, focussed and sustainable multi-pronged communications vehicle. The ‘multi-prongs’ envisaged are, in addition to the existing print and web publications, engaging Mind Shift in a variety of events, competitions and strategic partnerships (with the possibility of also establishing a ‘business leaders forum’). These will be expanded upon in Section 5, under the heading of Plan of Activities.

The current environment described in the contextual analysis in Section 1, and the potential partners identified in the stakeholder analysis in Section 2, point to there being a real opportunity for the owners of Mind Shift to adopt this purpose / mission and succeed.

The proposed result and outputs of the project are outlined in Section 4.3. In brief, the result would be that the project manages to achieve its goal of South African business becoming more informed and engaged with the global sustainability crisis. A successful output would be that the project manages to become financially successful and sustainable by meeting its measurable targets of how many people ‘subscribe’ to the purpose / mission through sales, subscriptions, involvement in events, and so forth.

It is up to the owners of Mind Shift magazine to decide how it wishes to exercise this opportunity and implement the 2.0 proposal. The owners need to make a realistic assessment of the strategic options facing Mind Shift, and then, if it adopts the proposed purpose / mission and goals of this project, decide what outputs it would like to achieve within a tangible timeframe of, say, five years in order to achieve the result. Suggestions of what outputs could be achieved with respect to target market ‘buy in’ (subscriptions, sales, attendance, etc) are made in the attached budget contained in Appendix 1. It should be noted that these are based on the author’s gut feel of the market potential, and not on any market research.

Whether or not the owners of Mind Shift adopt the project, the other identified stakeholders will in any event continue to use their expertise and opportunities to effect the same overall objective / vision. However, it is being argued, a collective and coordinated approach towards a mutually similar purpose / mission will be all the more effective for all parties involved.

4.3 Outputs and Results

The intended outputs and results of this Mind Shift 2.0 proposal are framed in such a way as to deal with the causes of the problem identified in Section 3. They need to address the issues of lifestyle, business practice, greed, mindset, level of awareness, time constraints, and policy frameworks that cause the business community to be uninformed, apathetic and inactive in changing their strategies and practices towards more sustainable ends.
Should the owner adopt this project plan, it will need to set realistic and quantifiable **targets** and work towards these in order to ensure that the project becomes sustainable. In order to meet its **targets**, first and foremost, the Mind Shift 2.0 proposal needs to achieve the following **outputs**:

**That a sufficient number of South African businesses and individuals will demonstrate their support of the project through purchasing or subscribing to Mind Shift, advertising in it, and participating in its variety of activities.**

As a consequence of achieving its **targets**, a secondary outcome will be this **result**: **that South African business and other individuals will become sufficiently informed and therefore hopefully motivated to take significant action on sustainability.** This will be demonstrated (and to some extent can be measured) by their changes in behaviour with respect to the abovementioned **causes** of the problem identified.

The direct **outputs** of the project will be measurable by quantifying the number of South African businesses and individuals that demonstrate their support of the project through purchasing or subscribing to Mind Shift, advertising in it, and participating in its variety of activities. The **results** can be measured by a using a range of different criteria tracking social and business trends. How these **results** and **outputs** can be measured will be further addressed in Section 7 where we look at **External Indicators**.

In order to achieve the desired **results** and meet the project’s **purpose / mission**, and in turn the overall **objectives / vision**, the project needs to offer an informative and motivating product, or group of products, that reaches to the heart of the **causes**. In an over communicated world, this is easier said than done.

There are techniques that the project can employ to aid its success. In order to gain a voice in the target market and make the message ‘stick’, it must begin by working within the framework of that market’s mindset and habits. It must speak to people in a language they understand and a tone they can relate to (Gardiner 1996; Gladwell 2000). Shock media tactics, such as the Al Gore movie, are not enough to substantially change behaviour, although they play a significant role in raising awareness. Generally, people need to be gently persuaded and convinced to change rather than told to do so.

In practical terms, to achieve the desired **results**, the following must be borne in mind:

- **Lifestyle**: Taking into account the current target market’s lifestyle preferences. If the audience wants to read, or listen to podcasts on the aeroplane while travelling to business engagements, this is where the product must be available; if it wants to be informed in short seminars or days-long conferences, then meet it there. As with most things, people have similar but differing individual needs, and a successful product must gear itself sufficiently to be able to meet this diversity.
- **Business practice**: Understanding the issues that concern business and making sure that the product is relevant to their needs and interests.
- **Greed**: Engaging greed, over-consumption and ‘power over’ relationships with conscience and practical suggestions, but without judgment, as judgment generally deafens the ear.
- **Mindset**: Addressing the mindset in a language that is accessible to this mindset in order to change it. Preaching will only put people off.
- **Time:** Addressing time constraints with a package that is able to cut into time and offer tangible benefits that increasingly open the way for dialogue and engagement.
- **Policy frameworks:** Presenting empowering ways in which the target audience can exercise its influence over policy in a manner that will have short-term benefits for the players as well as long-term benefits for society at large. One such way is to give the target audience access to policy makers by way of leadership forums that stimulate dialogue between the parties and offer opportunities for influence.

It is believed that the intended **outputs and results** of this project proposal are achievable, realistic and measurable, as will be shown in the following sections. However, to achieve them, the owner will need to adopt at least some of the **activities / plans** proposed in Section 5, **Plan of Activities**. These include extending the Mind Shift ‘value proposition’ to incorporate a range of other communication vehicles – events, conferences, competitions and strategic alliances – that will collectively support the **purpose / mission** and contribute towards achieving the **overall objectives / vision**.
Section 5: Plan of activities

Mind Shift can achieve the project’s purpose / mission and results and outputs by running a focused and well-orchestrated plan of activities.

The Mind Shift 2.0 project is focussing on only four areas of activities:
- Publications;
- Events;
- Competitions;
- Strategic partnerships.

Each area can operate independently of the other, but it is argued, the efficacy of each area of engagement will be enhanced by the activities of the other if they adopt a unified and integrated approach. If one imagines the Problem Tree (Figure 3) as a real tree, these areas of engagement collectively represent the different kinds of nutrients that are needed to feed the roots: water, oxygen, minerals and organic food. For the tree to thrive, it needs all four.

The Mind Shift 2.0 project proposes linking together like-minded experts in each field to collaborate and support each other in achieving their common goals. They would form a loose association in order to provide a framework for collaboration, although each participant would retain its own identity.

It is recommended that the editor and the director in charge of Mind Shift at ITWeb be appointed as a joint project directors for the entire project.

5.1 Publications

Mind Shift currently has one bi-monthly magazine, which is due to change its frequency to a quarterly magazine in 2008. It also has a website that is currently being developed to include the magazine’s content. Interventions are proposed for both of these publications.

5.1.1 Magazine

While there is always room for improvement, it has already been suggested in Section 3 that the magazine has correctly identified its content selection, presentation, focus and target audience. It has the ability to play a major role in helping the project deliver its desired results; by the same token, it has some internal management weaknesses that pose a risk factor to achieving the desired outputs which are needed to make the project financially sustainable. These are included in general terms in the risk management plan in Section 8.

This sub-section seeks to outline what specific activities are needed to make the magazine sucessful:
- Advertising sales
- Distribution and Subscriptions
- Marketing
- Editorial operations
5.1.1.1 Advertising sales

To date, Mind Shift has struggled to attract sufficient advertising revenue to cover its costs. This is not unusual for a new publication, which needs time to establish itself in the market. The owner needs to be patient and adopt a long-term approach towards winning over advertising agencies, media planners and marketing directors. This will require a commitment to supporting the project financially over a realistic start-up timeframe of at least several years. Firstly, the sales effort needs to be supported by marketing. This is common for any new publication, but has not yet been the case for Mind Shift.

Secondly, sales targets for the next few years need to be realistic, and sales staff paid in a way that will keep them motivated. Advertising agencies generally set their ‘media plans’ for products at the beginning of the year, and only keep small budgets aside for new opportunities. If a new product has not yet proven itself at this point, it misses the boat for an entire year. With little prospect for short-term success, sales representatives – who are paid on a commission basis with a relatively small basic salary – become demotivated when they cannot reach their income targets. As a result staff turnover is high and needs to be addressed.

Activities recommended for the owner in this area are:
- Appoint a dedicated, full-time sales team on a fair financial basis to champion the product and build awareness of its presence in advertising agencies and among marketing directors;
- Organise a media launch event for agencies and marketing directors and offer an attractive introductory advertising package;
- Assign a senior member of staff to approach CEOs (or their delegated Sustainability/CSI Directors) of companies that already believe in sustainability for advertising and subscription support. They in turn can influence their marketing departments;
- Support sales through other marketing efforts, events and strategic partnerships outlined in this proposal (see below);
- Define the ‘value proposition’ more effectively (e.g. “business taking action for a sustainable future”) and communicate it thus.

5.1.1.2 Distribution and subscriptions

Mind Shift’s poor distribution management is its most critical weakness. Without professional distribution, the magazine cannot reach its target audience, and without any proven reach, it cannot persuade advertisers to buy in to the product. A proactive and ongoing subscription drive is also essential for building brand penetration in the right target markets and building a regular base of support and loyalty. Not enough has been done in this area. While the owner is aware of these weaknesses, it has done insufficient to address them. Despite recently building capacity in its circulation department, the service of this department with respect to Mind Shift is still hopelessly below par. The owner needs to urgently address this area.

Recommended activities to address the distribution and subscription weakness are:
- Dedicate an experienced member of staff in the circulation department to Mind Shift;
- Work closely with the current distributor, MagScene, to:
  - Set optimum delivery dates,
  - Monitor sales and manage merchandising
  - Motivate C.N.A. and Exclusive Books store managers to accept the title
• Secure new alternative outlets, such as Melissa’s.

• Work proactively to secure a more influential distributor, preferably Allied Publishing in order to gain easier access to the major C.N.A. and Exclusive Book stores, especially at the airports, to Woolworths, the main garage shops and anywhere else where it already distributes the Economist, Time, Fortune, Leadership and the Financial Mail.

• Renew contact with Woolworths, a priority outlet for Mind Shift, in order to secure a new commitment to its stocking the magazine.

• Gather, and if necessary purchase, mailing lists in appropriate target markets, especially those of:
  • the NBI, Global Forum and CPI members/alumnae;
  • the senior managers of the Top 100 companies and all companies listed on the JSE (that already follow triple-bottom-line reporting standards);
  • the senior staff and faculty of all the top universities’ business schools, sustainability institutes, environmental planning and Earth sciences departments, commerce and law departments;
  • senior government and local government employees;
  • senior partners in the country’s top law firms, advocates and judges;
  • senior staff of the country’s leading NGOs, environmental lobby groups and trade unions.

• Develop and manage a subscription drive campaign to systematically target these groups via email, letters, and sampling;

• Expand the current low-level sampling campaign in business class lounges at airports, events and other suitable venues.

5.1.1.3 Marketing

Mind Shift needs to establish a profile in the market, and the owner needs to invest in doing so. It is recommended that the owner allocates budget towards marketing activities, which should be managed by the project director. The following actions are needed:

• Appoint a PR company to promote the entire project as well as secure media exposure (radio, TV, other print media) for articles that have appeared in Mind Shift and interviews with the writers;

• Arrange a couple of magazine launch events around the country, focusing on both the advertising industry and marketing directors.

• Allocate budget to above-the-line advertising and below-the-line direct marketing campaigns.

• Maximise every marketing opportunity presented by each of the Mind Shift ventures, be it events, competitions or strategic partnerships.

5.1.1.4 Editorial operations

Editorial operations need to be redefined and renegotiated in terms of whatever decisions are taken by the owner with respect to this project proposal, and will require the renegotiation of the contract with the editor. As the magazine is now to be published quarterly, supported by a more lively website, it may require the services of a dedicated reporter. The owner needs to be realistic about the amount of work required to produce each publication and web updates, and recognise the financial implications for the editor of going quarterly.
5.1.2 Website

The website, www.mindshiftmag.com, offers numerous opportunities to build Mind Shift’s profile and that of its partners, as contemplated in Mind Shift 2.0 project. Since ITWeb’s primary strengths lie in online publishing, it would be a waste of opportunity not to use these in-house resources to best effect. This has not yet been done. The activities contemplated here are:

- Place the full database of Mind Shift’s stories to date on the website:
- Secure good rankings in search engine platforms;
- Provide weekly sustainability news updates and other features on the site;
- Provide advertising opportunities on the site for clients;
- Create beneficial links with other sites in order to drive activity to Mind Shift’s site;
- Aggressively market the site via various channels, including ITWeb’s own database;
- Create podcasts of Mind Shift’s speaker events and interviews, which can be broadcast on the Mind Shift site and be downloadable (for people to listen to on the aeroplane whilst travelling between business engagements, for example);
- Contract the editor to produce additional content for this expanded site.

It should be noted that the value in upgrading the website lies more in positioning the brand rather than an additional income stream at this stage. Additional web income generating opportunities exist that have not been contemplated in this project proposal. With the owner’s expertise in this arena, these are sure to emerge.

5.2 Competitions

One way to generate media exposure for Mind Shift and build the brand is to organise competitions. One idea already tabled by Sheryl Ozinsky is to develop a ‘national sustainable business-plan competition’. As has already been mentioned, she has experience in this field as the organiser of the country’s biggest SME business plan competition, which is sponsored and receives considerable media coverage.

It is recommended that she be engaged to create a new sponsored competition for Mind Shift. It should however be noted that the value in running competitions lies more in positioning the brand than in representing an additional income stream.

5.3 Events, Conferences & and Expos

The Mind Shift 2.0 project proposes adding a variety of events products to the Mind Shift stable. It is anticipated that these would be at least self-funding, if not immediately profitable, from the outset. With the owner’s experience in running events and its understanding of the risks involved, this is regarded as a realistic proposition. However, the larger and more ambitious the event, the greater the risks will be. It is therefore recommended that the Mind Shift project embark on events in an incremental fashion.

The owner has already negotiated Mind Shift’s participation as a ‘media sponsor’ of a sponsored conference on innovation it is organising on behalf of another client in early 2008. It has also been approached to host
the bi-annual Enviromedia Conference which has a track record of attracting sponsorship and top international speakers.

The range of event activities recommended, in order of size and risk, is as follows:
- Media partnering other conferences and events in association with ITWeb;
- Hosting regular sponsored business breakfasts under the banner of ‘Mind Shift Matters’;
- Hosting day-long Mind Shift conferences on topical sustainability themes;
- Partnering with an exhibition organiser to produce a Mind Shift exhibition.

It is recommended that the programmes for these events be compiled and facilitated by the editor and Incite Sustainability for a negotiated fee, and that the owner’s events team would handle all the management and logistics. These activities would be co-branded as Incite Sustainability and Mind Shift events. The ownership of the events would vest with the owner, but there would be a share of revenue accruing to the events division, the project directors, the editor, the Mind Shift project, and Incite Sustainability.

In the case of a large exhibition, it is recommended that the owner and Incite Sustainability partner with the professional exhibition organiser SE Events and Shows.

As has been shown in Section 2, both Incite Sustainability and SE Events and Shows have access to leading international speakers in the field of sustainability, and affiliations with like-minded organisations in other parts of the globe. For this proposed partnership model Incite Sustainability’s and SE’s involvement would need to be significant, and with equal decision making powers, in order to safeguard their own reputation.

These events would be aimed at achieving the Mind Shift 2.0 project’s intended results of informing and motivating business to take local action on the global crisis. They would also be directed at meeting its targets and delivering sound outputs in terms of attendance and sponsorship figures in order to make the events financially sustainable. In addition, they would provide a mutually beneficial platform to promote Mind Shift’s other products (magazine, website, competitions, etc).

Specific short-term activities required in this area are:
- Negotiate a business relationship between ITWeb, the editor and Incite Sustainability with respect to developing and facilitating these events programmes;
- Jointly develop a plan for breakfasts and events, initially only for 2008 as a trial period;
- Establish a basis for revenue sharing between the owner’s events division and Mind Shift in order to secure a new revenue stream for the Mind Shift project.
- Deploy the owner’s sales staff to secure sponsorships for the breakfasts and events;
- Engage ITWeb’s Events division to handle all arrangements of the breakfasts and events;
- Negotiate a business relationship between the owner and SE Events and Shows with respect to running a Mind Shift exhibition.

The potential for the proposed set of events to add financial value to the project is significant.
5.4 Strategic partnerships

It is recommended that Mind Shift develop mutually beneficial strategic relationships with other organisations that are aligned to its purpose. Such partnerships could either be established on an ongoing basis or be ad hoc for a once off event, such as current collaboration with iCommons and the Mail & Guardian with respect to organising the Innovate 2008 conference in Johannesburg in March.

Long-term strategic partners could include, but are not limited to: Incite Sustainability; the CPI; the NBI; the Champions of the Environment Foundation; the Natural Step and Enviromedia. As a media partner, the benefit for Mind Shift would be that its name would be linked to the activities of these respected organisations, and sample copies of the magazine could be distributed at their events and to their databases. It is recommended that these partnerships, some of which already exist to some extent informally, be formalised.

It has also been mooted that Mind Shift establish a “business leaders forum” in association with either (or both) Incite Sustainability and the CPI, and initial discussions have been held in this regard. The benefits of doing so would be financial as well as enhancing the brand and its potential to influence thought and policy in South Africa. It is however recognised that this is an ambitious proposal, and that there are other respected bodies already operating in this field, most prominently the CPI. This aspect of the Mind Shift 2.0 project would therefore require rigorous market research and planning before being embarked upon.

For the purposes of discussion, the idea of a Mind Shift Business Forum has been fleshed out below. A budget for the forum and indication of how it would impact on the bottom-line and sustainability of the project, has also been included in Appendix 1.

It should be noted that, apart from the potential of the Business Leaders Forum, the value of strategic partnerships could lie mostly in positioning rather than income stream.

Early conceptualisation of a Business Leaders Forum:

The Business Leaders Forum would form part of the Mind Shift 2.0 strategy. Its potential to add weight to the Mind Shift project’s ability to meet its purpose is considerable.

The forum would comprise invited members of the business and thought leadership community and engage in high-level, intimate, sustainability scenario planning sessions and dialogues with leading international players. Business leaders would be highly engaged in a context that would have them receptive to listening and learning, as well as being able to exert some influence on policy makers, their own business practices, their customers and other stakeholders in their supply chains.

It is envisaged that the forum would be established by the project director (editor) on behalf of Mind Shift in association with Incite Sustainability. The possibility of also involving the Cambridge Programme for Industry (CPI) and/or the Prince of Wales Business Leadership Forum (BLF) has also been discussed at a meeting between the editor, Incite and the CPI. Incite is very interested in progressing the idea if it is something the owner of Mind Shift wants to do. The CPI would take more persuading.
All three parties already work together closely, owns a solid base of expertise in its complimentary field, and shares a common vision. This is reflected in their various pay-off lines and provides a sound basis for mutual engagement:

- Mind Shift: “For people who can change the world”;
- Incite Sustainability: “Developing a business case for sustainability”;
- Cambridge Programme for Industry: “Inspiring learning, leadership and change for sustainability”;
- International Business Leadership Forum (IBLF): “Putting business at the heart of sustainability”.

The idea on the table, which is yet to be fleshed out, is that the project director (editor) and partners would jointly approach business leaders to become part of the forum. Features of the forum would include:

- Top business leaders would receive an invitation to take part in a high-level, prestigious, bi-annual, one-day, behind-doors dialogue with top international advisors on issues relating to sustainable business.
- Mind Shift would engage the speakers and fly them out to South Africa and host them. To maximize benefits from the costs of hosting them, Mind Shift (ITWeb Events team) would also arrange other engagements for them, such as meeting the Cabinet, or giving a talk at a business school and to gatherings like the Press Club.
- The forum would be chaired by someone like the Chief CEO of the National Business Initiative (NBI), which represents South Africa on the World Business Council for Sustainable Development and the Global Compact.
- The events would be facilitated by Incite Sustainability, and possibly also CPI and IBLF.
- There would be a cost of joining the forum, which would cover its costs and deliver a new source of revenue to the Mind Shift project.
- A professional PR Agency would be involved in promoting it.
- The ‘hit list’ of CEOs/Directors would be drawn from companies that have at least one of the following credentials that establish them as interested in engaging with sustainability: won sustainability awards; demonstrated commitment to sustainability in their corporate reports; joined the United Nation’s Global Compact; committed to ISO1400; joined the NBI; etc. However, others who express an interest in becoming members and are prepared to pay the fee will be considered, even if their company does not have a good track record of sustainability. (Good place for them to learn!)
- The additional perks of being part of the forum would be:
  - A double-page spread advertisement in each issue of Mind Shift for the contract period.
  - 100 personalized copies to be sent to people of the CEO/Director’s choice.
  - The option of a personalized cover (Ince has the capability to do such print runs at its JHB plant without vastly increasing the printing cost. The personalized covers could have a strap across the corner of the regular cover saying something like “SAB helping to save the planet.”
  - The magazine would be sent in a personalized paper envelope bearing both their and Mind Shift’s logo’s and any other agreed marketing messages.
  - Inside the envelope, the magazine would be accompanied by a covering letter from the CEO/Director.
  - These 100 copies would count as ‘paid for’ gift subscriptions for Mind Shift’s ABC purposes.
  - Advertising on the Mind Shift web-site which will become dynamic and regularly updated.

The addition of a business leaders forum to the Mind Shift portfolio would greatly enhance the profile of the Mind Shift project, and add considerable efficacy to its achieving the desired results. It would also be an
opportunity to raise the profile of its partners in the project, and their own efficacy in achieving their own similar goals.
Section 6: Resource planning

All the resources that Mind Shift needs in order to put its Mind Shift 2.0 project proposal into place are available to it. The challenge is to harness these resources effectively to turn it into a financially sustainable project, and one that is effective in meeting its overall long and short-term objectives.

A Mind Shift 2.0 budget is attached in Appendix 1. This sets out the average income streams and average costs of resources per year, over a five-year period, showing how resources will be deployed to make the project viable and how the various elements of the project each contribute to the project’s overall financial sustainability.

Two scenarios are presented: one that includes a business leaders forum and one that does not.

It will be seen that the budget also includes some key ratios to assist in monitoring performance and keeping within reasonable risk zones, most notably the profit margin and the advertising to editorial/attendance ratio. It should be noted that two assumptions have been made for budgeting purposes: No inflation (as cost increases would be offset by rate increases); and that the owner will fund the project until it reaches financial sustainability.

The budget has been split into four sections:
- Overall Project
- Events
- Strategic Partnerships (Forum)
- Publications

It will be seen that it is anticipated that the total project will make an operating loss of about R780 000 in Year 1 (R1.6 million after overheads) and will turn around in Year 2 with an operating profit of R1.5 million (R370 000 after overheads). The accumulated profit expected after five years, after overheads, is R3.1 million.

The resources the project needs fall into several categories:
- Expertise
- Materials and printing
- Advertising, sponsorship, circulation and events attendance revenues
- Potential forum membership revenue
- Business premises and office equipment
- Time
- Funding

Expertise:
The wide range of extensive technical expertise and experience available to Mind Shift has been clearly set out in the stakeholder analysis in Section 2. This includes:
- The publishing, IT, events management, sponsorship and advertising soliciting, business management expertise and experience of the owner, ITWeb;
• The editing, publishing, marketing and managerial expertise and experience of the editor, the ‘custodian’, and contributors;
• The expertise and experience of the printer;
• The expertise of the distributor, although there are better ones out there who, with an attractive enough offering, could possibly be persuaded to take on Mind Shift;
• The expert business sustainability knowledge and stakeholder management expertise and experience, and international connections, of the consultants, educators and facilitators, Incite Sustainability, Cambridge Programme of Industry (CPI) and the International Business Leadership Forum (IBLF) to put together quality programmes and facilitate events and forums;
• The exhibition organizing expertise and experience of SE Events and Shows.

Materials and printing:
The materials requirements of the magazine and website are readily available on the market. They include high quality ‘triple-green’ paper, ink, printing plant, IT equipment and adequate broadband communications. With respect to the magazine in the budget, all of these costs have been built into the print cost. With respect to the website, these costs are built into the overheads. State of the art materials requirements of conferences, shows, events and forums are also available in South Africa. In the budget, they have been built into the costs of each event. This budget does not include a ‘big show’ exhibition event at this stage, although it is recommended that such an activity be contemplated.

Advertising, sponsorship, circulation and events attendance revenues:
South Africa has an economy growing at 6% and a thriving media and events industry funded largely by either advertising and sponsorship revenues, or circulation or attendance revenues. The challenge is to fine-tune the product offering in terms of the Mind Shift 2.0 project proposal in order to secure a sustainable slice of these revenue streams. A number of assumptions have been made with respect to advertising rate, sponsorship rates, cover and subscription price, and attendance numbers. These are indicated in the budget.

Forum membership revenue:
The feasibility of being able to raise revenue from forum membership has not yet been explored in sufficient depth to be aware of local or international trends in this area. While it has been built into the budget in Appendix 1, it must be noted that a number of assumptions have been made. These can be refined once the project plan is approved in some measure and a final five-year budget drafted. The assumptions are:
• Membership of the Mind Shift Forum will cost R100 000 per annum, escalating as the number of forum meetings increase. A portion of will be allocated to Mind Shift magazine’s advertising and subscriptions revenue budgets. The Forum will only start at the beginning of 2009. This will give the parties a year to research and plan it carefully to establish a sound and exciting basis for its existence.
• The costs of running the Forum will be fixed, irrespective of how many members there are.
• In 2009, 10 members will sign up and membership will escalate by five per annum thereafter.

Business premises and office equipment:
Each of the parties envisaged in this Mind Shift 2.0 strategy have their own established offices. The budget attached is an operational budget for the owner, and does not include how it will choose to allocate overheads for the services that it lends to the project.

Time:
Time is one of the scarcest resources for all the busy parties envisaged. The project plan needs to make business sense for each for them to allocate sufficient of their time to make the project successful. As the project is aligned to all of their common goals, this should be feasible.

**Funding:**
It is anticipated that the owner will fund and take the risks for the project. It does not indicate how the revenues or profits will be divided among the participating parties at this stage.
Section 7: External indicators

The Mind Shift 2.0 project proposal is ambitious in its vision of helping to ‘save the planet’. It acknowledges, however, that it will be just one of myriad other projects and activities with similar objectives. There are a host of freely available indicators with which to monitor this vision. There are also many readily available indicators by which to estimate the project’s results. Activity performance will be measured largely by internal measures, although these can be audited.

7.1 Overall objectives / Vision:

The context analysis in Section 1 cited many ongoing international research studies monitoring the state of the planet with respect to the environment, economy and society. Many of these are conducted by the United Nations (UN Human Settlements Programme; UN Development Programme; UN Millennium Ecosystem Assessment; UN IPPC). Although it will be impossible to isolate and measure the direct impact of the South African business community on these indicators, even more so, the impact of the Mind Shift project, they nevertheless provide a baseline against which to re-evaluate one’s long-term objectives for the Mind Shift project over time.

7.2 Purpose / Mission:

The project’s purpose / mission is to establish a successful and sustainable multi-pronged communications vehicle that will raise awareness among local South African business about the global crisis of unsustainability and stimulate action. The way in which to measure its success in this mission is to look at how it fares financially. If it shows signs of reaching profitability within a reasonable timeframe of five years and of being sustainable, then to some extent it will have succeed. However this success will also need to be measured against its results. If it manages to achieve profitability but shows no signs of having achieved its desired results of raising awareness and stimulating action, then it will be deemed to failed in its mission.

7.3 Results and outputs:

The measure of whether or not the project has achieved its results can be tested by surveying the extent to which society has changed with respect to the causes of the problem identified in Section 3: lifestyles, business practices, mindset, level of awareness, greed and consumption, time availability, and policy.

No single index on its own is going to provide an indication of whether or not the results have been achieved. There are, however, many indicators to measure change in all of these areas:

● Lifestyle:

There is a host of indices measuring different aspects of lifestyle, such as the South African Advertising Research Foundation’s “living standards measure” (LSM), which segments the market annually into 10 groups in terms of criteria such as degree of urbanization, income and material possessions (www.saarf.co.za). Mind Shift’s target market falls into LSM 8, 9 and 10. This index will provide an accurate and statistically sound annual basis by which to measure the ratio of material possessions to income.
**Business practice:**
Several new indicators are emerging which can help assess the extent to which business practices are changing. These include the ongoing UCT Energy Research Centre (ERC) and IPPC monitoring of greenhouse gas emissions, and the annual JSE Socially Responsible Investment (SRI) Index and the Association of Chartered Accountants (ACCA) annual sustainability reporting awards. International bodies are also monitoring progress in South Africa as part of international studies: SustainAbility’s bi-annual global reporters survey; the annual Dow Jones Sustainability World Index; and the annual World Economic Forum Global 100 Most Sustainable Corporations index. While some of these studies and competitions only assess corporate sustainability reports, it must nonetheless be assumed that there should be some correlation between reporting and actual progress (Hanks 2007a). The more audiences become aware of the issues, the more difficult ‘green-washing’ will be, and the more likely this will be true (Townsend & Harris 2004; Townsend 2006). Another indicator could be to the number of companies joining the Global Compact and adopting GRI standards.

**Greed:**
To measure greed per se would be impossible. However there are many indicators, which, when read together, can flesh out a picture of how greedy elements of society appear to be. The Bureau of South African Statistics keeps tracks of many indices that can be helpful here, for example GDP/capita, consumption patterns, crime and corruption, unemployment, wealth distribution, gender, etc. (www.statssa.gov.za).

**Mindset:**
A couple of approaches are recommended to track changes in mindset:
- Commission independent research with carefully conceived questions targeted at the extent to which modernist mindsets, values, ethics and economic attitudes are changing. It would be a good idea to conduct this research as a combination of questionnaire driven questions to a statistically sound target group, and some focus groups to help develop a feel for how to interpret the results.
- Look at how South African archetypes are changing. A new qualitative methodology, NOW, segments the market by archetype rather than by income and material possessions as in LSM, the marketing industry standard. Archetypal segmentation helps to track changes in “mindset, economic power & life-stage”. The research indicator conducted by the CIA group, plans to redefine 12 South African archetypes each year. The indicator attempts to understand the “chains of influence and power” in order to predict the potential impact of rising trends (www.nowproject.co.za).

**Level of Awareness:**
Two approaches to tracking changes in the level of awareness of sustainability are recommended:
- Track indicators of business awareness of sustainability issues, such as the Carbon Disclosure Project of business awareness to climate change (CDP-SA 2007); and UNISA’s State of Responsible Investment in SA Report on the level of awareness of ESG issues in investment planning (SRISA 2007).
- Measure increased target market exposure to a variety of media and education projects communicating sustainability issues. Ideally one would try to look at the performance of a number of products, and not just one’s own, to get a fuller picture. Exposure is measured by:
  - Sales figures of one’s own and or other publications, verified and published every six months by the Audit Bureau of Circulation (ABC), which allows one to compare products and aggregate the success of groups of titles that focus on similar issues.
Contact figures verified by the annual All Media Product Survey (AMPS), which measure the number of people who have noticed an advertisement, or read a publication, or attended a conference on sustainability, or seen a TV programme on climate change, etc. One can arrange to have one’s own product added to this broad-spectrum research, or one can use it to track the changes in other products attempting to shift attitudes towards sustainability.

- **Time:**
  Time availability is so scarce, and so essential to the success of every product, that it is constantly tracked by marketing houses like Markinor to see how people allocate their time between work, home and leisure. While one can borrow form the research of others, if one want to get a closer picture of how much time people are putting into learning about sustainability and changing their lifestyles and business practices, one would need to conduct one’s own benchmark survey and then redo it every couple of years.

- **Policy:**
  Policy changes are constantly under the scrutiny of socio monitoring groups such as IDASA, academics and NGOs and the findings of their rigorous analyses are usually open and available to the public. Some of the indicators to look out for in these are progress in introducing into legislation:
  - the ‘binding constraints’ of ecologically generated resources
  - dematerialisation requirements
  - good governance
  - emissions policies.

As Mind Shift will be only one of many other communication vehicles in the market trying to create shifts in these areas, it will probably only seldom be possible to directly attribute a change to Mind Shift, or something that Mind Shift has done. What is important, however, is that shifts do take place in these areas, in the desired direction.

If Mind Shift wishes to measure its own contribution towards these changes it will need to commission specific research which questions the extent to which Mind Shift has influenced change. Should one wish to follow this route there are reputable research organizations like Markinor to approach. Such research could include both quantitative and qualitative measures. On the quantitative side, one could measure the number of people who have installed solar water heaters, water wise gardens, thrown out the tumble dryer, buy local, make purchase decisions in terms of packaging, etc. as a result of Mind Shift. On the qualitative side, questions could be put to a set of focus groups to explore attitudes to change and how people are coping with demands to consume and travel less.

### 7.4 Outputs and Action plans

The way in which to measure the success of the **action plans**, is to measure their **outputs**: The indices to look out for are circulation and subscription figures, website visits, conference and event attendance, competition subscriptions, advertising and sponsorships support and participation in strategic alliances, such as a business leaders forum. Many of these can be independently audited. The Audit Bureau of Circulation figures has become a standard to which most publications subscribe.

Another important way in which to measure outputs is to regularly and systematically measure the financial results, which should also be audited by an independent party.
Section 8: Risk analysis

8.1 External risk factors

Most external risks to the project proposal are not considered to be substantial enough to delay the project. They include natural disasters, global activities and South African political and economic developments beyond the project’s sphere of influence. These have been addressed in the next section under assumptions.

There is nonetheless one major external risk: that however much the business community might be in need of information and motivation to take local action on the global crisis, it might just not be ready to take sufficient notice of a project like Mind Shift to render it sustainable. It will take more than just the Mind Shift project 2.0 to cause a ‘social tipping point’ (Gladwell 2002), and the project could be ahead of its time. While this external risk is largely beyond the influence of the project, it still needs to be carefully addressed in the risk management plan. The best place to start is to tackle the internal risk factors immediately. If all of these are effectively addressed, and the target market remains unresponsive over a reasonable timeframe, then it will be advisable to reassess the project’s viability.

There is also a possibility that despite a solid body of literature pointing to there being a sound business case for business sustainability (Porter & Kramer 2006; Hanks 2006a; Hart 2005; Sustainability 2007b; Thorpe 2007; Andiof 2002; Crowe 2003/4; Elkington 1997& 2001; GCCI 2003; Hawken 2001; Holliday 2002; Legum 2002; McIntosh 2003; Monks 1998; Porrit 2001), this might not be the case. There are also those who suggest that there is not a business case for sustainability per se, but that the market should dictate when a business should address so-called sustainability issues, like cutting carbon emissions or improving community relationships (Bruggemans 2005; Kantor 2007; Kenny 2007). For the purposes of this project proposal, this issue is being treated as an assumption and is referred to again in Section 9.

8.2 Internal risk factors

The internal risks to the project are considered to be substantial, but not beyond the project’s ability to address. They are operational matters relating directly to the project owner’s and co-operation partners’ decisions, commitment, planning and execution of activities.

The failure to address the following risk factors could easily result in the project’s failure to succeed in meeting its purpose.

- Immediate adoption of the project plan and quality of project planning;
- Negotiation of fair financial and ‘ownership’ contracts among the stakeholders engaged in executing the activities;
- Communication and networking among stakeholders;
- Project management;
- Allocation of sufficient internal human resources and service delivery;
- Choice and management of external service providers;
- Target market buy-in;
Monitoring and evaluation and decision making on an ongoing basis to appropriately fine-tune activities to meet the communication and educational needs of the target market with appropriate and goal-orientated products; Quality; Financial management; Credibility (with respect to ‘walking the talk’).

A risk management plan is therefore needed, as set out below.

8.3 Risk management plan

Approval and planning:
It is recommended that as much of the project plan be adopted as possible, as its success lies in the combination of elements, each of which mutually reinforces the other: the magazine; an active website; regular events; conferences; exhibitions; and a forum. Thereafter, the project proposal needs to be developed into a solid project plan that is carefully adhered to.

Contracts:
It is recommended that the owner revise its conception of ‘ownership’ of the project. While it de facto owns the magazine, website and events/conference organizing expertise, the other stakeholders contributing their time, reputation and expertise to the project need to be made to feel ‘ownership’. For the project to be successful, they need to share ‘ownership’ in order to put the full weight of their extensive networking abilities and efforts into it. Their contracts with the owner should include:

- A significant share of profits from the activities in which they are involved, calculated on a fair basis of pro-rata effort and expertise required to make the activity successful;
- Irrespective of profitability, they should be paid fair rates that the market would normally expect to pay for their level of expertise, calculated on either a fixed time, retainer, or hourly basis;
- They should be paid for all aspects of the efforts they put in to the project (planning meetings, networking, strategic input and planning, marketing etc) in addition to the direct services they deliver towards the service delivery of the product;
- Clear ‘scopes of activity’ need to be attached.
- They should have the equivalent of ‘editorial independence’ with respect to the activities to which they are lending their reputation. In the case of the editor, it means independence to decide on content in the magazine and on the website, within budget and editorial guidelines agreed with the owner. In the case of events, conference and exhibition partners, it means full say over the programmes, speakers, quality, and choice of other cooperation partners for the event, within the same guidelines. With respect to the forum, an even greater ‘independence’ of decision-making will be required.
- It should be explicit that they continue to ‘own’ their network base and the manner with which this network is communicated.

Communication:
It is recommended that clear processes are put in place for communication among stakeholders, each of whom should be a member of a Mind Shift Board, which should be constituted and meet at regular intervals to review all aspects of the Mind Shift project, its activities and how they are synchronized to meet the project’s purpose.
Management:
It is recommended that the project cannot succeed without a designated ‘custodian’ overseeing all aspects of the project. Given that the editor is an independent contractor, but to all intents and purposes already the ‘custodian’ of the project, it is recommended that she share a position of Project Director with a designated member of ITWeb’s board. The editor should be paid a reasonable retainer for this service. This fee should allow for her to employ a dedicated assistant/reporter for the project.

Allocation of internal resources and service delivery:
It is recommended that the owner commit its internal human and technical resources more fully to the project in its own interests of making it financially sustainable. The necessary activities are detailed in Section 5. In summary they include:
- Upgrading its customer relations (sales, readers, subscribers, events attendees) to a world-class standard;
- Appointing dedicated director, sales and distribution management staff to the project;
- Appointing a Webmaster to upgrade and manage a world-class media website.

External service providers:
It is recommended that the owner carry out the recommendations with respect to marketing and distribution as outlined in Section 5. This will include appointing a marketing agent or PR Service to position the project in the market, and employing Sheryl Ozinsky to launch a brand building competition. In addition, the owner needs to use the full extent of its, and its co-operation partners’ influence to find the best possible distributor for the magazine, failing which manage its current distributor more closely.

Monitoring and evaluation:
It is recommended that the owner put in place adequate monitoring and evaluation processes in order to be regularly and sufficiently informed about the progress of the project with respect to its outputs (and financial sustainability), results and purpose to make informed decisions about how to fine-tune activities. This will include internal key performance monitoring and commissioning research on customers and trends.

Quality:
While the quality of the magazine is without question, the quality of all the Mind Shift products needs to remain a core value. The target market needs to be carefully observed via research and other means in order to understand its needs, interests, and ‘language’. All the products need to be constantly fine-tuned to be heard above the noise of a busy audience, and to pack as much power and ‘stickiness’ (Gladwell 2000) into the project’s message as possible. Failure to heed this could result in poor efficacy and failure to execute the project’s purpose, and in the cooperation partners losing interest. This can partially be addressed by giving the cooperation partners sufficient ‘ownership’ as addressed above.

Financial management:
While the standard of financial management of the project under the current owner is without question at present, this remains a critical risk factor to the project’s success and must therefore be maintained at all times.
Credibility:
It is essential that all the stakeholders put into place sound measures that ensure that they ‘walk the talk’ of sustainability, and can account for it through its own reporting procedures, behaviour and alliances.
Section 9: Analysis of assumptions

Assumptions have been made at every level of this project proposal. It has been necessary to sketch a picture of the entire state of the planet, in order to focus a small local communications and education project on the big picture. Similarly, it has been necessary to identify a core problem in society that is beyond the ability of Mind Shift to solve single-handed, as many of the causes lie outside Mind Shift’s area of expertise or direct influence. This is not cause for alarm about the project’s ability to meet its purpose. In many respects, the Mind Shift 2.0 project proposal is the epitome of the United Nations slogan, ‘Think global, act local’. It is just one intervention in the greater scheme of things that can make a small difference to humankind.

Overall objectives

On a global scale, the number and range of assumptions that need to be made are enormous: Here are just a couple that could impact on the project’s ability to deliver:

- That the Earth is not hit by a massive meteorite – a distinctly plausible but improbable possibility in the time frame of this project (Miller 2007) – that could dramatically alter life on Earth.
- That global warming does not cause a major tipping point that will suddenly plunge the Earth into another ice age that freezes over most of the North.
- That, despite a tendency in human nature to only change when the need is felt personally, there is now sufficient information available for business to behave rationally and move from cosmetic to deep change.
- That the analysis of the state of the planet set out earlier in this proposal is not incorrect.
- That there will also be pressure on business in other parts of the world to become more sustainable.
- That other parts of the world will also start to take action, particularly the big players, like America and China, whose negative actions could render the positive actions of other smaller players almost insignificant. (It should, however, be remembered that China has already made an enormous contribution by cutting its birth rate, although the full impact of this will only be felt in many years to come.)

These are presented as reasonable assumptions. While developments in these areas could seriously impact on the project’s ability to contribute towards its greater objective, they are not being posed as major risk factors since there is evidence, presented in this document, that the world is already taking increasing action, and is already developing some risk management strategies to deal with them (for example, one of Britain’s highest priorities is to tackle the effects of sea-level rising (Graaff 2007b). It is, however, a case of how much is done, and how soon.

A fundamental assumption underlying this project proposal is that if business adopts significantly more sustainable practices, the world will be better off. One question on the lips of many businesses has been whether sustainability is affordable in the short-term – in other words, will it put them out of business? If it puts them out of business, the argument goes, there would not be sufficient resources to tackle sustainable development. Whether or not there is a ‘business case’ for sustainability has been the subject of many a debate (Austin 2003; Bruggemans 2005; BT 1998 a & b; DTI 2003; Ethical Corporation 2007; Kantor 2007; Kenny 2007). However, there is increasing agreement that there is a business case – that it makes both short-term and long-term sense to adopt sustainability (Porter & Kramer 2006; Hanks 2006a; Hart 2005;
Finally, the entire argument used in this project proposal is based on an optimistic perspective of humanity: that armed with sufficient information, it will act rationally. This, of course, remains to be seen. The alternative is Charles Handy’s proverbial “age of unreason”: “Put a frog into water and slowly heat it, the frog will eventually let itself be boiled to death. We too will not survive if we don’t respond to the radical way in which the world is changing.” (Handy 1999).

Action based on a pessimistic perspective of humanity would be to identify the business opportunity in setting up large-scale disaster management plans.

Purpose

On a local scale, it has been necessary to make assumptions about the institutional situation in South Africa which is regarded to be reasonably supportive of the project’s purpose. Here are some trends that support this statement:

- Government is already introducing policy changes that are beginning to address sustainability issues, albeit too slowly (NSDF; LTMS).
- Business is already introducing and rewarding more sustainable governance standards (King II; JSE Sustainability Index) and linking up with international groups around sustainability (NBI, Global Compact).
- Civil society is slowly becoming more aware of the issues and beginning, albeit slowly, to lobby government, business and communities to change and to educate the public (Earth Life Africa; Sustainability Institute; environmental education in schools).

The political and economic situation in the country has an important bearing on the project and must be addressed in more detail. With a 6% growth rate, a liberal constitution, an independent judiciary, and high governance standards, it is being assumed that it is relatively stable. Despite concerns over the deteriorating situation in neighbouring Zimbabwe, and who is going to be the next president of South Africa, it is reasonably safe to assume that business is sufficiently powerful and motivated to exert pressure on government to maintain political and economic stability.

Indications of rising populist dissent over poverty and inequality issues and government’s failure to address these, coupled with the recent outcome of the ANC conference at Polokwane, do, however, pose some risks to stability (Holiday 2005; Naidoo 2008; Owen 2008), but not sufficiently so for the Mind Shift project to put specific plans in place to avert it. It is predominantly up to government to address this with economic policy and political development. However, the proposed Mind Shift Forum, if established, is one area of activity in which the project could exert a small amount of influence on government to address these risks.

Results and outputs

The risk of the South African business and leadership community not being ready to engage with the issues that Mind Shift covers has already been referred to in the analysis of risks in Section 8. A ‘critical weight’ of awareness in the target market might not yet have been reached to ensure that it gain a ‘voice’ and be able
to be effective. This project proposal has been drafted on the assumption that the community is ready and willing to grapple with issues of sustainability. However there is a very real risk that it is not, and must therefore also be treated as a risk factor and all plans should bear this in mind, ensuring that they are supported with solid marketing until the products are established and their ‘stickiness’ guaranteed.

As Mind Shift’s activities will be focused on just one root cause of the problem, ‘level of awareness’, it is also assumed that:

- All other causes will be addressed one way or another by other influencers;
- Mind Shift’s activities will be just one intervention out of many others to deal with awareness;
- Mind Shift’s activities will influence all causes of the problem, hopefully positively;
- The other causes will influence Mind Shift’s ability to achieve its purpose, either positively or negatively.

The most prominent of these influences on each key cause are assumed to be:

- **Lifestyle**: the constant delivery of mixed media messages, fashion, peer pressure;
- **Business practices**: the global and local competitive environment, policies, trends, mindsets, media;
- **Mindsets**: education, home environment, religious instruction, culture, media;
- **Greed**: peer pressure, home values, consumption habits, leading to a reluctance to give up the good life;
- **Time**: home, work and community demands, and other outside factors (media, peers) influencing leisure choices;
- **Policy**: government decisions and pressure from society and business and international agreements;
- **Level of awareness**: education; media; time to engage with messages; mindset and resistance to other points of view; business practices with which one is forced to engage; policies that one is required to follow; lifestyles that cosset the rich from the wider reality; and greed.

Given the many other influences affecting the level of awareness about sustainability, it cannot be assumed that exposure to media and educational projects, like Mind Shift magazine and events, will automatically convert to a heightened awareness of the problem. There will always be some who are less able to listen and engage than others for a variety of reasons presented in the other root causes. In their case, these will be negative influencers. It is, however, assumed that the wider it casts its net, the more positive influence the Mind Shift project 2.0 will be able to exert in this area.

**Activities**

The most fundamental assumption with respect to the plan of activities is that the identified stakeholders will remain willing to engage with the owners of Mind Shift in order to bring this project proposal into effect. Should they have changed their minds, the owners could cast the net wider and seek other strategic partners, or it revise its plans.

Many of the other assumptions with respect to the plan of activities have already been referred to in the resources section and accompanying budget, such as sales and attendance targets, price and so forth.
Summary of Assumptions

In summary, this project proposal is based on some broad assumptions. Firstly, the analysis of the broader context and problem is based on such a wide range of information that it ends up having to be superficial and the author’s interpretation. The incalculable degree of complexity can only be referred to, but not addressed. Secondly, while it acknowledges complexity and the inter-relatedness of everything over time, it is entirely anthropomorphic and time-bound in its values approach and the analysis is linear. It is not about ‘saving the planet’ but about saving humanity in the immediate future. Thirdly, it is based on a neo post-modern optimism. Although it acknowledges complexity, it assumes that humanity has it within its power to address the problem with aloof rationality and reductionism. This cannot necessarily be counted on. Humanity in itself is highly complex. If business, government and society refuse to act rationally then one needs a totally different point of approach to achieve its anthropomorphic short-term (in geological time) goals, planning for predictable catastrophes.
References


Legum, M. 2002. *It doesn't have to be like this! A new economy for South Africa and the world*. Cape Town: Ampersand Press.


Mail & Guardian 27 to 4 March 2004.


  http://www.millenniumassessment.org/en/Reports.asp [2006]
Appendix 1: Budget

Contents:

Mind Shift 2.0 Project Proposal: Summary (Five years)
Mind Shift 2.0 Project Proposal: Events
Mind Shift 2.0 Project Proposal: Forum
Mind Shift 2.0 Project Proposal: Publications

See spread sheets
# Appendix 2: Mind Shift 2.0 Project Matrix

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>ASSUMPTIONS</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL OBJECTIVES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AVERT GLOBAL CRISIS</td>
<td>Global statistics Source: UN</td>
<td>No colossal natural disasters; global crisis exists; others working on problem; action left to last minute</td>
<td>50 YEARS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PURPOSE</td>
<td>JSE SRI; ACCA; Global 100; Dow Jones SWI</td>
<td>Institutional situation increasingly supportive; business starting to act; civil society starting to put pressure on business; political &amp; economic environment stable</td>
<td>10 YEARS</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
| RESULT                      | Lifestyle: SAARF LSM; own research; advertising Business practice: JSE SRI; ACCA; Global 100; Dow Jones SWI Mindset: Own research; NOW Project Greed: STATSSA Time: Other and own research Awareness: CDP-SA; ABC; AMPS; monitoring media Policy: Evidence of binding constraints; dematerialisation; emissions reduction & governance | • All other causes will be addressed by others;  
• Mind Shift just one intervention;  
• Mind Shift will positively influence other causes;  
• Other causes will affect Mind Shift’s results either positively or negatively | 5 YEARS   |
|                             |                                 |                                                                                                |           |
| ACTIVITIES                  | Magazine: ABC, ad sales, awards  | Risk Management Plan followed re-approval & planning; contracts; communication; management: allocation of internal resources; service delivery; external service providers; monitoring and evaluation; quality & credibility. | 1 TO 5 YEARS |
| Focus on Awareness          | Events, Conferences & Exhibitions: sponsorships, media, attendance |                                                                                                |           |
|                             | Forum: Buy-in, media, tracking influence |                                                                                                |           |
Appendix 3: Mind Shift magazine issues 1 to 6

Table of Appendix 3 contents:

   Mind Shift: Dec 2005
   Mind Shift: June 2006
   Mind Shift: April/May 2007
   Mind Shift: June/July 2007
   Mind Shift: August/September 2007
   Mind Shift: October/November 2007