

Wildlife Friendly® Enterprise Network Scaling-Up Workshop Proceedings

At Islandwood on Bainbridge Island, Washington

June 12-15, 2011

**TRANSLINKS Linking Natural Resources, Economic
Growth and Good Governance**

2011





TRANSLINKS

Linking Natural Resources, Economic Growth and Good Governance

Wildlife Friendly® Enterprise Network Scaling-Up Workshop & Certified Wildlife Friendly Tradeshow

At Islandwood on Bainbridge Island, Washington

June 12-15, 2011

Hosted by the Wildlife Friendly® Enterprise Network

WORKSHOP PROCEEDINGS

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Executive Summary and Workshop Outcomes

The Wildlife Friendly Enterprise Network Scaling-Up Workshop and Certified Wildlife Friendly Tradeshow were held June 12 to 15, 2011 on Bainbridge Island, Washington. Hosted by the Wildlife Friendly Enterprise Network (WFEN), EnterpriseWorks/VITA and Translinks and supported by USAID and WFEN, the workshop included 44 people from around the world and the United States representing industry, donors, conservation groups, NGOs, media, and certified wildlife friendly enterprises.

The Workshop objectives were to:

- Learn about Wildlife Friendly® certified enterprises successful conservation and poverty alleviation approaches;
- Explore partnership options for joining and expanding the Wildlife Friendly® mission;
- Attend the Wildlife Friendly® tradeshow to see how companies can start sourcing Certified Wildlife Friendly products and services; and
- Join in the process of building a Wildlife Friendly® future!

The workshop included both meeting and interactive events in order to provide a dynamic setting for interaction among the participants and grow WFEN and Certified Wildlife Friendly®. A Wildlife Friendly film festival featuring films productions from the certified companies; the keynote address and discussion with Ben Packard of Starbuck; presentations from 10 of the 11 Certified Wildlife Friendly® Enterprises; industry and partners panels; and a Wildlife Friendly products tradeshow allowed new members to learn about WFEN's progress and founding members to gain insights from fresh perspectives.

The workshop allowed Certified Wildlife Friendly® enterprises from Asia (Nepal, Cambodia, Mongolia), Africa (Madagascar, Zambia, Namibia, Kenya), South America (Columbia, Ecuador), and the United States (Montana) to come together for the first time to exchange experiences in wildlife protection and enterprise development involving local communities. Examples of learning included discussions on common enterprise development issues by sector, in particular wool products for three of the certified companies, and strategies for non-lethal predator and elephant control to protect livestock and crops.

Participation from the private sector included the keynote address by Ben Packer of Starbucks and panel discussions which included industry representatives from: Aveda Estee Lauder, Pacific Natural Foods, Alter Eco Americas, Lava Lake Lamb, The GreaterGood Network and the Association of Zoos and Aquariums (gift shop sourcing). In both the formal panels and throughout the workshop the private sector partners' perspectives on product sourcing, positioning with customers and general product advising were essential to incorporating market trends into the Wildlife Friendly enterprises development efforts and forging partnerships for promoting Wildlife Friendly® products.

The inclusion of founding and new WFEN members from diverse backgrounds allowed the group to look critically at next steps to grow and expand the Wildlife Friendly Mission. Recommendations from all the participants were collected and discussed so that the Wildlife Friendly® board can take tangible steps to include more habitat and species, grow sales for Wildlife Friendly products, and expand best practices in conservation that is building economies to save ecologies. Top recommendations centered around the themes of expanding marketing assistance and PR for the Wildlife Friendly® products, facilitating an ongoing mechanism for the certified enterprises to stay in touch with each other, and exchange learning on wildlife conservation and enterprise development. This input led to the following immediate workshop outcomes:

- The Boards of Keystone Conservation and Wildlife Friendly® voted to ‘merge’ the Wildlife Friendly® and Predator Friendly™ certification labels. Standards will be harmonized and Animal Welfare Approved¹ has offered in-kind support to conduct audits for 12 Predator Friendly™ producers. This will provide international exposure to Predator Friendly™ and will allow Wildlife Friendly® to expand significantly in the US and Canada and open up broader dissemination of conservation animal/wildlife management practices.
- Three Wildlife Friendly® certified fiber enterprises and one potential future Wildlife Friendly® certified fiber project are now in discussion regarding collaboration on products (yarn) and wildlife best practices.
- WFEN Board members have offered in-kind internet design services, advice on retail price points to access markets, import/export advice, and marketing advice to certified enterprises.
- Several Wildlife Friendly® producers are now in discussion with potential buyers as a direct result of the workshop.
- WFEN Advisory Committee member Dr. Laurel Neme will be producing five new episodes of her radio show “The Wild Life” focusing on our certified enterprises. Podcasts will be available on The Wild Life’s [website](#) and selected transcripts will be posted as print interviews on [mongabay.com](#).
- WFEN received foundation support from a participant at the workshop.
- Wildlife Friendly lessons and certification options are being explored by enterprises associated with new WFEN members and follow-up meetings are scheduled for 2011 and 2012.

¹ <http://www.animalwelfareapproved.org/>

June 12, 2011

Welcome Dinner and Wildlife Friendly® Film Festival

The workshop started with a welcome dinner and an informal showing of video pieces that the certified Wildlife Friendly® Enterprises had produced.

Note: all videos listed below can be viewed on www.wildlifefriendly.org.

Wildlife Friendly® Enterprise Film Program

- | | |
|---|-------|
| Wildlife Works on CNN | 6:28 |
| “A way to not only protect Africa’s wildlife, but also to create sustainable communities at the same time.” | |
| COMACO: Community Markets for Conservation | 6:11 |
| “Providing solutions for how humans and the environment can coexist.” | |
| Proyecto Titi: Conserving Columbia’s Wildlife | 11:37 |
| “Turning trash into beautiful Eco-Mochilas to protect endangered cotton-top tamarin and their rain-forest habitat while economically empowering Columbian villagers.” | |
| 13 Mile Lamb and Wool | 3:35 |
| “Demonstrating that livestock and wildlife can co-exist.” | |
| A Wildlife Friendly Monitoring Break | 0:39 |
| “All Things Alpaca tracks endangered Andean Bears using innovative camera traps.” | |
| Ibis Rice: Community Farmers Protect and Conserve the Giant Ibis while Cultivating their Traditional Rice | 14:52 |
| “The Northern Plains of Cambodia are home to the greatest aggregation of large mammals and water birds beyond the savannas of Africa.” | |
| ANSAB, EWV and Himalayan Biotrade: Promoting Enterprise-based Biodiversity Conservation | 1:17 |
| “Hundreds of forest product enterprises conserve Nepal’s forests and wildlife while improving villagers’ livelihoods.” | |
| Snow Leopard Trust: Saving Snow Leopards for Over 25 Years | 9:04 |
| “By partnering with local people and communities of Central Asia, the Snow Leopard Trust protects the endangered snow leopard.” | |

June 13, 2011

Welcome, Workshop Overview, Introduction to Translinks

Thank You to our Workshop Supporters and Introduction of Participants – David Wilkie (Wildlife Conservation Society) and Ann Koontz (EnterpriseWorks/VITA)

Ann Koontz (AK): On behalf of the Wildlife Friendly Enterprise Network (WFEN), EnterpriseWorks/VITA, a division of Relief International and the Translinks Program supported by USAID – Welcome. WFEN would like to express its thanks to USAID and the Translinks program for supporting this workshop and a number of Wildlife Friendly Educational products over the past three years. Translinks, which stands for “Linking Natural Resources, Economic Growth and Good Governance”, is a consortium of NGOs, led by the Wildlife Conservation Society. The consortium includes: EnterpriseWorks/VITA, The Land Tenure Center, Forest Trends and The Earth Institute at Columbia University. Using the Nature, Wealth and Power methodology, the Translinks Program furthers learning in ecosystem services payments and benefits.

David Wilkie (DW): We have supported Wildlife Friendly® because a lot of what you are doing is operational. This is wildlife management in the service of people’s livelihoods. You are doing trainings to bring people together to share lessons learned and to provide technical tools. This is the last year of Translinks. I think we’ve learned a great deal and have moved from wishing enterprise based conservation worked to seeing it operationalized. In Zambia, Cambodia and your other field sites people are taking the idea of Nature, Wealth and Power and seeing how it works.

AK: Our workshop objectives are to:

- Learn about Wildlife Friendly® certified enterprises successful conservation and poverty alleviation approaches.
- Explore partnership options for joining and expanding the Wildlife Friendly® mission.
- Attend the Wildlife Friendly® tradeshow to see how your company can start sourcing Certified Wildlife Friendly® products and services.
- Join in the process of building a Wildlife Friendly® future!

Over the next two days, we will share our experiences to date in the Wildlife Friendly Enterprise Network, by hearing from nine out of eleven of our certified Wildlife Friendly Enterprises and then industry and partner organizations on what is needed to scale-up the impacts of WFEN. While Wildlife Friendly® includes certification, our goal is to advance wildlife and habitat conservation while building the livelihoods of the communities that co-exist with endangered species and are stewards to some of the most beautiful and high biodiversity areas of the world. We will get started with a key note presentation from Ben Packard, who will help us to put in perspective where sustainable source practices, certification and advancing goals of conservation and poverty alleviation have progressed in product marketing and positioning.

Keynote Address – Ben Packard, VP of Global Responsibility, Starbucks **“The Power of the Market in Supporting Conservation and Alleviating Poverty”**

Introduction by Ray Victurine (RV): Welcome to everyone.

Sean Schmidt, Ben and I used to work together for an organization called Sustainable Seattle doing metrics on sustainability. Ben has been committed to sustainability for a long time—it is in his blood. He was Chair of the US Green Building Standards. All of the buildings here at Islandwood, by the way, are constructed to LEED gold standards.

Ben will tell us about Starbucks sourcing and will provide some provocative ideas around certification in general for us to discuss.

Ben Packard (BP): As Ray said I've been working at Starbucks for 13 years. Before that I helped start a plastics recycling company and thought a lot about supply/demand issues. Then the recession hit. About 97% of materials manufactured in the Puget Sound are still exported. At Starbucks we have a Global Responsibility Team. I talk to these 13 people directly but when they aren't listening I talk directly to Starbucks consumers who are concerned about both ethical sourcing and environmental responsibility. We had to decide what is core to our company. We had built an engine that built 7 stores a day for a long time. Recently we had to close 800 stores. We had to create bolder and more forward looking goals and keep our core customers happy. We made a commitment to source 100% of our coffee as Fair Trade by 2015. We are working with Conservation International (CI). Certification and standards must be in place. We are now at 84% being verified. We think we'll be at 100% by 2015.

I was skeptical about talking to you all today because I'm not sure I can be the best advocate for creating a new certification system. I just came from the Sustainable Brands conference where they were talking about how we might be doing more harm than good to consumers. Bird Friendly Coffee, organics, fair trade – they are all equally important but they are not all in play everywhere we buy coffee.

The Consumers Choice Council, Transfair USA and Bird Friendly asked what are the conditions and indicators that you need to have as a farmer, or a buyer? What are the indicators for success? To try to get to those answers, we came up with the Conservation Coffee Principles. We took these answers and put them into a Preferred Supplier System. The producers that score highest were the ones we bought from. We need to know how much the farmers are being paid and the coffee has to meet our rigorous quality standards. So quality and transparency are important to us.

For us to meet our goals we needed to know what was happening in the supply chain and we wanted to address the entire supply chain. We instituted Coffee and Farmer Equity practices or CAFÉ practices. We wanted to make sure that the capacity to verify was local. We used a 3rd party certifier called Scientific Certification Systems. We started to set goals such as how much is farmer being paid and what is the quality of his beans? We've gone from 0 - 84 % of our coffee being produced this way. Then we asked 'so what?' Does this

mean kids are being educated? Forests aren't being cut down? So we did an impact analysis and we realized we could get to 100% and still miss the mark entirely. The bigger point here is livelihoods and ecosystems.

Where are we in relating to this ultimate goal and what about the elusive consumer? For the conversation we are having today is certification the goal or is protecting wildlife the goal? If you miss the point and focus on the certification rather than your real goal you will have failed. Some certification systems have missed, or lost sight of, the goal.

Can one single certification scheme address both the trade and supplier systems and wildlife? The consumers all say they want certification but they aren't willing to pay for it. So Starbucks is actually paying for the CAFÉ standards. Be clear in the research – what is the consumer really willing to pay? We tried to bring CAFÉ practices from 70 pages to a few words printed on a cup. Most people are indifferent to the “who” or the “what” but most also want some 3rd party assurances. Those of us in this room are not normal. Most people don't understand or want to understand a 70-page report. Consumers are also not as discriminating between the various certification marks. The absence of a negative is what consumers are seeking. They are asking is there some kind of checkmark? That is all they want. The North American consumers don't seem to care. In the UK Fair Trade is the baseline even though they don't know what it means. All of our major blends are Fair Trade certified in the UK and those consumers are willing to pay for it. A few things to keep in mind as you go forward are:

1. Be clear on goals.
2. If you want to take this to scale, you need to dream big.
3. Consumers are people too. They don't care as much as we'd like to think they care. They do care in a general way, but not like we do.

Open plenary discussion on the major issues facing producers, industry and consumers as they relate to sustainable product promotion, branding, and certification

RV: In terms of your CAFÉ practices, how does Starbucks do on wildlife?

BP: I think we do pretty well. We do well on water and I think on carbon too.

Helen Crowley (HC): Thank you. That was so interesting. I've noticed in some of the recent discussions in the corporate sector around sustainability they all want to be “the good brand.” All Nestle products will be good. All Marks and Spencer will be good. In that way the identification of the certification gets lost. Is this trend of brands absorbing certifications going to continue? And does this mean that individual labels will become less important?

BP: I think it was a phase and now we're in another phase. Brands need to brand themselves and they don't want the side brands. The certification schemes are important as you peel back the onion because the public wants to know ‘who says so?’ The consumer is

confused. The brands that are making significant headway don't use front of the pack marking although in the UK Fair Trade must be front and center. I think it's the beginning of a new phase.

Dave Bell (DB): We've had this discussion for a few years. I'm sure you were scared when you were asked to come and speak to another certification scheme.

BP: I see a lot of duplication on the development of the standards. Learn from the schemes that are out there or align and find allies in those that have already learned.

DB: With the great network we've been able to build we've found other certifications that we can align with. Have you seen another certification scheme that is like ours: Building Ecologies to Save Economies?

BP: Conservation International (CI) came to talk to us and we had to ask what does this mean to the people? Carbon and small agro forestry is the most important issue as relates to climate. We need to get small farmers involved in carbon projects even on a tiny scale. We needed to monetize it and give them value for it. There are ways that this idea could play out in other systems. How can we integrate the pieces that are missing?

DW: When I think of the egg market there used to be brown eggs, white eggs, and organic eggs. Then we had free range eggs, hormone free eggs, and eggs with extra vitamins and nutrients. There seems to be a race to segmentation. This is all labeling and not certification but there was a race to differentiate in the market.

BP: I think the key difference is differentiation. All retailers are trying to differentiate. Our strategy is a brand differentiation around ethical sources. In ten years we might be connecting producers to consumers in very real ways taking out the evil corporate middlemen.

Sharon Negri (SN): I was struck by your comment about focusing on certification rather than on your mission and goals. I've heard that there are 1 million coffee cups thrown out a day in Seattle from coffee shops. What is the impact of plastics on marine life? How is Starbucks encouraging consumers to think about the impact of these things?

BP: This was part of our larger goal setting in 2008. One of these goals was to have a recyclable cup. There has been an evolution in the materials. We have set a goal that in 2015 100% of our cups will be recyclable. When you set a goal like this, you unlock a lot of things. We are working with city mayors to put recycling centers in stores and hired a systems thinking guru to help us. We challenged the system. In April we launched a program where in Seattle, San Francisco, and LA we are recycling. We think our packaging is a big problem and we're taking ownership of it. People think we have more control over our systems than we do, however. But, we are trying to leverage the power you have.

Karen Nielsen (KN): Have you ever considered consumers bringing their own cups?

BP: We did and we still encourage it, but the uptake has been and remains very small; it will not solve the problem. We need to develop other solutions, such as recycling.

Juan Andres Santelices (JAS): You mentioned there are different markets. Labeling and certifications are based on trust. You establish trust through your own branding. But how do you build this when at the same time consumers don't have a lot of trust in big corporations?

BP: Consumers care about impact – environmental and social impacts. We try to talk about the impact of our consumers. We are trying to connect them through our brand to the impact we are having. We are painfully transparent about the areas where we are not doing well. False claims could erase all of our successes. We are vigilant about making sure our claims are bullet proof. We don't just want to tell people what they want to hear. Scientific Certification Systems is in our office today. The farmers hire the verifiers and SCS does quality control on the verifiers.

AK: I appreciate your comment about how we are going to translate this and focus on the impact on wildlife and poverty alleviation especially since Starbucks has so many retail outlets around the world. How do we use the conservation and poverty alleviation messaging? What is your experience with retail stores? What are you finding in places like the Philippines? How do we use this branding in developing countries? Land conversion is one of the biggest threats to wildlife. How do we get this message out in developing countries?

BP: We talk about poverty alleviation but what we really need to talk about in these places is did farmer's incomes go up? Did the standards raise incomes? This is what people want to know. Did yields go up and inputs go down? What were the impacts? We work with Verde Ventures and use our own capital. Consumers don't care about the details of 'the what' but want to know what it means to the people you are working with.

Tim Kunin (TK): How are you educating consumers when the consumer is ill informed? Dunkin Donuts coffee costs less and their cup is as recyclable as Starbucks. Why don't you serve Dunkin Donuts cheaper coffee and donate the balance to end poverty?

BP: We wondered what would happen if we were to start charging people for cups but this is more of a punishing model rather than a customer service.

TK: I'm assuming people think the Starbucks cup is better.

BP: Are you suggesting we move to Styrene?

Joy DuPuis (JD): Paper is healthier because there is no bleaching.

TK: But the paper cup has been bleached and has a paper liner that Styrene doesn't need.

Steven DuPuis (SD): There is a consumer perception problem.

JD: How about not bleaching the cup?

BP: The smell of the unbleached cup gets in the way of the aroma of the coffee – we've tried it.

Terry Blumer (TB): You've talked about labels not being important to the end consumer. What does your part of the industry want from us? What can we provide to you or another retailer? What is lacking?

BP: I will change what you said about what I said. They care about marks – we did some research using made up marks. They care about having a mark but don't understand the difference between marks. One thing that is lacking is segmentation; when they come to Starbucks they want to get in and get out. Serving the product up in a way that relates to where they are buying it. Telling stories bodes well for Wildlife Friendly®.

RV: Terry you are in retail. You are in a retail store. What do your consumers want?

TB: It is a daily battle to educate. You need a hang tag to tell the story. But, it is ongoing education. I try to educate staff and have volunteers to tell stories to drive home a personal call to action.

Geoff Moore (GM): You touched on impact investing. Are you saying it's not the certification consumers care about but they *do* have the time to hear the story? I'm trying to understand the nuance.

BP: When certifications first came on the scene, companies were in a defensive mode. Companies have convinced themselves that they are now doing less harm. But, we need to make the turn to aspirational goals now. Now how do we do good?

GM: So is it important to both have certification and talk about the impact?

BP: No one questions the small brands, but as soon as you're a big brand you'd better have some kind of certification backing you up. If you are ultimately going to scale, do it right from the beginning.

Sean Schmidt (SS): From my Nordstrom years, 10% of consumers wanted to know they were working with a good company. But the product knowledge piece started to set us apart – like when we carried Wildlife Works. The salespeople expected to just set it out there and sell itself so you have to get the product knowledge out to the salespeople.

DW: Is it true that your opportunities for messaging improve the longer the lifetime of the product? Does the lifespan of a product dramatically change the opportunities for messaging?

BP: I think the frequency of our customer visits improves our opportunity. The human connection and relationship is where a lot of the messaging comes from.

Rosamira Guillen (RG): I'm not sure I understand about consumers getting overwhelmed by too many labels.

BP: The research I saw last week says there are 360 eco-labels globally. I think we need more aggregation and consolidation. You don't see a lot of NGO mergers out there.

JAS: But there are labels working together.

BP: They are agreeing in principle but not in a way that moves markets.

RG: But where do you think it's going to go from here if people are overwhelmed?

BP: I don't see certifications going away but some schemes will become irrelevant. We need to be successful in bringing the consumers in to what we are doing – if we do this it will be because we've leveraged technology so that they can use their cell phones to figure out what certification means. But the spirit of all of these things is headed the same way...

Becky Weed (BW): I'd like to go back to your original caution not to lose sight of your original goal. From a producer's point of view – and ultimately without the ethic of the producer you don't get that authenticity and you need producers that understand. I've gotten jaded and cynical. One of the fundamental problems in agriculture is that at a grassroots level, producers don't know how to commit to these principles. How can we either use the label or find a different approach altogether? Without this we're all just playing marketing games and the consumer becomes jaded.

BP: We opened farmer support centers because the knowledge beyond the immediate area and transfer of knowledge about natural pest control and other best practices was atrocious. We improved the knowledge transfer. If the farmers aren't committed to this ethic we are out of luck. I'd like to see more of the energy placed to support producers.

Brad Rutherford (BR): I think our goal is to protect wildlife. If you were the President of Wildlife Friendly® and you had limited resources would you put your time and energy into getting stories out? Supporting producers?

BP: I'd probably ask a bunch more specific questions about animals and geographies. High profile individuals who can make a movement happen faster rather than smaller stores who are preaching to the choir is probably the way to go. Is there a missing financing mechanism needed to conserve wildlife? Is there a geography that is mandatory? I don't know enough about the prioritization.

Mike Gravina (MG): I have a question about Fair Trade. I buy a lot of peppers from small farmers in Africa. We are not Fair Trade certified and the question is always 'is the farmer getting a fair price?' I am running a business so I can't always pay a high price for peppers. How does Starbucks handle this and what do you use as a benchmark?

BP: We've just added another premium for Fair Trade coffee. The economic model has to

work.

Jay Hastings (JH): You indicated there were currently 360 labels. Does that include fisheries labels? I find this discussion to be fascinating as I compare it with my experience with certification schemes for commercial fisheries. One difference I see here is that in commercial fisheries, the exploited fish species that we seek to protect or conserve have commercial economic value that can help finance certification schemes at the production level. Wholesalers and retailers who purchase the products from these fisheries are concerned about maintaining a sustainable source of supply for their markets and can, therefore, encourage or pressure producers to support robust certification schemes. Consumers, particularly in Europe, are becoming increasingly concerned over whether the fisheries from which products they purchase are managed in a sustainable manner. So, fishery certification schemes with ecolabels have also become a retail marketing tool for fisheries with some labeled products even commanding a premium price. Last week the Marine Stewardship Council announced it had exceeded 10,000 products that have its label. There is now an effort to standardize these certification schemes within the fisheries communities, but this presents a challenge with so many competing schemes. This is one of the driving factors with consumers in Europe so retailers and wholesalers need to be assured that they have a source of supply into the future.

BP: Yes, that is similar to LEED – there is no competing building standard.

HC: I wanted to go back to helping the producers. It's something that Wildlife Friendly® has discussed. With a certification scheme you must have a separation to avoid conflict of interest. We've always wanted to help producers with technical support. There is this tension between support and certification. The way you do it is that Starbucks is funding the support and the farmers pay for certification?

BP: Agricultural consultants and the farmers can choose between 4 or 5 verifiers. The technical support piece cannot be underestimated. We'd worked with the African Wildlife Foundation with projects in Kenya in Kigali.

AK: To follow on with that piece. We worked with Starbucks in the 90s when they were getting beat up on Fair Trade. We partnered with you to get at the quality. By and large the technical assistance is done by the bilateral and aid organizations. I know Starbucks is one of the leaders but it does fall back to the NGOs and donor community to do this. At the recent JustMeans conference in DC there was a common theme that 'we would buy more product but we can't get the quality.'

JAS: In Europe we believe 3rd party certification is important. In the US the percentage is lower with consumers. If Wildlife Friendly® wants to have an impact outside the US would you recommend two different strategies in terms of the proliferation of certification schemes?

BP: We are hearing that in an up market like coffee, we don't need certification. Why do they need some gringo to come in and certify them? In a down market it is different. As you

think about the model think about up markets and down markets.

TK: I was in Mombasa recently and the coffee producers are angry and think the model is not working. Certification in the US is often done at the wrong level.

BP: If the farmers are angry, this is because of the costs of business.

RV: In terms of loyalty when there is a down market do trust and relationships pay off even if they are losing a bit of profit?

BP: Yes.

SD: At our White Oak meeting we did talk about consolidation and we wanted to be an umbrella brand. Each is protecting an animal and each is producing a product. Our challenge has been how to create awareness and help with each one of these? We are a network and trying to share information. And we can't be too successful because that defeats our purpose of protecting animals and habitat. We've been wrestling with this. How does a Starbucks support what we are doing? We have been asking how does private enterprise help us, especially if they don't need what we are producing?

BP: Once the honeymoon is over with the foundations how do you make this work? Wildlife Friendly® companies might be an idea.

SD: Yes, the support could be consulting support or help with distribution and sales network. The projects don't have the resources to do it.

RV: What you've left open is that Starbucks could do Wildlife Friendly® in a supply chain. From an AVEDA standpoint it's really important.

Katie Galloway (KG): Yes, we use 600 ingredients.

RV: One thing you mentioned is the connection to climate change and producers. How has this evolved in terms of ecosystem payments?

BP: We did a literature review to see where the climate impacts would occur most immediately. The impact on coffee growing communities could be drastic and we had already started hearing some anecdotal stories. Eighty percent of our footprint comes from power to run our stores, 20% for roasting coffee. How do we connect farmers with markets? No one had been talking about small-scale farmers so we went with CI (Conservation International) to monitor so that our producers could be rewarded. We've just started to trade credits and small scale agro forestry. We are using the voluntary market.

HC: Are you thinking about offsetting internally?

BP: We've stayed away from a knee jerk reaction to offsetting but it does make sense. We're trying to use the assets we have.

JAS: How do you work out what your carbon footprint from coffee producer to the end product?

BP: We looked at container movements from origin to store.

JAS: But even before that?

BP: We always have to ask what for? We need to understand our biggest impact and what we can do about it. There is an interesting correlation around transportation. If we don't use planes we can make an impact. If we use boats and trains there is a direct correlation to our carbon footprint. The incentives are aligned right and we'll be doing another footprint this year. We want to look at supply chain coming from China and other places.



Photo courtesy of Franco Lanzi

The Wildlife Friendly® Board and Advisory Committee with Ben Packard, Vice President of Global Responsibility for Starbucks at Islandwood, Bainbridge Island, Washington. Left to Right: Terry Blumer, Julie Stein, David Bell, Ann Koontz, Abigail Breuer, Steven DuPuis, Helen Crowley, Ray Victurine, Laurel Neme and Ben Packard.

Overview of Wildlife Friendly® Enterprise Network

What have we been up to in the last three years? Wildlife Friendly® Board Panel Presentation

Around the World in less than a Day – Our Certified Wildlife Friendly® Enterprises

Wildlife Friendly® was launched after a 2007 meeting at White Oak Conservation Center in Yulee, Florida. Our founding partners included:

1. Cheetah Conservation Fund
2. COEX
3. The DuPuis Group
4. Enterprise Works/VITA
5. Keystone Conservation
6. Scentmark
7. The Snow Leopard Trust
8. Wildlife Conservation Society
9. Wildlife Works

Wildlife Friendly® is the only certification label that conserves threatened wildlife & their habitat, while contributing to the economic vitality of rural communities.

Our Principles are:

- Wildlife Conservation
- Economic Well-Being
- Accountability

The Wildlife Friendly Enterprise Network is:

- Dedicated to the development and marketing of products that conserve threatened wildlife while contributing to the economic vitality of rural communities.
- Offers Wildlife Friendly® Certification.
- Consolidates lessons on best enterprise development and wildlife protection, biodiversity conservation and monitoring practices from around the world.

Our standards include the following principles:

- The product contributes directly to *in situ* conservation of key species and their habitat.
- Production has a positive impact on the local economy.

- Individuals or communities living with wildlife participate in the production, harvest, processing or manufacture of the product.
- The product's conservation mission includes a clear enforcement mechanism.
- Producers and/or NGOs, business and other partners monitor the impact of production activities on wildlife in order to ensure that practices benefit species of concern.

We currently have 11 Certified Enterprises on 3 continents:

1. Snowy Leopard Enterprises, China, India, Kyrgyz Republic, Mongolia & Pakistan
2. Himalayan Biotrade (HBTL), Nepal
3. Ibis Rice, Cambodia
4. COMACO and It's Wild, Zambia
5. Elephant Pepper, Zambia and Mozambique
6. Anne Kent Taylor, Kenya
7. Wildlife Works, Kenya
8. Aroma Forest, Madagascar
9. All Things Alpaca, Ecuador
10. Proyecto Titi, Colombia
11. 13 Mile Lamb and Wool, Montana, USA



Wildlife Friendly® Certified products are:

- Located in domestic, regional and international markets
- Featured by Whole Foods, Aveda & S&D Group among others
- Types of products include food, fiber, apparel and accessories, handicrafts, briquettes, and essential oils

Our education efforts:

- Publications
- Outreach and presentations to NGOs, donors, the businesses and communities
- One-on-one technical assistance within communities seeking certification
- Partnerships with universities and students (WF intern program, grad student projects, and guest lecturers)
- Promotion and sharing of best practices

Some of the things we have learned from our Certified Enterprises:

- There are a range of community attitudes toward specific wildlife
- Habitat protection is important in protecting key species
- Integrate innovative monitoring methods
- The market has the power to influence conservation at a local level
- A small project has the ability to influence outside behavior concerning wildlife and biodiversity conservation

Our recent outreach efforts now and into the future:

- Expanding the marketing options for Wildlife Friendly® Products
 - Zoos & Aquaria Committing to Conservation (ZACC) events
 - Sustainable Brands
 - Trust Provider for World of Good by eBay
- Bringing more groups into the certification and sharing best practices
 - British Airways Face of Opportunity Award trip
 - Continuing discussions with other NGOs and certifications

Through two panels we learned about the diversity of wildlife, ecosystems, communities, products, enterprise models and conservation and monitoring strategies of the Certified Wildlife Friendly® Enterprises.

Panel 1: Producing Foods and Ingredients While Protecting Wildlife

- COMACO – Zambia – **Ruth Nabuyanda**
- Ibis Rice – Cambodia – **Karen Nielsen**
- Aroma Forest – Madagascar – **Olivier Behra**
- HBTL – Nepal – **Sushil Gyawali**



COMACO - Ruth Nabuyanda

The COMACO model replaces environmentally destructive land use and farming practices with practices that promote conservation, food security and livable incomes through market-based incentives. The COMACO model improves farming practices, crop diversity, soil health and increases yields for small scale farmers. COMACO also provides storage, sales, manufacturing and marketing at local depots, which leads to farmers getting conservation incentives through benefits, dividends and higher prices. Other farmers who do not comply do not get a COMACO price. COMACO begins by identifying and recruiting farmers who are then trained to produce improved yields. They are guaranteed markets and receive value added processing. They are given access to markets and then can reap a conservation dividend and seed replication services.

COMACO works hand in hand with the Zambian Wildlife Authority (ZAWA). But ZAWA had used lethal control and put poachers in jail. When they got out of jail the poachers would start poaching again because they didn't have an alternative. The Wildlife Conservation Society (WCS) started this project, which gave ex-poachers training, seed money, farming implements, and tools for carpentry. COMACO operates mostly in the Luangwe Valley, which is the size of Malawi. We are now operating in 6 community trading areas located on the outskirts of protected areas. In these districts farmers are recruited and join the program. COMACO buys from these farmers and there are now over 45,000 families who have been trained and have received inputs. Of these, 32,000 are registered COMACO farmers and comply with COMACO procedures. Last year alone they bought from 13,000 of these farmers who now have surplus crops. COMACO offers alternatives to disruptive practices like poaching and tree cutting for charcoal, which contributes to climate change. We promote the use of organic fertilizers and manures. If farmers do not use them it is more expensive. We provide alternatives

such as honey production, which helps conserve the forest. COMACO awards small-scale farmers with conservation dividends for good practices. We produce grain, maize, legumes, honey, and rice. We add value to these products and market them under the It's Wild label.

We also operate an extension service with 700 salaried extension staff that recruit farmers, ensure monitoring compliance, and provide technical assistance. COMACO works outside the national parks in Game Management Areas (GMA). The COMACO impact is that 484 farmers have now recruited other farmers to total over 1,000. Other outcomes are that commodity prices have doubled and in some cases tripled. A total of 45,415 farmers or 74% of farmers are now able to grow enough grain to reach the next harvest. Food crop types increased from 10 to 16 and improved farming methods have resulted in higher yields (36%). In addition average total household annual income has increased from \$78 to \$220 and levels of snaring & poaching have decreased while wildlife populations have increased.



Ibis Rice - Karen Nielsen

“Wildlife Friendly® Ibis Rice”

Our project was modeled on COMACO but is much smaller. We are alleviating poverty and doing so without the destruction of wildlife by involving community members. Protected Areas in Cambodia all have communities living inside them.

Sansom Mlup Prey (SMP) was established in 2009 to develop, promote and market wildlife-friendly products grown or crafted in communities located in all categories of land protected for their biodiversity value in Cambodia. This work, undertaken in partnership with the Wildlife Conservation Society (WCS), is effectively linking wildlife conservation to improving the livelihoods of villagers limited by the constraints of living in a remote area and with little opportunity to expand operations due to limited market access.

SMP buys *malis* rice at a premium from village marketing networks (VMN), whose members are made up of farmers who are often not food secure and have traditionally relied on forest resources for income. Voluntarily recruited, the villagers agree to abide by conservation rules and regulations, including wildlife protection and maintenance of land-use boundaries, which the relevant government ministries and the community members collectively formulate. By randomly monitoring farmers' activities, SMP certifies that conservation agreements are being upheld.

SMP is subordinate to the villages' natural resources committee and SMP facilitates:

- Rules for membership
- Funding for infrastructure, inputs (small grants)
- The buying and storage of Ibis Rice
- Monitoring compliance
- Using participatory processes they establish consequences for breaking rules and regulations
- Premium price paid to members for *malis* rice
- Profit sharing scheme (for future use)
- Record-keeping mechanisms
- 50 % VMN members are women

We create new sustainable development pathways for target villages by:

- Alleviating poverty without habitat destruction through premium prices for wildlife friendly produce
- Providing access to new markets for small farmers
- Involving community members in protected area management by piloting methods for resource tenure

Pilot sites include Kulen Promtep Wildlife Sanctuary, Preah Vihear Protected Forest and Bengal Florican Conservation Area.

In remote villages, traders or middlemen are the farmers' only access to markets. WCS saw a new 'Payment for Environmental Service' (PES) opportunity linking increased income from rice sales to conservation activities.

This region has a unique community of birds with 5 Critically Endangered, 11 Endangered or Vulnerable, and 10 Near-threatened species.



Of the Giant and White-shouldered Ibis there are fewer than 500 individuals left. These birds share the rice fields and even though their numbers are low it is still easy to see the Ibis.

The region also has several Globally Threatened Mammals including 5 Critically Endangered or Endangered, 13 Vulnerable or Data Deficient and 5 Near-threatened species, including Tiger, Leopard, Asian Elephant, Eld's Deer Dhole, Gaur, Banteng, Fishing Cat, Golden Cat, Silvered Langur and Pileated Gibbon.

The villages are spread throughout the protected areas. WCS partners with farmers' organizations. The farmers here are very poor. We work with Village Marketing Network or VMNs to educate them on why we are doing this project. They meet once a month and we have to work in a participatory fashion. We let them make their own mistakes. In order to monitor compliance we train farmers in GPS. Land conversion is one of the biggest threats. Fifty percent of the VMN members are women.

VMN:

- Buys produce from farmers at a premium price
- Participating farmers must keep to land-use agreements

SMP:

- Wildlife Friendly® label on sales to participating enterprises
- Products sold in up-market establishments.
- Assure transparency, control chain of custody

We actively use the Wildlife Friendly® label. We market to a number of hotels and restaurants locally. The retail size packages are sold as well as in bulk. Marketing to the Kmhers would require a whole new level of marketing, which we can't afford right now. More families would like to join and we will expand from 5 to 11 villages this year. We don't have the funding to grow as fast as we could. Civil society is improving. They are learning that they have a voice. We take them to the hotels and restaurants that are serving the food.

Outcomes include:

- Participation increasing (39 – 82 – 118 families)
 - Benefits to farmers increasing
 - Sales increasing initially, now holding steady
- Wildlife sightings increasing
- All villages mapped for land tenure application
- 8 Ibis Rice products with bar codes being sold
- Promotional materials produced
- Increased income from premium paid for Ibis Rice
 - 10-15% above traders' price for rice over 3 years
 - Total premium increased 65% over 3 years
- Farmers taught new techniques to improve yields
 - Bat roosts in 2 of the 4 villages will provide added natural fertilizer
 - Climate change awareness raising workshop presents mitigation strategies
- Farmers gain bargaining power over traders
 - Middlemen raise their price to meet SMP's cost
 - Farmers use VMN scales, not traders'
- Collective / participatory decision-making skills grow with each season's paddy purchase process
 - Paddy prices have to be agreed upon by all VMN members
 - VMN responsible for monitoring compliance

The project is working to recognize and define rights of communities who use the forests for their livelihood and income generation. National Park sites have different laws but overall guiding principles and objectives are the same.

In PVPF mapping is ongoing in 7 villages plus mapping and numbering individual resin trees of community members. Mapping has been completed in 6 villages plus one community in Kulen Promtep Wildlife Sanctuary.



Aroma Forest - Olivier Behra

“The Wildlife Friendly® Essential Oils of Madagascar”

Madagascar is a biodiversity hot spot and is home to endemic species such as lemurs, which are a symbol of the incredible biodiversity of the island. However, environmentally the island is under severe threat and, as a result, this valuable wildlife resource is also one of the most threatened of the world. More than 200,000 hectares of forest are burnt every year and this threatens the hundreds of species found nowhere else on earth.

Poverty is a critical issue facing the people of Madagascar. Although the conservation issues are complex and successes are difficult to achieve, extreme poverty needs to be addressed for sustainable conservation.

Man and the Environment launched Aroma Forest in 2003 to promote essential oil production with sustainably collected plants directly within the local communities. These products create an incentive for conservation. The production idea was to motivate the local population for conservation because if the plants cease to exist in Madagascar business opportunities like these would also cease to exist. This project has already resulted in reduced deforestation:

- Deforestation has stopped in biodiversity hotspots
- Deforestation has been reduced in the large zones of the west
- Reforestation has been launched with local communities

The forests in Ambalakalanoro in the west of Madagascar for example have been saved from fire and destruction and the lemurs can eat the regenerating vegetation.

In addition to founding Man And The Environment, I have now founded Man And Nature to expand this idea and support other NGOs in the same way. We have launched projects in Cameroon, Colombia, Cambodia, Nicaragua, Peru, Ecuador and hope to certify these as Wildlife Friendly® in the future.



Himalayan Biotrade (HBTL) - Sushil Gyawali

“Marketing of Certified Nepali Products for the Livelihoods of Communities and Conservation of Forests and Wildlife: The Experience of Himalayan BioTrade”

We started HBTL, which is a natural products processing and marketing company in 2000. HBTL is owned by a consortium of small community-based enterprises all over Nepal. HBTL promotes responsible resource management that protects endangered species and maximizes benefits to the communities, while producing the highest quality natural products.

We received Forest Stewardship Council (FSC) certification in 2003 for Non Timber Forest Products (NTFP) including essential oils, Nepali handmade paper, bio briquettes, and nettle bags. HBTL is the only company in the world that sells FSC certified handmade paper. HBTL is also the first in the world to be awarded a group FSC certification for Non-Timber Forest Products (NTFPs). In addition to the Forest Stewardship Council certification we are certified Organic, and are a Wildlife Friendly® Certified company.

Our products include:

- Essential Oils: Wintergreen, Abies, Anthopogon, Artemisia, Jatamansi, Juniper, Valerian, Zanthoxylum, Calamus
- Nepali Handmade Paper: Sheet Paper, Journals, Stationery Items, Shopping Bags, Lampshades, Boxes, Photo Frames and Albums
- Handmade fiber Nettle Products:
 - Travelling/Computer Bags, Hand Bags, Accessories
 - Bio-briquette: 3 inch briquette (approx. 400 g),
 - 1.5 inch briquette and clay stoves for briquette

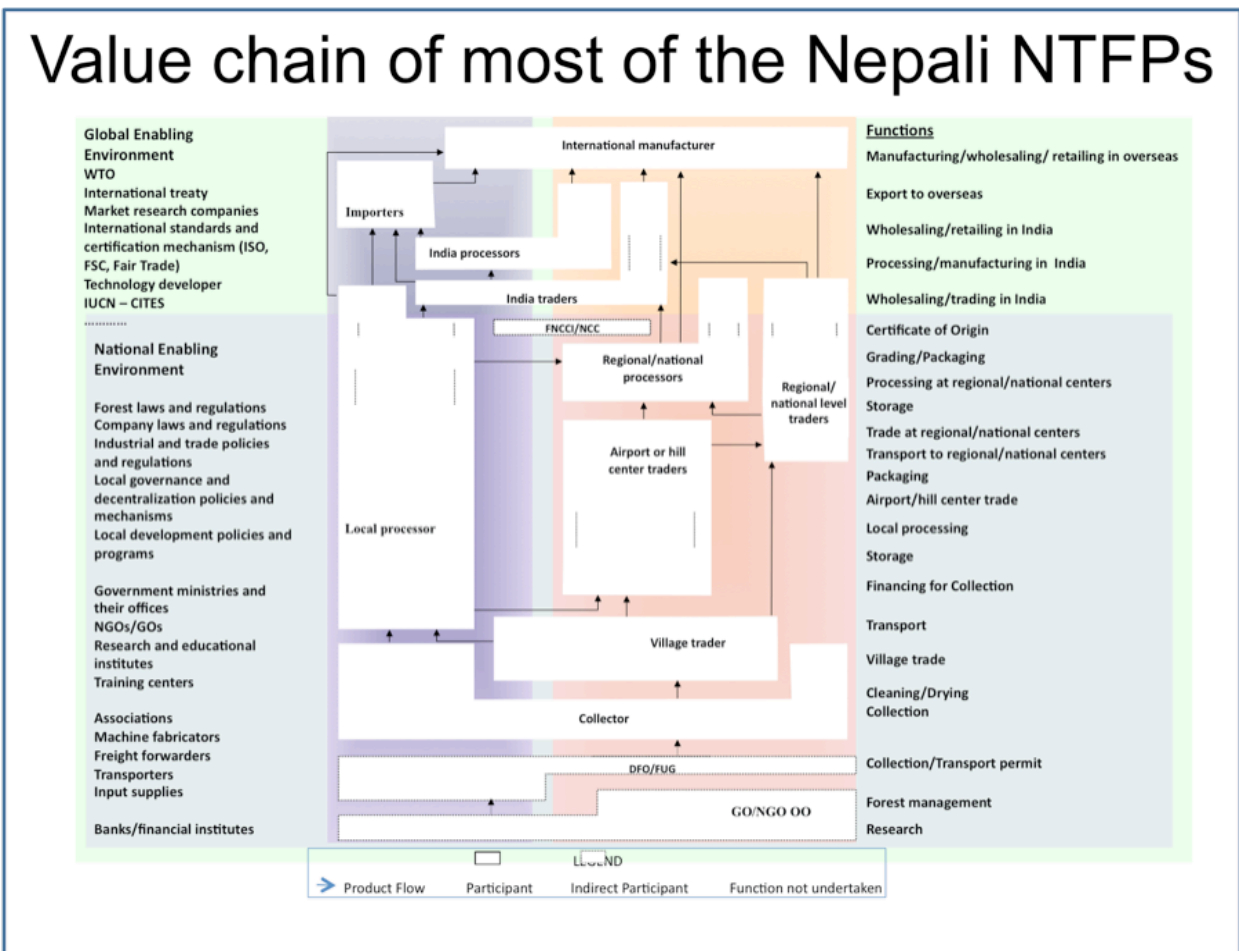
Our buyers include:

- International buyers include the Aveda Corporation, S&D Aroma UK, CTM Altromercato Italy, SAPAD France and others.
- Domestic: Government and non government agencies, donors and private enterprises, departmental stores

Nepal is located in between China and India. The communities where we work have gained tenure over forest habitat and work to conserve the ecosystem’s unique biodiversity and protect the wildlife, while promoting income-generating initiatives such as HBTL’s projects. Thus HBTL’s shareholders are the community members who sustainably manage the Himalayan forests.

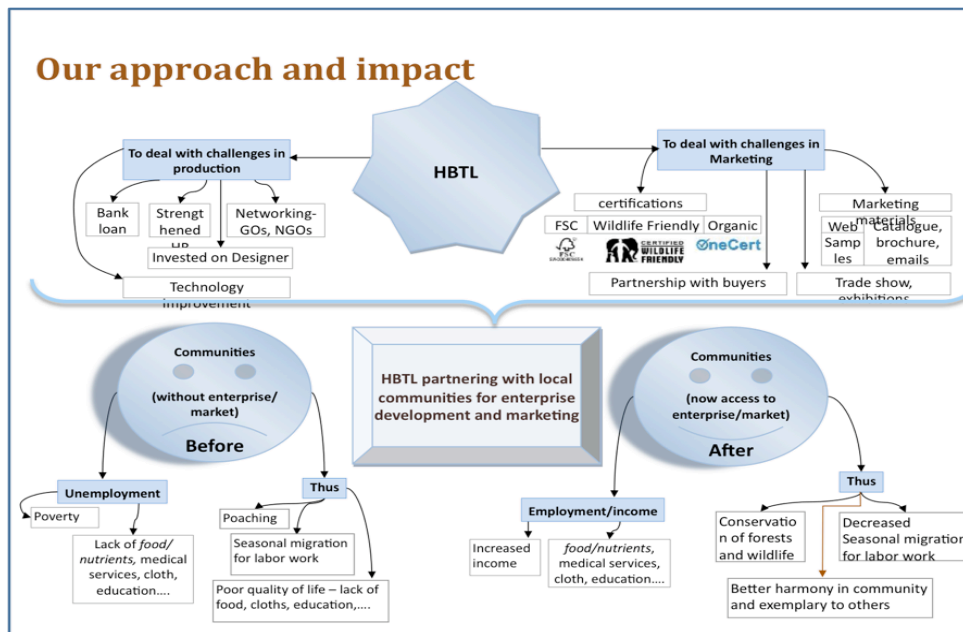
The value chain for products in Nepal is really complex. It takes a long time to get products to market. In spite of these challenges there are opportunities. We use a community forestry platform. In 2010, we generated new income of \$550,000 for the communities and the company by selling:

- Essential Oils: 4,000
- Nepali Handmade Paper: 200,000 sheets
- Handmade fiber Nettle Products: 1,000 meters
- Bio-briquette: 200,000 piece and 300 clay stoves



We work with 7,500 households (about 40,000 people) in the 47 community forest user groups who are the managers and users of 35,000 hectare of community forests from which the Certified FSC/organic/Wildlife Friendly™ products are sourced. We don't have specific activities for wildlife conservation but our work on forestry plans is helping to protect these wild lands.

Our activities helped to protect: Grey Wolf, Himalayan Tahr, Leopard, Musk Deer, Pangolin, Red Panda, and Wild Yak.



Issues and challenges

Production:

- The complexity of organizing harvesters group and community forests for production of uniform quality raw materials or products.
- Getting permits and support from authorities on time.
- Poor infrastructure to reach the production sites and difficulties in organizing processing.
- Difficulties in getting machinery and skilled manpower on time and as per the requirement.
- Meeting buyers' requirements.

Markets:

- Finding buyers who understand the complexity of the supply chain for wild-crafted products.
- Finding buyers who are genuinely responsible to local communities and the environment.
- Lack of opportunities to showcase products in the international marketplace.
- Finding distributors/buyers so that we can consolidate small orders in the west for all of our products.

Our major challenge is in organizing forestry groups. But if you want to earn the trust of companies like Aveda you need to address these challenges. You need to find buyers who understand the complexity of the supply chain of wild crafted products. We require one-year lead time. It is a big event when Aveda comes to photograph in our communities for their marketing materials.

Panel Discussion:

TK: Do any of your projects have other products like jewelry?

RN: We want to start training our own women to do snare wear jewelry again.

Susan Walker (SW): COMACO is such a large program. I'd like to know: how did you get started?

RN: The World Food Programme offered maize at first. We had a poacher retraining program where ex-poachers were given maize to start farming. This was an experiment and after this worked we expanded and more families wanted to join, and more poachers surrendered their firearms and snares. In Zambia the land is owned by the Chief. The land tenure issues are such that most families have access to some land. COMACO tries to encourage small-scale farmers to get higher yields.

AK: Land tenure issues are important across the projects.

KN: Yes, at Ibis Rice we try to work with farmers to reward them for increasing yields rather than increasing land conversion.

SG: At HBTL, the forest is handed over to community groups and there are management plans. We had to convince them if you want to protect wildlife you will get more income. Wild crafting is a different thing – you need a larger area. It took quite a few people to create a management plan to convince policy makers to increase the forest area and include multiple items.

Catherine Schloegel (CS): Congratulations to all of you because it is impressive what you have done. Many enterprises have a great idea but getting the funding is a challenge.

KN: Ibis Rice got a Development Marketplace grant from the World Bank, which built on some DFID funds.

SG: HBTL started in 2000. We had small support from USAID and the Ford Foundation. We also invested our own money in this company.

RN: For COMACO, initially it was a WCS project and we got support from WCS. But now we are a Zambian company and we are a business. There is a revolving fund and we get donor support as well. Dale and I write funding proposals. It is a not-for-profit company.

AK: Yes the bilateral organizations like USAID play a critical function in risk-taking up front.

DW: Great presentations. One thing that is interesting about Cambodia is that tourism and rice seem to present different beneficiaries and outcomes. The community got a benefit if people saw the Ibis. Both are trying to raise livelihoods and save wildlife. When you have diverse products as in Nepal and Zambia it may be that there are different beneficiaries and

outcomes if your product is paper or aromatic.

JAS: I am interested in the sustainability of the products. You mentioned you have monetary resource limitations that prevent you from growing. Do you think that your projects are already self-sufficient or will be? Do you have access to ethical financing in your countries? How will you access those resources to move forward?

SG: We need support. It is hard to create or find markets for us. We cannot participate in trade fairs without expenses. If we want to expand our activities we require support. We never ask for grant money to pay salaries etc. But, for expanding to a new area, new technologies, new markets, we do need help. We have loans from international banks.

MG: The people I work with at Elephant Pepper are in Mozambique and Zambia. The technology available to our farmers would be pre-1880's US technology. There is an outfit reintroducing low-capital technology that can help farmers improve their production.

SG: In order for HBTL to get FSC certification we needed to do extra things that we required support for. We wanted to get certification but it is expensive.

KN: Likewise with Ibis Rice if we slowly moved forward we probably have enough funding to grow. However, if we really want to be effective we need to scale up. People say 'why don't you get loans from the bank?' Our work has a long time horizon and doesn't necessarily always involve growing rice. We need to do education on climate change in the villages for example. In 5 years when the volumes are big enough we can support ourselves.

RN: I agree. It has taken 10 years to get COMACO established and earn the farmers' trust. It was a pilot project for a long time.

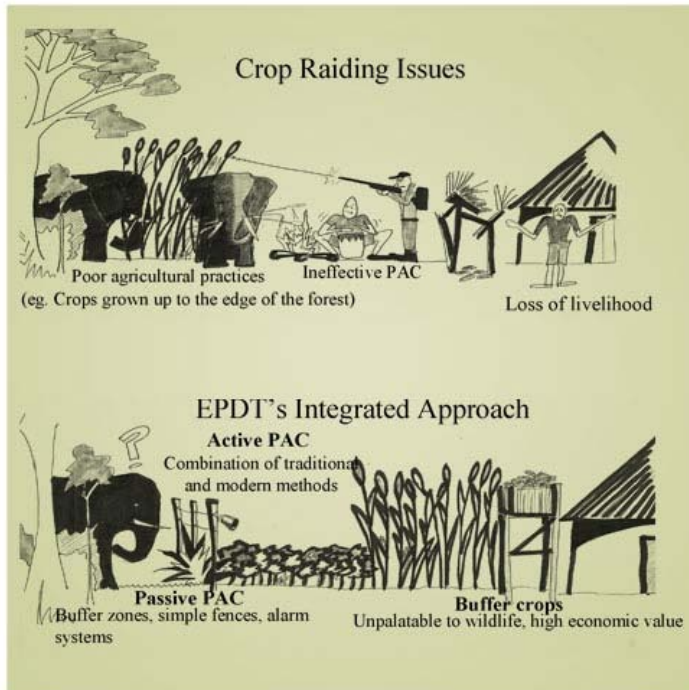
Panel 2: 'Gift' Products that Protect the Gift of Wildlife

- Elephant Pepper – Zambia and Mozambique – **Michael Gravina**
- Snow Leopard Enterprises – Mongolia – **Brad Rutherford**
- WildlifeWorks – Kenya – **Gerald Prolman**
- All Things Alpaca – Ecuador – **Catherine Schloegel**
- Proyecto Titi – Colombia – **Rosamira Guillen**
- Thirteen Mile – U.S. – **Becky Weed**



Michael Gravina - Elephant Pepper

I met Loki Osborn in 2003-2004 and he was doing his PhD with WCS support on human/elephant conflict. His family is involved in producing peppers and he started looking at peppers as an elephant deterrent. The capsaicin that makes the chili hot affects elephants and makes them want to avoid it even just as a crop. Growing things that animals won't eat is probably a good idea. I went out to have a look at his project and what I saw is how do we scale this and give these very poor people an incentive to get involved? I suggested buying some of the chilies back and the idea took off. We set out to first solve the conservation problem. We started looking at pepper spray but found it was being used to resolve domestic disputes instead. We decided to grow the chilies and dried them out and crushed them up and put them on fences etc. It's scientifically hard to prove but the elephants did begin to avoid places where the pepper was being used. We can make elephant dung briquettes mixed with chilies and burn it and the elephants smell it and remember the bad experience. Now people in India and elsewhere are using chili deterrents and this technology is being adopted across Africa. We have small-scale farmers growing on a larger scale. We've got elephant pepper specialists helping farmers. We came up with the idea that if we buy these chilies back, we can add value to the chili.



Now how do we create a brand and link the story to create additional value? We have a range of products. Our brand is an ambassador for your project. We were cutting edge at the time – turning a conservation project into a brand and a business. We decided if we were going to turn a project into a business we needed scale. We decided we needed to buy our own farm. We wanted to get a commodity market so we formed African Spices LTD. We have a non-profit and we founded a commercial company. We approached Tabasco and asked if we could be one of 7 suppliers in the world to supply Tabasco. But we had to have a core farm and we now employ 128 people for part of the year. There are about

600 small-scale farmers who help top out our contract. We produced 54 tons of wet mashed chilies last year. A lot of people are trying to drag small-scale farmers up the value chain. We work with small-scale farmers. Mainly women do this work and 70% of them can't read or write. We have grandmothers coming back to work in their 70's. It provides a lot of jobs. We have also moved into Mozambique, where I've bought an old Portuguese farm. A sustainability fund out of the Netherlands has provided the source funding. We don't have chilies there. We are branding it differently: fighting poverty through peppers. We are trying to get a brand around a story. The key points of our story and brand gets me through the door and someone is interested enough to have a cup of coffee with me. But that is where it stops. Everything else is about supply, quality etc. At first I thought we were super cool. But they will only have a coffee with you if you're super cool. They won't pay three times the price for your product.

I came to the US and had sales agents and went to trade shows. But we had underestimated the nuts and bolts of our supply chain. To export products from Livingston, Zambia and get them onto a shelf in Whole Foods and still make money – it is very difficult to do. We have rolled back now. We knew the Internet was important but we designed a product that was too heavy and stored in glass when it should have been wrapped in paper. This is where the Wildlife Friendly® brand can step in and say you might want to think about this...We are still making it and distributing the product in South Africa. Europeans are willing to pay a little more for our product. In the US we are looking for a partner who will buy the raw product from us.



Snow Leopard Enterprises - Brad Rutherford

I've been the Director of the Snow Leopard Trust since 2000. Before my position with the Snow Leopard Trust I prepared for my current work by selling shampoo for Proctor and Gamble for 6 years. I entered the Peace Corps and did 2 years in the Central African Republic. I did two years at John's Hopkins and worked at Winrock International.

What we have found is if you are going to save Snow Leopards you have to include the communities that live with them. There are somewhere between 3700 – 5000 cats living around the world and we have 30 staff in 7 countries. One of the biggest threats to Snow Leopards is retribution killing from herders. Also herders kill Snow Leopard prey, which causes Snow Leopards to turn to livestock for survival which leads to retribution killings. Snow Leopard range overlaps with where people live so you must include humans in your conservation programs. I detest the term human/wildlife conflict. We don't talk about human/car conflict. You don't hear us talking about getting rid of cars but we do talk about getting rid of wolves. I talk about people/wildlife prosperity instead. The wildlife must have value to humans. There are people in this world that care about snow leopards. There is conflict. Villagers who are living on the edge of survival used to get 50 cents per pound for raw bags of wool. Because of their poverty level they won't tolerate any livestock depredation from snow leopards.

We assist villagers in the sale and marketing of products. At first we went through what I call our 'brown scratchy phase' and we got mostly sympathy sales. But Terry Blumer helped us revamp our colors, design etc. Now people buy our products even if they are not concerned about snow leopards at all. We sell on the Greater Good site and they are testing out our yarn. We've gone from \$14,000 in sales in 2002 to now over \$120,000 in sales. We still have to raise funds to keep us going but the sales now cover programs in our core communities. You have to invest long term in these communities. It is making a huge difference to the women. One woman who was making \$46 annually is now making \$255, which is real cash in this region. School fees can be paid. Some conservation programs are doing good will gestures like building a school. But I don't think that is enough. We sign contracts with all families. We pay a base price and there is a 20% bonus when we come back if all conditions have been met. If any one person breaks the agreement they all lose their bonus. This tips the decision making in the cats' favor. The Turner Foundation did an independent study of our program and found that 95% of participants are happy.

Panel Discussion:

TK: How can you tell that no snow leopards have been killed?

Brad: This is the most important question. We involve the park staff in this. We have our own staff. We go through the county records. We have withheld the bonus 12 times including once for killing snow leopard prey species. The program involves the community in conservation. The reaction of the community was outrage when a cat was killed. Is the cat population going up or down? We track sign density. Snow Leopards only have cubs every other year. We have seen an increase in sign density. We are going to come up with a threat assessment score to come up with a better monitoring system.

Mike Colby: This question is for Elephant Pepper. Now that you have moved to this farm base haven't you lost the elephant conservation focus?

MG: We still have the elephant conservation project. Now it's more of a non-conflict crop. We have a core farm as well as small-scale farmers. The only way we earn revenue is through selling peppers.

MC: Are your techniques spreading as a deterrent?

MG: Yes.



Wildlife Works – Gerald Prolman

I had been working in the natural products sector for many years and I met Mike Korchinsky when I had my organic floral company. When I heard Mike's story I thought it was the greatest example of a triple bottom line business I had heard about. At the time the profit part was missing. Mike's story is that he went on holiday in Kenya. He saw that the fenced property he was on was green but on the other side of the fence it was not green and there was ivory poaching and paramilitary rangers shooting at the people who were very poor. He decided to dedicate his life to changing this situation.

He wanted to create an economic alternative that was not tourism. He bought a piece of property he calls the Rukinga Sanctuary between Tsavo East and Tsavo West National Parks. Mike spent a lot of time in the community to learn what they needed. He asked if they would embrace this concept. He built an eco-factory to make t-shirts. The factory was there to provide jobs. Mike told the community that the wildlife that lived near them was their only asset. It is very dry and hard to grow crops in this area. Mike suggested an alternative about 14 years ago. Wildlife Works hired women to work in the cut-and-sew factory to create shirts which they ultimately sold in Nordstrom's. It took several years and a lot of investment on Mike's part. But the company wasn't making any money. Mike was subsidizing the worker's salaries. He did great with the public relations. Mike has been on CNN and many other media outlets but it wasn't a sustainable business model. I told him he needed to go directly to the consumer.

One summer I went to pick up my son who had been volunteering at Rukinga for Mike. Eighty-three percent of the women in the village are HIV positive. As time went on Mike's cash was being depleted and it was getting serious. In 2008 I was trying to take my company public on the London stock exchange, which didn't work out when the market crashed. Mike said he couldn't afford to pay me but he needed my help. We were going to open up our own stores and sell the t-shirts directly. I raised a little bit of money to keep the lights on.

Mike had been told that his initiative in Rukinga exemplified the UN REDD initiative. In 2008 Mike started a new company called Wildlife Works Carbon. I couldn't raise another dime for the retail project. Investors were more interested in carbon. Mike put Wildlife Works into REDD and encouraged his neighbors in the corridor to do the same. No one wanted to invest in retail stores since so many stores were closing. Mike went to Cameroon and asked me to sell the notion of carbon credits in Rukinga. They said 'we've heard about REDD but are skeptical and we've yet to see a credible project.' I started selling carbon credits to South African banks which saved Rukinga Sanctuary. In a REDD project you have to protect the forest for 15 years.

Mike became very well known in the carbon industry. All of a sudden groups with high net worth or large land holdings were interested. We wanted to choose the projects with the highest biodiversity. We set out to raise funds and did it quickly raising fifty million dollars of project financing to replicate what we did in Kenya. Mike created a methodology that is now being used in the industry. This has changed the face of our company in a profound way. We are about to launch a retail site to sell clothes. The carbon market has provided a bridge to reach Mike's vision. We made an arrangement with Puma whose parent company is PPR who owns Gucci, Stella McCartney and others and they bought a sizable number of our credits. (There is more information on Puma's environmental efforts at Pumavision: [<http://vision.puma.com/us/en/?>].) We asked Puma to source t-shirts from Wildlife Works. Everywhere they do a carbon deal there will be a t-shirt factory. Soon the cotton for the t-Shirts will be organic and Fair Trade and from Africa. The community will get several million dollars this year. We ask them not to kill animals and not to cut down trees but we don't put any restrictions on the use of the money. Over a million dollars will go to the community which will profoundly change the face of the place. Nothing has been done like this before. Wall Street doesn't know much about carbon markets but everyone in our community knows about the price of carbon.

Panel Discussion:

KN: How do you keep the government's hands off the money?

GP: We hire people from within the community. The government gains because usually these communities are problematic to deal with – we make the government look good but do not get cash in envelopes.

HC: I'm interested in the replication. It took 14 years to build the relationships and the knowledge of an area. How are you going to do this in completely new locations?

GP: We've been meeting with a Chief in Zambia so we brought a Chief from Kenya with us. It is able to be replicated but is all about community involvement.



All Things Alpaca - Catherine Schloegel

"All Things Alpaca, Ecuador, a Wildlife Friendly® Company"

I am speaking on behalf of the owners of All Things Alpaca Ecuador, Stuart White and Patricia Espadero. They have run a barefoot operation for the past 28 years producing quality fiber. I am Catherine Schloegel, the Executive Director of a local conservation non-profit, Fundación Cordillera Tropical that works closely to catalogue and monitor wildlife on the Mazar Wildlife Reserve and other local properties in southern Ecuador. Species that are resident on the property include the Andean Bear, the Highland Poison Dart Frog, as well as another newly discovered frog species that was previously unknown to science, margays, puma and the Paramo fox.

All Things Alpaca is an Ecuadorian business that sells fine textiles made from alpaca fiber. Our yarns include 100% alpaca and blends using Ecuadorian wool. We sustainably raise alpacas on our reserve in the southern Andean mountains of Ecuador, South America. Our products include sweaters for children and adults, scarves, blankets, yarn, wooly chaps, dog sweaters and horse blankets.

We produce our fiber from a herd of 650 head of alpacas on pastures in altitudes at 9,000 (2,800 m) to 11,000 (3,500 m) feet adjacent to montane forests and high-elevation grasslands, or páramo, on our ranch in southern Ecuador which is part of a private conservation initiative called the Mazar Wildlife Reserve and covers 4,400 acres (1,800 hectares) of montane forest and paramo, of which 850 acres (350 ha) provide pasture for our herd. Our ranch borders and overlaps southern Sangay National Park, Ecuador.

In our production process the animals are sheared annually. Subsequently, Patricia clips the raw fiber, classifies it by color and into five grades of fineness and has it processed into yarn, some by hand using the drop spindle and some in Ecuadorian spinning mills. Depending on the product, the fiber is carded and spun, either by hand or machine and later woven into beautiful sweaters, blankets, and scarves.

Once completed, our sweaters retail at prices ranging from \$70 to \$135. We retail our blankets for \$160. Our most sought after products are pure alpaca scarves, which are hand spun on drop spindles and hand knitted. They retail for \$50. We sell different colors, compositions of alpaca yarn blends in 1-kilo cones as well as by the skein for \$4 to \$4.50 per ounce. We also sell alpaca chaps hand-made in Cañar Province in the local style, complete with pockets for a flask and crimped ribbon to hold bullets. Chaps in Ecuador are

used for riding in the inhospitable páramo cold, where a combination of altitudes over 11,000' and driving rain make wooly chaps a survival necessity. Finally we sell alpaca saddle covers (*cojines*).

As for our business model our production chain is long (classifying the raw fiber, spinning it, designing textile products, knitting and factory-production). Generally we can produce up to 2400 lbs of raw fiber per year allowing us to make 950 sweaters and 350 blankets. We do have some production challenges:

- It is difficult to find spinning mills in Ecuador that can produce high-quality yarn
- There are inefficiencies and lack of quality control in producing sweaters and blankets

Currently our retail sales are limited, but we hope to have a webpage up soon and to open a store in Cuenca in 2012. We also plan to sell at the Fair Trade store in Burlington, VT and consign our goods with other Burlington-area retailers. We have marketing challenges as well in that the idea of vertical integration is great, but it has required more time and capital than our business has been able to generate.

We are committed to socially responsible production. What is the benefit to our community? Our operation offers:

- Local jobs in husbandry and ranch operations, shearing, classification, spinning and transport.
- Development of a potential model for new alpaca operations in the area.
- Exposure to a model of animal husbandry that allows for losses to predators and employs non-lethal protective measures. (This 'benefit' is perhaps imaginary/futuristic since most neighbors think that we are being delinquent by not killing the puma especially since they know we have the means. They know that if we don't kill predators then their chickens, alpacas, sheep and calves remain at risk).

However, there are costs to a Wildlife Friendly® operation. The two main predators are the Puma and Paramo Fox.

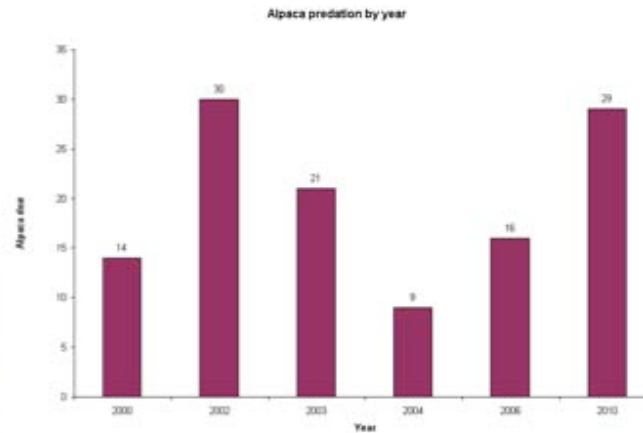


Puma or mountain lion



Paramo fox

Alpaca predation



Our operation loses an average of 5 alpacas per year since the herd was established in 1985, but has averaged 15 per year during the last decade. Our mitigation techniques include shutting the alpacas in protective pens every night to reduce puma losses. The pens are made of 2-meter chain link fencing. The labor costs of penning alpacas nightly are substantial. To this cost we add the cost of fencing itself as well as increased parasite loads due to night-time crowding. We also send out herders with explosives and bottle rockets at dusk. We estimate that 15% of our production costs are related to 'puma defense' plus the value of the alpacas lost to predation.

All Things Alpaca partners with the local NGO, Fundación Cordillera Tropical, to monitor compliance to running a 'wildlife friendly operation.' We know that monitoring may confirm or reject our conservation claims; moreover it serves as a way to monitor the status of local wildlife. Over the past 3 years, the foundation has been in partnership with a University team at the University of Wisconsin-Madison, where Adrian Treves and his students have used motion-activated cameras to capture photos of area wildlife. Interestingly, the cameras have also captured photos of human hunters and feral dogs.

Our principal and ongoing threat to our operation is the puma. It can kill up to 6 animals per attack and will return nightly to eat these animals. Until last month, all attacks occurred at night and most were deterred by keeping alpacas in a night-time pen. However, last month, we received our first day-time attack. We are philosophically committed to running a wildlife friendly business. Our unique partnership with Fundación Cordillera Tropical, allows us to study and confirm the conservation of wild habitats which support a population of

endangered Andean bears, rare margays, and species thought to be previously extinct and others new to science.

We are looking for help from the Wildlife Friendly® network. We are veterinarians, biologists and anthropologists but not marketers. We are committed to socially responsible production and we provide local jobs although our spinning is done in other parts of Ecuador. I get involved because this could be a model for other nearby landowners. Alpaca are native to Ecuador and are easier on the environment. What suggestions do you have for us?

Panel Discussion:

DW: We helped the local community capture and shear Vicuna in Bolivia for a WCS project. They have just had a sale of that wool and made tons of money and the question was to ask how to share the money. WCS is also involved in a cooperative project involving the live shearing of guanaco and the cooperative hopes to be able to market wool as well as finished products.



Proyecto Titi - Rosamira Guillen

“Proyecto Tití: Protecting a ‘cute’ little monkey”

I am an architect by training. When I went back home after school I was hired to do the landscape plan for the zoo in Colombia. I had never heard of Cotton-top Tamarins before that. I ended up becoming the Zoo Director. I learned about the work of Proyecto Titi. The project was founded 25 years ago by Anne Savage. She came to Colombia to do research on the Tamarin. She created Proyecto Titi. It was clear that science alone would not save the species. Cotton-top Tamarins (*Saguinus oedipus*) live only in the tropical forests of northern Colombia and have been classified recently as Critically Endangered. In this region there is dramatic deforestation for cattle and subsistence for rural communities living in poverty and with a lack of economic alternatives. Only two percent of Tamarin habitat remains and the forest is very fragmented. Tamarins were exported all over the world for biomedical research and the illegal pet trade. As a result little over 7,000 animals survive.

In response to this situation we taught a group of women to turn trash into treasure and the eco-mochilas project was born. Eco-mochilas are tote bags made out of recycled plastic bags. Plastic bags that make it to the dump are already damaged or contaminated. We ask children to collect recycled bags and we provide the raw materials to the ladies making the eco-mochilas. We do the marketing and also use this opportunity to tell the story of the Tamarin and the forest. We have recycled over 3 million plastic bags. We reduce pollution and provide income alternatives. About 130 women who created their own cooperative are involved with Proyecto Titi. Now they don't have to work in domestic service in the big cities, they can stay in their homes and have improved livelihoods.

But in order to save the Cotton-tops we need to save their habitat. They are our flagship species. We are facing challenges to protect these forests. We just stopped a huge airport project. We are working with the authorities to try to get the area legally protected. We are also working on other potential products. By protecting forests for the Cotton-top Tamarin we are also protecting the entire ecosystem which supports other species as well.

Panel Discussion:

MG: The products that I find that are most successful get money back into the system quickly. Elephant Pepper is like a chili ATM machine in Africa.

Rosamira Guillen (RG): We buy every eco-mochila that they make so they have a

guaranteed sale. Money is the incentive. Over time they learn to appreciate the project and species and forest but at first it's just the money.

JAS: What is the market for your bags? The fashion market? The trend is now to avoid plastic bags.

RG: Yes we are already facing issues with biodegradable plastic bags so we are looking for other products that we can substitute.



13 Mile Lamb and Wool - Becky Weed

A few years ago we sold our sheep. We are an infinitesimally small project so it's surprising we are here at this workshop. But we are at the fringe of American agriculture that dominates all of our discussions. I live in an intermountain valley in southwest Montana. We live near wildlife corridors connecting this valley and our 160 acre farm to larger areas. Coyotes, foxes, bears, eagles, sand hill cranes, elk and mountain lions live on and around our farm and wolves are coming closer. But we are also verging on suburbia. There are species that we see like elk and species that we don't see like canids. The Bridger Mountains are right behind us and so we also have wolverines to the north.

Sheep generate the income and we have replaced our two llamas now with a guard dog. For many years we focused on direct selling organic lamb. We also sold our yarn and had people knit it into products for us. In 2003 we remodeled our lambing barn to become a wool mill. It has solar panels on the south facing roof of the barn which is how we generate the energy to process the wool. Now the income is from the wool processing. I never intended to start a factory and quit ranching. It's a reminder of what Mike (Gravina) mentioned. Someone might open the door when you say you are Predator Friendly™ but it doesn't make a business. There are a lot of ways to skin that cat. We chose to vertically integrate on a small scale. The wool mill has given us the opportunity to do a lot of things. The person that makes all of this possible is Max our guard dog. The economic losses from carnivores would have put us out of business. It is fascinating working with Max because there is a fuzzy line between wild and domestic.

It is ironic that I am here at all. I've stepped away from the Predator Friendly™ certification. I don't want the eco-label certification to distract us from why we are here. It is worth noting that there is a whole lot of other activity in this arena and more farmers are committing to a similar philosophy. Jen Douglas is here from Lava Lake Lamb in Idaho. They are operating on ¾ of a million acres, which is a scale that could potentially nudge the lamb and wool industry. In many ways I have become preoccupied with the systemic issues in the American agricultural systems. After our initial meeting at White Oak I've stepped back and been supportive from a distance. I'm on a state livestock board, am working on the bison issues as well as the wolf controversy, and so I am puzzling about what to do about eco-labels. The key is that farmers begin to take control and leadership of their own destiny. In a world where commodity prices are high premium prices alone don't create that commitment. Let's look deeper into the story of what makes people proud of what they do. I strongly recommend that you all talk to Jen about what Lava Lake is doing. We have to ask about local control and indigenous communities. Americans are falling far behind. Can we be holistic enough in our discussion to

talk about farmers taking control of their destiny? The international flavor of this group is our most powerful tool to get there.

Panel Discussion:

AK: I'd like to point out that it's significant that Becky is the only US certified project. While we have a certification component we fully recognize that we need to look at this holistically. Our competitors are not paying attention to social equity and species preservation. There still are ways to succeed on all three fronts of the triple bottom line. And how do we get better collaboration?

June 14, 2011

Overview of the Wildlife Friendly® Conceptual Business Plan

Ray Victurine and Ann Koontz

Background: The Board met in Chicago in October 2010 and we were joined by Andrew Gunther who is on our Advisory Committee. We have a commitment to our mission. The Wildlife Friendly® Enterprise Network (WFEN) is run by volunteer board and so we don't have a person dedicated to moving this forward. Ben Packard raised this issue yesterday which is the issue of sustainability. We realized we need to formulate a conceptual business plan and we began that process in Chicago in 2010.

Our Mission is to protect wildlife in wild places by certifying enterprises that assure people and nature coexist and thrive. We do this by facilitating the entry of wildlife friendly producers into global value chains which leads to improved biodiversity conservation and economic growth.

We have both challenges and opportunities. The challenges we face are:

- Wildlife and habitat are being lost at an alarming rate.
- Rural communities face increased poverty and vulnerability.
- Consumers want sustainable practices and products that deliver on their sustainability promises.
- Savvy consumers want proof of compliance against robust standards.

Our opportunities:

- Wildlife Friendly® enterprises are providing viable livelihoods for local people replacing over-exploitation of resources and degradation of ecosystems.
- Wildlife Friendly® enterprises offer incentives for people to become good stewards of their land in areas of rich biodiversity.
- Successes are isolated and fragmented, so consolidating efforts around a common brand serves the needs of producers and consumers.
- The market for products with environmental and social value is increasing exponentially and there is now potential for mainstreaming the concept of Wildlife Friendly® enterprises and products.

From Ben Packard's talk yesterday, we want to stay true to fulfilling our mission and focus on the impact of the label. This is a clear theme. It's not about how many people we certify; it's about focusing on the impact side. We are facing loss of habitat, rural communities facing poverty and vulnerability everywhere. The idea of WFEN was not only protecting wildlife but that fair trade is embedded in everything we do. How can we manage wildlife

and communities? What are the ecosystem benefits that people derive from their resources? Steven mentioned that ‘all natural’ has a more positive impact with consumers than organic even though it means nothing. That is because marketing has created a concept that ‘this is good for you’ and you can sell this to consumers. Sean said 10% were interested in the brand, but only 1% actually want to know the details.

We struggled with the fact that yes consumers want sustainable practices but what is their ‘proof?’ Is a membership organization good enough for consumers or do we need 3rd party certification? Some small enterprises cannot afford to certify 3rd party. We are exploring all of these ideas.

We saw yesterday that the enterprises we’ve certified so far are improving livelihoods for communities. Is there a way we can create incentives for additional communities? As prices go up for products for example they may not feel they need certification.

Our market positioning is bolstered by the fact that:

- *Despite the economy, consumers are buying “green” and willing to pay a premium*
- *Companies are developing sustainable supply chains that deliver positive social and environmental outcomes.*
- *Wildlife Friendly®’s focus on wildlife, habitat, traceability, business, and people-focused indicators is innovative in the market*
- *Wildlife Friendly® offers businesses reputable, field-based access to cutting edge enterprises practicing wildlife conservation*
- *Wildlife Friendly® creates an opportunity to link poverty alleviation goals with protection of critical ecosystem services.*

As Ben Packard mentioned and in Europe, Fair Trade has become mainstreamed and is now the low bar. Certified Wildlife Friendly® enterprises tell the complex but inspirational story of communities around the world who coexist with wildlife in wild places while improving their livelihoods.

Brad brought this out yesterday – there are markets for good quality products. Even with our minimal outreach we had a sale of 600 napkins from our attendance and product display table at Sustainable Brands International in Miami. So getting out there, we have learned, is important. These green products may be preferred even if there is a small premium. We still need research on this but companies are interested in sustainable solutions. What if Wildlife Friendly® could begin to partner with companies and feed supply chains for larger companies like Starbucks? There is still no other brand that focuses on all of the pieces that we are trying to bring together: wildlife, habitat, social and economic resources. Can we create enough products around these ideas to get the scale we need? We put poverty alleviation explicitly in our materials. Poverty has many different facets and indicators. Food security issues include habitat management, carbon, and water quality. Some in our audience today are funders and investors. While other labels and groups and companies may be stretching their green credibility we don’t need to stretch at all.

Our certified companies are doing high quality work. Our challenge is how do we position ourselves and this messaging to service our enterprises and reach consumers?

There is a blogger who calls himself 'Mister Sustainability' and he picked up on Wildlife Friendly® and raved about our approach. He hit the nail on the head. He said the requirements may seem extreme and difficult to reach but this is where we should be heading. These are the kind of products we need in the marketplace. He even put us forward as a response to Climate Change. What we are doing is rigorous. We are on to something. We don't know if we have the right mechanism to implement it yet and in some ways it's still conceptual for us. We would like your feedback.

Our 3 Year Goals coming into this workshop were:

- Become global brand leader for “Building Economies to Save Ecologies”.
- Increase Certified Wildlife Friendly® enterprise portfolio by tenfold.
- Transition from peer-review robust 2nd party to 3rd party verification.
- Grow Network to include international institutions & private sector partners.
- Educate & empower producers & consumers by sharing practical, innovative methodologies for monitoring impact.
- Foster partnerships that support sustainable buying globally.
- Launch an awareness raising campaign to build brand recognition in collaboration with corporate partners.

Our 11 Wildlife Friendly® certified enterprises have so far:

- *Protected over 100 endangered species in Asia, Africa, Latin America and the U.S.*
- *Conserved over 8 million hectares of diverse habitats*
- *Benefited over 200,000 people who co-exist with wildlife*

We are already challenging our first goal – is it a brand, or a membership? What is the mechanism to get us there? Or is it a hybrid? Numbers of certified enterprises are not the most important thing but we do want to increase our impact. And do we want to be a 3rd party certification or a membership organization? We do want to grow to include international and private sector parties and education is important. We need to continue to seek out like-minded people for idea exchange. We need to increase our awareness raising so that we can serve the enterprises and communities for true impact.

We want your feedback on all of these ideas. The monitoring piece is core to our mission as well. COMACO is exporting product to South Africa but the brand is not known there yet. Do we look at regional campaigns as well? Maybe we have additional special branding for different regions? Each of our producers has regional opportunities so is this part of the work we should be doing?

WFEN Action Planning

RV: We have a volunteer Board of Directors and Technical Advisory Committee. We won't be able to grow unless we find funding. A dedicated Executive Director is what we need to move forward together with funding and continuing to utilize volunteers.

On the institutional side, and Ben raised this, there needs to be an angel investor, or a grant, to build the enterprises so that we can move forward. It is not the function of the certifying body. Ruth gave you a great presentation that involved 41,000 farmers. These projects take a long time. It took COMACO a decade to build trust, find funding, and provide training. But these investments lead to good opportunities.

Scaling-up: Strategies for placing more Wildlife Friendly® products in the markets and overcoming product supply and marketing constraints

Private Sector Partners' Perspective on Product Sourcing, Product Positioning with Customers, and Enterprise Advising Services with case example from Ibis Rice. This panel of experts discusses their experiences and leads a plenary discussion.

- Aveda Estee Lauder - **Katie Galloway**
- Pacific Natural Foods - **Rory Schmick**
- Egg Sustainable Brand Development - Seattle
Alter Eco Americas - San Francisco - **Marty McDonald**
- Association of Zoos and Aquariums (gift shop sourcing) - Woodland Park Zoo - Retail Programs Manager, **Terry Blumer**
- Ibis Rice (experience in using the Wildlife Friendly Brand and scaling up plans) - **Karen Nielsen**
- Lava Lake Lamb - Hailey, Idaho - **Jennifer L. Douglas**
- The Hunger Site and Greater Good Network - CEO of the GreaterGood Network, **Tim Kunin**

ASSOCIATION OF ZOOS & AQUARIUMS

Terry Blumer

I work for the Woodland Park Zoo. My background is in museum administration. I have been trying to resolve that age-old argument that says if you are going to conserve you can't consume. We need the concept of Conservation Commerce that is actually going to kick start economies and help people and wildlife. This is the perspective that I bring.

Jen Douglas

I'm an accountant and have worked in industry primarily. Lava Lake is a sheep operation that covers almost a million acres of private and public lands in Idaho. Our goal is to raise really good lamb in a sustainable way. We try to improve the land we are working on. We have an American Grass-fed Certification. They also work with Animal Welfare Approved. It fits what our product is and hopefully will help us sell the most lamb. It's hard to know which certifications to use. We ranch with pronghorn, elk, and more recently wolves, bears, coyotes and mountain lions. We want to have a viable business and do the right thing.





Katie Galloway

We are a personal care product company based in Minneapolis. We were founded in 1978 by a hairdresser that was fed up with ingredients in personal care products. Our company is based on the Ayurveda Indian tradition and uses plant-derived ingredients. Our mission at Aveda is to care for the world we live in from the products we make to the ways in which we give back to society. At Aveda we

strive to set an example for environmental leadership and responsibility – not just in the world of beauty but around the world. We are committed to environmental and social responsibility. This is why we work with Wildlife Friendly® and try to incorporate these ingredients in our products. We sell mainly to the salon industry. There are 7000 salons around the world that carry Aveda and we have 120 company owned stores. We have a partnership with HBTL. Aveda has used HBTL paper in our holiday line of gift boxes for the last 4 years. We develop a marketing campaign around the HBTL products to tell the story of the impact of the purchase. We have not used the Wildlife Friendly® brand on the product itself but we develop other ways to showcase these practices. We talk about what is the ultimate impact of a consumers purchase through our collateral materials. We have not used a lot of eco-labels. Certified Organic is the main label we showcase and we focus on the impacts. I am within the Environmental Sustainability department at Aveda. My department works closely with the marketing and sourcing folks to tell verified and documented stories to prove our claims about the impact they are having.

Rory Schmick

I oversee sustainability and environmental initiatives at Pacific Natural Foods. We were founded 20 years ago as a soy beverage and tofu company. We've diversified and now are category leaders in other areas such as hemp and almond milk. We do all of our manufacturing on site. We do contract packing for Trader Joes. Eighty percent of what we do now is our branded products. Eighty five percent of our products are certified organic which means 45 million pounds of product are certified organic. We've worked with Fair Trade on tea. Most sourcing is in the US but some we go abroad for some ingredients. Animal Welfare Approved certifies some of the organic dairies we work with. My role is to integrate the triple bottom line. My background is with an environmental NGO. It's a real honor to be here. I am looking forward to collaboration.





Karen Nielsen

You have heard from me already so I won't add too much else except to say that Ibis Rice actually does brand our products as Wildlife® Friendly and uses the label on our packaging, website and materials.

Tim Kunin

The company I founded is called Greater Good and we are based in Seattle. I also own the Animal Rescue Site which has 420,000 visitors per day. 700,000 individual people visit this site. We have 15 million Facebook fans. We also bought the World of Good wholesale operation. Most of the products we buy were sourced for us. I also own the Breast Cancer site, the Veterans site, the Autism site, and the Rainforest site. I'm really interested in working with good producers. The certification is very useful to me because it vets the quality of the products. I'm not necessarily going to showcase your label though because then I'd have to explain why it's not on other products. We source from over 50 countries. Some are handmade and some are made in factories. We're looking for scale production of handmade products. We are looking for partners who can reach 45,000 farmers like COMACO. That is hard to do. We are working with a woman's basket making group in Rwanda and Macy's is their number one buyer but we are two. It's not enough to be Wildlife Friendly® – you must also have a good product. We want long-term relationships. We want products that have meaning and that sell. We are smaller than other organizations but we still spend \$6 million a year on products. The thing that is core to our mission is that the products help people. I create more impact on buying the products than I do with the monetary donations for food aid. I bring in jewelry from Burkina Faso and Mali and this has more lift than making it into a museum piece. I am interested in being on this panel. I am interested in Wildlife Friendly® but only if you don't turn it into something that Starbucks can sell.



Marty McDonald

Welcome to Islandwood. I went through a graduate business school program here. It's a sustainability based MBA. It's kind of odd to be back in some of these places. My background is that I came up through the ranks of advertising agencies for 17 years on the creative side. I went to art school. Not unlike Horst at Aveda I realized there were too many toxic products in my business. I founded a company called Egg here in Seattle to help companies figure out how sustainability figures into their brand. We work with companies big, small and medium. I work with Earthbound Farm, which is an organic produce company, Nature's Path, Puget Sound Energy, and Seattle City Light. I also work with Better World Books, which uses a literacy impact model. It's hard working with non-profits. It's satisfying but hard. We worked with the Seattle Monorail project. I'm actually here



representing two companies today. My own company, Egg, and Alter Eco Americas based in San Francisco. I was interested in this company mainly because I recognized an amazing product. I was intrigued by the fact that they are Fair Trade and organic and they have an amazing chocolate bar. They beat everyone in blind taste tests. The same is true of their quinoa from Bolivia and their jasmine rice from Thailand. They have olive oil

from Palestine, which is an Israeli/Palestine peace product. But the taste of the products is amazing. They started in France, which is a very different country culturally from the US. Distribution and retail is different in France. There is a Fair Trade aisle in their supermarkets. The two founders had achieved \$40 million in sales in France in a few years and thought this will be easy in the US. But it didn't happen. It doesn't work the same way. The 'conscious consumer' in the US is different. Primarily the certifications that people use here are based on personal health. I'm Acting Marketing Director for them to use this year to turn the brand 180 degrees. We are a food company with Fair Trade ingredients. To embrace and embody that is different. They are activists and they are foodies. We are still helping them flesh out the brand. I think there is some learning that still needs to happen. We just decided to leave organic and Fair Trade labels on the front but put the others on the back.

AK: Thank you to everyone for being on this panel. Your expertise will be invaluable to us and to Wildlife Friendly® certified enterprises.

Panel Discussion Questions

AK: Yesterday we heard from our Wildlife Friendly® Enterprises who presented a wide range of products, wildlife and habitat they are protecting, and the people who co-exist with the wildlife. Based on hearing these presentations, can you provide your advice on the range of ways that our enterprises could improve their storytelling and presentation to make the Wildlife Friendly® certification more attractive to buyers? As they scale up what do they need to think and plan for?

JD: At Lava Lake I had been thinking we could tell this amazing story and thought it had a lot more resonance than it actually has. We learned we needed to talk about the quality of the meat first and then tell the rest of the story. You need a great product to begin with.

RS: I wanted to connect with our sales and marketing folks before coming here. You have a broad range of products from consumer packaged goods, to textiles and gifts. These require very different channels and marketing strategies. Differentiation is critical amongst your competitors on the shelf. I think the days of doing something unique and getting a huge premium are gone. You need to be realistic about this and focus on why this product is different.

TB: Retailers are looking for distinction in the packaging and for quality products. Museums, Aquariums and Zoos will be looking for a hangtag. You need 3 sentences telling your story. It's a huge difference for our market which is a specialty market.

KG: I can echo that for Aveda. Number one is quality and meeting our times and volumes. But equally important is the ability to quantify our impact. We can tell the story to inspire customers. We use lokta bark paper from HBTL in our holiday program and then we are giving back to the communities around the world too. What is the purchase impact?

TK: We've got a lot of products but we can't sell food well because you can't taste or smell it on the Internet. We developed products as a way to add income to communities – the products seem to be secondary. Make them viable as commercial enterprises. It can't be something people do in their spare time. It is about quality and price. You can't charge four times as much. This is too boutiquey. What I'm really impressed with regarding the Wildlife Friendly® certification is it doesn't cost much to the enterprises. It doesn't impact the price. There is no such thing as *non-organic* Shea butter but it costs \$45,000 for someone from Belgium to fly down and certify the products and stay in a nice hotel. I'm intrigued in working with you guys but in terms of products make sure there is consistency because this is what buyers want.

MM: You start with the product. Ask yourself who is your customer? This might steer you. Are there trends towards artisanal place based foods? Or is there something that will differentiate you? Invert it and turn it around. This is less about the cause leading everything you are doing – when it comes to marketing you need to step into their shoes.

You need to be unique. We do a brand process. What are our promises and how can our promise meet what those customers are looking for? Instinctively we attended the Greenfest and that is our audience. They were buying us for our social mission. We are trying to go from 'Core to More.' We will have to shift the way we talk about ourselves a little bit. The product is leading but the mission is still integral to our messaging. The American consumer is starved for attention. For us, it's that this is amazing place based food. Our consumers are foodies. We know how they react in the aisle.

KN: We purchased 36 tons of food the first year. We were in the pilot stage. We had a miller and milled it all at once. This was our first mistake. We said we wanted as much rice as we could get and so it wasn't the highest grade rice so we didn't get the best price. We marketed this rice to a few organizations who knew our mission and they were kind enough to buy it. When I took samples to a nice restaurant they said no because there was too much broken rice. The second year we milled differently and had both grade A and grade B rice. We also began to think about marketing to consumers who had to like what they could see. We thought maybe we could sell grade B rice to someone like Pacific Natural Foods.

DW: But in Cambodia you had to ask what can local people grow and what is within their capability?

KN: Yes. Before I joined this project they took the rice to middlemen and asked which the highest quality rice was. We went back to the farmers and told the farmers if you grow this rice and grow it organically we'll pay a premium. We went to another site that we wanted to include but they don't grow this rice there. We did a test on 10 acre plots to compare different types of rice. They farmers decided to grow different rice in order to be part of the program. We don't want to tell them what to do because it could fail. They need to take the risk on their own.

AK: As a follow-up to our first question, our Wildlife Friendly® Enterprises report that their buyers sometimes want and welcome the Certified Wildlife Friendly® logo on the product and other times do not want to put the Wildlife Friendly logo on the final product. Can you give your insights on how company's use and position certification labels in conjunction with their own branding? This will help us as well as the enterprises.

KG: We are constrained with space on our packaging. We need to print ingredients. Cruelty Free is really important to our customers as is organic. Beyond that we don't have the space to add additional logos and there is consumer confusion. We'd rather tell the Wildlife Friendly® story in a bigger way through collateral materials talking about the impact and our partnership with HBTL. We go beyond just slapping the logo on the product. This is part of our mission to educate consumers about what we are doing and what they can do.

RS: We use the marketing term 'reason to believe.' It can't be a proxy for your brand. There are a lot of constraints on packaging. There are QR codes now and everyone with smart phones can get information. There is also logo fatigue and we don't want our products to look like NASCAR.

TB: From my side of the industry hangtags are the way to go. That is our vision of the appropriate place for labeling. For coffee, we try to promote the triple crown: shade grown, organic and fair trade. We train our volunteers to transfer the rest of the information and they become a living QR code. It depends on the product. With textiles for example, putting Wildlife Friendly® logo onto the garment is not where the value is – the whole story needs to come through.

KN: We use it on all of our products even though no one in Cambodia knows what it is. I explain it in face-to-face meetings with people especially when it comes to hotels that want to be green. But the Ibis Rice label is used in hotels because people recognize it locally.

TK: The customer doesn't really care which label you have as long as it doesn't add cost. You don't need 15 labels but if you don't have any having one is valuable. But if that becomes the thing that pushes the price point too high it defeats the purpose.

DW: The It's Wild brand is on all COMACO products and this identifies the product as Zambian brand which is important to their consumers.

AK: In a lot of countries there is not brand and labeling fatigue yet so we have the opportunity to be the first in local markets. Many of our certified foods will not be able to be exported. This input is critical to us because we're juggling so many products.

SS: The people paying attention to the tags and labels are high school students. Many are also observer groups who are watch-dogging. Even though they are small groups they can be powerful and they are watching. They are influential. This can affect your brand and label.

RV: Tim I want to follow up on the point you made. If products were provided with a hangtag is that of value to you?

TK: Yes. The Whole Foods customers want hang tags. When my customer receives the product I want it to be nicer than they expected. When the picture is great but the product sucks you don't get repeat customers. I was sitting with Aveda buyers in Ecuador looking for tagua. It's not their core product, but they wanted to add it in.

JAS: I'd like to disagree with some of you. I'm not coming from the US market. Yesterday we heard from Starbucks but it doesn't work the same way in Europe. When you say NIKE won't use the Wildlife Friendly® label but they will put a Fair Trade logo. Marks and Spencer started this 3 years ago – if they want to make the public believe, there needs to be a 3rd party certified label in Europe. You need to understand your markets. There is not one solution but different solutions for the US and regional markets. In Europe consumers don't believe what they are told but from what the US is saying they do. If you want to expand outside the US market or in countries like Brazil – wildlife might be really important to Brazilians. Organic is growing 6 and 7% in China. We need to be a bit more open.

MM: The Zambian consumer is obviously really different. We call it grandmother research – going out and talking to friends and family

– and its cheap – to find out what people want. You need attributes of enlightened self-interest. It allows us to see the balance between altruism and drivers around self and self-interest. It will go up or down depending on your audience and product. Organic is about the health of me and my family. Gluten free, Kosher, non GMO – these are important to Alter Eco – I respect that but I may tell them to put it on the back. It's less about top down and more about conversations. We are more interested in talking about influencers and evangelists. Aveda appeals to a certain group of people and they know their customer. Find out who your consumer is and listen, listen, listen.

JAS: Producers also have different clients. Not everything needs to be using the same mechanism. There are some Brazil nuts that are sold as ethically sourced and organic but not labeled that way. The price is the only difference. They come from the same forest in the same containers.

AG: I'm hearing a really interesting point. One of the key pieces of learning is that we are learning an awful lot from Europe. The European model is out there and we can learn from the good and learn from the bad. If I bring you a seal that consumer's drive is that going on the front or the back?

JD: If it will drive sales it will go on the front.

SD: If all of a sudden it appeared on your competitor's front you'd probably put it on the front right? If sales jumped 2% for Silk you'd probably put it on the front.

RS: Yes. But there are regulations for the way these labels are used and how big they are, etc. I think you need to be thoughtful about how these are used.

SD: What is Wildlife Friendly®'s role? To create demand from the consumer? To protect wildlife?

TK: But you can spend millions creating demand.

SD: And we have no money!

BR: Tim you said it helps vet products. Are there labels that are valuable at the trade level but not at the consumer level?

RS: Food safety standards and audits are necessary to get into Whole Foods or Costco. Those are totally industry facing and the consumer doesn't see those.

MM: Wal-Mart is famous for their sustainability scorecard and it is part of their overall PR strategy.

TK: On our jewelry we said we didn't want heavy metals or toxics in jewelry. I started to test everything that came in and the products contained lead. Then when they replaced the lead they put in cadmium. I had to buy in house equipment for \$35,000 to test products. Lead makes metal easier to work with so

they were using it. It was taken out because the US required it to be.

HC: I wanted to talk about the premium pricing issue. Endangered Species chocolate is \$3.99 and it costs \$4.99 for a Rainforest Alliance certified chocolate bar at Whole Foods. The thing about Wildlife Friendly® enterprises is it costs a lot more. The communities are isolated, capacity needs to be built. It is built into our model that farmers will get a premium if they abide by our Wildlife Friendly® practices. Yesterday we had a lot of comments that the days of premium pricing are over. We might have to restructure to the way we do these things if this is true.

RS: There are costs to changing practices. You can get a certain premium, but there is a threshold. It is a luxury frankly to think about these things. Wal-Mart customers who are cutting coupons cannot afford to pay this premium. But there is a small premium and you need to find it by trial and error. Also what is your market? Farmers' markets? Whole Foods?

TK: What you are not saying is the difference between sales in those two. If you put a picture of a cheetah on a candy bar the consumer doesn't know the difference but they can see the difference in price.

BW: But you don't want to give anything away at a loss. I'd rather give products away to hungry people. I'm listening to all of this and I don't know how farmers will deal with this if they are taking directions from retailers. For example, I know a farmer in California who was getting \$16 a crate for celery at 6 a.m. By the afternoon of the same day it was \$5 per crate to Wal-Mart. He knew if he didn't sell to Wal-Mart this time at a loss they wouldn't come back. How do farmers deal with this? Farmers have been doing this and getting screwed for the last decades. I'm totally perverse and have decided to be as small as I can and still survive. I don't know what the answer is. Are there premium prices or not? Do certifications matter or not? We are getting too caught up on the certification discussion and losing site of the conservation goal. Farmers need to begin to take the lead in these discussions.

AK: Our Wildlife Friendly® Enterprises are doing some amazing conservation work and have a range of products: food, clothing and home décor, and ingredients, such as essential oils. Yet, many are struggling to meet quality and order fulfillment requirements. In the words of one of our WF enterprises:

“We find it a challenge to educate our buyers on the natural cycle and availability of our products given our sustainable harvesting practices and coordination we have to do with our rural producers. Getting buyers to understand we need longer lead time for orders is difficult.”

Given this observation, do the Wildlife Friendly® enterprises have to just work harder to fit the demands of the market or are there strategies for the buyers to adjust their buying practices? How do we turn the dialogue around? Natural ecosystems have their own rules which we need to respect and there are certain realities of small-scale production for farmers around the world. How do we incorporate true costs of doing

business versus poor business models? How do we work better with natural production cycles?

RS: Through buyer education and sustainable harvesting examples – quality is essential. You can't talk your way out of a poor quality product. Our founder at Pacific Natural Foods started a natural foods market and he had to do education that maybe you can't have strawberries 12 months of the year. With salmon, Copper River Salmon branded themselves, telling the back story that you can only get this special salmon certain times of the year. You can't be everything to all people but even 1% of the US consumer market is still huge.

JD: We decided we could sell direct to consumers via our website with frozen lamb. But our distribution wasn't big enough. Now we've partnered with someone else so that from late June to late August the lamb is available at select retailers nationwide, and we're educating consumers that this is a really special product only available certain times of the year.

TK: We buy from producers that sell tiny amounts of stuff. Just be honest about what you can produce. Don't promise it if you can't ship it. Tell us in October if it won't be here in December. We're very forgiving but our forgiveness is not infinite. Communication is essential.

TB: It's helpful for consumers to know the constraints retailers are dealing with as well. We need to turn in advertisements on a campaign on a seasonal cycle too. The pressure on us is that we have invested in advertising and other obligations.

AK: I want to encourage the producers to respond.

SG: Sometimes it takes a year to produce products. The new buyers who don't have experience getting products from countries like ours need to be educated. Sometimes there are three days of strikes. Developing countries have unique problems. Sometimes they don't want to understand.

TK: There must be someone who speaks English at the enterprise and there must be someone who uses email and hopefully it's the same person. Otherwise it's too hard to do business.

AK: Yes with HBTL I asked that I be copied on all of the emails in the beginning just so I could monitor for translating the issues between corporate and the field. For holiday lines in the US you have to work backwards with the scheduling.

TK: Tell people up front. Realize you will need to repeat this to them several times because buyers change. For the zoo industry we deal with chotchkes. They want a manufactured pin or souvenir. Now lead time has changed from 90 to 120 days. Learning is a two way street. State everything up front.

KG: The ability to compromise is a key thing. We've been working with HBTL for a long time. We have specific things we need to meet but if something goes wrong we need to accommodate that. There was an early monsoon season this year which has affected the ability to dye paper. It turned out to be a positive thing because we are using natural undyed paper this year. Different characteristics came through and this was good but only happened due to climate challenges.

DB: If you have two comparable products and one has a great story and one does not have the story but is on time and doesn't have the issues as a buyer which would you choose?

KG: For Aveda we would still choose the one with challenges associated. We experience this with a lot of the ingredients we use. Raw materials are problematic but we find secondary ingredients. This is what our brand is about.

RS: Buyers only respond to consumers.

MM: Selling to the Marin (California) demographic is subsidizing our mission.

AK: We are hearing the theme of not enough supply and consistent supply and technical assistance that is needed. A lot is underwritten by bilateral organizations with USAID being a prime example. While there is demand for certified products, another common theme is the shortage of capacity building services that assist producer groups with basic business skills, managing quality control and fulfillment, and implementing realistic business plans. While donor projects sometimes provide funding for such capacity building, this is not sufficient. Can you give your perspectives for more efficient delivery of 'enterprise advising services' that maximize private sector expertise, NGO skills and donor investments? What might you be able to offer us in terms of help to package stories? Value chain dialogues? Do you have experiences you can offer up that we can learn by? We need to find ways to tap into efficient technical assistance.

JD: One thing to think about is what are you good at doing and what else needs to be done so you can partner?

RS: You need to look at a business model with staged planning.

JD: Ibis Rice has done this really well.

TK: We like women-made and environmentally-friendly products and Stacy has to like our product. We might be able to offer distribution. Buyers need to work with producers to create products. Connecting products with consumers who purchase them. Where is the real money? I'm impressed with what Ibis Rice has done. There is a lot of money within countries. In Arusha there are gift shops in all of the hotels. You can go to shows in Tanzania and there is money being spent there. Top end

restaurants. In zoos and aquaria you have consumers who are predisposed to want these products. We are willing to be helpful if we can. Find a wholesaler who loves your things. I was in Islamabad at a show that USAID sponsored and brought some US suppliers there – some were tiny. But every person in that group found a supplier.

Julie Stein (JS): That is a really interesting point about gift shops in Arusha. This could be a great market for Wildlife Friendly® since we are still reaching the consumers we'd like to reach but we're not bearing the export and shipping costs. So to do a gift show in Arusha is an interesting idea for us. We could reach the high-end international safari tourists more efficiently with our products.

AK: How many of our enterprises have participated in trade shows?

13 Mile Lamb and Wool and HBTL both indicated they have attended trade shows.

AK: One of the things we can do is research trade shows. We have a 'shop the show' primer through the FRAME project. Even if you know you are not ready go to do research to find out what the buyers want. Development agencies will fund market research.

TK: Do any of you do the folk art show in Santa Fe? This is high end and direct to consumer. The vendors can make \$25,000 at the end of the show.

AK: This is listed in one of the publications we provided in your packets as a resource.

AG: We invited farmers who could not afford to do a show to come and be part of our Animal Welfare Approved table. We branded it as our table. This is a possibility for you. You could fund it for a group and invite some of the smaller enterprises in a partnership way. There is a lot of brand speak on the panel. I don't always see a retailer or end user as a true partner because they don't always have a vested interest in pushing your seal. One of the things that first got me excited about Wildlife Friendly® is your stories. The marketers in the room know that you can draw a direct line from the dollar to the Tiger or the Snow Leopard. I know if I buy Elephant Pepper I'm making a difference. How can we communicate this simply, stop our message from being on the back of the package, and cooperate to make a bigger impact? I want AWA to be front and center. I was a Whole Foods buyer. If you can't deliver on quality or meet margin this quarter we can't work with you. You are a nightmare to me but I love you! Education is key. The guys on the panel are great because they've listened and learned but every buyer is not like these guys. Ibis Rice is retail ready. I'd be all over you like a rash if I were still with Whole Foods. Pacific Naturals might be interested. I think it's having those two sets of eyes. I'm going to talk to Tim and I know exactly what Tim needs. I'm going to pitch a product to him. My closing point is you must pick the personality who will pitch the product. You've got huge brains in this room that frighten people. Selling is relationship building.

AK: We need to do peer to peer consulting – this is covered in the Conservation Marketing Equation publication. What are things you can do back at the field? The 'back of the envelope' math you can do to see if it's a maybe or a non-starter.

RV: Or can we design some kind of peer network where we could ask questions of each other? We could design something that is web-based.

MC: At USAID we have communities of practice that can be set up.

JD: I think that would be really helpful.

SD: What are the skill sets that we can add to our Advisory Board?

BR: I've heard some really good ideas about source materials – companies get both the story and the raw materials. Having somebody help us think through that would be really great and what would that raw material look like. Should we be selling sheets of felt to someone else who could produce these more efficiently? This is a new idea which is really valuable. You need to be consumer ready for the other products so this new idea could be easier for us.

SD: Yes they've got the engine already set up. Ibis Rice could be working with Pacific Natural Foods. For the alpaca products there is Vivaterra and Sundance.

Laurel Neme (LN): Enterprise as a network. I was a team leader for FRAME. It can be really cumbersome and, therefore at times, not valuable. Everyone is really busy. The one thing I've seen work really well is that The Society of Environmental Journalists has a moderated listserv. People ask questions like 'how much should I charge and who has information about this editor?' It is personal and you can get answers in minutes or hours. One of the rules is nothing can be forwarded and if it is you get kicked off the list. I was going to propose this tomorrow. It is very low tech. You monitor who can join as members. It's relevant so it doesn't overwhelm. This is private. There is a very open dialogue.

HC: Back on how much to transform the product. This is important and we can capture extra value. The chili mash gave them a solid amount of income to grow the business but they had to do the specialty products to charge a premium for as well.

SD: But you take on more risk so it's tricky.

Scaling-up: Perspectives from other Certification Efforts and Building Partnerships Panel

Building and Leveraging the Wildlife Friendly® Brand with other conservation and fair trade efforts: Moving to Third Party Certification and Forum Discussion

- Fair Business Alliance - **Juan Andres Santelices**
- Animal Welfare Approved - **Andrew Gunther**
- Predator Friendly™ - **Becky Weed and Abigail Breuer**
- Jane Goodall Institute, Partnership for the Environment - **Margot Davis**
- Earthues - **Andro Wipplinger**

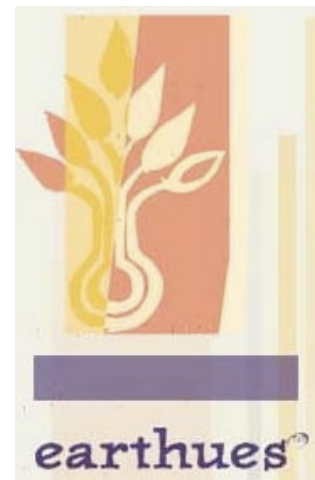


Juan Andres Santelices

I am from Chile, but I live in the UK. I have been working for 17 years in ethical and sustainable trade and also in the private sector. I've been part of development NGOs and the fair trade sector both as a consultant and business owner. I own a company called the Fair Business Alliance. I work in Latin America from Honduras to Chile in around 10 countries. We focus there because we have a cultural connection. My work has also taken me to the South Pacific and Asia. We provide services that producers need to access the marketplace. Aid does not resolve the issue of poverty. Aid can be beneficial but also can create bad habits and a cycle of poverty and dependence. My background is as a forest engineer. Regardless of where I went there were communities that could not break the cycle of poverty. I help producers access the marketplace in Europe and the US. Conservation and poverty are linked. Conservation without adding value to what they want to preserve or maintain. Business is a very important tool. Certifications help with this. My website is: www.fairbusiness-alliance.com.

Andro Wipplinger

I'm here representing my wife Michele Wipplinger, who is teaching today. She started Earthues in the late 1970's. I was intent on swimming in oceans and warm waters but this interest was trumped by her interest in natural dyeing. She is a natural dye expert. She has taught and worked on every continent except Antarctica. She works with local cultures to shore up products that they already have to make them more sellable. If they already have a dye program they may be toxic or have toxic run off and work forward from there always with the intent of selling products. We also wholesale and retail natural dyes.



Becky Weed

The origins of Predator Friendly™ date back to 1991 as an all volunteer effort and was the product of a conversation between a sheep rancher and a conservationist. Each recognized the keystone role of native predators and farms to conservation. Why not let consumers know about farms practicing wildlife stewardship?



In 1991, a coalition of ranchers, conservationists and clothing manufacturers began to certify woolgrowers using Predator Friendly™ practices. In 2003, the program expanded to include producers of meats, eggs, honey and more. The idea is still alive. I'm also on the board of a group called The Wild Farm Alliance which has been working to get wildlife standards into the national organic standards. We should be aware of what they are doing as well.

Abigail Breuer

I think it's pretty remarkable that Predator Friendly™ dates to 1991. I joined the program in 2006. It is still very cutting edge. And it's still not what the majority of the agricultural movement is thinking about. A small non-profit based in Bozeman, Montana called Keystone Conservation got the ability to certify Predator Friendly™ in 1994. The ability to create consumer demand is what makes a label valuable. Maybe it is worth pooling efforts. Despite near neglect since 2008, we continue to attract cream of the crop producers. They want a way to communicate their stewardship philosophy and practices both to their neighbors, and to consumers. Many are interested in using it as a marketing tool. Many are excited to find the label communicates what they are already doing so they are not in isolation. With wolves spreading into the Pacific NW, it is exciting for Predator Friendly™ because there really is a consumer base and urban markets there. One thing that is really interesting about the program is that it could change the conversation that agriculture has about predators. It's not as easy to say, 'this is not possible' when you have producers proving that it is.

BW: Abigail keeps reminding me that Predator Friendly™ has served as a benchmark. I think that's true. For the typical rancher in the west printing Predator Friendly™ across your forehead is a really stupid thing to do. Even people that are interested are hesitant to get involved. Lava Lake follows Predator Friendly™ principles but will never certify (and can't qualify anyway because they share property with ranchers on public lands that do want to use lethal control). How do you measure the success of certifications? It's not just about the numbers of producers certified. When I look back over my own understanding I was a dumb geologist who wanted to be a rancher. I had some sheep killed and called the government to come and shoot some coyotes because that's what the neighbors said to do. But I started thinking about the ecosystem. I don't want my fellow producers to get religion overnight. There is a lot of subtle understanding that has to happen. Whatever we can do to enhance that process we need to encourage and there is a spectrum of responses and behaviors in agriculture.

Andrew Gunther

This is my busman's holiday. I tell my boss I need to be here for work which is baloney because I love to be here. I am representing Animal Welfare Approved. We do co-branding at trade shows for our producers. There is confusion in labels. What is it to say we are one label and one message? We are good to farmers, farming, the planet and the animals. I try to keep that message really simple. We are about to go to "AWA" now as our label. We are now working with 1000 farmers in 45 states. I have a compliance support team and a marketing team. I am funded by donations. I have farmers talking to farmers. I have a PhD in silliness from Whole Foods. There is a demand for ethical food and there is research. Fifty seven percent say they are willing to pay. If you are a farmer who is selling direct to farmers markets you don't need me I need you. How do I make sure my label reflects my farm? Make sure your claims are credible and look for credible 3rd party certification.



Everything with AWA is free. That means I can say anything I want. My salary and consultant fees do not depend on a successful audit. I first met PF because we have some predator standards. We accept that at some times a rogue animal may need to be euthanized if you can't relocate. You can't relocate a wolf in the US. We have veterinarians on staff, who give producers advice. We conduct farmer to farmer mentoring workshops and provide marketing assistance. We give grants to farmers in \$5000 increments.

In America we are different, but we look to Europe for learning. Certification has to add value without adding cost. What excites me here is your message is so simple. My egg guys have a different message than my meat guys. We want to make AWA be the brand that carries all of these messages to the consumer. The National Research Council will have an 'app' on labels so that consumers can see if they meet their emotional needs. Don't ever think that a wholesaler or a retailer is your friend.

Margot Davis

I joined the Jane Goodall Institute (JGI) after 17 years in the TV industry. I am VP for Cause Marketing and Sponsorship. So I'll "cheat" and start with an inspirational clip of "Chimpanzee" that will hit the consumer market on Earth Day 2012. Disney Nature will premier the film on Earth Day 2012. This product will not have a third party certification directly though implied through association, but it is a property increase awareness of our mission and we will leverage to reach new supporters and increase awareness for JGI. (The trailer for the movie can be previewed at: <http://www.youtube.com/watch?v=cZzKdTxx2qQ>.)



the Jane Goodall Institute

We have two trademarks we license to supporters, Good for All and janeybaby by jane goodall, that—while not third party certifications—provide tremendous brand value and positive association to our product partners by leveraging the iconic brand equity and image library of the Jane Goodall Institute. These marks co-exist with several third partner certifications. Licensing allows us to generate royalties to support our mission and reach new audiences. Ultimately, consumers have to buy products and they feel better about purchases that give back. It makes them feel better about themselves. Research shows that this is publically available and can be used by Wildlife Friendly®.

Good for All products are made by companies whose policies align with the Institute's mission with the use of recycled materials in packaging or responsible sourcing of raw materials and ingredients; support for community-centered conservation practices, such as Fair Trade, reduce local villages' dependency on forests by encouraging sustainable livelihoods; and encouraging and promoting awareness of wildlife conservation and education in product development and materials.

JGI developed the janeybaby concept so that all members of the family – even the very young – will have constant reminders in their households about the importance of wildlife conservation and to encourage them to make a positive difference for the planet through their actions - including their choices of food, clothing, and other items - each and every day. The janeybaby educational label features adorable drawings of endangered species discussed in Dr. Goodall's book Hope for Animals and Their World, raising awareness of these precious animals who were brought back from the brink of extinction through research, conservation and the efforts of people who cared and took action. Patrick McDonnell, award-winning-illustrator and creator of the Mutts comic strip and the best-selling children's book ME...JANE, provided the drawings as a donation to the Institute. Product categories include: organic baby apparel, layette, plush, skin care and educational products.

Also, we are closing a deal with an organic kids cereal brand and the back of the box will include education for a new generation of environmental stewards in association with our Roots & Shoots programs. This will represent our largest consumer package deal to date. We also have SKUS in coffee, tea and chocolate, organic snacks, organic cotton, and more. Organic honey has been tricky so we are exploring and interested in things like beeswax and by-products for cosmetics under a fair trade association.

The Cone Environmental Research 2010 (post recession) is chock full of facts that we can use. Ninety-two percent of moms want to buy a product that supports a cause, 83% of consumers have a more positive image of a product that supports a cause; 54% of consumers will choose a product that supports a cause personally relevant to them. Consumer perceptions about companies should address: 77% economic development; 77% health and disease; 74% access to clean water; and 73% environment.

Panel Discussion

DB: To continue to build Wildlife Friendly® it will take collaboration. What do you think our strategic partnerships should be?

MD: You need to look at a coattail strategy. I work for JGI which is an organization that has Jane Goodall who is an iconic figurehead. What makes Wildlife Friendly® relevant? If you love chimps or elephants or wolves you need to tell the stories of your enterprises. Jane realized with urbanization and deforestation that to save the chimps, you have to protect the environment and help the people meet their needs. It's a full circle message. From a Wildlife Friendly® brand perspective you have create the message that Wildlife Friendly® is an investment in your future. It's a unique position point.

AG: You need to focus on conveying a simple succinct message and stay on message.

AK: Some people may not want the label. Some might want it in their collateral materials. We could have other tiers of membership or ways to partner.

AG: My challenge on that is that everyone wants to protect their own brand. You cannot allow others to use your seal unless you've certified them. Some kind of inspection must occur. Because of the caliber of this group you might be able to get away with 2nd party but you need to protect the heck out of the brand.

MD: Your brand integrity, especially with an iconic figure, is critical. JGI and Dr. Goodall herself, naturally, are fiercely protection of our reputation, credibility and brand. The liability and negative backlash publicity-wise are tremendous so we have to make smart and informed business decisions. Your brand is your most valuable asset.

BW: I hear Andrew's comment about certification. I just think we don't need to create a parallel bureaucracy in a world that already has too many. I'm inclined not to frame it as a coattail strategy but collaboration amongst ourselves and bringing in more producers of like mind. I'm trying to figure out how to get at this. I want to collaborate with Brad. How can I use peppers on fences for carnivores? How can we get Elephant Pepper back into this country?

JAS: Don't forget about the power of children. They are the shoppers of the future and can influence their parents. They can influence schools. All certification is based on trust so have a clear simple message: People, Poverty, Wildlife. Be consistent in your message. You should have producers on your board. You should have people who represent the different sectors. FLO has a board of producers from different regions in the world. If RA is not working in Europe it is because nobody trusts them. There are other areas where you should try to go. Talk to other standards to see how the concepts of wildlife protection could be integrated. In the Fair Trade price list we have the price difference. A conventional Brazil nut is \$1.80 but an organic Brazil nut is \$1.92. What is the Wildlife Friendly® premium? The certification is not going to work if producers are not paid back.

AG: To save the tamarin in Colombia what does this cost? This needs to be figured into the products. Other people are really good at women's issues. What I got excited about was your direct connection to the Siberian Tiger or Elephants.

JAS: Sixty-eight percent of consumers stay loyal to brands even in the recession. So don't be scared to say this is what it costs to save tigers or monkeys in the Amazon. You need to have different strategies in different parts of the world.

MC: You add value when people Google 'wildlife' and get a hit for Wildlife Friendly® Ibis Rice. This is valuable.

AG: What scares me about 2nd party and self-certification is the damage to the brand. I think you've got to be really careful. It has to be repeatable, recordable and measurable to be a standard. You need to find a friend to help pay for it.

Susan Walker (SW): What you will be monitoring will be very different in different places.

AG: You have a plan approved by the experts; the auditor can measure progress to the plan. The American view of a standard is that it's immovable. The European version is that it's movable according to the experts.

BR: I don't think anyone is saying 3rd party is not the best but it's not always feasible. Travel is expensive.

Action Planning for “Building a Wildlife Friendly® Future” – Scaling-up for Wildlife Friendly® Enterprise Network and Certification

Facilitated Discussion led by Sean Schmidt, Sustainable Style Foundation

This final session of the workshop allowed all participants to give feedback on the Scaling-up Wildlife Friendly® Enterprise Network and Certification business concept as well as any other comments and recommendations to the WFEN board as they grow WFEN’s mission. Sean Schmidt led the group through a series of discussion questions and all comments were captured below. The WFEN board then met the next day to prioritize action items and as reported in the executive summary as of this writing is already starting to implement several of the action items.

Sean started by posing the question – how can we help the WFEN board prioritize an action plan? What comments and reactions do you have to the WFEN conceptual business plan?

Response to the Conceptual Business Plan:

1. Grow the brand to 100 producers? Make sure the certified enterprises don’t dilute the brand. Is this best as a network to share information or as a certification scheme? How should we grow?
2. How do you move from voluntary to being paid?
3. How do we raise money?
4. We’ve reminded ourselves that Wildlife Friendly® is more than a certification. Could we broaden our network to include more businesses and industry experts?
5. How do other players who want to be members but may not qualify for certification interact with the brand? How do they play so they don’t water down the brand? How to engage them while maintaining our integrity?
6. Look at lessons from other certifications.
7. What does success look like? Being prepared for success. If we know what success looks like it’s easier to get there.
8. Technical advisory committee could be a lot more people. Taproot has fantastic technical teams that help non profits.
9. What if WFEN were more soup to nuts providing distribution and provided a network of retail to zoos and aquaria (Tim Kunin)? You have the products that actually have meaning to them.

10. Mike Gravina: In my experience the biggest thing I've needed help on is to find a Wildlife Friendly® distributor.
11. Is it a distributor or a sales representative that WFEN needs? We've discussed creating a separate entity to do this but it's challenging because you have different products and locations.
12. Rather than growing the organization and products from scratch we should go to trade fairs and find enterprises that are already successful but are not Certified Wildlife Friendly® yet. Then do we become an umbrella brand for all of the other products?
13. You now have food products versus gift type products but what about services? Ecotourism? Scaling up Wildlife Friendly® can that be products and services?
14. Membership? What about a payment of membership structure?

Next Sean asked about what are the big issues WFEN needs to tackle to grow. This became a brainstorming session among the participants and generated a number of items the WFEN board is considering and working to implement.

1. Positioning of the value of the network and what is the network.
 - a. B2B with the producers
 - b. This is a unique group – great benefit
 - c. Mentors
2. Distribution for the Certified Wildlife Friendly® products.
3. Clearly define conservation mission and goals
4. To access regional markets we need to identify some regional trade shows. We can look these up. The gift show in Arusha for example. We have five fiber projects on different continents. Geography or products?
5. Clear communication system for what we are protecting for each group or product. Maybe we can be much clearer in saying what animal it's protecting.
6. Google Maps now has a function that we can use to create a map that we can put an image on that can be clicked on. Would this be something that would be useful? Charity Water is using it. How can we link our sites better? If you can't buy Ibis Rice how can you support the project? Mechanism for giving gifts that support project.
7. Videos – some more professional than others. More consistency in videos.
8. Consistency across enterprises for marketing materials

9. What can the Board do around quality and design – making the linkages?
10. Celebrity endorsements
11. Partnerships and linkages with businesses – scaling up
12. Zoos and National Park stores – kiosk of Wildlife Friendly® products. Consumer education – exhibits at zoos and then products in the gift store
13. Wild Fibers magazine – fiber of the month
14. Kellogg MBA Student ideas – maybe you should partner with existing certifications? Fair Trade? Tim Kunin: There is a lot more interest in wildlife than fair trade!
15. Education in the countries where the products are being produced.
16. Wildlife Friendly® serves as a broker for producers.
17. Education and training pack for buyers that purchase the product
18. Aveda uses an online toolkit, videos, how to set up the display, the benefits, visually appealing
19. Nordstrom – we kept it really short so a salesperson could print out the page
20. Printable table tents from the website
21. Message: my dollar is going to do what – you have between 5-11 seconds

Finally, Sean asked “What three things can the Board do that would help producers that are doable immediately?”

The discussion generated more long-term strategic considerations as well as immediate actions the WFEN board is looking into. All comments and suggestions are noted below and having the diverse input from the WFEN members has been invaluable to the next steps WFEN plans to take to build a Wildlife Friendly ® future.

1. Distribution and key contacts in the US, including exploring building up a network of Wildlife Friendly® producers in the U.S. (working with Predator Friendly™)
2. Use the website to focus more on the projects as a portal for information (we currently get 6000 hits per month)
3. A linking strategy between the WF and the partner websites

4. Not just contacts but access to contacts and distribution, marketing materials, web design (like the Aveda posters)
5. The papers that have been produced already are really great – we need to make the strongest link possible between the conservation enterprise and the product. Best practices. How do we know what the other projects are doing?
6. Measuring effectiveness – Moore Foundation. Is it worth inviting ourselves to Moore's meeting? It will have 12 conservation and development donors and is in December.
7. Funding targets
8. Directing projects towards additional funding opportunities
9. How do we become sustainable? We are a network not just a certification body.
10. Can we pass along grant opportunities to enterprises? They can write grants with us.
11. Conveyed through Julie and requested by Dale Lewis: Can Wildlife Friendly® create an online or bricks and mortar physical space(s) to retail products such as snare wear jewelry for our enterprises? We need centralized marketing opportunities for exportable products.
12. www.shft.com look at this site for ideas on updates for WFEN site
13. Jeff is trying to get a meeting with NFAI – one of the largest natural products distributors.
14. A PR strategy
15. A listserv or use of our Facebook page to link members better. Private group on Facebook for communication/discussion? Ning?
16. Or contact the shepherd for each enterprise.
17. Developmental Marketplace – webinars on LinkedIn

**ON BEHALF OF THE ENTIRE WILDLIFE FRIENDLY BOARD WE WOULD LIKE TO
THANK ALL THE WORKSHOP PARTICIPANTS AND OUR SPONSORS AND FUNDERS
FOR THEIR INVALUABLE EXPERTISE, TIME, AND SUPPORT!**

THANK YOU FROM THE BOARD OF WFEN



Photo courtesy of Franco Lanzi

The Wildlife Friendly® Board and Advisory Committee with Ben Packard, Vice President of Global Responsibility for Starbucks at Islandwood, Bainbridge Island, Washington. Left to Right: Terry Blumer, Julie Stein, David Bell, Ann Koontz, Abigail Breuer, Steven DuPuis, Helen Crowley, Ray Victorine, Laurel Neme and Ben Packard.

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Annex 1: Workshop Agenda



Wildlife Friendly® Enterprise Network Scaling-Up Workshop and Certified Wildlife Friendly Tradeshow

SEATTLE, WASHINGTON

JUNE 12 - 15, 2011

At Islandwood on Bainbridge Island

Hosted by the Wildlife Friendly® Enterprise Network

Workshop Objectives:

- Learn about Wildlife Friendly® certified enterprises successful conservation and poverty alleviation approaches
- Explore partnership options for joining and expanding the Wildlife Friendly® mission
- Attend the Wildlife Friendly® tradeshow to see how your company can start sourcing Certified Wildlife Friendly products and services
- Join in the process of building a Wildlife Friendly® future!



June 12, 2011

Arrival Day, Registration and Check In at Islandwood

6:30 – 9:00 PM

Welcome dinner and Wildlife Friendly® Film Festival

June 13, 2011

8:30 – 9:00

Welcome, workshop overview, introduction to Translinks, thank you to our workshop supporters and introduction of participants – **David Wilkie** (Wildlife Conservation Society) and **Ann Koontz** (EnterpriseWorks/VITA)

9:00 – 10:30

Keynote Address – **Ben Packard**, Head of Sustainability for Starbucks - “The power of the market in supporting conservation and alleviating poverty”

Open plenary discussion on the major issues facing producers, industry and consumers as they relate to sustainable product promotion, branding, and certification

10:30 – 10:45

Coffee Break

10:45 – 11:15

Overview of Wildlife Friendly® Enterprise Network – What have we been up to in the last three years? – **Wildlife Friendly® Board** Panel Presentation with question and answer period

11:15 – 12:45

Around the World in less than a Day– Our Certified Wildlife Friendly® Enterprises

Through two panels learn about the diversity of wildlife, ecosystems, communities, products, enterprise models and conservation and monitoring strategies of the Certified Wildlife Friendly® Enterprises. The sessions are designed to provide short overview 6 -8 minutes per enterprise and then have a facilitated plenary Q&A discussion.

Panel 1: Producing Foods and Ingredients While Protecting Wildlife

- Elephant Pepper – East and Southern Africa – **Michael Gravina**
- COMACO – Zambia – **Ruth Nabuyanda**
- Ibis Rice – Cambodia – **Karen Nielsen**
- Aroma Forest – Madagascar – **Olivier Behra**
- HBTL – Nepal – **Sushil Gyawali**

12:45 – 2:00

Lunch

2:00 – 3:45

Panel 2: “Gift” Products that Protect the Gift of Wildlife

- Snow Leopard Enterprises – Mongolia – **Brad Rutherford**
- WildlifeWorks – Kenya – **Gerald Prolman**
- All Things Alpaca – Ecuador – **Catherine Schloegel**
- Proyecto Titi – Columbia **Rosamira Guillen**

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- Thirteen Mile – U.S. – **Becky Weed**

3:45 – 4:00	Coffee Break
4:00 – 4:30	Day One Wrap Up
4:30 – 6:00	Trade Show Set Up and Product Photo Shoot; Participants not setting up, optional conservation walking tour of Islandwood
6:00 – 7:30	Wildlife Friendly® Trade Show and No Host Cocktail Reception

June 14, 2011

8:45 – 9:00	Feedback from Day 1 and Overview of the Agenda
9:00 – 9:30	Overview of Wildlife Friendly® Business Plan (Ray Victorine and Ann Koontz)
9:30 – 10:30	Scaling-up: Strategies for placing more Wildlife Friendly® products in the markets and overcoming product supply and marketing constraints Private Sector Partners' Perspective on Product Sourcing, Product Positioning with Customers, and Enterprise Advising Services with case example from Ibis Rice. This panel of experts will discuss their experiences and lead a plenary discussion. <ul style="list-style-type: none">• Aveda Estee Lauder, Katie Galloway• Pacific Natural Foods, Rory Schmick• Egg Sustainable Brand Development and Acting VP of Marketing Development, Alter Eco, Seattle, Marty McDonald• Association of Zoos and Aquariums (gift shop sourcing), Retail Programs Manager, Woodland Park Zoo, Terry Blumer• Ibis Rice (experience in using the Wildlife Friendly Brand and scaling up plans), Karen Nielsen• Lava Lake Lamb, Hailey, Idaho, Jennifer L. Douglas• The Hunger Site and Greater Good, CEO of the GreaterGood Network. Tim Kunin
10:30 – 10:45	Coffee Break
10:45 – 12:45	Plenary Discussion – Wildlife Friendly® Scaling - up
12:45 – 2:00	Lunch
2:00 – 3:30	Scaling-up: Perspectives from other Certification Efforts and Building Partnerships Panel Building and Leveraging the Wildlife Friendly® Brand with other conservation and fair trade efforts: Moving to Third Party Certification and Forum Discussion

- Fair Business Alliance, **Juan Andres Santelices**

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- Animal Welfare Approved, **Andrew Gunther**
- Defenders of Wildlife, **Lucrecia Myers**
- Predator Friendly™, **Becky Weed and Abigail Breuer**
- Jane Goodall Institute, Partnership for the Environment, **Margot Davis and George Strunden**
- Earthues, master dyer and designer, **Michele Wipplinger**

3:30 – 3:45	Coffee Break
3:45 – 4:45	Action Planning for “Building a Wildlife Friendly® Future” – Scaling-up for Wildlife Friendly® Enterprise Network and Certification – Facilitated Discussion led by Sean Schmidt , Sustainable Style Foundation
4:45 – 5:30	Next Steps and Wrap up
5:30 – 6:15	Working group for WF certified enterprises – tools for using the Wildlife Friendly® certification and brand in the coming year, Steven Dupuis, Julie Stein, and Laurel Neme
7:00	Group Dinner and informal discussion and relaxation around the fire pit

June 15, 2011

7:00 – 9:00 AM	Breakfast Networking Meetings
9:00 AM - On	Departure (except WF board member who will meet for the day)