

Re-Inventing Magnificence: Breaking The Brand of Luxury Wildlife Products

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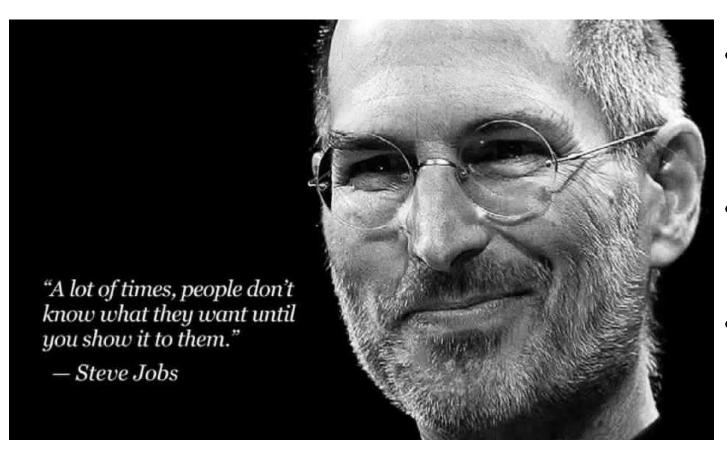






A lot of money and energy has gone into telling & selling us that we need this lifestyle to be seen as successful.

The Salesman's Mantra!



- "Sales tricks are what you use to sell something to someone who doesn't even know they want it."
- What happens when everyday luxury is not enough?
- Wildlife traffickers can increasingly be described as 'market savvy, intuitive, ruthless, nimble entrepreneurs'.

The Scale Of The Problem: Examples

The Value Of Wildlife Crime



- Wildlife crime is the 4th largest transnational crime in the world
- It is estimated to be worth ~US\$25 Billion pa
- High-value 'products' like rhino horn (~US\$65,000/kg) are easy to smuggle
- Low risk of punishment

- Traffickers moving from exploiting interest to manufacturing interest
- This is not Business As Usual, a new strategy is needed

The Desire For Ivory



- Elephant poaching at industrial scale
- First elephant census in 40 years paid for by Paul Allen Co-Founder of Microsoft
- Results from Great Elephant Census show 352,271 African savanna elephants in 18 countries
 - Down 30% in seven years
 - Even if we stopped the poaching today, some populations will take 90 years to recover





The Desire For Rosewood

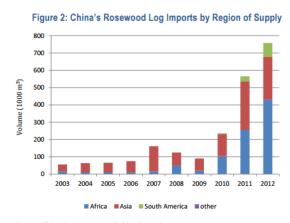
 Conservationists worry that the species could be extinct within 10 years

The 'hongmu' furniture craze is a global problem

Asian Middle Class

Currently 500,000,000 middle class in Asia

By 2020 middle class will number 1.75 Billion



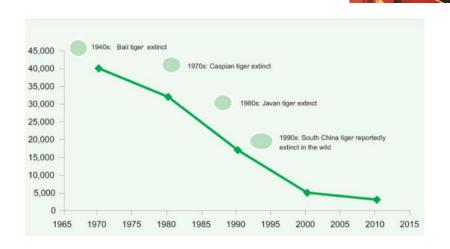
Source: China Customs, compiled by the authors.

The Desire For Tiger Products

Many wealthy people still have a preference for wild



Welfare and condition aren't a priority when you are bred for tiger wine, paws and bones



The Desire For Wild Meat



- Live animals kept in small 'zoos' next to some restaurants
- Pangolins are the most trafficked mammal group in the world.
- Millions have been traded and killed in the last decade with most shipped to China and Vietnam, where their meat and scales are sold.
- More and more customers monitor their upcoming meal via restaurant CCTV and internet; they want wild not farmed

WHAT'S A PANGOLIN WORTH? (PER KILO)

TO A HUNTER \$22.5

TO A LOW-LEVEL TRADER \$45

TO A MID-LEVEL TRADER \$80

TO A HIGH-LEVEL TRADER \$265

TO A RESTAURANT \$350



The Desire For Rhino Horn

Poachers killed every week

On average 2 anti-poaching rangers killed every week

Poachers follow pregnant rhinos and

females with calves, they are slower

'Incredibly devastating' Prince William warns the world has FIVE years to save the rhino

THE Duke of Cambridge has warned the world has as little as FIVE years to save the rhino before it becomes extinct.

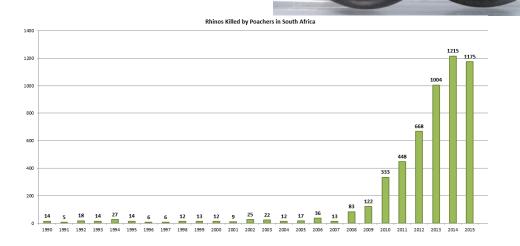
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Prince William believes that unless drastic action is taken rhinos could become extino





Breaking The Brand's Approach:

Looking at The Problem
Analysing The Customer
Learning from Social Sciences

Conservation Is About Changing People's Behaviour

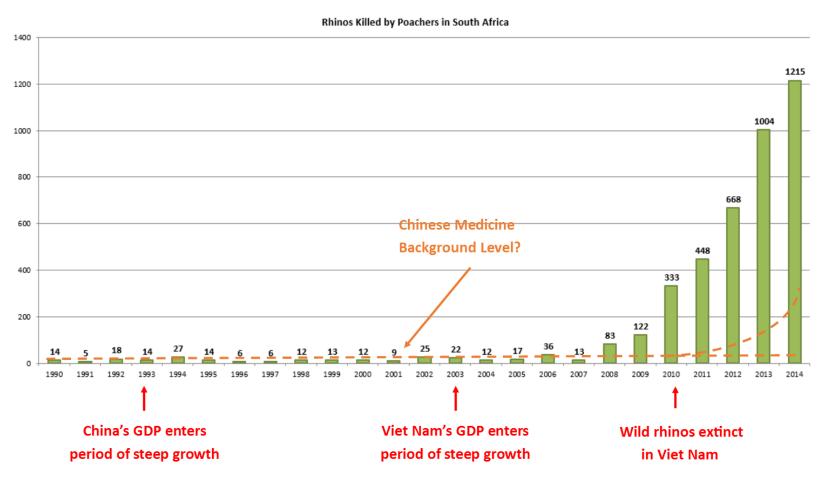


- Conservation science is still too wedded to biology, ecology
- We can only win the war on wildlife trafficking through collaboration with social sciences
- Cultural anthropology, social marketing, behavioural economics, social psychology

"I used to think the top environmental problems were biodiversity loss, ecosystem collapse and climate change. I thought that with 30 years of good science we would address those problems. But I was wrong.

The top environmental problems are selfishness, greed and apathy.....and to deal with those we need a cultural transformation.....and we scientists don't know how to do that"

Why Did The Market For Rhino Horn Change?



- Low levels of poaching in South Africa for over 15 years
- In 1993 China's GDP enters period of steep growth
- In 2003 Viet Nam enters period of steep growth
- What happened since 2007?
- TRAFFIC 2012 Report and other research indicates rhino poaching driven by exponential growth in demand primarily from Viet Nam

Massive Response – Tackles Symptoms Not Cause



- Military style protection measures enacted - 24/7 rhino guards
- Massive increase in awareness-raising
- Global interest has reached the level of Heads of State
- Massive translocation of rhinos to more secure locations
- Dehorning in widespread use, infusion has been trialled
- Poaching continues to grow
- Combined response as yet ineffective

To Trade Or Not To Trade?



- Does not work if both range and destination countries have high levels of corruption and poor law enforcement
- Does not work if consumers prefer wild 'product' (as in the case of rhino horn)
- Does not work if it is easy to 'launder' wild product into the legal market
- Yet trade remains the cure-all prescription of the free-market advocates...'If it pays, it stays'

Complexity: The Protection—Supply—Demand Chain

Local (Conservancy/National Park/Village) Law Enforcement Local Economic Interests Protection · Rhino security • Community Education Anti-corruption measures · Anti-Poaching • Community stake in Arrest/prosecute poachers · Protecting villagers from animals via tourism etc Arrest/prosecute buyers poaching crime gangs · Community leaders • Tagging horns · Network of informers **Country of Origin** Law Enforcement Detection Monitoring National and • Tracking Shipments Airports and ports international legislation Tracking middlemen Other border crossing · Anti-corruption measures · Tracking Smugglers • etc · Arrest/prosecute middle-• Tracking powerful & men and smugglers corrupt players, **Transit Countries** Law Enforcement Monitoring Detection Airports and ports National and · Tracking Shipments international legislation • Other border crossing Track local agents · Anti-corruption measure • Tracking Smugglers Arrest/prosecute local • etc agents and smugglers • etc **Destination Country** Monitoring Law Enforce-Community Detection Target

ment

Nat & inter

legislation

measures

prosecute

smuggler etc

Arrest/

Anti–corrup

Support

Raise aware-

community

community

general

Education of

ness of general

Customers

Understand

use & stop

measures

Recruit

Behav change

influencers etc

motivations to

Shipments

· Local agents

Distributors

• Powerful &

corrupt players

Retailers

Airports

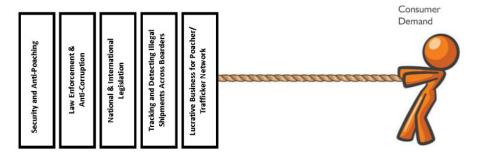
Other border

crossings

Ports

Return on Investment

Anti-poaching measures are recurring, huge expenses (vast land areas to protect). Complex supply chain and high value of horn mean law enforcement expensive and corruption limits effectiveness



Consumption motivation and pattern means demand reduction is possible. Very small customer group, clear motivation for use.



Breaking The Brand – To Stop the Demand



- First step understand the primary users
- Not make assumptions that what applies for one:
 - Region, works for another
 - Country, works for another, and,
 - Consumer group, works for another

- Launched March 2013
- To understanding the social, cognitive and emotional factors that motivate the consumers of illegal/endangered wildlife products
- We must put ourselves in their shoes and accept these buyers are looking for the status and significance that rare goods bestow
- We must accept this and use it to trigger the reverse effect
- Create targeted campaigns to influence and shape them to stop buying

Primary User - High Status Males



- Only 2 motivators to stop using:
- Negative impact on personal status as a result of using/giving rhino horn.
- Negative impact on health from using rhino horn.

"I would be happy to buy the last rhino horn." Statement from one of the users I interviewed. Price is not a problem.

- Senior Businessmen/Finance Professionals/ Government Officials.
- Group values rarity and expense rather than perceived medical properties.
- Acquiring rare produce associated with money, power, prestige and skill.
- Rhino horn gift used to demonstrate respect and competence when negotiating deals.
- Gifts used to influence and obtain preferential treatment from those in positions of power.
- Historically people have developed an interdependent selfconcept vs. independent self-concept and, as a result, you can't put personal preferences before group objective – loss of face - peer group pressure

Primary Consumption – Millionaire's Detox Drink

Victims of useless potions and empty gestures

eir personal desire for status, bestowed

xury goods they own, but there is a stark when it results in wiping out an iconic members of the business community in sessions, they build a stronger inner self-



but all too often the gap between actions and consequences is too large in time or as a corner office, luxury cars, and executive Our experi

us to draw the link. Users of rhino programmes at international business good leaders - true leaders - evolve, in part, should want to do business with. The



- Most rhino horn is consumed by the wealthy Vietnamese elite in the form of a 'detox drink'
- Usually ground rhino horn mixed with water or rice wine
- Drinking in peer group networks
- What matters is the status of belonging, not the (imagined) effects of consumption

Conservation Sector Is Comfortable With Awareness Raising

Appeal to Empathy



Appeal to Higher Values



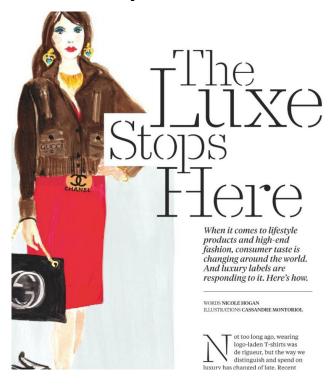
Rational Argument/Education



None of these strategies

- Get the user's attention
- Trigger an immediate emotional response in the user

Analysis: Future Trends



"As more people acquire wealth, the use of luxury brands to define one's social and financial position is becoming less and less relevant."

FEELING EXPOSED

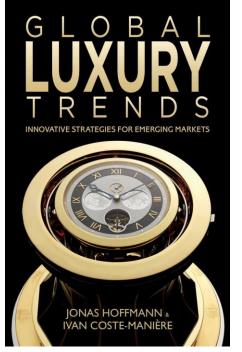
"Luxury as a term has become bloated, overused and meaningless," agrees Rebecca Robins, co-author of the book Meta-Luxury: Brands and the Culture of Excellence and a marketing director at Interbrand. This sentiment was echoed at the 2013 FT Business of Luxury Summit in Vienna. Speakers, including Ferragamo USA chairman Massimo Ferragamo and Moët Hennessy CEO Christophe Navarre, expressed concern about the dilution of luxury as an idea, a position and a product. In pursuit of exponential growth and brand awareness, accessibility to luxury has never been so broad — to the point where the word has lost its meaning.

"This becomes particularly acute when we consider a branded T-shirt produced in mass volumes is called 'luxury', while the same term is also used to talk about a one-of-a-kind creation that is handcrafted and hand-specified, bearing the signature of the craftsman," says Robins.

The designers who roll out diffusion lines like, well, they're going out of fashion, are the easiest ones to blame. "Diffusion lines create lower price points so those who can't afford the main line can still buy into the brand. a bit like

 Private sector has accumulated massive expertise in influencing consumption – marketing, advertising, social psychology, behavioural economics, neuroscience

 Applies to all goods from fast food to luxury cars to etiquette!





Luxury labels invest millions dollars to monitor consumption trends e.g. ostentatious evolving to more understated

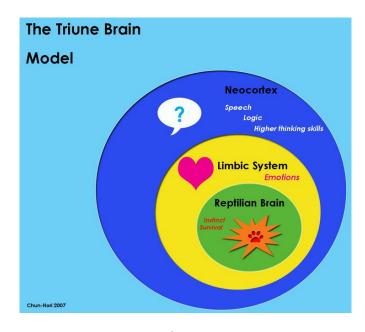
Utilise Expertise in Advertising / Marketing





- Detailed understanding of building and marketing luxury brands and products.
- In-depth knowledge of customer profiling and uncovering true motivation to consume.
- 100 years experience in finding the right messages to get people to buy.
- The language of advertising can be used to convey fear / anxiety based messages.
- Can be used for all illegal wildlife products that are not only an investment/store of value.

Behavioural Models



Status Anxiety / Loss Aversion – **Limbic** Fear of Death / Health Anxiety – **Reptilian**

- The way we rationalize our decisions does not reflect how we make them - the reptilian brain is a much more powerful influence
- Neocortex mostly just rationalises decisions made by the reptilian and limbic system.
- Because these drivers remain unconscious, they can be skilfully exploited in marketing and advertising.
- Evermore subtle ways to unconsciously manipulate our fears & reactions
- Exploit anxieties NO ONE IS IMMUNE FROM RISK

Spiral Dynamics – Values & Behaviour Change

Turquoise	Holistic	Collective individualism; Cosmic Spirituality; Earth Changes
Yellow	Integral	Natural Systems; Self-principle; Multiple Realities; Knowledge
Green	Consensus	Egalitarian; Feelings; Sharing; Caring; Community
Orange	Strategic	Materialistic; Consumerism; Success; Image; Status; Growth; Winners and Losers
Blue	Authority	Meaning; Discipline; Traditions; Morality; Rules; Live for Later, Saints and Sinners
Red	Egocentric	Gratification; Glitz; Conquest; Action; Impulsive; Lives for Now , Heroes and Victims
Purple	Animistic	Rites; Rituals; Taboos; Superstitions; Tribes; Folk Ways and Lore
Beige	Instinctive	Food; Water; Procreation; Warmth; Protection; Stay Alive

Conservation Movement (GREEN)



- Based on GREEN values system (Empathy, Egalitarian, Caring)
- Support base is GREEN
- Donors are GREEN and donations are based on GREEN values
- Hence:
 - · Focus is on empathy with the animal
- · Appeal to 'higher' (GREEN) values
- Can't relate to motivation of users (ORANGE) or poachers (RED, Beige)
- Not prepared to single out the primary users for fear of being seen as racist
- Not prepared to engage in strategies that may alienate (cause discomfort in) the support and donor base. Political Correctness emerged with GREEN
- Result:
 - Money spent on strategies that don't impact or change the user behaviour

Rhino Horn Users (ORANGE)

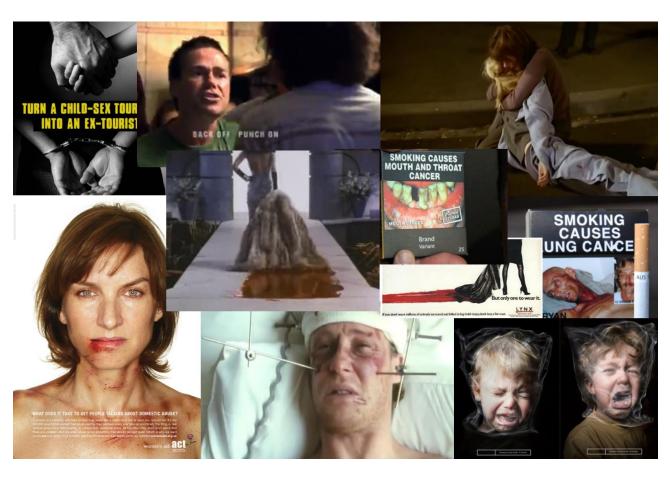


- · Status Conscious and Status Anxiety
- · Health Conscious and Health Anxiety
- Society in Viet Nam is in transition Confucian/Communist to Unregulated Capitalist
- Still different from Western Capitalism
 - · Male dominated
 - Peer group oriented, not purely individualistic, can't lose face by standing against group
 - · No/little cultural affinity with animals

Result:

- · Conservation messages are ignored if they are empathy/values based
- Law enforcement messages are largely ignored (75% fully aware of penalties)
- Can't go via wives/children lack status to influence husband/parents
- Influencers Only Business/Political heavyweights (Bill Gates, Warren Buffet, Richard Branson, Bill Clinton – not entertainment/sports celebrities)

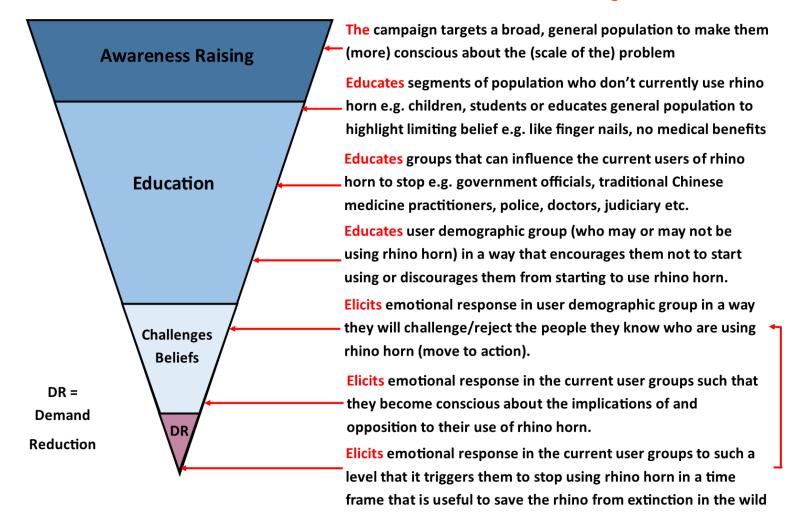
Accepting Discomfort



- People in general are much more motivated by the fear of losing something than the prospect of gaining something – loss aversion
- Especially the case when people aren't intrinsically motivated to change
- Conservation sector needs to evolve to accept discomfort in creating and publishing campaigns that target the users and have negative messages
- Proven to work in 40 years of antismoking and road safety campaigns
- Does not match the values of donors and conservation agencies (yet)

Behaviour Change Is Highly Targeted

Basic Test to Differentiate Demand Reduction from Awareness Raising and Education



Behaviour Change Messages



- Get the target's attention by providing a link to their identity ('this is about people like me')
- Create an instant emotional response in the recipient
- Negative emotions are experienced 3-4 stronger than positive emotions
- FUD Fear, Uncertainty, Doubt (Status anxiety, health anxiety)
- Trigger fears of rejection and failure, our greatest fear is death (health anxiety)

Great Examples of Behaviour Change Campaigns





Breaking The Brand's Campaigns

Publication Channels

Comparisons

BTB Definition Of Demand Reduction



The rhino horn you give to a potential business partner will not only kill a magnificent animal. It's quite possible it will poison him.

In both Africa and Asia they are serious about protecting rhinoceroses from extinction. So the horns are being injected with toxins such as organophosphates while on the live animal.

The poachers know this. If they illegally kill the animals and sell the horns to dealers in Viet Nam, they know they will poison anybody who consumes it.

The only way you will know if you have poisoned someone you want to impress with rhino horn is when they call the next day to say they have become very sick with nausea and diarrhoea.

It's not worth ruining a business relationship with poisoned rhino horn.



Pilot Campaign: Is it worth the risk?

- Present the user with their own self image this is about people like me
- Tarnish the act of giving rhino horn by making the giver and the act look desperate and needy (Gain Face).
- Inform them that rhino horn is being infused with toxins:
 Organophosphate neurotoxin
- Poachers know, but they don't care
- Symptoms include common symptoms in conjunction with hangover
- Trigger: Health Anxiety or ruining business relationship by giving business partner poisoned rhino horn







A rhino lost his life because you wanted to make a gift to a business associate. Now it is more likely that the rhino's bad luck will rub off on you and him.

In both Africa and Asia they are serious about protecting rhinoceroses from extinction so the horns are being infused with toxins while on the live animal.

The horn will poison anyone who takes it.

Organophosphates are neurotoxins that will
cause nausea and diarrhoea; ectoparasiticides
can increase the risk of certain cancers; some
horn is also infused with radioactive tracers.

This is a joyous time of year when we should be bringing good luck to others. But giving rhino horn can only ruin health and relationships. The bad luck will linger.



Using rhino horn may cause your luck to run out.

Campaign 2: Will your luck run out?

- Linked to Lunar New Year is the most important public holiday in
 Viet Nam a time when rhino horn use spikes
- Superstition how well the holiday goes for you will undoubtedly impact personal and professional success in the year ahead
- Focus on luck, health, prosperity and happiness.
 - Inform them that rhino horn is being infused with toxins: Organophosphate – neurotoxin, Ecotoparaciticides – linked to some cancers and radioactive tracers.
 - Make user look desperate and needy by taking from the poorest of people.
 - Users can't dissociate themselves from human toll
 - Trigger: Health Anxiety (it may just be a matter of time before you buy poisoned rhino horn), Superstition and Status Anxiety (World leaders comment)



More and more world leaders say that the survival of Africa's wildlife is intrinsically linked to its people's prosperity. The poaching of rhinos to feed businessmen's egos takes away valuable tourist dolla from local communities who depend on them.

But ruthless poachers don't just kill rhinos to fulfil your desire for horn. Every week they also kill two or more rangers who are working to protect these animals. The rangers' wives become widows, thei children fatherless; families lose their income and their children's education is disrupted.

Furthermore you could be poisoning yourself and those you give it to. Horns are being infused with toxins that will cause suffering to anybody who consumes if

By using rhino horn you are taking away the livelihoods of families in Africa; you may be unlucky





Who do you see? A businessman cementing a deal or a man desperate to impress who has become the last link in an illegal chain?

Worldwide public opinion is becoming focused on the Vietnamese elite and asking: Who are the real wildlife criminals? If your reputation is damaged because you are known to use rhino horn, it may impact opportunities for you in the future.

Any recently bought rhino horn given as a business gift will almost certainly have come from a rhinoceros that was killed illegally. To date the focus has been on the poachers and criminal syndicates who traffic the horn. But now more and more people are scrutinising the buyers.

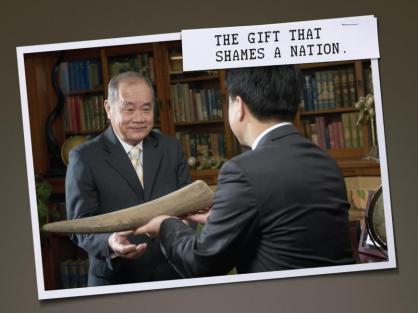
All this illegal activity and wildlife destruction is driven by the act of purchasing rhino horn. Together with poachers and traffickers, users of rhino horn must see themselves for what they are.



lf you buy rhino horn you are a wildlife criminal.

Campaign 3: What does a wildlife criminal look like?

- Trigger: Status Anxiety
- Remind them they are criminals, just like poachers and traffickers – no different
- Would be great it the media would help out more here
- Point out world's attention is shifting to the buyers driving the rhino killing spree
- Use of rhino horn could impact your reputation and, as a result, future opportunities
- Ran during final stages of TPP negotiation



There are still people among us who are driven to try to buy respect with rhino horn. Others are equally willing to accept.

This misplaced desire for status inspires revulsion, not respect, from the global business community that more and more Vietnamese businessmen wish to be part of.

At home and around the world there is a growing intolerance of the small percentage of Viet Nam's elite who disregard global standards of wildlife protection to fuel their lust to consume.

Fortunately our true Vietnamese leaders confidently reject this self-serving practice and, as we move into the era of international trade agreements, they are bringing worthy values from the 'Jade of SE Asia' to the world stage.

Think long and hard before poisoning your integrity with rhino horn. The world is watching.



If you buy, give or receive rhino horn you are a wildlife criminal.

Campaign 4: The World is Watching

- Trigger: Status Anxiety / National Shame
- People who accept gifts of illegal rhino horn to shore up their status are pale imitations of true leader.
- True leaders are above such cheap gestures and desperate attempts to buy status and influence.
 - True leaders will help pioneer a new way of doing business, giving Viet Nam status and pride in the eyes of the global business world
 - International businesses are vulnerable if senior managers engage in these illegal practices – brand/ reputational damage a possibility, consumer backlash, whistleblowers.



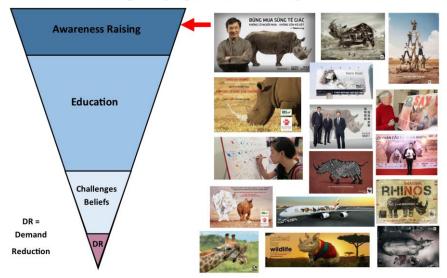
Target Group – Where they live, what they read







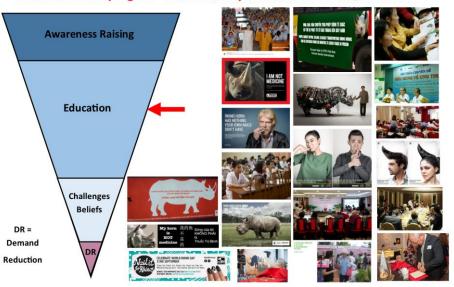
Awareness Raising Campaigns — Estimated Spend US \$10 Million



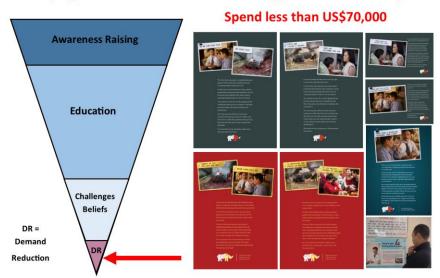
Campaigns Challenging Beliefs Current Users—Estimated Spend Less than US\$1.5 Million



Education Campaigns — Estimated Spend Less than US\$5Million



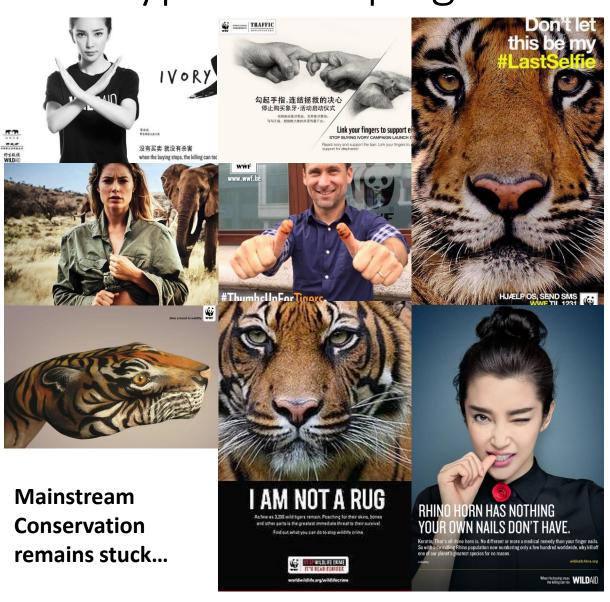
Campaigns That Have The Potential To Trigger Behaviour Change



Mock BTB Campaign



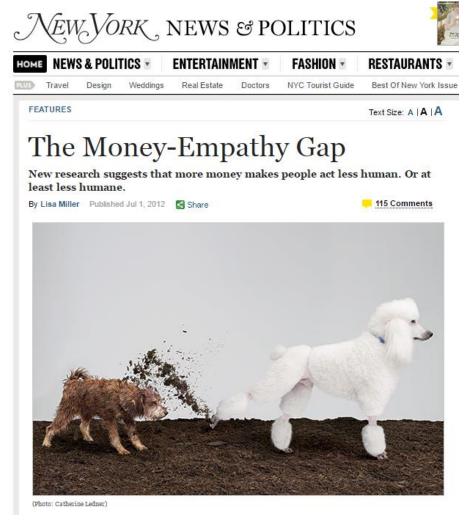
Typical Campaigns



Re-Inventing Magnificence:

From Consumption To Contribution Gaining Status/Prestige From Doing Good Example For Viet Nam's Elite

From Consumption to Contribution



- Breaking The Brand of one rare wildlife product is not enough
- In Japan, rhino horn was outlawed for medicinal use in mid-80s – but manufacturers simply switched to sable antelope horn
- Breaking the brand does not automatically break the habit
- We need to help current users direct their attention to other forms of gaining status in the eyes of their peers
- Need to rediscover MAGNIFICENCE

Defining Magnificence



- Magnificence was the term used to describe projects for public/ greater good
- Moral framework obliged wealthy to do something that was of value to society, often involved public buildings:
 - Libraries, cathedrals, temples, universities
 - Later museums, art galleries
- The spirit of such magnificence was generosity, virtue, honour
- Desire to leave a lasting legacy and be remembered

Defining Luxury

Historical words describing Luxury



- In contrast to magnificence, luxury was and remains selfserving
- Aspirational consumption of the non-elites, seen as pale imitation of elite lifestyles
- Vice, not a virtue
- Associated with immorality, envy and lust. Deemed as extravagant, decadent
- Practised by the mediocre and those with vain ambition
- This overwhelmingly negative view of luxury slowly disappeared from the 16th to 18th century as a class of newly wealthy emerged (merchants, business owners)
- Language of magnificence was subverted to now describe luxury

Magnificence - Post Industrial Revolution



- Number of examples of what could be termed as magnificence very small
- Most contributions feel small scale compared to the available wealth of the world's top 1%
- Too many philanthropic endeavours appear to be 'pet projects', serving personal desire rather than the public good
- The ad-hoc nature of many means they tackle symptoms rather than solving the problem
- All this adds up to these contributions being closer to a self-indulgent luxury rather than magnificence
- Examples that more closely associated with magnificence may be Prince Albert, Prince Charles, Bill & Melinda Gates, the Pankhursts, Eleonore Roosevelt

Magnificence - Present Day

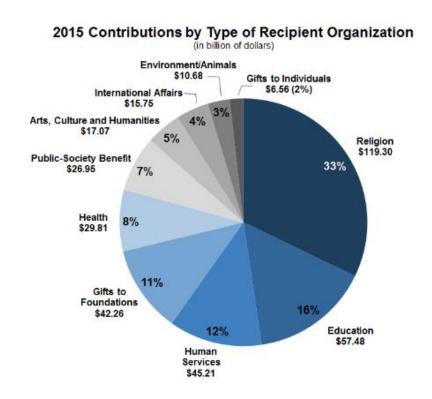
Item	Tick Box (√)
White terraced house	
Ideally with balcony	
Key pieces - quirky artworks	
Key Pieces – antiques	
Inoffensive floor covering	
Inoffensive ceramic tiles	
Pretty designer textiles	
Bentley parked & waiting at the back of Harrods	
Ideally with bored looking chauffeur	
I have made it - I am now part of the tribe!	

I decided to create a lifestyle check list for the Knightsbridge/ Kensington rich set based on my observations



- Visited Victoria & Albert Museum's Exhibition: What is Luxury?
- Wander around the affluent suburbs of Kensington and Knightsbridge. On this particular walk I contemplated what the current generation of wealthy are doing that could be termed magnificence.
- I was left with a sense of disappointment at what, on reflection, looked like a pleasant but bland lifestyle.
- A generation of people who have the resources to be magnificent and, while I am sure many are philanthropic, they give the appearance of living small, tick box lives.
- One thing that is very apparent is that there is plenty of money around in the top 1%, should the magnificence mindset be re-invented.

Re-inventing Magnificence



All data is the property of Giving USA 2016, the Annual Report on Philanthropy.

Currently, relatively little is donated to nature, amounting to just 3% of charitable donations in the US in 2015

- Diverting people away from luxury consumption and toward a generosity of spirt and a desire to leave a lasting legacy
- Need to reconnect society with nature and establish a better balance between human needs and the needs of the planetary ecosystems
- The world's elites have developed a stranglehold on our democracies for their own benefit and enrichment - detrimental for society and nature, as they have used every opportunity to undermine regulations and externalise costs
- It is time for them to give back need more trailblazers, people with the resources to set examples that we can undo some of the damage we have created

Bored with spending on your luxury lifestyle?



Why not be remembered throughout history as the couple who saved the rhino from extinction in the wild!?

Hoan Kiem Lake, Central Hanoi



- Hoan Kiem Lake and the park around it in central Hanoi is stunning
- The water quality of the lake is poor, though some turtles do survive in it
- There are no wild birds
- An example of what a magnificence project could be: drain and clean lake.
 Install and maintain a water filtration /circulation plant to significantly improve water quality – bring birds and aquatic life back to lake.
- Re-connect urban citizens to wildlife
- Gain status/prestige from public spirited contribution
- Be remembered for generations to come

Next Steps

BTB Campaign & Fundraising



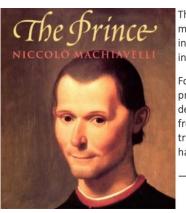
- Build on campaigns
- Continue customer research
- Continue to evolve health and status anxiety messages
- Do both quantitative and qualitative evaluations

Magnificence Research



- Interview wealthy people who already donate to or participate in public good projects
- Elicit motivations, emotions and identity associated with contributing to public good

Conservation Culture Change



There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.

For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders.....this lukewarmness arising partly from the incredulity of mankind, who do not truly believe in anything new until they have had actual experience of it.

Niccolo Machiavelli

- Continue to challenge sector/donors about campaign messaging etc
- Work with open-minded players to evolve how large agencies do demand reduction
- Contribute body of knowledge to public domain

Summary





- Demand reduction for luxury wildlife consumption can work with the right messaging and targeting
- Requires courage to challenge local elites
- We need trailblazers who showcase a different way of relating to nature and the public good
- The return of magnificence would allow such trailblazers to gain social status from doing good – but not in an ad-hoc way
- Magnificence requires sustained commitment and investment to solving complex local/global problems

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