

# HOW TO... INVOLVE BUSINESS

...IN KEEPING OUR SHARED  
SPACES CLEAN!

A BEST-  
PRACTICE  
GUIDE



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CLEAN EUROPE NETWORK



# ABOUT THIS GUIDE

Over the years, Clean Europe Network members have worked with a range of business interests to promote litter prevention, proving that it is possible for NGOs and the business community to work together very effectively on action to promote cleaner communities in urban and rural areas.

In this guide you will learn about ways that individual members of the Clean Europe Network have cooperated in different ways with enlightened companies and business sectors, sharing in the responsibility for promoting clean towns and countryside.

Activities range from designing prevention actions that nudge citizens to dispose of their rubbish properly to schemes focused on a company's own specific products. They include mobilising company volunteers to go out on litter "clean-ups". And, of course, straightforward sponsorship (with or without co-branding) of general communications and action programmes.

# HOW TO USE THIS GUIDE

This guide is to help anyone to develop fruitful cooperative working relationships with the business community to promote prevention of litter and, in the process, cleaner neighbourhoods and rural areas.

Sections 1 and 2 of the guide provide some background on the scale of the problem and the stakeholders involved.

Section 3 and 4 explain what businesses can gain from taking up a share of the responsibility for prevention of litter and how to develop partnerships with companies, large and small, and sectorial groups. Section 5 provides some additional tips and advice.

Relevant case studies about real life programmes run by Clean Europe Network members in partnership with business are referred to throughout the guide and can be found in section 6.

## ACKNOWLEDGEMENTS

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## FOREWORD

*If you are involved in litter prevention, you are very likely to have come across the national organisations which make up the Clean Europe Network. In 2013, thirteen of Europe's leading litter prevention organisations joined forces to create a European network which could work together, and help others, in the fight against litter. These objectives were endorsed, in March 2013 by the European Commissioner for the Environment, in the first ever Clean Europe Charter.*

*The Clean Europe Network is about bringing people together to share litter prevention experiences and expertise and to develop common tools that can be of use to all, including best-practice guides on litter prevention. These guides allow anyone interested in litter prevention to use the same tools and techniques that have proved successful in other parts of Europe.*

*The first two of these guides focus on Litter Prevention Communications and Business Engagement. These two topics were chosen because sustainable litter prevention depends on positive engagement and collaboration with both citizens and businesses.*

*As leader of one of Europe's most successful litter prevention organisations, and in my capacity as President of the Clean Europe Network, I can vouch for the value of these first attempts by the Clean Europe Network to use the members' combined knowledge and expertise for the benefit of every citizen across Europe.*

**Derek A. Robertson**  
*President, Clean Europe Network  
CEO, Keep Scotland Beautiful*

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# 1

## THE LITTER CHALLENGE

Litter has probably always existed, but its current proportions can be linked to the rise of consumerism in the second half of the 20<sup>th</sup> century. With the rise of our very mobile societies and out-of-home consumption, litter has found its way into nearly all environments.

Where litter clean-up and prevention uses taxpayers' money, the litter challenge can also present a financial challenge. It also has economic, environmental and health and safety implications. This section looks at the different costs of litter in more depth.

The cost of litter is to a large extent a direct result of people's behaviour, so the key to litter prevention is a combination of good communication and a better understanding of human behaviour.



## 1.1 ENVIRONMENTAL COSTS

The environmental impact of litter is probably the most publicised. In all its shapes and forms, litter poses direct contamination threats to many natural environments and ecosystems.

It poses a direct threat to all forms of wildlife which are attracted to litter and can be killed or injured by the bags, wrappers, cans, cigarette butts, foods and other forms of litter discarded by humans.



## 1.2 SOCIAL COSTS

### GENERAL WELL-BEING

Experience shows that litter has a direct social cost. Littered environments make people feel unsafe and are associated with higher rates of anti-social behaviour and criminality.

The cleanliness of an environment affects community spirit, trust in local authorities and personal well-being. It also affects people's level of respect – for themselves and for others.

Experiments show that people feel less guilty about throwing litter in an already littered environment than they would in a clean environment. Hence, the importance of keeping an environment perfectly clean!

### MENTAL WELL-BEING

The presence of litter can have a negative impact on personal well-being. The natural desire to avoid litter, and the fact that the more littered an area is the more crime takes place, can prey on people's minds.

### PHYSICAL WELL-BEING

Litter can also have a physical impact. As litter finds its way into different environments, it contaminates the food we eat and can contribute to the spread of diseases. In the past few decades, for example, communities across Europe have become much less tolerant of dog fouling as a result of increased awareness of the risk it poses in spreading diseases such as salmonella.

# 1.3 FINANCIAL & ECONOMIC COSTS

## CLEAN-UP COSTS

The financial cost of cleaning up litter is very high. In England, for example, public authorities spend £1 billion every year on cleaning streets and public spaces. Conservative estimates put this figure at around €10 to €13 billion per year for the EU (excluding the marine environment). This figure does not take account of the financial impact of litter on the private sector (e.g. lost revenues) and the environment.

## LOST OPPORTUNITY COSTS

Money spent on cleaning up litter cannot be spent in other areas such as infrastructure, education and job creation. The cost of these lost opportunities is even worse given the ease with which litter can be avoided.

## CLEANER IS CHEAPER

Litter-free environments have a positive impact. Cleanliness encourages cleanliness and litter attracts more litter. So, the cleaner an environment, the less needs to be spent on cleaning it up.

## THE CIRCULAR ECONOMY

Much of the material that ends up as litter can have a recycled value which is lost. As a result of these wasted opportunities, many businesses have to rely on more expensive virgin materials.

## PEOPLE SPEND LESS

Litter is not attractive. It can drive people away from places where they would spend money – city centres, leisure facilities, tourist attractions, cultural venues etc. This has an obvious negative effect on the livelihoods of employers and employees in these areas.

## NEGATIVE IMPACT ON BRANDS

Studies have shown that consumers spend less on branded products whose packaging they have seen littering the environment.

Sources: European Monitoring System for Land Based Litter, Clean Europe Network, 2014

### KEY FACTS

The total cost of litter cleansing in Europe on the land is estimated to be in the range of **€10 TO €13 BILLION PER YEAR**, at an average cost in excess of €20 per person (per year).



# 2

## THE STAKEHOLDERS IN CLEAN ENVIRONMENTS

In the context of litter prevention, there are four main types of stakeholders: non-governmental organisations, businesses, public authorities and the general public.



## 2.1 NON-GOVERNMENTAL ORGANISATIONS

Non-governmental organisations (NGOs) are independent organisations whose primary motive is to deal with urgent issues of general concern to society. NGOs' core mission is not the pursuit of profit, but they need to raise funds to be able to achieve their objectives. Litter prevention NGOs work to draw society's attention to the problem of litter and to provide concrete solutions. This means not only doing something tangible in the short term, but also trying to eradicate the problem by raising common awareness. Due to their commitment to improving society, NGOs are generally well perceived by citizens. With their involvement in certain key issues, NGOs are well positioned to talk to businesses and to policy-makers. NGOs can also work to bring government and businesses closer to civil society. Furthermore, NGOs can be a source of useful expertise.



## 2.2 BUSINESSES

Businesses have an intrinsic interest in litter prevention as litter can be a direct source of lost revenues. Studies have shown that consumers are willing to spend 2-4% less on brands they have identified as litter.

Big-brand businesses have a considerable capacity to reach a wide audience and their marketing strategies can have far-reaching impacts in creating new needs and defining trends. In the fight against litter prevention, businesses have a key role to play. They can potentially convey positive, litter prevention messages to millions of customers.

Small, local businesses can also contribute to the fight against litter through their close relationship with clients. They often collaborate with NGOs via their national trade associations. For example, the Scottish Grocers Federation encourages its members to donate the carrier bag levy they collect to Keep Scotland Beautiful in order to support its anti-litter initiatives.

## 2.3 PUBLIC AUTHORITIES

One of the responsibilities of public authorities is to collect waste and prevent litter. This includes providing bins to homes, businesses and in public places. In search of cost-effective ways to reach their overall objectives, public authorities need to invest in infrastructure and maintenance, as well as in communications encouraging citizens to contribute to the effort to keep the community in good shape.

public authorities is to



## 2.4 CITIZENS/LITTERERS

The problem of litter concerns us all and we are all responsible for keeping our communities clean. As well as being the source of the problem, litterers can also be part of the solution. The greatest tool citizens have at their disposal to fight litter is leadership. By showing others a good example, people can positively influence the behaviour of others. The key is also for the other stakeholders to help citizens achieve this.



# 3

## THE INTERESTS AT STAKE

### 3.1

## BUSINESSES WITH A STAKE IN CLEAN ENVIRONMENTS

All sorts of businesses have a stake in litter and in clean environments. A range of business activities rely all, or in part, on litter collection and management. Such companies include manufacturers of equipment used to collect litter when cleansing neighbourhoods, in both urban and rural contexts. Local authorities often subcontract to businesses that provide street and other cleansing services.

Then there are companies specialized in managing waste once it has been collected from households, businesses or, indeed, from urban cleansing services. Sometimes such waste management systems can even be a source of the problem if some of the collected waste escapes into the environment!

Of course, if there was no litter, one might argue that these businesses would be out of business! In fact, an integral part of preventing people from dropping their rubbish is to make sure that the cleansing activities are excellent. Clean environments, encourage responsible behaviour. Being realistic, even if we reduce the amount that is dropped by the citizenry, there is always going to be a residual amount of litter that has to be dealt with.

So there will always be a role for many of these companies, although the nature of their business activities may evolve – and perhaps become more sophisticated over time as better out of home collection of rubbish is developed. Many of the smart companies in such fields may see a benefit in promoting better behaviour by citizens, despite the fact that it may appear at first sight to be against their interests.

People drop litter, not companies. But certain types of product marketed or sold by companies often end up at the end of their useful lives carelessly or deliberately discarded by consumers in public areas of urban zones, along our transport networks, in the countryside, in the waterways and on the beaches. Even if they are not directly responsible, businesses manufacturing such products have a direct interest in helping to reduce this phenomenon (whether they recognise it or not) – especially if their brand is recognizable.

Other businesses may provide a service which increases the risk of litter appearing in the local environment, such as retailers, food service operators or organizers of public events. With the growing awareness of the need to do better, many companies are realizing that they have to share in the responsibility for encouraging their customers to do the right thing when disposing of their waste or used items on-the-go.

However, although the most enlightened companies (often those with considerable resources and important brands) do often take up their share of responsibility and make a meaningful contribution, they are, alas, still a minority. But attitudes are changing and a growing number of companies and business sectors understand that they must contribute to the solution, not just ignore it. Litter doesn't stop at national borders, as the wind blows and the waters flow. So, with the European Union putting the spotlight on the problem, an era of greater business involvement may be at hand.

Finally, there are some business organisations that simply wish to make a contribution to society as part of what they would call their "corporate social responsibility". They may not have a direct stake in the issue – their products or services do not present a problem, as such. Yet they recognise a problem that needs to be tackled and are ready to get involved to promote cleaner environments in various ways.

The business sector, therefore, can be an important source of support for prevention activities by NGOs. Furthermore, the latter have a real interest in ensuring that businesses understand why they should care about cleaner environments and work towards promoting them. And in running programmes, NGOs also have an interest in learning how to take a "businesslike" approach to their operations. When benefits flow both ways, you call it real partnership. Everyone has an interest in that.

## 3.2 THE INCENTIVE FOR BUSINESS

Business involvement in litter prevention campaigns can:

- do something good for the environment;
- improve a company or a business sector's reputation and increase brand value;
- generate advantages through the indirect financial impact a better reputation can produce;
- engage and motivate employees keen to support an issue concerning their community;
- learn about the way NGOs think and operate and, where appropriate, make good use of that in their own activities.

Some businesses are considered responsible for creating litter because their products and packaging end up on the ground, in the waterways or in the marine environment. In practice, companies do not drop litter. Rather, their final customers – people – are the culprits.

That said, businesses are increasingly expected (by politicians, by legislators and by the general public) to take action to prevent their products creating a problem in the environment. This means they need to take account of the post-consumption phase in their business strategies. Communicating effectively about prevention is an important element in this.

## 3.3 THE SPECIFIC IMPACT ON BRANDS

There are various reasons why a business should be involved in tackling litter but, not surprisingly, economic arguments often prove most effective when talking to companies – after all, making a profit is the *raison d'être* of most businesses.

Certain businesses are based on the ubiquity of their brand(s) and the trust and value placed in the brand by consumers and, by extension, markets – including the financial market. Being a visible and identifiable part of dirty neighbourhoods has a negative impact on the value of a brand. This can be quantified and is the subject of emerging new academic work.<sup>1</sup> This aspect of the litter problem is highly relevant to a business and NGOs may find it useful to refer to this “quantitative effect of litter” on a brand which can be translated into a cash impact.

As Roper and Parker say in their ground-breaking work, “The presence of litter negatively affects attitude towards the brand, brand personality, brand reputation and behavioural intention”. The study finds evidence that a negative perception about the presence of a product in the litter stream affects both consumers’ re-purchase intentions and the price they are ready to pay for that product. In other words, the study shows the economic interest of branded companies in preventing their brands appearing in the gutter alongside dog fouling and other detritus.

To investigate the quantitative effect of a particular brand of litter upon the same brand, Roper and Parker ran an experiment involving 1,500 persons in the UK. They created a fictional brand called “The Big Burger” with a logo that deliberately avoided any similarity with existing, well-known chain restaurant brands.

The researchers then made three video films each showing a different scenario around “The Big Burger” outlet they had created:

- **scenario 1:** with no litter visible;
- **scenario 2:** with litter carrying only the “The Big Burger” brand;
- **scenario 3:** with other food and beverage service litter mixed in.

Each video was randomly shown via internet to 500 different respondents. The sample was well-balanced in terms of age, gender, etc. to reflect the UK population.

After watching the video, respondents had to answer questions aimed at assessing:

- attitude to the brand;
- assessment of the brand personality;
- brand reputation;
- behavioural intention;
- the price they were willing to pay for product.

<sup>1</sup> “Doing well by doing good: A quantitative investigation of the litter effect”, Stuart Roper (Bradford University) & Cathy Parker (Manchester Metropolitan University) (2013), Journal of Business Research, 86 (11), 2262-2268. For details contact Professor Roper at s.roper@bradford.ac.uk.

The study demonstrated that those seeing litter had a significantly lower intention to purchase or to try the brand. When asked how much they would pay for a particular product, respondents in the experiments stated a price at least 2% lower when they saw uniquely "The Big Burger" brand on discarded packaging and 4% lower if they saw generic mixed litter. Although that percentage may seem small at first sight, it can actually represent a considerable annual sum impacting corporate turnover, notably for companies in high volume fast moving consumer goods.

The study would seem to suggest that the financial effect of litter does not stick to a particular brand seen on the ground by a consumer at a given time, but actually extends beyond that to affect other brands seen in a littered environment. Litter, therefore, is bad for brands. Research in this area is continuing.



Financial Impact of Litter Effect



## 3.4 THE INCENTIVE FOR NGOs

NGOs can also derive enormous direct and indirect benefit from working together with the business community in litter prevention activities. NGOs can:

- find new sources of financial support for their activities;
- count on more human resources for the promotion of their cause (for example, when partner business employees are actively involved in litter prevention campaigns);
- increase their visibility, credibility and, potentially, the success of their initiatives;
- reach new targets, enlarge their network and use new communication channels by exploiting the scope of a business's influence;
- improve their management skills through the inevitable exchange of know-how and expertise that collaboration brings – NGO's can learn a lot from business.

Involving a business can multiply the environmental benefits of an initiative. This is not only due to the capacity of businesses to reach their customers, but also the possibility that their competitors will take the same approach and engage in similar activities and attitudes. All of this contributes to raising public awareness, as well as to achieving concrete goals.

As observed by Professor Roper in another publication,<sup>2</sup> the marketing strategies of well-known brands have the ability to guide lifestyle by influencing human behaviour – they shape perceptions and choices, develop trends and create habits. This ability could be used in a positive way for the whole community and should not be overlooked by NGOs wishing to be effective.

<sup>2</sup> «Businesses must be part of the solution», from "Litter – making a real difference. How can we make the country cleaner?"; Keep Britain Tidy (2013).

# 4

## WORKING WITH BUSINESSES

### 4.1 POSSIBLE TYPES OF CO-OPERATION BETWEEN NGOs AND BUSINESSES

There is more than one way for NGOs and businesses to co-operate. Partnerships can be structured differently depending on the duration of the relationship, the resources available and the scale of the project. A distinction can be made between simple financial support from a business partner and more integrated co-operation which actively involves the business in a campaign or other initiative.

#### A. CORPORATE FINANCIAL SUPPORT

##### SPONSORSHIP

This is perhaps the most straightforward way for a business to support a litter prevention campaign in partnership with an NGO. The business's contribution is purely corporate philanthropy – the business donates cash directly to the NGO.

This can be either short or long-term support. In the short term, the business will likely support a specific campaign. In the long term, the business may donate cash over a period to support all the litter prevention initiatives organised by the NGO.

**CASE STUDY 6.1**  
"SPONSORSHIP"  
Vacances Propres  
see p. 26



**CASE STUDY 6.2**  
"SPONSORSHIP"  
Keep Northern Ireland Beautiful  
see p. 26



**CASE STUDY 6.3**  
"TESCO'S GRANT"  
Keep Scotland Beautiful  
see p. 27



## CAUSE-RELATED MARKETING

This is a form of sponsorship that combines fundraising and promotional activity. The business donates a percentage of the sales revenue from products or services to the NGO for a specific purpose, which normally is made known to its customers. The price of products and services can be increased to raise cash or a part of their basic price can be donated to the NGO.

With cause-related marketing, the business partner will help the NGO reach short-term objectives, like running a single litter prevention campaign that will take place in the near future.

<p><b>CASE STUDY 6.4</b> "ROYALTY FOR EVERY SINGLE-USE GRILL CONTAINER SOLD" Keep Denmark Tidy &amp; Rubæk&amp;Co see p. 27</p>		<p><b>CASE STUDY 6.6</b> "ROYALTY FOR EVERY SOUVENIR MUG SOLD" Keep Sweden Tidy &amp; The Moomins see p. 28</p>	
<p><b>CASE STUDY 6.5</b> "ROYALTY ON COLLECTION AND DELIVERY SERVICE FOR RECYCLABLE PACKS" Keep Denmark Tidy &amp; BottlePusher see p. 28</p>		<p><b>CASE STUDY 6.7</b> "DONATIONS FOR THE BIG TIDY UP" Keep Britain Tidy &amp; Waitrose see p. 29</p>	

## B. IN-KIND CO-OPERATION BETWEEN NGOS AND BUSINESSES

This type of co-operation may require direct involvement of the business in the litter prevention campaign. In order to make a campaign successful, the business can make available its resources – like staff time, premises, equipment or even its organisational and management skills.

### AWARENESS RAISING AND BEHAVIOUR CHANGE: EDUCATION AND COMMUNICATION CAMPAIGNS AND PROGRAMME

In this type of partnership, the business contributes to the cause promoted by the anti-litter NGO by helping to spread a message. The business uses its scope of influence to support the cause of the NGO and provides publicity for the campaign.

For example, campaign posters can be displayed in business's premises or the business pays for an advertisement in a newspaper or magazine.

<p><b>CASE STUDY 6.8</b> "I SAIL, I SORT" Vacances Propres &amp; Elipso And PlasticsEurope see p. 29</p>		<p><b>CASE STUDY 6.9</b> "CHEWING GUM ACTION GROUP" Keep Britain Tidy &amp; Chewing Gum Industry see p. 30</p>	
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## PARTICIPATING IN CLEAN-UPS

This is a very common way of contributing to the goal of litter reduction. Companies can provide their support by releasing staff who want to volunteer, buying equipment or setting up the necessary infrastructure.

### CASE STUDY 6.10

**"CLEAN COAST WEEK"**  
An Taisce & Coca-Cola

see p. 30



### CASE STUDY 6.11

**"COAST CARE"**  
Keep Northern Ireland Beautiful

see p. 31



### CASE STUDY 6.12

**"BIG SPRING CLEAN"**  
Keep Northern Ireland Beautiful

see p. 31



## SUPPORTING OUTCOMES

Some litter prevention initiatives involve NGOs and companies working together to find strategic solutions to the problem. They jointly research effective waste collection infrastructure and ways to improve the efficiency of existing litter-prevention tools or work together to make anti-litter campaigns more effective.

### CASE STUDY 6.13

**"LITTERBIN PLACEMENT IN McDONALD'S CAR PARK"**  
Nederland Schoon & McDonald's

see p. 32



### CASE STUDY 6.14

**"GUMDROP ON-THE-GO CAMPAIGN"**

Keep Wales Tidy & Gumdrop and Wrigley

see p. 32



## 4.2

# HOW TO SET UP PARTNERSHIPS WITH BUSINESSES

## A. CHOOSE A CORPORATE PARTNER

There is no best way to approach the private sector for sponsorship. However, based on experience, some approaches prove to be more effective than others. This section is a guide for relevant people in NGOs on setting up litter prevention partnerships with businesses, based on the experiences of Clean Europe Network members. Here is some key advice that may help you when considering potential businesses partners.

- **Think about your objective.** Define what you are going to tackle – specific litter categories, specific groups or problem areas – and decide what kind of company could best help you reach your goal. Consider what they do, their scope of influence, visibility, involvement in the community etc.
- **Think about their objective.** What benefits and opportunities could co-operation with you and your project deliver to a business partner. Try to anticipate this and position your approach to maximise attractiveness of what you have to offer.
- **Look for progressive businesses.** Open-minded businesses which take into account the world surrounding their business may prove the most keen to listen to you and to be involved in the common cause.
- **Identify your target company.** Decide if you want to work with a company: whose products and/or packaging end up as litter; which sees co-operation with an anti-litter NGO as a way to get access to new markets; or which wants to engage with communities as part of their corporate social responsibility. NGOs may also decide to exclude a business or industry from their potential partners for ethical reasons, or if they consider them to have a bad reputation.
- **Do research.** Investigate the sustainability strategy of your potential partner and how environmentally active it is. Find information on the way the company operates. For example, in the case of a big company, try to find out if the management is centralised or if it is delegated to franchisees and local operators. Also look at the brand reputation and make an initial assessment of the brand in relation to litter.
- **Look for someone like-minded within the company.** It may seem obvious, but you can only have a chance of involving a business in your campaign if there is at least one individual sharing the same values as the NGO you represent.



## B. APPROACH THE BUSINESS

These are some key tips you should remember when approaching the business.

- **Be focused.** Bear in mind that fighting litter is the basis of your co-operation. Be clear about what your goals are and what you expect from the partnership. Underline what's in it for them.
- **Be prepared.** The business you approach may not know why litter is an issue, may want to know more and may wonder how they could support your cause. Be ready to explain why you chose that business and why it should support you. Prepare some material to leave with them for internal discussion after your first contact. Provide your potential partner with facts and figures that you deem relevant and appropriate.
- **Use a valid argument.** The case a business is most likely to respond to is the financial impact of litter on brands, but ethical and environmental reasons for fighting litter are equally important. Be clear in explaining why litter matters and what a reduction in litter would mean to the business.
- **Show the appeal of the cause.** Refer to the number of people involved in previous similar campaigns, show how litter is negatively perceived by citizens and the benefits of a litter-free environment, or at least an environment with less litter.
- **Motivate the business.** Explain the potential benefits to the business of contributing to a litter prevention campaign, and refer to its capacity to raise awareness and to influence consumer behaviour.
- **Make the partnership results-oriented.** Where possible, set clear outcomes that can be assessed at the end of the project.
- **Establish a monitoring mechanism.** This will enable you to demonstrate the outcome of the co-operation to your business partner. Bear in mind that the logic behind business strategies is different from that of the not-for-profit world. Businesses often need facts and figures to assess their actions and decisions.

## C. SEAL THE PARTNERSHIP

To formalise the new partnership, use a memorandum of understanding or a formal contract. Normally, the more complex and resource-intensive the project is, the more detailed the contract will be.

All the details of the support to be provided by the business partner will have to be set out in a formal way – from core budget to other types of fund-raising activities or 'in-kind' support. For the core budget, clarify details like the amount and timing of the first payment and frequency of other payments.

If you succeed in involving a business in your litter prevention campaign, do not forget to follow up! After the campaign, thank the business, keep it informed of the outcome, show it any press coverage about its contribution, celebrate the results achieved through your shared efforts, and keep the partnership alive (or at least the personal relationship with your contact person) until next time.

## 4.3 WHO CONTACTS WHO

Based on the experience of Clean Europe Network members, we have identified a hierarchy of people involved in setting up partnerships between NGOs and businesses for litter prevention campaigns.

### A. IN THE NGO

In most cases, the person responsible for contact with the business partner is one of the senior leadership team. However, it often happens that the person responsible is the one managing the campaign. The hierarchy of people involved in the NGO is:

1. The Chief Executive Officer (CEO), the President or the Director;
2. The Project Manager (or head of the campaign);
3. The Business Development Manager (e.g. a commercial manager).

Depending on the size of the NGO and its staffing levels, there may be a person responsible for business partnerships or a fundraising consultant in charge of creating and maintaining relationships with sponsors.

### B. IN THE BUSINESS

Here, the person in charge of partnerships with NGOs is normally the one dealing with environmental or sustainability issues, with corporate social responsibility or with marketing and communications. In general, the hierarchy of people to contact in a business is:

1. Corporate Social Responsibility (CSR) Director;
2. Public Affairs or Communications Director;
3. Operations or Marketing Director.

A lot depends on the organisational structure of the company concerned. In some cases it may be advisable to contact the CEO or other senior executives directly. The best advice we can give is do as much background research as you can.



## 4.4 TIMING AND TIMEFRAMES OF THE COOPERATION

After the first contact with the business, it might take a few months or even several years before a deal is actually signed, sealed and delivered. A number of members of the Clean Europe Network work permanently on fundraising and developing partnerships. The timing and timeframes depend on how the NGO runs its activities and the kind of support it seeks from the private sector.

If the partnership is for a specific project, it is advisable to make the first contact at least six months, or, where possible, even one year before the anticipated start of the initiative.

The reality is that the timescale depends on the selected partner. It's important to understand that the way an NGO operates is different from that of a business. The differences in internal procedures and resources available can affect the period of negotiations. NGOs approaching businesses have to think in terms of the business's timeframe and be prepared to go along with it.

A few general observations can be made regarding the time it takes to build a partnership between an NGO and a business.

- It may take up to two years of relationship-building before securing a donation from, for example, a quasi private corporate foundation.
- Major company public foundations often choose partners for a 12-36 month period and will not consider others until they are approaching the time for renewal.
- Some companies offer grant programmes, issuing a call for proposals periodically (say once a year) to identify candidates it may wish to support. They may have lengthy decision-making processes.
- When funding comes via a contract, the decision can be made very quickly but the actual signing of the contract and receipt of the funding may take some time.





## TIPS AND ADVICE FROM THE CLEAN EUROPE NETWORK

### LOOKING FOR AND PITCHING TO A PARTNER

- **Be clear about what your NGO wants to achieve**, what kind of changes you and your business partners want, which audience you want to target and what kind of partnership you want to build.
- **Do a lot of research on your target company** – the better you know it, the better you can prepare a pitch. Look at any previous or current involvement of potential partners in environmental issues. Find out how they operate – for example, top-down management or bottom-up franchise style. Assess the reputation of the brand and any possible risks which could arise from the partnership.
- Once you have identified your target company, **prepare a tailored sales pitch**.
- **Prepare yourself before delivering the pitch to the business**. For example, role-play the meeting and prepare answers to difficult questions. Also prepare an appropriate reaction in case the contact person in the business does not show interest in your project.
- Bear in mind that, although NGOs and businesses may think and act differently, you have to **speak a language that your commercial partner can understand**. There is no need to change your approach towards the litter issue, but you need to find a common ground to develop the relationship.
- **Try to involve the top management**. Meeting the decision-makers, even briefly, can prove more effective than building up the partnership through various departments of a business.

### TIME OF NEGOTIATION

- Be sure that the contract establishes all relevant **terms and conditions** for all the elements of the partnership. Normally, the bigger the business is and the larger the support, the more accurate and formal the contract will be.
- **Be sure that all your costs are covered**.
- **Manage your partner's expectations** – do not over-promise if you are going to under-deliver. Be realistic and make it clear to your partner what they can expect from you.
- **Know where to draw the line**. It's not necessary to accept every request from the business. Bear in mind that the business may be getting as much from the partnership as you. However, do not lose sight of your ethics in the pursuit of support – your NGO may not want to work with an industry with a bad reputation.
- **Do not insist!** If you face problems you cannot overcome in setting up a partnership it may be simply the wrong partner at the wrong time. Look for another partner.

## WHEN THE REAL PARTNERSHIP BEGINS

- **Involve your business partner in the development of the initiative.** This will strengthen the relationship and their commitment.
- **Keep control over the initiative!** Your project is the reason for the partnership so do not let the business take over. The NGO has the expertise and, in most cases, the responsibility for the design and implementation of the initiative. So, whilst active business involvement is more than welcome, ask the business to respect the different roles.
- **Never underestimate the different ways businesses operate** – be prepared to co-operate with a very busy team which does not have much time. You may receive last minute requests for material or information so, if you can, prepare short and sharp material which can be used to respond quickly to your partner.
- **Review the partnership and the project regularly with your partner,** especially in cases of long-term co-operation. This may result in an opportunity to do better or to extend and deepen the partnership.

## IT'S ALWAYS GOOD TO REMEMBER

- Publicise the initiative and your partner's participation in it. Announce your business sponsor publicly, make sure your brand gets equal prominence, communicate to the media and invite your partner to also publicise the project and its involvement.
- Never underestimate what an NGO can do. The ability to mobilise and galvanise people is strongly appreciated by businesses.
- Be aware that fundraising is a job that does not guarantee an immediate and positive result. Your first step is investing time in choosing a strategy for fundraising. This may need a lot of time and patience!



6  
CASE  
STUDIES



6.1

## SPONSORSHIP

### VACANCES PROPRES

#### ABOUT THE PART- NERSHIP

Vacances Propres is a French not-for-profit association that was created in 1971 on the initiative of the business community. At that time, the president of Danone understood that litter represented both an environmental threat and a danger to the reputation of branded products when they appeared on the ground as litter. He convinced other leading companies that their packaging could become litter and that there was a real need to tackle the problem effectively. Together, these companies created Vacances Propres. In English, its name translates simply as "Clean Holidays".

Today the work of Vacances Propres is still sponsored exclusively by industry. Membership has been extended to include trade associations. Members include Eco-Emballages, Procter & Gamble, Danone, Nestle Waters, Heineken, Coca-Cola, PlasticsEurope, Elipso...

#### BENEFITS FOR THE PARTNERS

Over the years, the companies and trade associations participating in Vacances Propres have successfully raised public awareness of the problem through an ongoing series of prevention campaigns, while providing practical solutions to help citizens dispose of their rubbish properly. They have done this working with over a thousand towns and coalitions of towns around France. As a result, Vacances Propres and its objectives are well-known across the country.

6.2

## SPONSORSHIP

### KEEP NORTHERN IRELAND BEAUTIFUL

#### ABOUT THE PART- NERSHIP

This NGO offers a range of sponsorship opportunities to suit all levels of involvement for potential partners. In the sales pitch on its website, Keep Northern Ireland Beautiful provides potential sponsors with figures on its activities, scope of influence and achievements. It also explains the advantages for businesses of partnership with the NGO. The different sponsorship opportunities range from a non-specific, in-kind contribution, supporting an individual campaign or programme to becoming Keep Northern Ireland Beautiful's official headline sponsor.

Normally, the sponsorship is agreed for three years. However, Keep Northern Ireland Beautiful has recently introduced the possibility of sponsoring its activities for one or two years, as well as the possibility of partnership with the NGO for one month on a specific project/action.

#### BENEFITS FOR THE PARTNERS

When creating a partnership with new sponsors, this NGO defines a list of benefits for businesses including levels of publicity, recognition/branding on materials and involvement in events, competitions or awards. Sponsors may also benefit from discounted rates for services such as training.

6.3

## TESCO'S "GRANT"

KEEP SCOTLAND BEAUTIFUL

### ABOUT THE PARTNERSHIP

In 2014, Tesco, the biggest chain of supermarkets in the United Kingdom, decided to award £1.5m to Keep Scotland Beautiful. This money came from the Scottish carrier bag charge imposed by government and collected by retailers. The charge to customers must be spent on customers' good causes. To comply with this, Tesco decided to ask charities for proposals on how they would spend the money and then asked the public to vote for their preferred initiative.

### BENEFITS FOR THE PARTNERS

After responding to Tesco's call for proposals, Keep Scotland Beautiful was selected by the public and has signed a contract with Tesco with payments beginning in January 2015.

Thanks to this initiative, Tesco can demonstrate its 'Scale for Good'. This means that, because of its scale, Tesco can make a wide contribution to society by creating added value for the whole community of customers, employees and shareholders.

6.4

## ROYALTY FOR EVERY SINGLE-USE GRILL CONTAINER SOLD

KEEP DENMARK TIDY & RUBÆK&CO

### ABOUT THE INITIATIVE

This partnership originates from a request for help from a partner of Keep Denmark Tidy in their beach campaign. This partner had experienced tragic events involving children. Walking on beaches, children stepped on sand which was extremely hot due to the burying of single-use grills left as litter.

Keep Denmark Tidy launched a questionnaire to ask people on the beach why they were not disposing of the single-use grills correctly. The answer was that they thought that 'normal' bins were not appropriate and a fire could be caused by throwing hot items in them.

### BUSINESS INVOLVEMENT

The NGO found a possible solution in special containers produced by Rubæk&Co. This company agreed to run a pilot project in one of the most visited beaches near Copenhagen (Amager Standpark) by placing some of these containers on this beach. The project was successful and its results were so positive that the pilot was extended to three other Danish beaches.

### BENEFITS FOR THE PARTNERS

As a result of the co-operation to tackle this problem, a partnership was established between Rubæk&Co and Keep Denmark Tidy bringing the NGO 10% of the sales revenue of every container sold.

6.5

## ROYALTY ON COLLECTION AND DELIVERY SERVICE FOR RECYCLABLE PACKS

KEEP DENMARK TIDY & BOTTLEPUSHER

### ABOUT THE INITIATIVE

This partnership helps young people understand that some items have a value after their use so it is better not to throw them away.

### BUSINESS INVOLVEMENT

BottlePusher is a company that helps households dispose of bottles and cans by engaging youngsters as 'collectors'. The initiative is possible because a deposit system for some types of bottles and cans is in place in Denmark. Households involved donate to collectors the deposit they receive by disposing of bottles and cans in the appropriate containers. Both the households and the young collectors pay a small fee to BottlePusher for organising the match.

### BENEFITS FOR THE PARTNERS

Keep Denmark Tidy supports BottlePusher because the business idea raises awareness of the value in waste and in items that may end up as litter. This applies to both households and the young generation.

In return, BottlePusher supports Keep Denmark Tidy with a fee per collection of DKR 1.60.

6.6

## ROYALTY FOR EVERY SOUVENIR MUG SOLD

KEEP SWEDEN TIDY & THE MOOMINS

### ABOUT THE PARTNERSHIP

The Moomins are the main characters of a series of books and comic strips mostly known in Sweden and Finland. Building on their existing partnership, Keep Sweden Tidy and the Moomin characters agreed to co-operate in a fundraising and awareness-raising campaign. In 2015 special mugs printed with the Moomin characters will be produced and sold.

### BENEFITS FOR THE PARTNERS

Keep Sweden Tidy will receive a donation of €2 for every mug sold. Considering the popularity of the characters and the campaign communication plan, this initiative is expected to attract the public's attention and provide Keep Sweden Tidy with a significant flow of cash to help run its activities.

6.7

## DONATIONS FOR THE “BIG TIDY UP”

### KEEP BRITAIN TIDY & WAITROSE

#### ABOUT THE INITIATIVE

The Big Tidy Up is England's biggest-ever litter clean-up campaign involving thousands of groups collecting rubbish across the country. To celebrate its 60th anniversary Keep Britain Tidy decided to organise a month of activity encouraging people to get out in their communities to clean up.

#### BUSINESS INVOLVEMENT

Because Keep Britain Tidy no longer receives government funding for its anti-litter campaigns, it looked for a corporate partner to fund the Big Tidy Up and Waitrose, a well-known chain of supermarkets in the UK, was identified.

The partnership consisted of financial support and massive communications activity to encourage participation by Waitrose stores and community groups and schools. Stakeholders were targeted using email and social media and the production of co-branded material.

#### BENEFITS FOR THE PARTNERS

Waitrose is funding the Big Tidy Up with money from a variety of sources, two of them being examples of cause-related marketing. In addition to a budget already devoted to this kind of initiative by Waitrose, the company donates a percentage of the sales revenue from Christmas cards and 'bags for life' to the NGO. In both cases, customers were informed of the donation before their purchase.

6.8

## “I SAIL, I SORT”

### VACANCES PROPRES & ELIPSO AND PLASTICSEUROPE (IN PARTNERSHIP WITH BLUE FLAG)

#### ABOUT THE INITIATIVE

*I Sail, I Sort* is a communication campaign aimed at encouraging recreational sailors to sort their waste on board as they do at home, and to dispose of it on land instead of dumping it in the sea.

Flyers and posters were distributed and displayed at marinas to give the sailing community guidelines for proper sorting and disposal of waste. In addition to the communication material, reusable sorting bags for recycling waste were distributed and bags for all other waste were made available at marinas.

#### BUSINESS INVOLVEMENT

Although the campaign started in 2012 and proved to be successful, in 2013 Vacances Propres tried to involve more directly some of its corporate members, in particular the plastics industry, in order to increase the success of the initiative. The plastics industry is well aware of this issue,<sup>4</sup> ready to tackle it and active in trying to mobilize all stakeholders for this cause.

PlasticsEurope (the European association of plastics producers) and ELIPSO (the professional organisation representing French plastics and flexible packaging) – both members of Vacances Propres – decided to take part in the initiative as it is 100% dedicated to marine litter, one of the priority environmental issues for the plastics industry.

#### BENEFITS FOR THE PARTNERS

PlasticsEurope & ELIPSO could show that the prime reason for marine litter is the consumer behaviour, so it's unfair to blame the industry or the product. Their involvement placed the industry as a responsible key player in the field of marine litter prevention. They were able to benefit from the NGO's good reputation.

Vacances Propres, thanks to this partnership, doubled the number of marinas involved and reached a lot more people.

#### GOOD TO KNOW

- 90,000 people reached by the initiative in 2 months;
- 34,000 reusable sorting bags distributed;
- 36,000 bags for other waste distributed;
- Sorting waste increased in 80% of marinas;
- 100% marinas willing to continue the operation in the future
- 52 pieces of media coverage (including press, radio etc.)

<sup>4</sup>The plastics industry was already active on marine litter in other contexts, for example it is signatory to the Declaration for Solutions on Marine Litter, approved at the 5<sup>th</sup> international conference on marine litter in March 2011.



## “CHEWING GUM ACTION GROUP” KEEP BRITAIN TIDY & CHEWING GUM INDUSTRY

### ABOUT THE INITIATIVE

The Chewing Gum Action Group was set up in 2003 to share expertise and resources to tackle the problem of gum litter by changing citizen behaviour.

To reach its goal, the Action Group runs communication campaigns to encourage the responsible disposal of chewing gums. The material prepared by the Action Group educates and motivates people about the correct disposal of gum and warns of the penalties for violation.

### BENEFITS FOR THE PARTNERS

The Action Group involves Keep Britain Tidy along with the chewing gum industry and public authorities.

### GOOD TO KNOW

This initiative has led to a 47% overall reduction in gum litter, so far.



## “CLEAN COASTS CORPORATE VOLUNTEERING PROGRAMME AND COCA-COLA CLEAN COAST WEEK” AN TAISCE & VARIOUS COMPANIES

### ABOUT THE INITIATIVE

The Clean Coasts Corporate Volunteering Programme is a great opportunity for companies to make a tangible and immediate improvement to the coastal environment and it is a fantastic team building and personal development opportunity for employees outside of their normal working environment. Furthermore, it gives employees the possibility to understand the effect that marine litter has on the environment and to learn about Ireland’s extensive coastline.

Another initiative that sees An Taisce cooperating with a corporation is the Coca-Cola Clean Coasts Week, which happens in mid-May every year and is Ireland’s largest Coastal Clean Up initiative. As the name suggests, this initiative is supported by Coca-Cola. In 2014 there were 152 events during the week the majority of which were coastal clean ups.

Both The Clean Coasts Corporate Volunteering Programme and the Coca-Cola Clean Coasts Week are part of the wider Clean Coasts Programme led by An Taisce, aimed to create strategic partnerships with voluntary groups, individuals, public sector, industry, international organizations and governmental departments for litter reduction purposes.

### BUSINESS INVOLVE- MENT

Clean Coasts has facilitated corporate volunteering and staff engagement activities with numerous companies across Ireland including; Airtricity Utility Solutions, PepsiCo Ireland, Big Fish Games, Abbott Diagnostics, Oracle, Ulster Bank, Carillion Facilities Management, Ballina Beverages, Ecocem, and Salesforce.com to name but a few.



## “COAST CARE”

KEEP NORHTERN IRELAND BEAUTIFUL & CITI BELFAST

### ABOUT THE INITIATIVE

Every year, the Annual Global Community Day sees Citi staff around the globe dedicate a working day to put something back into the communities where they have a presence. As part of the 2013 Global Community Day, Citi Belfast staff carried out a beach clean-up in conjunction with Keep Northern Ireland Beautiful at Tyrella Beach. The 30 people from Citi enjoyed the opportunity to carry out some volunteer work and to see tangible environmental benefits.

More recently, a team of Citi Belfast graduate volunteers carried out a clean-up along Killeel Beach. There were 25 interns who used their ‘volunteer day’ to ensure one of Northern Ireland’s finest heritage sites was restored to glory by picking up litter and disposing of it in the correct manner. Feedback was 100% positive. Citi staff reported that they found it an extremely worthwhile event with the result that they are keen to participate in similar opportunities in the future.

### BUSINESS INVOLVEMENT

The staff from Citi Belfast have worked with Keep Northern Ireland Beautiful in their beach and river clean up initiatives, sponsored by Coca Cola HBC Ireland, since October 2010.

Citi Belfast plans to promote and use future events as a way to encourage team building, promote Citi/Keep Northern Ireland Beautiful presence in our communities and, more important, highlight issues affecting the environment.



## “BIG SPRING CLEAN”

KEEP NORHTERN IRELAND BEAUTIFUL & McDONALD’S

### ABOUT THE INITIATIVE

McDonald’s staff at every restaurant across Northern Ireland took part in the 2014 BIG Spring Clean. For example, local staff from McDonald’s restaurants in Dundonald and Connswater joined forces with members of the community in a clean-up operation to rid unsightly litter blighting a local greenway. The McDonald’s team were joined by representatives from Castlereagh Council including the Deputy Lord Mayor and Local Member of the Legislative Assembly

### BUSINESS INVOLVEMENT

McDonald’s has supported Keep Northern Ireland Beautiful’s BIG Spring Clean Campaign since 2010.

McDonald’s staff from Dundonald adopted the local greenway back in 2013 and to date have completed three cleans ups at various times during the year.

Staff at every McDonald’s already patrol the streets regularly to collect all litter that has been discarded around their restaurants, regardless of its origin. Involvement in the BIG Spring Clean takes them closer to the heart of communities helping to build a strong, positive relationship and mutual care for the local environment.

### GOOD TO KNOW

At 26 events organised in connection with the 2014 BIG Spring Clean, volunteers collected over 2 tonnes of discarded waste by cleaning rivers, forests, beaches and housing estates.

Since 2013, the Dundonald volunteers pushed a 1,100 litre industrial waste bin from the local McDonald’s restaurant, filling it with rubbish and debris from the Connswater River and Comber Greenway. Amongst the rubbish, which included cigarette butts, confectionary wrappers and plastic bottles there was also a six foot stainless steel gas boiler that had been dumped along the tranquil green corridor running through East Belfast.

## 6.13

**“LITTERBIN PLACEMENT IN McDONALD’S CAR PARKS”**

NEDERLAND SCHOON &amp; McDONALD’S

**ABOUT  
THE  
INITIATIVE**

In the Netherlands, a fruitful co-operation between Nederland Schoon and McDonald’s led to a visible reduction of litter and, therefore, improved cleanliness of a McDonald’s car park in Amsterdam.

First, the partners analysed the reasons for the litter by investigating customers’ behaviour when they use the ‘drive thru’ counters. They observed that, when visiting the McDrive, customers did not leave their cars to dispose of their rubbish. The reason is linked to the concept of the ‘drive thru’ where customers want to order, buy and eat their meal and get rid of their rubbish while seated in the car. This means that if bins are not conveniently placed, customers will in some cases throw their waste out of their cars.

Nederland Schoon and McDonald’s tried a solution which consisted of:

- repositioning bins and improving their accessibility from vehicles;
- increasing the capacity at so-called ‘hot spots’ by using compressing bins with an increased storage capacity compared to normal bins;
- offering a last minute solution for customers by installing a bin at 500 m from the car park, along the exit route.

**BUSINESS  
INVOLVE-  
MENT****MOTORWAYS**

Visitors to parking lots (along Dutch motorways) only stay for a short period of time and will continue their trip usually within 30 minutes. Similarly to other public spaces and property, the fact that no one has a sense of ownership of parking lots along highways has a negative impact on people’s behaviour.

## 6.14

**“BANGOR GUMDROP ON-THE-GO CHEWING GUM CAMPAIGN”**

KEEP WALES TIDY &amp; GUMDROP AND WRIGLEY

**ABOUT  
THE  
INITIATIVE**

This initiative was set up in response to the gum litter problem in Bangor, Wales.

For this pilot project, Gumdrops On-the-Go were distributed to the public. These are small pink spheres (manufactured from recycled used chewing gum) that can be attached to key rings and hold up to 20 pieces of used gum each. These spheres could be discarded into special Gumdrop drop boxes – 15 of which were located in shops in Bangor High Street.

Campaign information and instructions on the correct disposal of gum were distributed to the public and displayed in the city centre. As an incentive, Gumdrop also offered to donate a Gumdrop Bin to local schools and the university for every 50 full gumdrops returned.

Two surveys were conducted before and after the campaign and the comparison of their results allowed an assessment of the initiative.

**BUSINESS  
INVOLVE-  
MENT**

Partners in this project were Keep Wales Tidy, Wrigley (sponsor), Gumdrop Ltd and local authorities.

**GOOD  
TO KNOW**

The campaign proved to be a success with an overall reduction of individual gums staining of 56.5%.



## CLEAN EUROPE NETWORK CONTACT DETAILS

For more information regarding specific case studies, please contact the organisation responsible.  
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[www.cleaneuropenetwork.eu/en/members-and-partners/members/](http://www.cleaneuropenetwork.eu/en/members-and-partners/members/)







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