

# Policy Plan

## Stichting Changing Markets

(KVK number 68014635). [www.changingmarkets.org](http://www.changingmarkets.org)

### **Introduction**

The Changing Markets Foundation was formed by Joakim Bergman and Paul Gilding – lifelong campaigners on environmental and social issues who have long recognised the potential to use market forces to help drive change. The Foundation was formed to finance and support campaigns that accelerate and scale up solutions to sustainability challenges by leveraging the power of markets. The Foundation is registered in the Netherlands as Stichting Changing Markets (KVK number 68014635).

We were formed with the following world view. With widespread acceptance of the increasing urgency of action on sustainability, we now need to align markets to society's values and beliefs. In market terms the result is not "win-win" but "win-lose" - with companies acting on sustainability gaining market share at the expense of those who neglect it.

Our strategy, and our theory of change, is based on three central ideas:

1. Society needs transformational change – incremental improvement will not be enough to address the systemic risks society faces. We need a low-carbon, clean and circular economy that shares prosperity fairly – and we need progress towards this urgently.
2. Markets can help deliver such transformational change as long as they enter an intense phase of what Schumpeter called "creative destruction". This requires companies that have environmentally and socially advanced products and values to rapidly succeed at the expense of companies that don't. If this occurs at sufficient scale it will drive a self-reinforcing, accelerating loop of change in global markets.
3. While there are increasingly good examples of NGOs running market-transformation campaigns, much more can be achieved – and needs to be. Changing Markets therefore supports NGOs to run market-driven campaigns that further advance their goals, in the context of our world view.

### **Structure**

The main organisation of the Foundation is registered in the Netherlands as Stichting Changing Markets. (KVK number 68014635). The Board members are Paul Gilding and Joakim Bergman. We also have a US-based Changing Markets Foundation, to facilitate our work with US based NGOs. This is registered as a Public Charity with 501(c)3 status (registered office in New York). Our

operational campaign office is in London at 40 Bermondsey St London SE1 3UD and we also have an office in Berlin. We can be contacted at [contact@changingmarkets.org](mailto:contact@changingmarkets.org)

### **Purpose and strategy**

The Changing Markets Foundation was formed to finance and support campaigns that accelerate and scale up solutions to sustainability challenges, by leveraging the power of markets.

It grew out of the experience of Paul Gilding and Joakim Bergman which showed the need for this style of campaigning.

Paul and Joakim both have a deep history in campaigning with over 30 years working inside NGOs on both environmental and social questions. They have learnt the lessons on what does and does not work in driving change. But unusually, they also have a deep understanding of markets and business. Between them they've advised the CEOs of global corporations on sustainability strategy, run countless campaigns focused on shifting business behaviour and markets to a more sustainable direction and owned and run their own entrepreneurial companies. They've done this while maintaining close connections and credibility with both the NGO and corporate sectors around the world, as well as maintaining high-level influence and thought leadership on global developments in sustainability.

From this experience they concluded there was an opportunity to create and support more focused NGO style campaigns on transforming markets. They recognised that the global sustainability challenge translates very directly and simply to markets - to address sustainability, we need to withdraw our support from those companies that are damaging society.

If we do so at scale, we can create a self-reinforcing accelerating loop of positive change in global markets – change defined by the most sustainability focused companies succeeding and forcing others to follow their lead.

The Foundation therefore works in partnership with NGOs, other foundations and research organisations, to create and support campaigns that shift market share away from unsustainable products and companies and towards environmentally and socially beneficial solutions.

### **How we determine our campaign focus**

Society knows what is needed to address sustainability challenges and we have all the means to act. Whether the driver is water scarcity, food availability, inequality, resource constraint or climate change, few people today question the need to do things differently. We need change – in the products we consume, how they are manufactured and how they are marketed.

However, despite strong community concern about these issues and growing acceptance of their urgency, proven sustainable solutions are not being taken to scale fast enough. To address this requires integrated social change including market shifts.

In this context, we use our team's extensive knowledge, experience and networks in sustainability, policy and campaigning to identify:

- critical issues that require urgent action and can be clearly progressed by leveraging the power of the markets;
- campaign ideas and strategies that will engage and mobilise people.

We then design and support the resulting campaigns to promote shifts in markets that support sustainability.

We do so by:

- Supporting NGOs – with advice, support and funding – to run innovative campaigns that more effectively activate market shifts;
- Conducting research, including market and supply-chain investigations that help advance the campaigns that we support;

Our capacity to achieve this unusually combines world-class campaigning skills with experience and networks in both the policy and business worlds. It is the synergies between these that set us apart, helping us to combine an understanding of all of these worlds to accelerate sustainable change.

### **How we are funded and how we operate**

The Changing Markets Foundation generates income through a combination of:

- funds generated by the founders' other activities, including their strategic consulting work with companies that have advanced sustainability performance;
- other Foundations that want to support market shifts as a way of driving change.

Our annual budgets to date have been in the range of €1 – 1.5 million Euro. Over time we expect this to increase as we match our current sources of funding with contributions from other Foundations.

The Foundation maintains full, independent control over its campaigns, their strategy and their direction. This ensures the campaigns stay sharply focused on the purpose of accelerating change on sustainability.

Our team of highly experienced campaigners coordinated from our London office, keeps a close relationship with NGOs working in relevant areas. From this and our own research we identify issues and areas where our market insights can add significant value to existing campaigns or where new campaigns need to be designed and built in partnership with NGOs.

When these opportunities are identified the Foundation develops partnerships with NGOs and provide funding and strategic and research support to make these campaigns a reality.