

# SUMMARY

This is the case about how to engage people and really help economize on water.

Water covers 2/3 of planet Earth. This explains why often times one cannot really tell that water is a finite resource. But drinking water, without which life is not possible, is increasingly in demand and not everyone can see that. Especially in Brazil, historically known for its abundance of water resources.

Ambev, Brazil's largest brewery and the world's fourth, knows the big responsibility it has in this issue, since 96% of the raw material for its products is made up of water.

Despite internal efforts to reduce water consumption, the company wished to expand this challenge to the community and create a big platform of environmental responsibility.

Our challenge was to move out of the pitfall of the message about responsible consumption, to change the strategic thinking, the success targets of communications and create an easy-to-execute scheme that would have people effectively save water by the liter.

We therefore converted thousands of citizens into customers, driven by the goal of reducing their consumption, consistently, month by month. They were customers of Banco Cyan, the water bank.

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# A CAUSE TO CALL YOUR OWN

Ambev is the largest brewery of the Americas and the world's fourth. Water accounts for 95% of the raw material for its products.

Put these two facts together and imagine how big a responsibility this company has to preserve this natural resource.

At home, the company has developed technology to reduce as much as possible water consumption in its production lines. But this is something the company does on its own account and is not made known to the public in general.

Ambev wanted to boost the importance of the water cause in Brazil, to have people be more aware of the cause. It therefore planned to position itself as a go-to reference for the issue.

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# WATERED-DOWN DRAFT BEER

Although the water cause is a pertinent one for Ambev and despite the fact that it makes sense as far as its industrial activity, Brazilians are relatively uninterested in relation to this issue.

Brazilians have always been told (and taken pride in it) that Brazil is one of the world's largest sources of this natural resource. This is true: 13% of all of the planet's water can be found here.

The problem is that this truth hides many other truths.

Today, 68% of all of Brazil's water is concentrated in the North region, the country's largest in land area, but the smallest in terms of population and industrialization.

On the other hand, São Paulo, Brazil's largest city, highly populated and industrialized, is ranked by the UNO as in a critical level of water resource available, with less than 200,000 m<sup>3</sup> per inhabitant/year.

Even so, water in Brazil is available at a low cost for everyone, one of the world's lowest prices.

This causes the population not to give too much thought to this question. On the contrary: our levels of waste in water consumption are extremely high, well above the world's average.

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**THINK ABOUT IT:**

# **WHY ARE MOST OF THE AWARENESS CAMPAIGNS DEAD IN THE WATER?**

This question really bothered us at this point of the project. A straightforward analysis doesn't provide an easy answer.

Most campaigns have one single goal: to scare people to see if they do something about it. We are being told that water is coming to an end, that the polar ice caps will melt and that entire animal species will be extinct and so on and so forth.

But the big problem is that there are 6 billion people in the world. No one will ever think it is their fault alone or that they can change anything about this situation. The message that "everyone should do their part" is hardly believable or compelling.

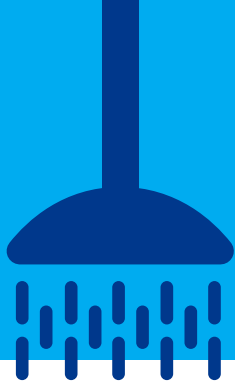
If Ambev planned to turn the water cause into an important one for Brazilians, it had to immediately leave behind any attempt at preaching about it.

Especially because, as we have seen, this is not something Brazilians tend to care about. In our perspective, the only way to become a go-to reference in this issue and to cause at least some change in people's behavior was to offer convenient ways for them to get engaged.

We were not looking for the best message, the strongest insight or the best way to compel people. No. We were after a tool, a scheme, something that would move out of the inertia of the message and go to the efficiency of practice.

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# FROM AWARENESS TO LITERS

With this in mind, we needed to adjust the campaign's KPIs. In theory, we could not consider the initial targets that Ambev had set, such as awareness for the cause, awareness about the importance of the natural resource, intention to conserve water, etc.

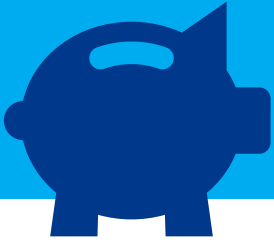
These are classic KPI's of a campaign based on the message, one which plans to shake people's opinion. In our case, the success of the communications would have to be an effort, an attitude we would force people to take.

When it comes to water, the only practical thing people can do is to save it. Therefore, our KPI would be by the liter, as simple as that: how many liters of water can Ambev have people save with the effort it has created?

This was absolutely key to the development of our campaign. Based on this thinking, the strategy guided the creative product to replace the message with some device that would have people save water by the liter.

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# A BANK MADE OF WATER

This target posed a new problem: how to have people who never cared about water conservation to start to use less water overnight? This is not an easy habit to change.

Unless we rewarded these people in some way. If we were about to ask them to do something that they were not even considering, we needed to be pragmatic and offer something in return. Why not offer them something that everyone cares about: money?

This is how the idea of creating a “water bank” came to be. It was dubbed Banco Cyan. A bank where water is the currency. Customers can “deposit” by the liter the water they have conserved and “withdraw” cash prizes.

After all, if water is such a valuable asset [liquid gold, the new oil], it’s only natural that a bank takes care of this environmental wealth.

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# WATER IS THE NEW CURRENCY

This is how the idea works: by opening an account at Banco Cyan, customers set a monthly target for water conservation based on their consumption track record.

Through a partnership with the main water distributing agency in the state of São Paulo, we started to monitor the actual water consumption of all our customers.

Every time they meet the pre-established target or reduce consumption beyond that, they get points in relation to this economy. These points can be exchanged for up to a 50% discount on their purchases on Brazil's main online stores.

At the end of the day, what we created behind this fun banking format was a loyalty program for water, an advantage point where members exchange their points for benefits.

This is a well-established format in Brazil, and has been used from airlines to gas stations, always with a high membership rate. Why not then also use it for the environment?

The only difference is that this would be the first benefit program to reward members not for their consumption, but for their economy.





# LEAKING THE NEWS

In order to present Banco Cyan to Brazilians, the edition of **March 22 (World Water Day)** of two of **Brazil's main newspapers, Folha de São Paulo and Estado de São Paulo, circulated with the backward sequence of the sections.**

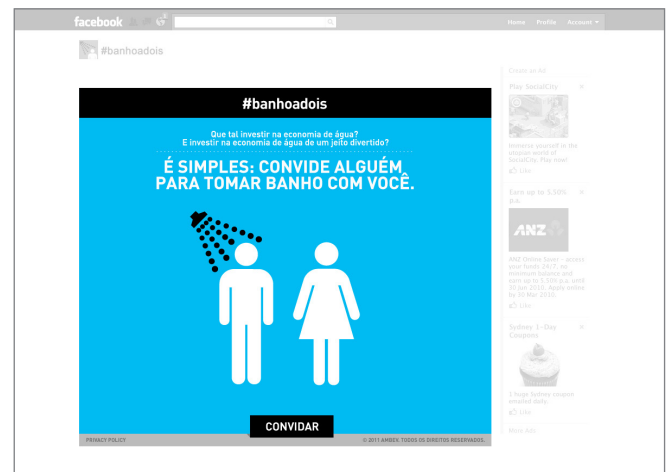


After all, nothing better than placing the Economy news as the front section of the newspaper when talking about the launch of a new bank. It was a brand new effort. **More than 500,000 copies were distributed and 1,420,000 people were exposed to the message.**

What's more, on the homepage of Brazil's main portals, **banners promoted the launch of the bank. On this day alone 201 million of prints were delivered and we reached more than 145,000 clicks.**

In order to engage the audience, **a Facebook app was created where people could invite**

**one another for a "Double Shower", a fun way to save water.**



Also on March 22, **a round table discussed the water theme.** A total of 16 questions, 16 people at a round table, 16 cameras in front of each guest. For those not attending the event, **the content was available on the website.**







# WATER DRIPPING DAY BY DAY WEARS THE HARDEST ROCK AWAY.

The launch of a “water bank” would not go unnoticed by the media. We had ample coverage, and a return in spontaneous media with a total of 170 articles at high visibility outlets. On a day when all brands are trying to somehow appropriate the theme.


This was key in helping spread the new idea and bring in more customers to Banco Cyan, which clearly promoted a change in habit among them: 85% of the people who became members reduced their monthly water consumption, 77% of which reached or surpassed the established target.

In terms of water conserved, Banco Cyan reached 7.5 million liters of water saved every month. The average of water saved per customer is 250 liters/day, which in 16 months of the project totaled 120 million liters saved. This means more than 8,000 water trucks.

In terms of ROI, as a good bank, for each Real invested Ambev will reach 7.2 liters of water saved.

These are the numbers of a great victory, but what makes us most proud is the potential for expansion that this idea has.

And this is actually happening right now.

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AT HIGH VISIBILITY  
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Ambev has been getting spontaneous interest from more and more partners, and this further improves the benefits for its customers, expanding this idea to other Brazilian states through new agreements with water distributing agencies.

To top it all off, the United Nations has chosen Banco Cyan as one of the most important initiatives in the world for the sake of water consumption, and presented the project to Chiefs of State all over the world during the Rio+20 Convention, giving us the perspective for the idea to cross borders and bring this water conservation initiative to many other locations in the Planet Water.

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