

WHAT'S IN A NAME

Aim

- ◆ To evaluate the impact of public relations (PR) and marketing on our attitudes to well known organisations – both non-governmental organisations (NGOs) and transnational corporations (TNCs). This activity is an alternative to *Branding*.

Outcome

- ◆ Participants become familiar with basic principles of PR and marketing.

What you need

Grid from page 9 copied onto flip chart paper; add the name of an organisation that has received recent exposure in the media to the bottom of the grid on the Actionpage; copies of **Actionpage: What's in a name, Appendix 1: PR for beginners**

What you do

- ▷ Explain that the **Actionpage: What's in a name** has a list of well known commercial businesses and charitable organisations.
- ▷ First, individuals should score their attitudes to the organisations. This should be quite quick – it is their initial reaction that is wanted.
- ▷ Then, they should go through the list and spend more time analysing their response, trying to pinpoint the reasons.

Whole group discussion

- ▷ Display list and fill in grid, ie how many people marked down each score.
- ▷ Derive a group score for each organisation (see example below).

organisation	++ very positive	+ positive	0 neutral	- negative	-- very negative	total score
Barclays Bank	2 4	6 6	11 0	2 -2	1 -2	6

a: points for this category

b: number of people with this score

c: total score in this category ($a \times b$)

add scores in each category to get reputation score of organisation

- ◆ Which organisations score highest/lowest?
- ◆ Do these results surprise you?
- ◆ What factors influenced your attitudes? Why?
- ◆ Where did your information about these organisations come from?
- ◆ What media stories or advertising campaigns concerning these organisations do you recall? What impact did these have on your attitudes?
- ◆ How can you judge the accuracy of the information put out by these organisations?
- ◆ How do your attitudes affect behaviour towards these organisations, eg buying products, contributing to a charity, joining a campaign?
- ◆ Do you think your views reflect attitudes among the general public? Why/why not?
- ◆ Would these organisations be concerned about their image? Why?
- ◆ How could they improve a negative image/lose a positive image?
- ◆ How concerned are you about the full story beneath the glossy advertising image?
- ◆ How can you find out about any damaging effects that industry and business may have on people's lives?
- ◆ Do you think charities are more trustworthy than businesses? Why/why not?

Key ideas

- ◆ We often have very strong opinions about organisations based on impressions or information derived from a wide range of media – news, advertising, public relations etc.
- ◆ Many organisations use PR consultants to help construct a positive image. In the UK the industry employs more than 48,000 people. Each year McDonald's spends about \$1.8bn on various PR, and the world's largest PR firm, Burson-Marsteller earned \$258m in 1998.
- ◆ Traditionally, PR and marketing were seen as separate functions, but new approaches, such as 'image engineering' and 'Reputation Management' have been introduced by leading PR companies to describe a more integrated approach to building a positive corporate image for all 'stakeholders' – customers, employees, investors, government etc. This brings together advertising, media relations, community outreach, political lobbying etc.
- ◆ One leading PR consultant uses the term Reputation Quotient which measures current perception against desired perception on such attributes as familiarity, appeal, leadership, credibility, performance, value creation, distinctiveness, impact, capability and citizenship. This helps to plan corporate communications in order to build 'reputational capital'!
- ◆ Advertising sells products or services, but is also highly effective in shaping attitudes towards a company and its products. The public usually has little awareness about other aspects of their activities, eg regarding human rights or the environment.
- ◆ Organisations strive to create a positive brand image – branding – which benefits all their activities and products, eg Virgin used its successful music business as a springboard for new ventures – airline, internet, etc. The brand is often more important than the product.
- ◆ Public affairs campaigns, eg sponsorship of arts or education is another tool which creates an association with socially useful activities.
- ◆ Lobbying – the cultivation and influencing of policy makers in order to create a better climate for an organisation's activities, business or charitable – is another key role of PR.
- ◆ Another element is 'crisis management' – countering bad publicity.
- ◆ The PR industry has a code of ethics which stresses a duty to respect the truth and not disseminate false or misleading information. In practice, it is often employed to be selective with the truth, and to publicise only evidence which supports its viewpoint.
- ◆ Some NGOs have made effective use of PR in their campaigns against TNCs with a poor record on the environment, health, workers' rights etc. Greenpeace has its own film crews and stages well publicised protests, but has also been criticised for misinformation, especially over its campaign against the dumping of Shell's Brent Spar oil platform.
- ◆ TNCs have responded aggressively with well-funded measures to improve their RQ – trade associations to lobby governments, funding of think tanks to predict potential problems, and co-opting of experts to counter damaging evidence of their failings.

Follow-up

- ◆ **Appendix 1:** *PR for beginners* looks at the public relations industry in greater detail.
- ◆ The following activities aim to develop the skills needed to deconstruct PR messages – *Every picture..., Between the lines, Unravelling the web*
- ◆ Other activities involve planning or evaluating PR campaigns with specific objectives – *Campaign strategy, Story board.*
- ◆ Using the list of addresses in *Resources*, p181, make a collection of PR materials from a range of organisations. These can be used in some of the activities.

“**Perception Management® provides a broad approach to an organisation's communications needs. Burson-Marsteller works with clients to manage their perceptual assets and achieve specific business results. Public relations is just one of the tools or tactics we use to help clients manage, create and mitigate perceptions. We use many other tools to do the same – for example, advertising, direct communications, constituency building, government relations or public affairs campaigns, etc.**”

Thomas Bell, global chief executive, Burson-Marsteller, 1996

Actionpage: What's in a name

Use this grid to measure your opinions of a range of organisations.

- ▷ Quickly go through the list ticking the score that represents your attitude towards the organisation. At this stage it is your immediate reaction that is wanted.
- ▷ After you have scored the organisations, work through the list noting factors that have influenced your attitudes, eg media, advertising, personal experience. Try to be specific, eg poor record on animal testing.

organisation	very positive ++	positive +	neutral 0	- negative -	: very negative :	reasons for your choice (complete this column after you have scored the organisations)
Barclays Bank						
BSkyB						
Virgin						
Coca Cola						
Tesco						
Oxfam						
Nike						
Microsoft						
Greenpeace						
Gap						
Baby Milk Action						
McDonald's						
Monsanto						
Disney						
B&Q						
Nestlé						
Body Shop						
Shell						
UNICEF						
Iceland						

Actionpage: Background

These notes give background information on some transnational corporations (TNCs) and non-governmental organisations (NGOs) which have attracted media attention. They highlight some aspects of the PR war between them. The aim of this section is to help participants decide whether the claims made by each party are true or false. The achievements are what organisations are proud of and publicise on their websites. The concerns are issues which have been raised by critics – consumer organisations, environmental pressure groups, such as Friends of the Earth and Greenpeace, development groups, such as Oxfam and World Development Movement, and opponents of corporate power, such as Corporate Watch.

Barclays

Business: bank

Founded: 1896, London

Income: £8.3bn (1999)

Operations: 173 different banks in the Barclays family with operations in much of Africa, the Middle East and West Indies

Employees: 80,000 worldwide (nearly 60,000 in the UK)

Claims/achievements: being “one of the most powerful financial groups in the world”; reputation for innovative products and services – “so that it can meet the challenges of the modern financial services industry... not just to meet, but to exceed customers’ expectations”.

Concerns: involvement in debt crisis which is responsible for much poverty in developing countries; in UK closure of banks in rural communities to cut ‘unprofitable’ branches; like other British banks, unwilling to invest in new ‘risky’ enterprises, thus stifling innovation.

www.barclays.co.uk

British Sky Broadcasting

Business: satellite and cable broadcasting

Founded: 1989, UK

Operations: UK, part of Rupert Murdoch’s global news and entertainment conglomerate, News Corporation

Turnover: £1.54bn (1999)

Claims/achievements: “an innovator, transforming the UK television landscape in just 10 years... Sky has pioneered a new age of television in Britain offering unimaginable choice to viewers across the nation”; “Sky Digital is the fastest growing digital platform in Europe... pioneering contribution to the information technology industry”.

Concerns: terrestrial TV companies have been priced out of live coverage of sports, eg premier league football; power of the News Corporation from its control over local and national newspapers, as well as BSkyB.

www.sky.com/corporate/

Virgin

Business: airline, trains, finance, soft drinks, music, mobile phones, holidays, cars, wines...

Founded: 1970s, UK

Operations: over 200 companies worldwide

Revenue: over £3bn (1999)

Employees: over 25,000 worldwide

Claims/achievements: “the third most recognised brand in Britain is now becoming the first global brand name of the 21st Century”; “value for money, quality, innovation, fun and a sense of competitive challenge... the Virgin management style”; “the way talent is empowered to flourish within the Group. To some traditionalists, these may not seem hard-headed enough. To them, the fact that Virgin has minimal management layers, no bureaucracy, a tiny board and no massive global HQ is an anathema”.

Concerns: consumerism.

www.virgin.co.uk/about/about.jsp

Coca Cola

Business: global soft drink industry leader

Founded: 1886, Atlanta, USA

Revenues: \$19.8bn (1999)

Operations: nearly 200 countries; 70% of company volume sales and 80% of profit comes from outside the US

Employees: 30,000 worldwide

Claims/achievements: being the world's largest beverage company with the world's most recognised trademark – “we refresh the world”; “ultimate commitment is to create value for shareowners; to be ‘local’ and to have strong global leadership in the beverage industry”; “commitment – more than a century old – to social responsibility through philanthropy and good citizenship: charitable donations, employee volunteerism”; the Coca Cola Foundation provides support (\$100m, 1990-2000) for education – “we believe strengthening education enhances not only the opportunity of individual students to make sound lives for themselves and their families; but we also believe their pursuit of learning makes a better world for all of us... we support educational programs that foster global understanding”; it has sponsored the Olympic Games since 1928.

Concerns: aggressive promotion of an unhealthy drink containing high levels of sugar and caffeine; undermining local economies by reducing consumption and production of local drinks and fruit juices etc; litter – 5% of world's litter comes from soft drink packaging; most Coke coolers use HFC global-warming gases.

www.cocacola.com

www.cokespotlight.org/

Tesco

Business: leading UK supermarket

Founded: 1924, London

Operations: 639 stores in UK, 182 abroad including Central Europe and Asia (1999)

Turnover: £20.3bn (2000)

Employees: 165,000 UK, 25,000 overseas (1999)

Claims/achievements: being “Britain's most admired company”; leading UK food retailer – “by understanding customer needs better than anyone, we aim to increase value for customers, earning their lifetime loyalty and to enhance returns to shareholders”; “Tesco is helping to create a better life for everyone, taking practical steps to protect the environment, and support for projects which make a real difference at local level to the communities in which we work”; meeting recommendations for energy reduction; £54m worth of computers for schools in eight years; SchoolNet 2000 – collaboration with 15,000 schools to create collective website about life in local communities.

Concerns: Tesco has used the slogan “buying globally, saving locally” (a play on “think global, act local”), but draws no attention to its policies on workers' rights in producer countries in the developing world, even though it is a member of the Ethical Trading Initiative; UK farmers claim that supermarkets use their huge buying power to force down prices to unreasonable levels; the UK government is investigating claims by consumer organisations that supermarket profit margins are too high; critics say Tesco benefits far more than the schools from computer scheme; superstores cause local stores to close and take money out of the local economy.

www.tesco.com/information/fact_file/fact.asp

www.mcspotlight.org/beyond/industries/retail.html

Oxfam GB

Business: development, relief, and campaigning organisation dedicated to finding lasting solutions to poverty and suffering around the world

Founded: 1942, Oxford, UK

Operations: development programmes in over 70 countries including Eastern Europe and UK; network of more than 830 fundraising charity shops in UK

Income: £124.3m (1998-99)

Employees: 1,300 staff and 23,000 volunteers in UK; 1,500 locally recruited staff overseas

Claims/achievements: relief and rehabilitation work in many of the world's disaster areas, including drought in the Horn of Africa in 1980s, and humanitarian aid in war-torn former Yugoslavia and Central Africa during 1990s; raising public awareness of development issues through education and campaigns; expansion of Fair Trade retailing; lobbying campaigns to address structural causes of poverty and inequality: debt relief for the world's poorest countries, rights for workers, etc; formation of Oxfam International in 1995 – a group of 11 autonomous like-minded NGOs based in Ireland, Belgium, Canada etc.

Concerns: ability to use volunteers has elicited criticism from large retailers of unfair pricing and competition.

www.oxfam.org.uk

Nike

Business: sports shoe and clothing manufacturer

Founded: 1972, USA

Operations: over 70 factories in about 50 countries

Revenues: \$8.7bn (1999)

Employees: 20,000 around the world; manufacturing sub-contracted, mainly to Asia

Claims/achievements: “we need to reduce what we use and the waste we create while reusing and recycling as much as we can. Nike seeks innovative ways to reduce or eliminate pollution before it occurs... This means cleaning the manufacturing process by using fewer toxic chemicals”; involvement in community projects especially education, sports and environment; in response to criticism of sub-contractors' labour practices it has implemented 'Transparency 101' monitoring programme.

Concerns: Nike, and other sports shoe makers, have moved manufacturing to countries such as Thailand, Indonesia and China where costs are lower – ‘a race to the bottom’; independent labour organisations point out that official Codes of Conduct are difficult to verify because of the complexity of the supply chain: many subcontractors neglect workers' rights – no contracts, compulsory overtime, poor health and safety provision, prohibition of unions, sexual harassment of women workers etc; few reports on factories have been made public.

www.nikebiz.com/labor/

www.caa.org.au/campaigns/nike/

Microsoft

Business: worldwide leader in software for personal and business computing

Founded: 1975, California, USA

Operations: 59 countries

Revenue: \$23bn (2000) – international revenue accounts for 54%

Employees: 27,249 in US, 12,655 rest of world (2000)

Claims/achievements: being “one of the most successful companies in the world... Microsoft strives to produce innovative products and services that meet our customers' evolving needs... make high-performance, low-cost computing a reality by continuing to improve the PC operating system... recognise that we have the responsibility, and opportunity, to contribute to the communities in which we live, in ways that make a meaningful difference to people's lives”, eg access to net for underserved communities, training for unemployed.

Concerns: found guilty in US courts of abusing its dominant market position to eliminate competition and establish a monopoly which is against the interests of consumers and contravenes US company law.

www.microsoft.com/mscorp/

Greenpeace International

Business: global environmental campaigning organisation

Founded: 1971, USA

Operations: represented in 61 countries

Income: \$134m (1999), no income from companies or governments

Employees: over 1000 worldwide; 70 employees and 250 local groups in UK

Claims/achievements: highly effective in raising public awareness of environmental issues through direct action campaigns, and making 'the environment' a political issue; "optimistic, brave and deeply committed, not just managing environmental abuse but eliminating it. These are the characteristics of individual direct action... our way of doing things. Radical, dogged, determined, often confrontational, and enthusiastic".

Concerns: centralised, top-down decision making structure; TNCs such as Shell have accused Greenpeace of inaccuracies in campaign material.

www.greenpeace.org

Gap Inc

Business: designer clothes manufacturer and retailer with three brands – Gap, Banana Republic and Old Navy

Founded: 1969, San Francisco, USA

Operations: production in 1,500 factories in over 50 countries, 2,900 stores in N America, Europe and Japan

Sales: \$9.1bn (1998)

Employees: over 110,000 worldwide (2000)

Claims/achievements: "We never stop moving. It takes passionate, dedicated and talented people all around the world to deliver the merchandise and shopping experience our customers expect and deserve"; "Many people are working hard to stop garment industry sweatshops. Including us. We do business with factories in more than 50 countries, and we devote extensive time and energy to making sure they produce our clothing under safe and humane working conditions. Unlike most retailers, Gap Inc has a global network of employees who are dedicated full time to monitoring factory compliance. These trained monitors represent at least 19 nationalities and have highly diverse backgrounds – some are former journalists, some are attorneys; others have worked in human rights, religious and other community-based organisations".

Concerns: working conditions of garment workers in the developing countries where most designer clothes are made – see Nike above; GAP have responded with a comprehensive Code of Vendor Conduct, but still evidence of Code being ignored.

www.gapinc.com/about_us/about_us.htm

www.cleanclothes.org/companies/

Baby Milk Action

Business: non-profit NGO which aims to save infant lives and end the avoidable suffering caused by inappropriate infant feeding; to protect families and health workers from the commercial promotion of artificial feeding

Founded: 1980, UK

Operations: works within a global network, International Baby Food Action Network (IBFAN), a network of over 150 citizens groups in over 90 countries

Income: £150,000 (1999)

Employees: 5

Claims/achievements: has monitored and strengthened regulations on the marketing of the baby feeding industry worldwide, including EU legislation on labelling, advertising and export of babyfoods; coordinates international campaigns such as the Nestlé boycott which increases awareness and encourages individuals to act.

Concerns: TNCs claim it is inaccurate, counterproductive and uncooperative.

McDonald's

Business: world's largest food provider

Founded: 1955, Des Plaines, Illinois, USA

Operations: 26,000 restaurants in 119 countries (1999)

Sales: \$38.5bn (1999)

Claims/achievements: "Every day McDonald's serves more than 43 million people... 15 billion customer visits annually... about half of the globally-branded, quick-service restaurants outside the US but achieves about two-thirds of the sales"; "By working closely with our

valued suppliers, we are able to deliver the best quality at the lowest price”; “McDonald’s serves communities around the world in many ways. We are developing innovative solutions to local environmental challenges. Over the past 10 years in the US, McDonald’s has eliminated 150,000 tons of packaging, purchased more than \$3 billion of recycled products, and created pioneering energy-efficient restaurants”.

Concerns: subject of the 7-year ‘McLibel’ court case which raised issues of the unhealthy nature of a high fat diet, destruction of rainforest in developing countries to produce beef, conditions in factory farms etc.

www.mcdonalds.com/corporate/index.html

www.mcspotlight.org/index.html

Monsanto

Business: agro-chemicals, now part of Pharmacia Corporation

Founded: 1901, St Louis, USA

Operations: over 100 countries

Sales: \$9.1bn (1999)

Employees: over 30,000 worldwide

Claims/achievements: “As a life sciences company, Monsanto is committed to finding solutions to the growing global needs for food and health by sharing common forms of science and technology among agriculture, nutrition and health. Our family of 30,000 employees worldwide seeks to make and market high-value agricultural products, pharmaceuticals and food ingredients in a manner that achieves environmental sustainability”; “we’re working very hard to make sure our products and manufacturing facilities are safe for the people who use them and for the environment we live in”.

Concerns: evidence of health and environmental problems associated with many of its products including NutraSweet, herbicides, bovine growth hormone (BGH) as well as GMOs; pollution from toxic chemicals from factories; alleged intimidation of farmers and retailers who label milk products as BGH-free.

www.monsanto.com/monsanto/default.htm

www.foe.org.uk/camps/foodbio/index.htm

Disney

Business: global entertainment conglomerate

Founded: 1923, Hollywood, USA

Operations: its products – films, merchandise, theme parks, hotels etc – reach a global market

Revenues: \$23.4bn (1999)

Employees: over 50,000 worldwide

Claims/achievements: “to build the greatest entertainment asset base in the world and to simultaneously create the greatest entertainment product in the world... It doesn’t matter whether it comes in by cable, telephone lines, computer, or satellite. Everyone’s going to have to deal with Disney”; Disney Learning partnership supports outreach work in schools.

Concerns: ‘disneyfication’ of culture – real life becomes sanitised, safe, entertaining; ethnic and gender stereotyping in films; cultural imperialism – films and TV programmes spread American-dominated culture; environmental damage around Florida’s Disney World; clear evidence that subcontractors in Asia, especially China and Haiti, are not implementing Disney’s Code of Good Behaviour – see Nike above.

www.disney.com

www.cleanclothes.org/companies/

B&Q

Business: UK’s leading home improvements retailer

Founded: 1969, Southampton, UK; in 1998 merged with Kingfisher group, Europe’s number 1 in DIY

Operations: 288 stores in UK (1999)

Sales: £1.9bn (1999)

Employees: 22,000 in UK (1999)

Claims/achievements: “to enable people to enjoy their home and lifestyle better than any other retailer”; “Our most significant impact on the environment is caused by the 40,000 products we sell at B&Q. We are completely committed to reducing that impact”; “B&Q was the first retailer to stock rugs which come from looms certified by Rugmark as not using illegal or exploited child labour”; “We have completed health and safety audits of two key factories in China manufacturing wooden toilet seats and cast-iron garden benches. Factory and dormitory conditions are being improved”.

Concerns: ‘greenwashing’ has been a feature of much corporate PR and advertising but is often difficult to verify; tropical rainforests continue to be cleared to satisfy the demand for wood products in rich countries.

www.diy.co.uk/about_us/

www.mcspotlight.org/beyond/industries/retail.html

Nestlé

Business: world’s largest food and beverage company

Founded: 1866, Switzerland

Operations: 520 factories in 82 countries (1999)

Sales: £29.6bn (1999)

Employees: 230,000 employees world-wide (1999)

Claims/achievements: “worldwide, integrity, innovative, responsive, quality... Wherever you live, only Nestlé can provide the best and most relevant food and beverage products to meet your needs throughout your day, throughout your life”; “Every day, millions of people all over the world show their trust in the company by choosing Nestlé products. This trust comes from a quality image that has been built up for over a century”; produces 8,500 brands.

Concerns: subject of a long standing boycott because of its continued promotion of artificial infant feeding in developing countries, eg baby milk powder, in contravention of a worldwide code; World Health Organisation estimates that 1.5 million babies worldwide die each year because they are not breastfed; despite overwhelming evidence to the contrary Nestlé deny accusations of irresponsible marketing and have mounted a huge PR campaign to strengthen its corporate image.

www.nestle.com/

www.babymilkaction.org/

Body Shop

Business: skin and hair care manufacturer and retailer

Founded: 1976, Brighton, UK

Operations: 47 countries with over 1,600 outlets, trades with over 30 Community Trade suppliers in 19 countries

Sales: £604m (1997-98)

Employees: over 2,800 in UK, 1,200 abroad (1999, excludes employees in franchises)

Claims/achievements: values-based enterprise, natural-based products, minimal packaging, Fair Trade, contributions to development projects; “We believe commerce can act as a force for positive social change, not just avoiding hideous evil but actively doing good. Companies making a profit from a society have a responsibility to return something to that society”; “To creatively balance the financial and human needs of our stakeholders... ensure that our business is ecologically sustainable... pursuit of social and environmental change... contribute to the local, national and international communities in which we trade... care, honesty, fairness and respect... protection of the environment, human and civil rights, and against animal testing within the cosmetics and toiletries industry... making fun, passion and care part of our daily lives”.

Concerns: company has put itself on a pedestal in order to exploit people’s idealism for profit; shopping cannot make the world a better place and the world’s problems will only be tackled by curbing consumerism; the Body Shop’s ‘Community Trade’ projects are largely a marketing exercise (less than 1% of sales goes to producers) and they are doing nothing to tackle the fundamental causes of the enormous (and widening) gap between rich and poor.

www.bodyshop.com

www.mcspotlight.org/beyond/industries/retail.html

Royal Dutch Shell

Business: exploration and production, chemicals, gas and power, oil products, and renewables

Founded: Shell – 1890, London; Royal Dutch – 1890, The Hague, Netherlands; merged 1907

Operations: over 135 countries

Sales: \$150bn (1999)

Employees: 96,000 staff, hundreds of thousands of contractors

Claims/achievements: following criticism has embraced the ‘triple bottom line’, backed up by transparency in its operations; “honesty, integrity and respect for people – our core values”; “we realise we have not always taken enough care to show how they were resolved in line with our core values”; “Recent revisions reflect heightened public interest in human rights issues (we are the first major energy company to support publicly the United Nations Universal Declaration of Human Rights) and the emergence of the concept of sustainable development”; in 1999 “Shell companies gave over \$90 million to projects like community development programmes, education and training... and environmental programmes”.

Concerns: oil companies’ contribution to greenhouse gases and global warming through burning fossil fuels; past involvement in human rights abuses in Nigeria; pollution resulting from its oil operations.

www.shell.com/royal-en/

www.igc.org/trac/climate/gwshell.html

United Nations Children’s Fund (UNICEF)

Business: world’s largest organisation dedicated to improving the lives of children, their families and communities

Founded: 1946

Operations: HQs in Geneva and New York, programmes in 161 countries

Income: \$966m (1998)

Employees: 5,594 staff, 86% working in programmes (1999)

Claims/achievements: “supporting National Immunization Days in the global effort to eradicate polio, encouraging young people to prepare for and participate in issues affecting them or helping them resist the onslaught of HIV/AIDS – UNICEF is on the ground and at the fore, bringing ideas, resources, strategies and support to bear when and where they are needed most”; “Its activities are as varied as the challenges it faces, encouraging the care and stimulation that offer the best possible start in life, helping prevent childhood illness and death, making pregnancy and childbirth safe, combating discrimination and cooperating with communities to ensure that girls as well as boys attend school”.

Concerns: bureaucratic compared with small NGOs; receives large corporate donations (not from manufacturers of infant formula who violate WHO International Code) which critics argue will compromise independence and inhibit UNICEF’s criticism of corporate practices.

www.unicef.org/

Iceland

Business: food retailer

Founded: 1970, Oswestry, UK

Operations: 770 stores in UK and Eire

Turnover: £1.9bn (1999)

Employees: 11,750 (1999)

Claims/achievements: “The revolutionary family food company... We aim to provide a breath of fresh air in the stuffy world of British food retailing – a real and refreshing alternative to the environment and attitude of the superstores”; “a commitment to protect the environment and preserve the quality of life. We care about the planet, natural resources, family life, fair practices and community issues”; “leading the fight for better food, for example through our strong stand against Genetically Modified ingredients”.

Concerns: high profile promotion of GM-free and organic own brands may be cause-related marketing; buying up large proportion of the world’s organic production adds to the environmental cost of ‘food miles’ – transporting produce across the world.

www.iceland.co.uk/