

## INTERDISCIPLINARY STUDIO I

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# Hello!

Welcome to Team Dawn! We are three graduate students, attending Savannah College of Arts & Design. Together, we bring knowledge from the fields of Architecture, Industrial Design, and Design for Sustainability. Our rigorous training in Studio 1 of the Design for Sustainability program has allowed us to utilize our diverse backgrounds, cultures, and experiences to create a meaningful exploration of the ideal pathway to sustainability for Dawn.



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# COMPANY PROFILE



## Parent Company

Procter & Gamble is a global manufacturer of consumer products with a mission to provide high-quality products that will improve the lives of consumers around the world. The company was founded in Cincinnati, Ohio in 1837, when William Procter and James Gamble signed a partnership agreement.

The modern Procter & Gamble provides a broad range of branded consumer goods. It is one of the largest consumer products companies in the world and serves roughly five billion customers globally. As of July 2016, the company structure has been divided into ten categories and six selling/market organizations.



## Profile

Dawn was introduced in 1973; the product quickly became a market leader. Besides being used for dishwashing purposes, Dawn soap is also marketed for use on cleaning stains on clothes, car tires, tools, and cleaning kitchen appliances among other things. Most notably, however, Dawn became widely used to remove oil on animals after oil spills, such as the Exxon Valdez and Deepwater Horizon oil spills. The company has now begun to market itself with images of wildlife prominently on their home page and on many of their product's packaging.

Dawn's association with wildlife rescue sets them apart from their competitors. Additionally, the company focuses on their grease fighting abilities in marketing. Dawn claims to have 3x more "Grease Cleaning Power" than the leading competitor's non-concentrated brand. Their slogan in advertising being, "A drop of Dawn, and Grease is gone." Overall, the company emphasizes their ability to make messes easier and save wildlife.

There are now over 6 different formulas of Dawn Dish Soap. Ultra Dawn was introduced to the market in 1996 and by 2010 it has completely replaced Original Dawn. Dawn Simply Clean came on the scene in 2008 and is considered to be a closer formula to the original.





Palmolive is a dish soap brand from the merged company: Colgate-Palmolive. Their ingredients tend to be on the less sustainable, more toxic side. However, they do have a line of dishwasher gel that does not have phosphates. Their brand emphasizes the soap's ability to cut through grease 'easily,' and their imagery is centered around picture or illustrations of clean dishes.



Ecoc is a brand based in California under the parent label of Earth Friendly Products. Their dish soap is made with plant-derived cleaning agents which 'readily biodegrade'. They never test on animals, and they are certified as Net Zero Carbon, Water, and Waste by the U.S. Zero Waste Business Council (USZWBC). Ecoc advertises that their soap, 'Cuts Grease!' and 'Loves Hands'.



Seventh Generation is a purpose-driven company that aims to protect the environment for the next seven generations of people through providing environmentally friendly cleaning products (including dish soap). Their bottles are also made with recycled plastic, and they have a few certifications to support their claims, including B Corp and Leaping Bunny. Seventh Generation underscores their "Powerful Clean" on their dish soap packages.

## What sets Dawn apart?

# DAWN HELPS SAVE WILDLIFE.

# MOODBOARD



Photo Credit: 'Dawn, freepik

■ **LOGO:** The gradient color of blue and white coordinate with the style of their mother company, PSG.

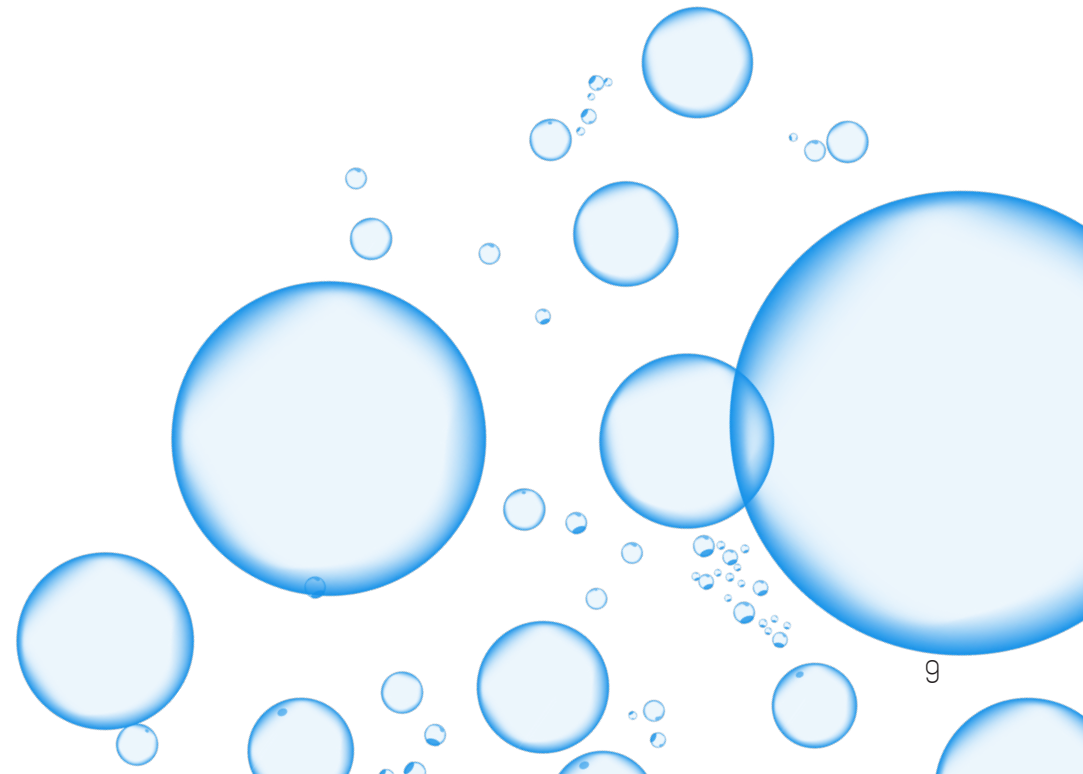
■ **COLOR RANGE:** Blue plus all the color used in their scents

■ **FUNCTION:** Grease fighting is what they emphasize on their products' performance

■ **ANIMAL:** Dawn cares about wildlife, the cute duck is used in a lot of their campaign advertisements

■ **EMOTION:** The feeling of clean and fresh, as well as relationship among family

■ **SCENTS:** They provide different scents from fruits, flowers to rain and spring



# PERSONAS



**MARGARET**  
**FEMALE, 63**

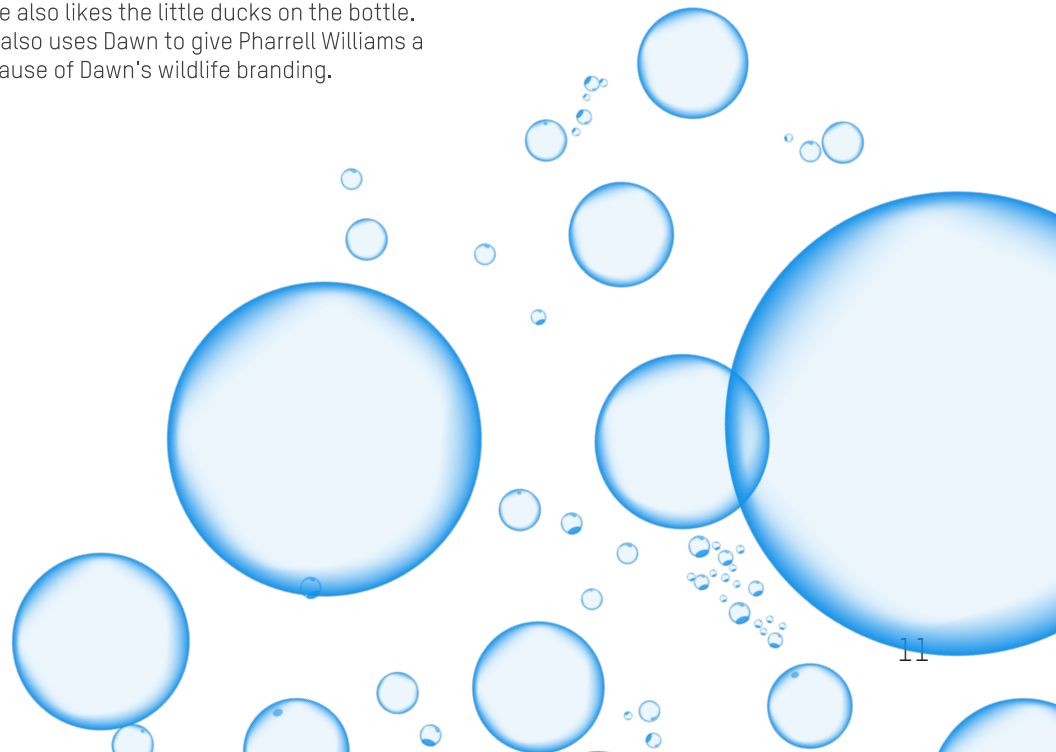
Margaret likes consistency. She lives in a small town, goes to the same restaurant each week, and buys the same brands she has brought since she first got married 40 years ago. Margaret buys Dawn because she likes its 'grease-fighting' powers, as she often cooks with bacon grease and her favorite recipes tend to make a big mess in the kitchen. However, Margaret believes there is no holiday gathering big enough that can't be handled with Dawn. She uses it to hand wash every dish, clean her kitchen appliances, and treat stains on clothes.



**LACRISHA  
FEMALE, 31**

Lacrisha is a single mom with two kids who lives in a suburb of a big city. She works all day as a receptionist for the city while the kids are at school and then makes quick meals in the evening while helping them with homework. Lacrisha also has a small dog, 'Pharrell Williams,' that she takes to work. She does not have a lot of free time, and does not research ingredients much, but she has heard that dawn helps with wildlife clean up from the oil spills. She also likes the little ducks on the bottle. Lacrisha also uses Dawn to give Pharrell Williams a bath because of Dawn's wildlife branding.

*Photo Credit: shutterstock*



# GOALS & ACTIONS



## SUSTAINABILITY GOALS

Dawn does not have a publicly available list of sustainability goals; however, their parent company, P&G does have published goals along with a published annual report on sustainability. These goals are not yet thoroughly defined in many categories, since at this time, their first step is to assess and identify areas of 'priority'.

### P&G'S 'AMBITION 2030' GOALS INCLUDE:

#### Brands:

"P&G's 20 leadership brands including Always, Ariel, Dawn, Fairy, Febreze, Head & Shoulders, Pantene, Pampers, and Tide will enable and inspire responsible consumption through packaging that is 100 percent recyclable or reusable, launching more sustainable innovations, and building trust through transparency and sharing our safety science."

#### Supply Chain:

"P&G manufacturing sites will cut greenhouse gas emissions in half, and will purchase enough renewable electricity to power 100 percent of our plants. The Company will also source at least 5 billion liters of water from circular sources." P&G has also outlines a few specific goals:

*By 2020: reduce freshwater use by 20 percent. (They have already reduced 27 percent per product unit.)*

*By 2020: provide water efficient products to 1 billion customers.*

*By 2020: reduce greenhouse gas emissions by 30 percent.*

*By 2020: reduce energy usage by 20 percent.*

*(Plants that produce Dawn are already powered by "The Tyler Bluff wind farm that provides renewable electricity to all [P&G] US and Canada Fabric and Home Care plants.")*

#### Society:

"P&G will continue to create transformative partnerships that enable people, the planet and our business to thrive, including those that stem the flow of plastic into the world's ocean, protect and enhance forests, expand recycling solutions for absorbent hygiene products, and protect water in priority basins around the world." Two specific goals are:

*By 2020: zero manufacturing waste to the landfill.*

*By 2020: reduce packaging by 20 percent per customer use'.*

**Employees:** "P&G will engage, equip and reward employees for building sustainability thinking and practices into their everyday work. We will reward progress and integrate recognition into performance assessments."

## DAWN'S ONGOING GOAL/ACTION

Wildlife: Since 1978 Dawn has donated soap and money to International Bird Rescue (IBR) and the The Marine Mammal Center (TMMC), through the ongoing Dawn Saves Wildlife Campaign.



## EXISTING CONSUMER-FACING STRATEGIES

Dawn's existing consumer-facing strategies around behavior change rely heavily on advertising and interaction with their website. Their packaging has minimal information on ingredient transparency.

There is a section of Dawn's website on different uses for Dawn's dish soap (e.g. pretreating stains on clothes, cleaning cabinets, cleaning tire rims on cars, etc) to enable users to do more with less.

Dawn dish soap labels call out how Dawn 'helps saves wildlife' and that they have some biodegradable ingredients.

Dawn has a page with recycling tips on their website that goes beyond simply recycling the dish soap bottles, but incorporates other recycling ideas, such as buying already recycled plastics. (Dawn's bottles are 25 percent recycled currently.)

Dawn has a sustainability FAQ page on their website that discusses their wind-powered facilities, but doesn't point out that the project is completed.

Dawn is held a 40 year anniversary of saving wildlife sweepstakes to "Win a Wildlife Experience" in 2018 in order to promote their connection (by donating money and soap) to wildlife saving organizations.

Dawn's product ingredients are listed through a link to "Smart Label," a 2nd party platform, on their website.

Dawn provides 3x the grease fighting power with their dish soap formula to reduce the need for more soap, therefore reducing plastic packaging by 25,000 tons per year by allowing users to use less soap per wash.

Dawn was a part of a 9 episode documentary series on how International Bird rescue (IBR) saves wildlife from oil spills with Dawn soap. Dawn created an ad that is featured on their website with this footage.

Dawn also once did a campaign to donate one dollar per bottle (five hundred thousand dollars) to save wildlife.

In 2003, Dawn raised money for IBR to create an early education center. The urls [saveaduck.com](http://saveaduck.com) and [dawnsaveswildlife.com](http://dawnsaveswildlife.com) still direct to Dawn's wildlife page.

# TOOLS & APPLICATIONS

## AUUDIO

The Aspect, Upstream, User, Downstream, Issues, and Opportunities (AUUDIO) analysis gave us an overview of the industry environmental and social issues with soap as well as the specific environmental problem areas for Dawn. Additionally, we were able to begin brainstorming ideas for solutions to the challenges that affected multiple environmental categories and proved to be the largest challenges for Dawn and the industry (see section titled, 'Challenges').

	ASPECTS	UPSTREAM	USER	DOWNSTREAM	ISSUES	OPPORTUNITIES
CLIMATE CHANGE	Emissions in extraction of raw materials and production of packaging & product	Emmissions from energy used in the extraction of petroleum to make their product bottles, from transportation of the materials and product, and from the thergy used to make and package the product contribute to CO2 in the air	Emmissions from transporting the product to the user's house contribute to CO2 in the air. If you heat the water, it releases more CO2 than making the detergent	Emissions from transport- ing the product to landfill or recycling facilities, sorting the product packaging on machinery at recycling facilities, the process of recycling the packaging, and the transportation of the new material to a new manufacturing facilitiy	Non-renewable energy use across the supply chain and the use of petroleum based products. Non renewable energy used earlier in the supply chain (before manufacturing) and to transport materials, waste, and products	Use biofuel and/or renewable energy in tranportation, factory, and recycling Encourage users to buy in larger (or in liquid 'bulk' sections at the store) quantity for less trips to the store & less packaging Offer liquid 'bulk' soap for sale to put in your own containers and package-free bar soaps.
ENERGY	Energy used to extract raw material (petroleum) to create plastic bottles, run factory to create, dispense, & label products, andtransporta- tion of materials and finished goods	Emmissions from energy used in the extraction of petroleum to make their product bottles, from energy to run equipment at farms where ingredi- ents are grown, and from the energy used to make and package the product Dawn has the goal of using wind power at their plants to meet a P&G 30 percent energy reduction at all plants by 2020	Energy used to heat water to wash off products or rinse out bottle once empty for recycling	Emissions from transporting the product to landfill or recycling facilities, sorting the product packaging on machinery at recycling facilities, lighting their office, and the process of recycling the packaging	Energy use across the supply chain is not all renewable	Track renewable energy use and use 100 percent renewable energy in factory/plant and recycling facility

<b>BIODIVERSITY</b>	<p>Land for flora and fauna taken up by farms for ingredients, mining sodium carbonate to make lye for soap, extracting oil for bottles, factory, and roads to and from factory</p> <p>Chemicals in the soap can hurt species directly, as they can humans.</p>	<p>When extracting petroleum for plastic bottles, flora and fauna's habitats suffer</p> <p>They replaced lawn with native, drought-tolerant plants at their San Diego, CA plant</p> <p>They are certified Non-GMO, Vegan, and don't use animal testing</p>	<p>The soaps are biodegradable, enabling the user to safely use the product during outdoor activity</p> <p>Inside, however, water will the soap will likely go to a waste water treatment plant which take up land</p>	<p>The land use taken up by the recycling facility and waste water treatment facility takes up habitat for local flora and fauna</p> <p>Pollution from the chemicals in the soap can harm species in or near affected waterways.</p>	<p>Land use throughout the product lifecycle takes up habitat and chemical ingredients can harm species, 'The Big Picture,' 'Dawn Helps Save Wildlife' and Dawn's video ad focus more on the company's environmental work, rather than the product itself</p>	<p>Green roofs, water saving campaign for users, and moving away from disposable containers that need recycling</p>
<b>CHEMICALS &amp; TOXINS</b>	<p>Dawn Ultra is branded as having "3X More Grease Cleaning Power" ("Ultra Dishwashing Liquid," 2017). Chemicals in plastic packaging but not from product itself, except in making of product</p> <p>Some electronics (such as computers) that contain heavy metals and plastics are used in the plant, Dawn is a detergent soap that uses chemical petroleum based to grasp the oil</p>	<p>Land for flora and fauna taken up by farms for ingredients, mining sodium carbonate to make lye for soap, extracting oil for bottles, factory, and roads to and from factory</p> <p>Chemicals in the soap can hurt species directly, as they can humans.</p>	<p>The plastic packaging if warmed and overtime may impart chemicals into the product and make its way onto the skin of the user. PETE (number 1) or HDPE (number 2) plastic is used in their bottles. This plastic is meant for single use, and extended use can increase the chances of chemicals leaching out of it.</p> <p>Ingredients in the product are linked to toxicity in the skin, liver, or neurons such as Sodium Lauryl Sulfate, Methylisothiazolinone, and Ppg 26</p> <p>Other ingredients are skin irritants such as Sodium Laureth Sulfate and Phenoxyethanol</p>	<p>Plastic and electronics that are not properly recycled may leach toxins into the environment</p> <p>Chemicals from the products pollute.</p>	<p>Plastic packaging releasing toxins into the product and environment</p> <p>Electronics releasing toxins into the environment</p> <p>Ingredients in the soap making process can be harmful to humans</p>	<p>Follow the FDA Regulation, removing an illegal ingredient.</p> <p>Create a new Sustainable product Line.</p>

AIR POLLUTION	Emissions in extraction of raw materials, production of packaging and product Soap ingredients can turn into gas and in the ingredient making process a gas is created	Emmissions from energy used in the extraction of petroleum to make their product bottles, from transportation of the materials and product, and from the therapy used to make & package the product contribute to C02 in the air Sodium Laureth Sulfate can become air born and irritate worker's skin	Emmissions from transporting the product to the user's house contribute to C02 in the air Sodium Laureth Sulfate can become air born and is a skin irritant	Emissions from transporting the product to landfill or recycling facilities, sorting the product packaging on machinery at recycling facilities, the process of recycling the packaging, and the transportation of the new material to a new manufacturing facilitiy	The use of petroleum based products Byproducts in creating ingredients for soap and ingredients themselves	Use biofuel and/or renewable energy in tranportation, factory, and recycling Encourage users to buy in larger quantity (or in liquid 'bulk' sections at the store) for less trips to the store and less packaging Offer more locations with liquid 'bulk' soap for sale to put in your own containers Offer package-free options
	Waste from production and from packaging	Waste byproduct from creating plastic bottles and paper packages as well as from ingredients themselves	User can either choose to recycle or send the packaging to the landfill and this choice may be dependant on the availablility of packaging in their area	100 percent of their packaging is recyclable, but it may not make it to being recycled depending on the user behavior, transportation to the recycling facilities, and the recyclable material market, bottles are made with 25 percent post-consumer recycled material	Recycling is only a temporary step to keep waste out of landfills; all their plastic will eventually be put in landfills or find it's way into waterways, the soil, and/or the ocean	Encourage users to buy in larger quantity (or in liquid 'bulk' sections at the store) for less trips to the store and less packaging Offer locations with liquid 'bulk' soap for sale to put in your own containers Offer package-free options Research other ways to package liquids and lotions that do not involve conventional plastic (e.g. glass, metal, or certified compostable plastic) Work toward 100 percent post consumer content for all packaging and labels
WASTE MANAGMENT						

<b>OCEANS</b>	<p>CO2 from production, transportation, and recycling acidify the ocean</p> <p>Plastic packaging may also pollute ocean</p> <p>Chemical ingredients can pollute the ocean</p>	<p>Emissions from energy used in the extraction of raw materials to make their ingredients and bottles, from transportation of the materials and product, and from the energy used to make and package the product contribute to CO2 in the ocean</p>	<p>Emissions from transporting the product to the user's house contribute to CO2 in the oceans</p> <p>If the user litters the bottle it may become ocean pollution</p>	<p>Emissions mentioned above pollute the oceans, since it is a carbon sink</p> <p>Some plastic packaging is likely to end up in oceans and photodegrad to tiny pieces</p> <p>Chemicals could escape the water treatment plant or never make it there and enter the ocean</p>	<p>Non-renewable energy use across the supply chain and the use of petroleum based products</p>	<p>Use biofuels for transportation and renewable energy at factory and office to reduce CO2 emissions</p> <p>Research other ways to package liquids and lotions that do not involve conventional plastic (e.g. glass, metal, or certified compostable plastic)</p>
<b>DEFORESTATION</b>	<p>Land use due to harvesting/mining and processing ingredients and packaging raw materials and taken up by manufacturing plants may contribute to deforestation</p>	<p>P&amp;G has committed to using only palm oil associated with 'zero deforestation' but Dawn products do not use directly palm oil</p>	<p>The user can recycle the packaging, but may not depending on the availability of these waste management practices where they are and their habits/beliefs</p>	<p>Forrests may be effected by landfill sites and/or recycling facilities</p>	<p>Facilities could be contributing to a lack of forests</p> <p>Lack of a tree-specific certification related to ingredients</p>	<p>Work toward 100 percent post consumer content for all packaging and labels</p> <p>Educate consumers more on the recyclability of their packaging</p>
<b>SOCIAL</b>	<p>Ingredients may be harmful to workers and users</p> <p>Dawn donates money and soap to wildlife rescue from oil spills</p>	<p>Chemical ingredients are dangerous to mine (such as oil) and toxic to humans</p>	<p>A section of the website is available on different uses for the soap such as washing clothes. Procter &amp; Gamble has spent 4 to 5 billion annually on advertising. On the Dawn Facebook page, they post many video ads that get a lot of views and comments from people (Timeline [Dawn], 2017). They claim to be working on gender equity issues through advertising.</p> <p>P&amp;G proudly celebrates Black History Month.</p>	<p>Polluted air and waterways due to packaging and ingredients</p>	<p>Lack of transparency with producer groups and supply chain in general</p>	<p>Continue advocacy for wildlife while expanding transparency on producer groups and ingredients</p> <p>Find a replacement for Sodium Lauryl Sulfate (petroleum derived)</p>

<b>WATER</b>	Water used in growing ingredients, refining ingredients, making labels, making soap, user cleaning, and recycling product packaging	They wash the birds with a petroleum based product	Water used to wash off product and to rinse out bottles for recycling when empty the soaps are biodegradable, enabling the user to safely use the product during outdoor activity inside, water waste and treatment	Water use in recycling process	Fresh water is a scarce resource in the world and they pollute it and use it	Finish grey water project and encourage partner farms to use water wise practices
<b>OZONE LAYER</b>	They do not create any soaps with Aerosols or that need refrigeration and therefore their contribution to ozone depletion is likely marginal	Possibly using old fridges with harmful refrigerants at their facilities along the supply chain			Lack of publicly available information	Check any refrigerators used in offices or at the plant that contain refrigerants that contribute to ozone depletion

## CHALLENGES

Overall, Dawn has some challenges to becoming a sustainability integrated company. Dawn is at risk of public criticism for their ingredients and non-transparent policies. Additionally, their ingredients and packaging sources (both of which will likely be more scarce and regulated in the coming years) are not promoting a healthy future.

Many of the ingredients in Dawn are harmful to both the environment and the human body.

There is difficulty in outreach to a consumer base that is not necessarily sustainability-driven or justice-driven, but simply performance/cost driven.

Dawn's ingredients also prohibit them from tapping extensively into the 'Aspirational' or 'LOHAS' markets.

Though Dawn is heavily connected with protecting wildlife in oil spill clean ups, one of their dish soap ingredients is petroleum based, and their products are all packaged in plastic (a petroleum-based product).

Dawn/PSG relies on internal measures for sustainability goals and does not have certifications to improve credibility.

Dawn only uses 25% post-consumer recycled plastic for their bottles, making them fall short of their natural brand competitors.

The land use and biodiversity aspects of production along with the social aspects across the supply chain have not been publicly accessed or addressed.

## BLUE OCEAN ERRC TOOL

The Eliminate, Raise, Reduce, and Create (ERRC) tool helped us to identify two new key areas where the soap industry is traditionally putting focus but should shift focus away:

1. The idea that chemicals can fight grease messes best.
2. The idea that chemicals smells indicate cleanliness.

The ERRC also calls out what should be 'reduced' despite industry standards, such as chemical detergents that pollute and are toxic.

Additionally, with the ERRC we began brainstorming the issues that we wanted to address in this project based on previous challenges identified and what the industry has the capacity to 'raise' up and 'create' right now.

### ELIMINATE

- The idea that 'Grease fighting' can only be done with chemicals
- Smell (shift the idea that 'clean' smells like a toxic chemical)
- Waste to the landfill (eliminate virgin plastic use)
- Non-renewable energy use
- Animal testing

### RAISE

- Consumer awareness of ingredients, water use, waste impact, energy use, & environmental/human toxicology
- Standards for ingredients (non-toxic to humans, workers, or environment)
- Recycled content of packaging
- Standards worker benefits and conditions
- Transparency internally and externally through 3rd party certifications and life cycle assessments

### REDUCE

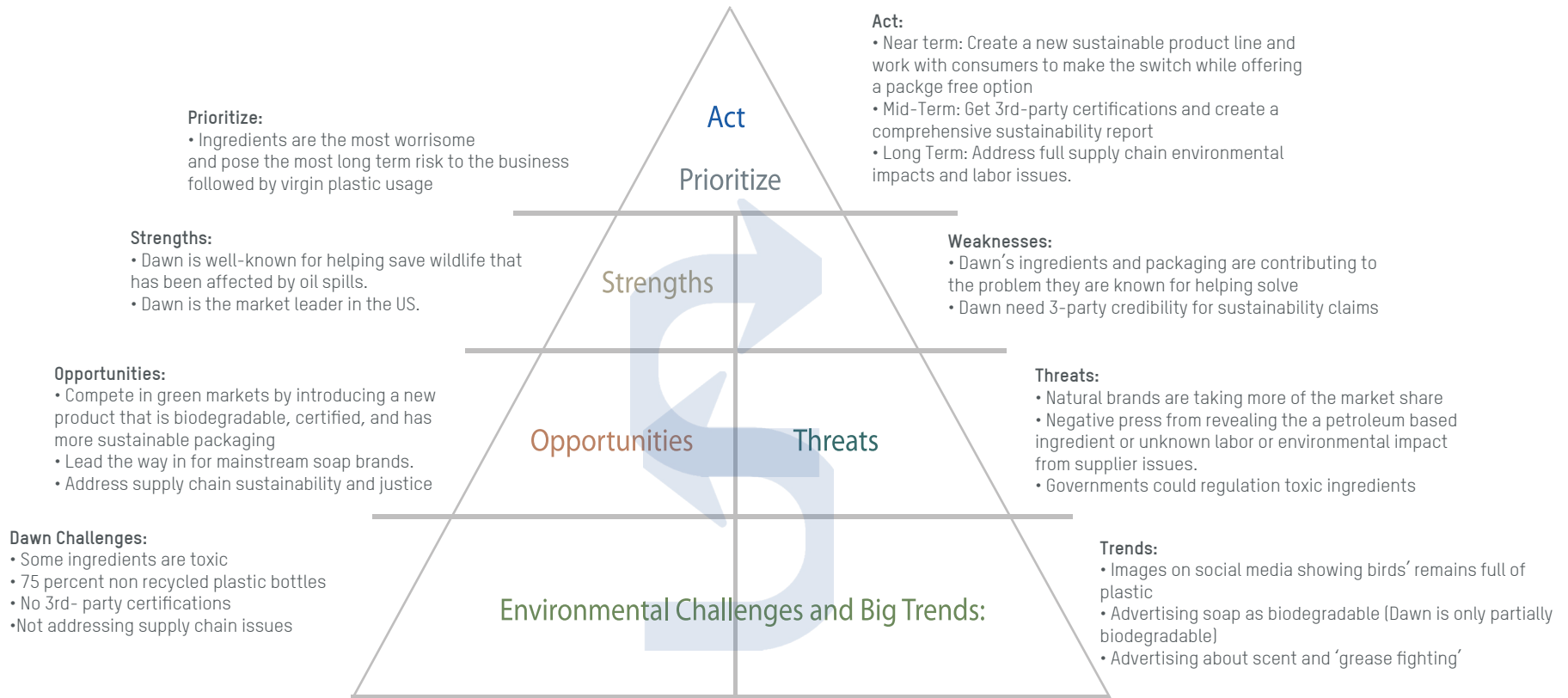
- Chemicals and plastic in waterways and oceans
- Water use in production and consumer use

### CREATE

- Continue wildlife protection without toxic chemicals
- New product line with all biodegradable ingredients and ocean plastic packaging
- Avenues for bulk liquid soap purchasing
- User-centered education campaign to help consumers lead more sustainable lives
- New understanding of natural products as 'grease fighting' and 'clean' smelling

## SSWOT

The Sustainability Strengths, Weaknesses, Opportunities, and Threats (sSWOT) tool allowed us to build on the ideas from the Blue Ocean ERRC tool, taking ideas about industry changes and creative opportunities and framing them within a linear model. We confirmed our plan to work in the near term on building a sustainable product line for dawn and shifting paradigms to affect consumer behaviors while leaving other issues to longer term timelines.



## ENVIRONMENTAL CHALLENGES AND BIG TRENDS:

### Dawn:

- Ingredients in soap are toxic
- Plastic is used to package the product (75 percent non recycled as well)
- Dawn's customers are not primarily sustainability driven
- P&G relies on internal measures and 2nd party measures/awards, not 3rd- party certifications
- P&G/Dawn has not done a deep dive with addressing sourcing labor and environmental issues.

### Trends:

- Images on social media showing birds' remains full of plastic because they thought it was food
- Advertising that soap ingredients are biodegradable (Dawn only has some biodegradable ingredients)
- Advertising about scent and 'grease fighting' capabilities of the soap
- Using certifications to increase transparency and attract conscious consumers
- Creating concentrated soap formulas to save water.
- Utilizing renewable energy and increasing energy efficiency in manufacturing

## OPPORTUNITIES:

- Compete in the new 'Aspirational' market by introducing a new product that is biodegradable, certified, and has more sustainable packaging.
- Lead the way in certifications for mainstream soap brands.
- Address supply chain sustainability.

## THREATS:

- Companies, such as Seventh Generation and Ecos are beginning to take more of the market share because they are mostly non-toxic and purpose-driven.
- Negative press from revealing the toxicity of Dawn ingredients, including a petroleum based ingredient or unknown labor or environmental impact from supplier issues.
- Governments could regulate the Dawn ingredients that are toxic to humans and the environment (e.g. Sodium Lauryl Sulfate).
- Energy and fresh water are likely going to become more globally scarce and more regulated.

## STRENGTHS:

- Dawn is well-known for helping (through soap and money donations) save wildlife that has been affected by oil spills.
- Dawn is the market leader in the US.

## WEAKNESSES:

- Dawn's ingredients are contributing to the problem they are known for helping solve.
- Dawn's packaging also hurts the animals they help save from the oil spills.
- Dawn lacks credibility because of an absence of reports and 3rd-party certification.
- Dawn does not publish much information about their supply chain.

## ACT

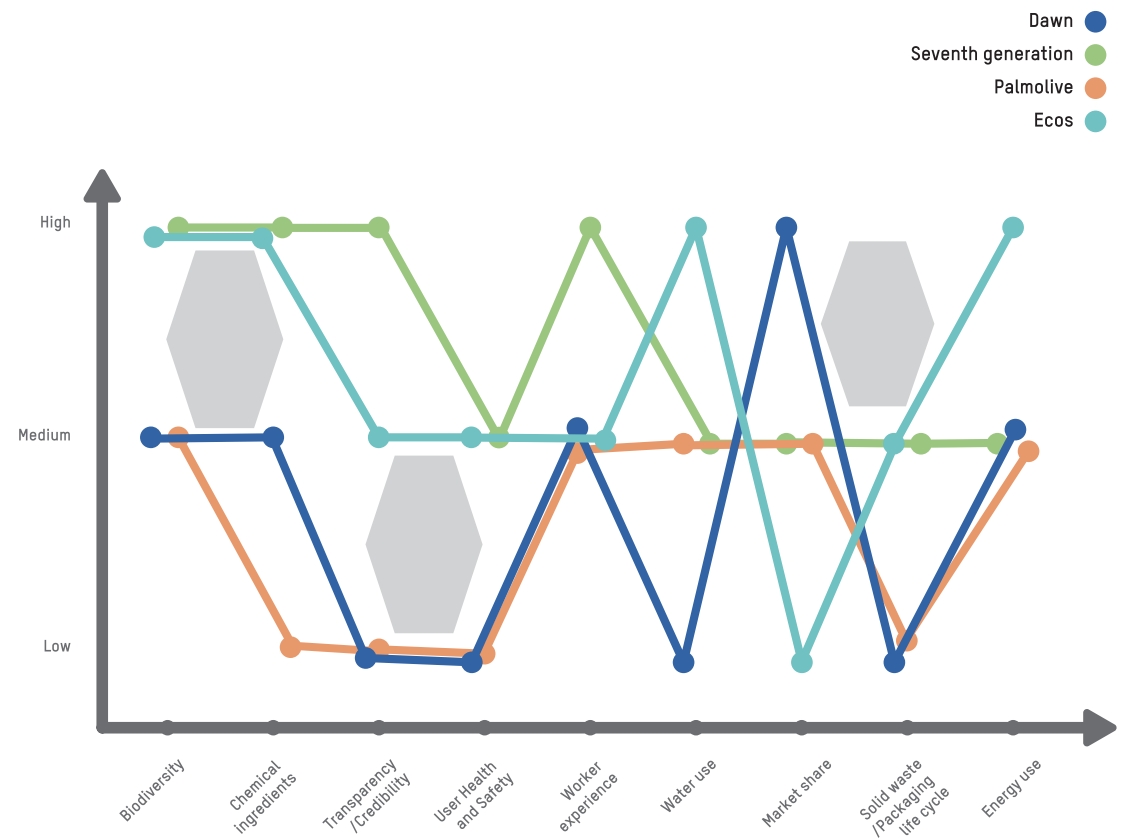
- Near: Create a new sustainable product line
- Near: Work with consumers to make the switch and find new consumers
- Mid-Term: Offer liquid bulk dispensed soap at grocery stores to decrease packaging
- Mid-Term: Add renewable energy project earlier in the supply chain than manufacturing to make net zero energy, and get certified with U.S. Zero Waste Business Council (USZWBC)..
- Long Term: Develop concentrated formulas to help reduce water and CO2 emissions.
- Long Term: Address full supply chain environmental impacts and labor issues.

## PRIORITIZE:

- Tumbpackaging.
- Next the business will likely struggle in light of climate change if they are not more resilient with energy and water use.
- Finally, supply chain issues should be assessed and addressed from environmental and social perspectives.

## STRATEGY CANVAS

The Strategy Canvas allowed us to find the 'blue ocean' of opportunity for Dawn in comparison to its competitors. We discovered that Dawn is doing better or the same as Palmolive on our target issues. (These target issues flowed out from our industry analysis and identification of challenges through the AUUDIO tool. These target issues are also defined below to reveal our assumptions.) Conversely, Dawn's performance was overall lower than Seventh Generation and Ecos, leaving lots of 'blue ocean' space or opportunity in their challenge areas, particularly with the chemical nature of their ingredients, their transparency, and their packaging. Social issues should also be address, however, there would need to be more assessments of the current state before goals could be set.



**BIODIVERSITY:**

high performance means more efforts to save wildlife and prevent harm to habitats through land use and solid and chemical waste pollution

**USER HEALTH AND SAFETY:**

low performance means the ingredients or packaging will likely cause harm to the user either through skin irritation or bioaccumulation in the body

**MARKET SHARE:**

high performance means a higher number of consumers seem to use this product in the USA on a regular basis (estimated through approximate availability in stores)

**CHEMICAL INGREDIENTS:**

high performance equals few to no toxic ingredients in the product

**WORKER EXPERIENCE:**

high performance means there is more evidence of safe working conditions with Ingredients, better employee programs and benefits, fair/verified global labor practices

**SOLID WASTE/  
PACKAGING LIFE CYCLE:**

low performance means a lot to the landfill and few efforts to change wasteful practices

**TRANSPARENCY/CREDIBILITY:**

high performance indicates lots of information publicly available, a variety of issues covered in reports, and multiple 3rd-party certifications

**WATER USE:**

high performance means effort has been made to reduce both up and downstream fresh water usage

**ENERGY USE:**

low performance means less renewable energy used in manufacturing

## STAKEHOLDER ENGAGEMENT MAP

The Stakeholder Engagement Map was a useful tool in indentifying stakeholders for the brand. We determined who we would recommend that Dawn connect and collaborate with in the future, as well as monitor and defend against.



## STAKEHOLDERS:

Currently, Dawn does not seem to be deeply engaged with many of their stakeholders or at least they do not advertise it widely. However, they extensively advertise about their donations of soap and money to the NGOs: International Bird Rescue (IBR) & The Marine Mammal Center (TMMC). We believe this partnership is very beneficial to the environment and the brand, so we have recommended continued collaboration with these NGOs.

Furthermore, Dawn should work on improving their credibility with environmental claims and they have room to grow into their sustainability goals. A major way to accomplish both is to collaborate with NGO certifiers, such as Leaping Bunny, Fair for Life, Vegan Action, and USDA Organic ingredients. These certifications will also keep Dawn competitive with 'integrated' and 'purpose driven' brands such as Dr. Bronners, Method, and Seventh Generation.

Moreover, Dawn could benefit from sharing learnings with their peers under the P&G company, such as Cascade and Tide as they could share resources and elevate P&G together.

There is also little evidence of consumer, employee, supplier, or distributor engagement which are all parts of the up and down streams ends of the product life cycle that could benefit from more attention.

With all these collaborations, and as successes build, Dawn should work with more media outlets to push their achievements into the public eye as they have previously done with news sources such as the New York Times and the Washington Post.

Dawn does have a feature on their website connecting to the 2nd-party labeler managed by the Grocery Manufacturer's Association & Food & Consumer Products of Canada. Their parent company, P&G also boasts a 2nd party award from The American Forest & Paper Association. However, since Dawn needs to build credibility with their sustainability claims, these 2nd-party organizations are recommended to simply be monitored (allowing for focus on 3rd party certifications).

Additionally, Dawn's competitors do not hold any clear promising points of collaboration, so they are also put in the 'monitor' category. Shareholders and investors are also recommended for basic monitoring only, since the Dawn is already doing very well in the marketplace.

In addition to monitoring, we recommend that Dawn connect with consumer-facing ranking websites, such as GoodGuide and EWG's Skin Deep. These websites rank Dawn or Dawn's dish soap's ingredients very poorly. It would be good to know what Dawn could improve to bring up scores.

Aside from these consumer facing entities, it would be good to connect with communities around the plants in the United States, as there have been past labor issues (e.g. in Kansas City). These efforts could help with PR issues and social issues simultaneously.

Finally, we think Dawn should work to address and defend (by substantiating their environmental claims) against environmental groups, such as Mother Nature Network, that point out the ironies of the ingredients in dawn soap being toxic and oil-based when they are used to clean oil off birds.

## VALUE PROPOSITION CANVAS

After finding direction with the sSWOT and ERRC tool, we were able to start mapping out how a new product line could add value to Dawn's customers (and hopefully new customers) while alleviating some of the pains they find in daily life.

### PRODUCT & SERVICE

- Biodegradable Dish Soap which is certified by Leaping Bunny, fair for life, Vegan Action, USDA Organic, OK Kosher, Cradle to Cradle, and Non-GMO Project with a bottle made from Ocean plastic and 1 percent of profits going to save animals.



### GAIN CREATORS

- Dishes, kitchens, and clothes look and are clean
- Dishes are clean without toxic smells
- Product is not toxic to humans or the environment. Bodies stay healthy!

### GAIN

- Dishes look clean (no streaks, no stains, not greasy/slippery)
- Kitchens look clean
- Clothes are no longer stained
- Animals are clean, free of oil
- Environments are safe from toxins
- People are healthy (or at least not sick from soap)

### JOBS

- Clean dishes
- Stained clothes to clean
- Kitchens to clean
- Animals covered in oil to save and environments to not pollute
- To care for personal health and family health)
- Buying safe products takes a lot of research



### PAIN RELIEVERS

- Cleaning is easier with an eco soap that gets off grease and does not leave streaks/film
- Animals are still protected through profit donations from purchases of soap
- Increased transparency through certifications to make buying safe, eco-friendly products easier.

### PAIN

- Messy dishes with grease, oils, fats, tomato sauces, turmeric, etc. are difficult to clean
- Messy kitchens from messy cooking or baking are hard to clean
- Toxic soaps can leave film on dishes
- Animals are dying from being covered in oil from oil spills
- Toxins are bioaccumulating in people's bodies and irritating their skin and eyes. Children are getting sick or dying from eating dish soap.
- Consumers don't know which companies to trust and which ingredients are bad for them.



# IDEATION



Originally, we thought our final solution would be focused on shifting consumers perceptions of soap in terms of what clean smells like and what type of soap can effectively combat grease. From our research and experience, we believe that main-stream consumers associate chemical smells with cleanliness and artificial detergents with the ability to clean grease well. We started crating a cultural probe that would test our assumptions around scent, word cues, and image-cues on packaging. We were going to have participants smell both natural and artificial soaps, describe what words they associated with various smells, and pick the soap bottle they would use simply based on the image on the bottle.

However, we decided that it would be most advantageous to Dawn not to work on changing their long term customers, but to envision their dish soaps with a completely new product line that appeals to the 'Aspirational' and 'LOHAs' or sustainably-minded consumers. Thus, Sunlit by Dawn was born. We maintained the idea that a natural soap can be grease fighting (though labeling) while shifting focus to the wildlife Dawn helps save with International Bird Rescue (IBR). Following the example of Greenworks (by Clorox), Dawn will start the journey to sustainability with a new biodegradable product line. Sunlit allows Dawn to address packaging and ingredients challenges without disrupting their existing production or consumer base. Sunlit will provide the confidence and credibility Dawn needs to stay relevant in the decades to come.

# CULTURAL PROBE

## OVERVIEW:

In addition to the new product line: Sunlit by Dawn, we decided we would reduce waste further with a soap refill station and a behavior changing app. With these final solutions in mind, we started listing our assumptions about people's behavior and responsiveness to our designs for Dawn. Our cultural probe was therefore designed to engage the public in a fun way while testing their reactions to aspects of our whimsical design in an approachable sustainability-minded framework.

We set up our station at the Savannah, GA Farmer's Market, knowing this would be a good place to get participants of a variety of ages, but in particular people from our new Dawn's target market: younger moms and retired women. After the probe is when we solidified the target audience for this project which is not Dawn's current customer base. Nevertheless, at the farmer's market we believe there would also be sustainably-minded consumers. See the next section to learn more about our chosen target audience.

The probe was designed into 3 simple parts: 1. a brief (3.5 question) survey, 2. a labels sorting game, and 3. a photo booth (aka the 'Bubble Booth'). Participants earned 'points' by helping us with our research, doing the survey and playing the sorting game. We gathered data with these two aspects, but also through whether or not they were willing to do the slightly harder task (the sorting game) for more points. Points earned a participant selection of different props (fancier props were worth more points). After the game, we gave participants a little wallet-sized card, listing 3rd-party certifications to help them identify meaningful labeling in the store. The card also prompted them to learn out more about products they are buying by downloading the Good Guide app. Participants overwhelmingly reacted positively to being given this practical information card.



## PARTICIPANTS:

Although, we did get more younger participants than older participants and it was difficult to tell how many of these younger participants were parents, we did receive responses primarily from women (Dawn's customer base). Additionally, we were happy to have been able to sample across a wide range of ages, given Dawn's wide reach in the market. Furthermore, more participants said they used Dawn than any other one dish soap named, meaning, Dawn's existing customers were well represented in the probe. For being a small study, we felt the sample was comfortably representative of the groups we were looking to query both before and after changing our target audience.

## RESULTS:

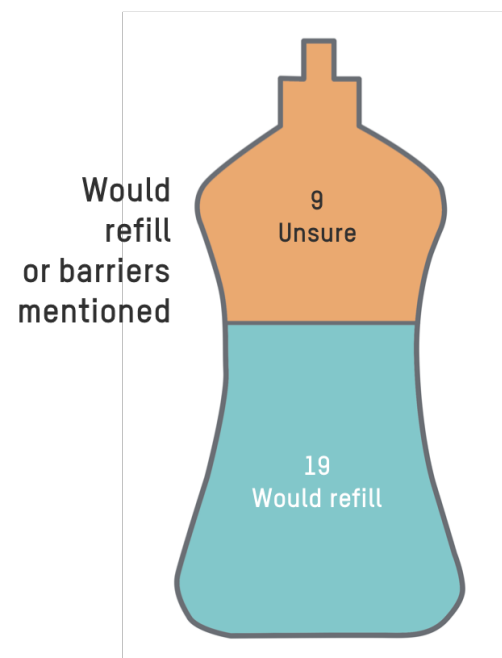
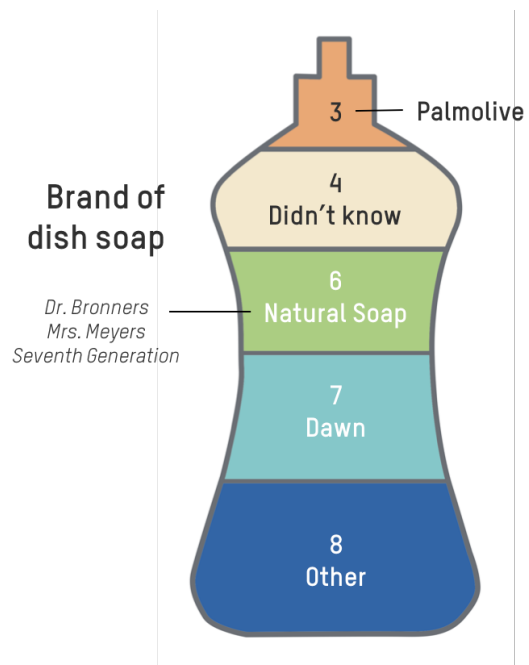
Overall, we were very pleased to find that the data supported continuation with our design ideas. First off, 22 out of 28 people played the sorting game to get the better props for the 'Bubble Booth.' We cannot speculate that their motivation was specifically to get the props. Their curiosity may have simply been peaked or they may have altruistically wanted to help us with research. However, the fact remains that people were willing to take that extra step in the context of our whimsical game. The data also showed that natural soaps are indeed taking up a large portion of the market as we mused with the Strategy Canvas, meaning Dawn will need to adapt to stay the market leader. In addition, half of the participants are also not loyal to their current dish soap brand and 4 did not know what kind of soap they use at home. Finally, the majority of participants (nearly 70%) were willing to switch to refillable soap options, with 6 people calling out (without prompting) that refilling would be preferable. Therefore, the market is primed for a new line of soap and a refill station encouraged by the whimsical app game as we are designing.

However, there were comments by participants in the survey and simply gathered through casual conversation. It was clear there is more need for explanation about certifications and folks did identify with the idea of soap being 'grease fighting' (which was

a term used in our labels sorting game). Therefore, we have chosen to play up the term 'grease' in our labeling of the new soap and maintain the certification most people recognized: USDA Organic. Additionally, we recommend that upon installation of the new refill station, there is a person tabling to explain:

1. how to refill,
2. what certifications mean,
3. demonstrate the power of the new soap, and
4. invite folks to download the app.

After the initial launch, there will be less need for a human based prompt. Yet, at this initial roll-out, there should be clear information about the benefits of the new design concepts with a connection to familiar phrases.



# FINAL SOLUTIONS

## TARGET AUDIENCE:

Although Dawn is the current dominant dish soap brand in the US market, the natural brands are quickly becoming big competitors. This observed trend was supported by data collected in our cultural probe where nearly as many people listed their dish soap as being a natural soap compared to those who said they used Dawn. Though the sample size was small, this probe portrayed the larger trend that has been researched by Business for Social Responsibility (BSR) and Globe Scan who found that about 40% of the global market is comprised of 'Aspirational': those who "unite a love of shopping, social status, and sustainability values." Similarly, in the shift to sustainability, LOHAS has identified that about 40% of the population fall into one of two categories either 'LOHAS (Lifestyles of Health and Sustainability)' who are committed buying green products to promote a healthy and sustainable lifestyle or 'Naturalites' who are focused on healthy, safety and secondarily on sustainability. Overall, this is a huge market share that Dawn is not heavily tapping into with its current products. Moreover our casual conversation at our cultural probe indicated that people do in fact associate Dawn positively with saving wildlife. Therefore, our solutions of Dawn build off of the Dawn and wildlife connection, address environmental concerns, and open the door to the Aspirational or LOHAS and Naturalites markets.

## OVERVIEW

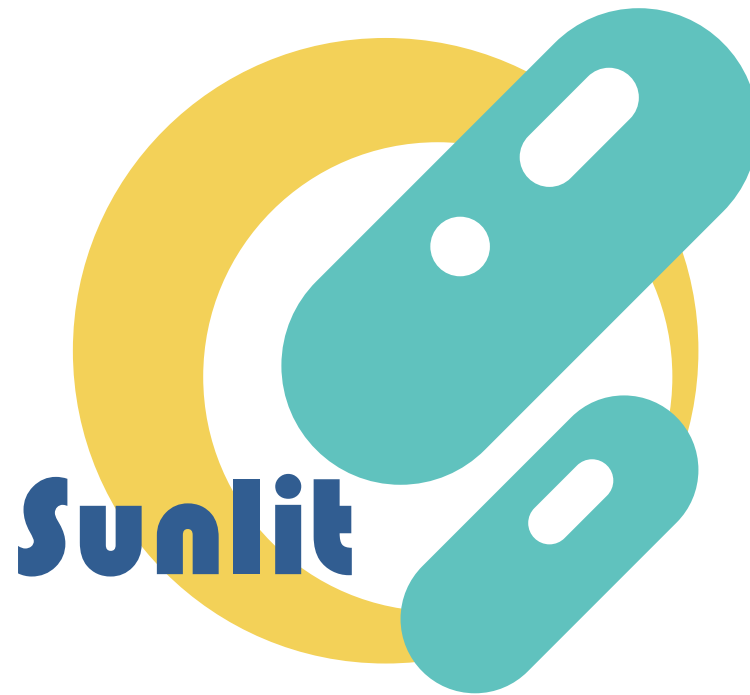
BSR and IDEO wrote a guide for businesses to become sustainable companies called the Aligned for Sustainable Design: An A-B-C-D Approach to Making Better Products. In this guide, they outlined some of the benefits for moving into the sustainable future space before companies are legally or otherwise forced to including “[gaining] access to markets or [increasing] market share, [avoiding] compliance costs, [improving] resource efficiency, [increased] customer loyalty, and [better] community relations.” They also outline creating a new line as a way to start a company on the path to sustainability in a meaningful way when the company is not sure where to start. Dawn is an established company which is becoming detached from the new direction of the market. Creating a new product line: **SUNLIT BY DAWN**, will help start them on the path to becoming a sustainable company. The new product line will also play on Dawn’s strengths.

Dawn has become well-known for helping save wildlife. On their website a large banner ad touts their contributions and ducks are displayed on their packaging to further enhance the connection. **SUNLIT BY DAWN**, the iPad at the refill station, and the app all play up this emotional branding strategy and look for ways to deepen the meaning behind the phrase, “Dawn helps save wildlife.”

According to P&G’s sustainability goals: ‘Leadership brands’ including Dawn should ‘inspire responsible consumption through packaging.’ Yet their packaging is only partially made from recycled plastic currently. Competitors like Dr. Bronners and Seventh Generation are much closer to 100% recycled packaging. Dawn can be a leader by taking a step further to use recycled ocean plastic, which will also help save wildlife. Few companies have pioneered the use of ocean plastic so far, but Method has provided a model to follow. To move to even less packaging, less resources use, and slowly away from plastics, a liquid bulk soap refill station will accompany the ocean plastic packaging option. To our knowledge, of the largest Dawn competitors, only Dr. Bronners provides a consumer liquid bulk option. Dr. Bronners, is not primarily a dish soap brand, giving Dawn the opportunity to be the front leader for sustainably-minded consumers among dish soap brands.

Furthermore the ingredients in Dawn, including a petroleum based-ingredient, provide an ironic conundrum for Dawn since they are known for helping clean up oil spills. Dawn can remedy this contradiction by deepening their partnership with International Bird Rescue (IBR) to fund research for a non-toxic, biodegradable soap that can clean wildlife, as well or better than the old Dawn.

Finally, we acknowledge the need for behavior change amongst consumers with our design solutions. We want to help motivate (even the Aspirational, LOHAS, and Naturalites) to switch to better products. The creation of a playful app to pair with the **SUNLIT BY DAWN** will engage consumers in an animal-based game at the time of purchases and in-between purchases, shaping the path to wider behavior changes. The game is designed to play into existing social media connections and consumers desires to customize their possessions (IKEA, 2016). The cultural probe also supported the idea that people will be motivated to perform a new (even slightly challenging) task by cute and silly props within a playful game setting. Eventually, Dawn could also invite in other natural soap brands or pave the way for their peers in P&G to join the refill station and app. Dawn will champion a new industry standard for P&G and the soap market, ensuring their role in households for decades to come despite changes in climate and a decline in available resources.



**SUNLIT BY DAWN** will be powerful and concentrated like the original Dawn, but create a model for how Dawn can become a market leader in amongst sustainable consumers and for all dish soap markets of the future.

# BRANDING

**SUNLIT BY DAWN** has it's own logo, but is not a drastic departure from their branding style in order to one day incorporate some of Dawn's existing customer base and make the new product more familiar (and trustworthy) to them. **SUNLIT** uses bright colors, cute wildlife images on the bottle and in the accompanying app and at the refill station. The packaging also calls out that **SUNLIT**, like the original Dawn is great at cutting through greasy messes, stating, 'Cuts grease, saves wildlife.' Finally, the label calls out that 1% of the **SUNLIT** profits go towards a research project with International Bird Rescue (IBR) to provide visibility for IBR and highlight Dawn's continued efforts to help save wildlife.

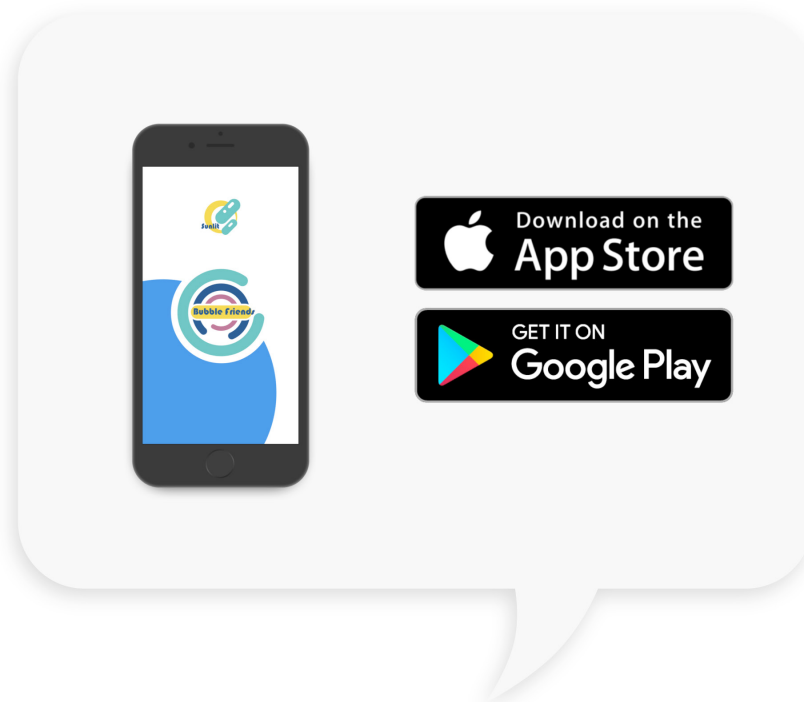


Photo Credit: unsplash

# PACKAGING

**SUNLIT BY DAWN's** packaging is 100% ocean plastic on the bottom 2/3 of the bottle, in keeping with the theme of saving ocean-dependent wildlife. The top 1/3 of the bottle can be popped off for washing or recycling and is made from 100% post-consumer recycled plastic. The blue color is also reminiscent of the iconic Dawn original formula. The transparency also enables the user to see when the bottle is getting full when they are using the refill station. Furthermore, the packaging design directly relates to P&G's goal for Society: "P&G will continue to...stem the flow of plastic into the world's ocean... and protect water in priority basins around the world." By 2020, P&G has committed to send zero manufacturing waste to the landfill and to reduce packaging by 20 percent 'per customer use'.





100% biodegradable ingredients

Four 3rd party certifications





# INGREDIENTS

**SUNLIT BY DAWN**'s ingredients will all be non-toxic and biodegradable with transparent ingredients that are simple to understand. **SUNLIT BY DAWN** will use essential oils for scents rather than unknown 'fragrances.'

We did not have a lab to test out the ingredients suggested here, however, we have based this formula off of Dr. Bronner's, Seventh Generation's, and Eco's soaps and a general knowledge of what is required to make a natural soap. The ingredients we recommend are: Water, Organic Coconut Oil (providing the soap base), Potassium Hydroxide (aka, Lye; creating the liquid soap, none remains in the soap after saponifying oils in manufacturing), Organic Hemp Oil (more soap base from a highly sustainable plant), vegetable glycerin (thickener & foam stabilizer), and Citric Acid (plant-derived PH Balancer). The scents of Sunlit by Dawn are: unscented, Lemon, Lavender, Rose, & Basil from organic essential oils.

## INGREDIENTS:

Water  
Organic Coconut Oil  
Potassium Hydroxide  
Organic Hemp Oil  
Vegetable glycerin  
Citric Acid  
Essential Oil



Each bottle or refill supports research by **INTERNATIONAL BIRD RESCUE** in their efforts to save wildlife affected by oil spills.

Bottle made from 25% post consumer recycled plastic and 75% ocean plastic. Please Refill or recycle.

# CERTIFICATIONS

To provide the credibility that sustainability-minded consumers will be looking for, Sunlit by Dawn has four 3rd party certifications. The certifications are displayed prominently on the back of bottle label to create a show the new commitment Dawn has to better practices and transparency.



## USDA ORGANIC

All ingredients in **SUNLIT** that are grown and not mineral based (Coconut oil, Hemp Oil, Vegetable Glycerin, citric acid, and essential oils) are certified Organic by the USDA (with our cultural probe showed was a widely recognized certification).



## FAIR FOR LIFE

**SUNLIT** is Fair for Life certified which ensures a socially just supply chain, requiring 'long-term partnerships, fair prices, distribution of the added value all along the supply chain, funding of projects with collective decision-making, and advocacy and promotion of Fair Trade. This certification further supports the goal P&G has for 'society': "P&G will continue to create transformative partnerships that enable people, the planet and our business to thrive."



## VEGAN ACTION

**SUNLIT** is also certified by Vegan Action again solidifying Dawn's connection to helping wildlife. Vegan Action certifies "products that do not contain animal products or byproducts and that have not been tested on animals."



## LEAPING BUNNY

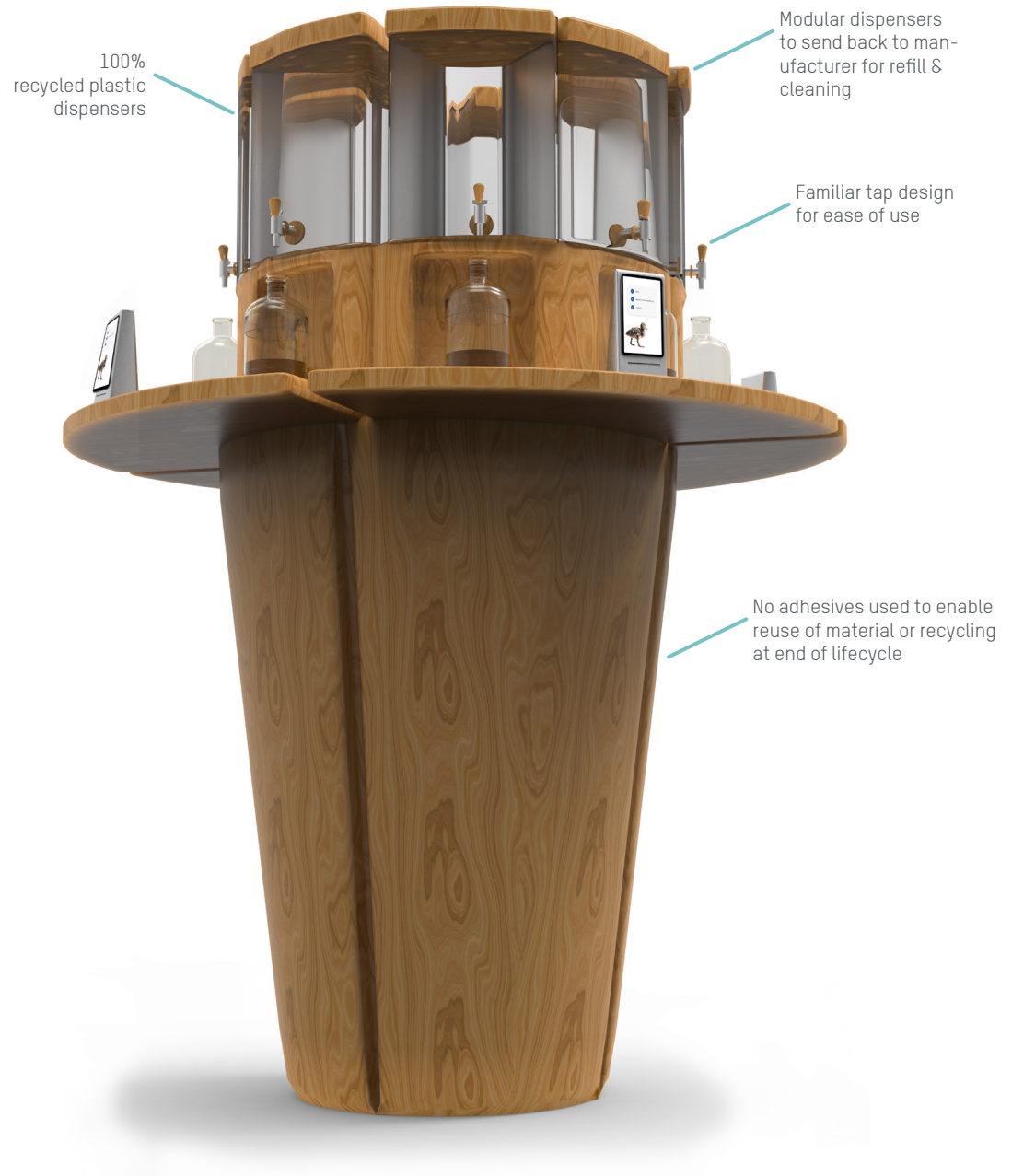
**SUNLIT** (and it's ingredients) are not connected to suppliers or manufacturers that test on animals (which ties back to the idea that Dawn is helping protect animals) a makes **SUNLIT** eligible for the Leaping Bunny certification.

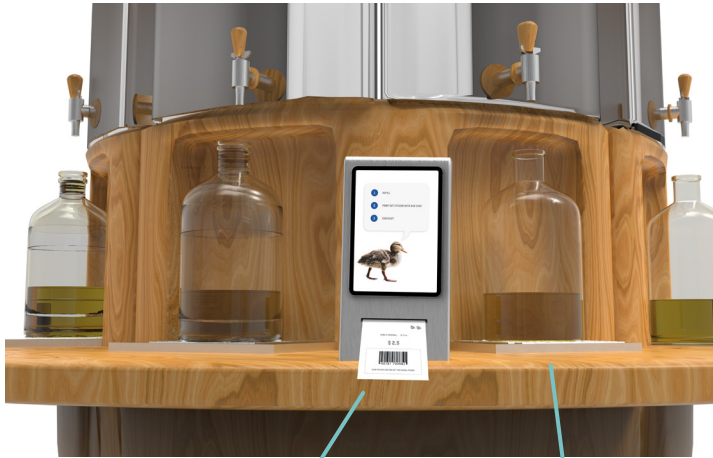
# MODULAR REFILL STATION

**SUNLIT BY DAWN** is sold in bottles, but to reduce waste, the bottles can also be refilled with liquid 'bulk' refill station. The station has a modular design, breaking into four sections with two dispensers per station. The sections allow a grocery store or box store to choose how many dispensers they would like and can fit in their store. The dispenser could hold many soaps, and eventually, Dawn could partner with other companies within or outside of their parent company to widen their impact and get more customers and brands involved with the app.

The design of the dispenser mimics a beverage dispenser with a tap to ensure ease of use with this familiar design. The dispensers are also made from 100% post-consumer recycled plastic. They lift off the station table seamlessly when the soap has run out. Each dispenser can be carried by a single person and easily shipped back and forth to the manufacturer for refill and cleaning. There is also a built-in dispenser for paper towels at each station to keep allow customers to wipe their bottles if they spill. Additionally, iPads are placed at each station to show: 1. How to use the station, 2. Print a price sticker, 3. Show graphically how buying the soap is protecting wildlife through International Bird Rescue. The iPad is bluetooth connected to a scale beneath the dispenser, so the client is only charged for how much soap comes out of the dispenser, not for how much their bottle weighs.

Though the station is meant to be very durable, easy to maintain, and flexible enough for long-term use, the materials of the station fit together like a puzzle, without adhesives, maintaining separation between different materials (e.g. wood and plastic) in order to enable reuse or recycling if the station is ever obsolete. The dispensers themselves are made from 100% recycled plastic with all metal taps. The taps only have two 'settings': on and off, thus making it less likely that the soap will be left partially on by customers, wasting soap. The drip tray is stainless steel and removable for easy cleaning.



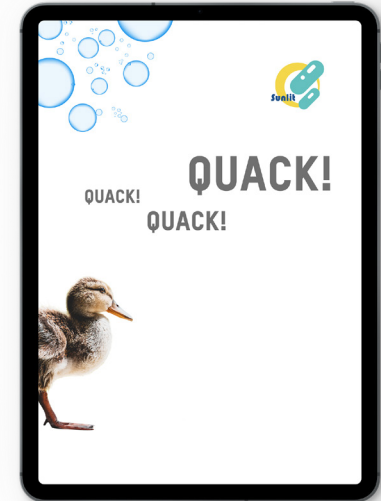
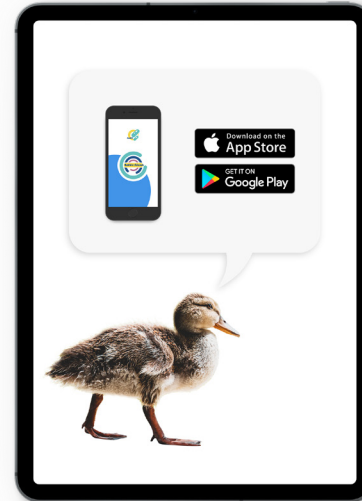
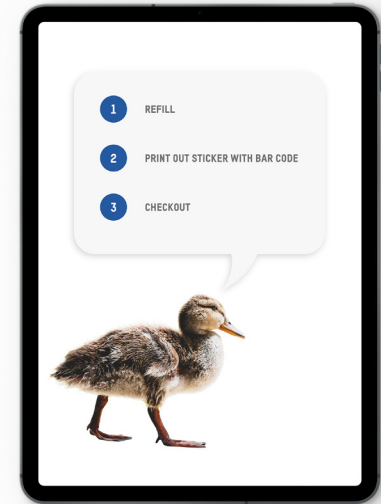


iPad prints sticker for pricing, provides instructions, gives feedback, & prompts an app download

Removable drip trays for easy cleaning



Four part station to fit in any store



# BUBBLE FRIENDS APP

The **BUBBLE FRIENDS** app for the new soap will be a game that allows a participant to unlock a character/animal and accessories for the animal by: 1. buying the new soap, 2. refilling your bottle with the new soap, 3. joining your digital character in sustainable everyday actions and posting about it on social media. The app is essentially a behavior changing game that motivates users to switch to more sustainable soap options through customizable animal characters.

When a person buys the soap for the first time, they are given and able to name their animal friend which will be one of the wildlife that Dawn saves through their donations (e.g. a duck) to IBR. They also earn points that can be used to buy accessories for their animal (such as an umbrella, a top hat, a toy boat, a mustache, etc). Pictures of the animal with accessories can be posted on social media, and users can take a selfie with their animal through photo filters. Each time that person buys more soap (through refills or bottles), they will earn more points by scanning a barcode that the iPad label maker prints. Getting a refill, rather than buying the bottle, unlocks the ability to pick amongst the animals (e.g. an otter, a duck, or a pelican) to encourage waste reduction. A user can collect many animal friends over time.

Between soap purchases, the animal(s) periodically send the user digital postcards through push notifications. The animal tells their user about an adventure they had with IBR and how they have helped the environment lately (e.g. by volunteering with IBR and riding a bike to work). The animal then invites the user to do the same and post about it on social media. Posting through the app gets the user more points.

In advanced postcards, the animal will start saying how a certain accessory broke and they repaired it rather than throwing it away and they will also talk about how they borrowed accessories from a friend for a party rather than buying new. These advanced levels are aimed at encouraging a reduction in consumerism through adorable normalization of sharing, using less, and focusing on what matters in life more than material goods. All these behavior changes cement not only habits that are socially and environmentally just, but also promote Dawn as a leader in this new paradigm.

**BUBBLE FRIENDS** also includes a section where users can learn about IBR's work, the animals they serve, and their partnership with Dawn.





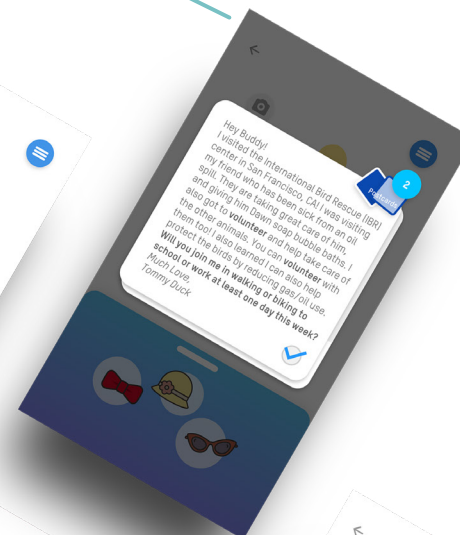
Get and name your new animal friend



See your friend's emotional status



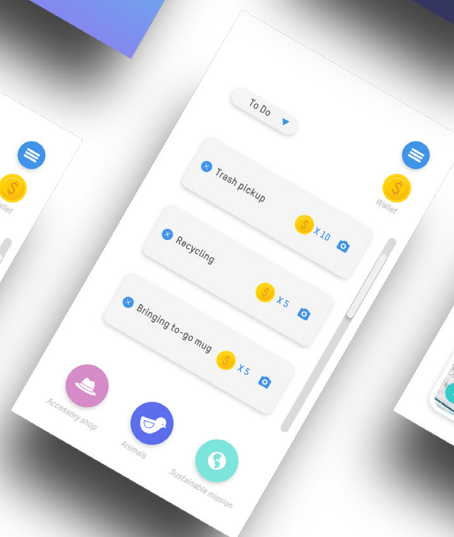
Your friend sends you post cards with eco-missions



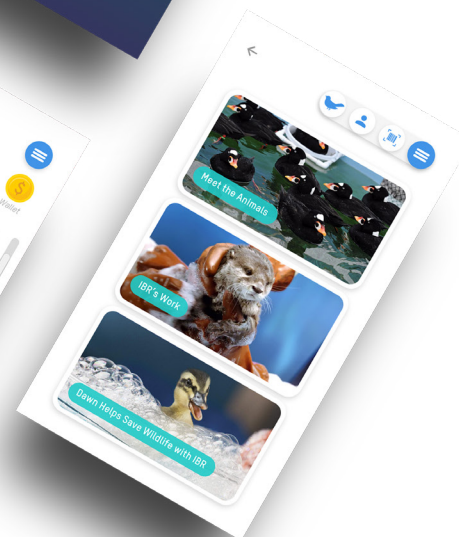
Earn coins from eco-missions to buy accessories for your animal



See the eco-missions your animal has given you



Learn about IBR and their partnership with Dawn



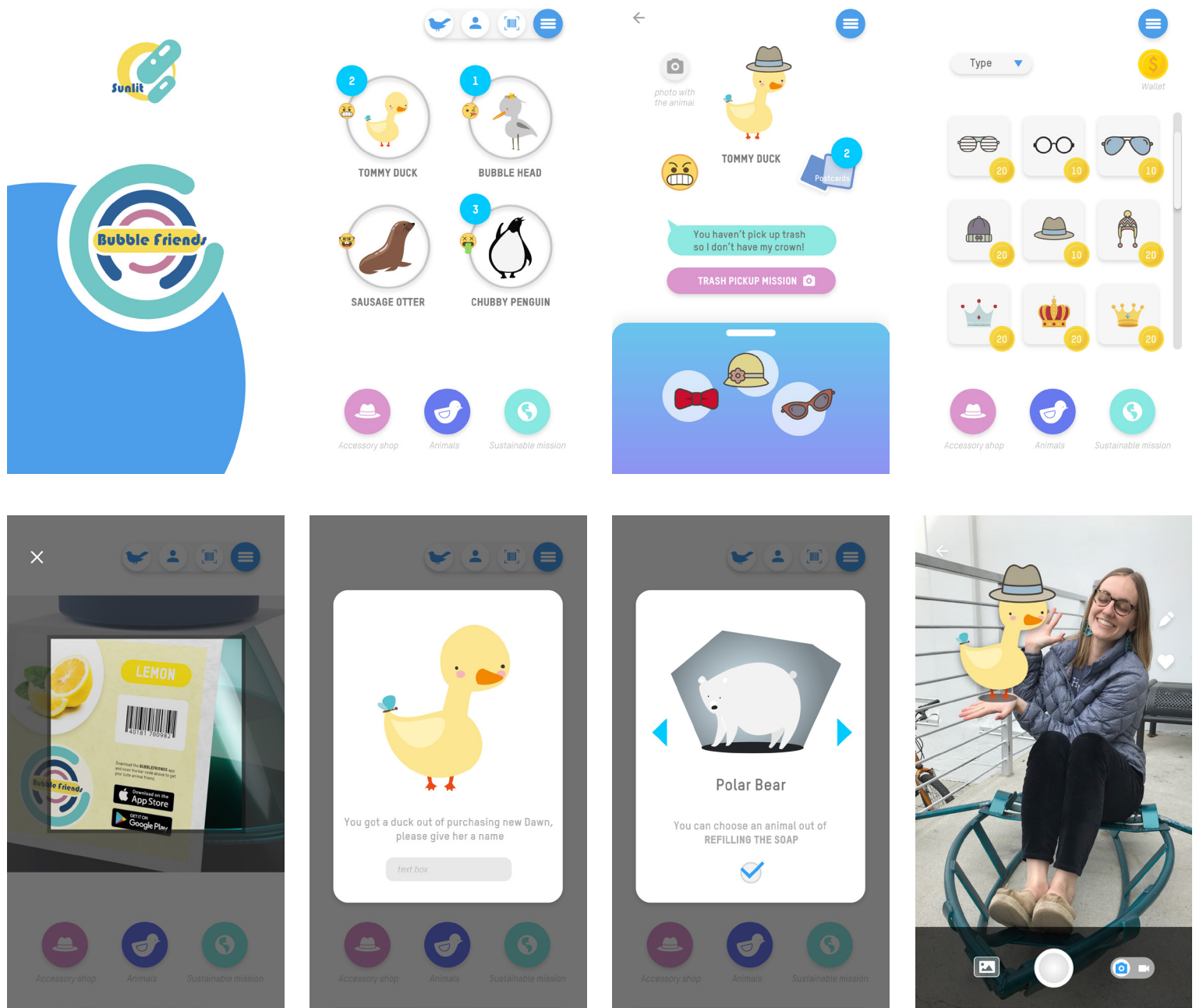


Photo Credit: freepik

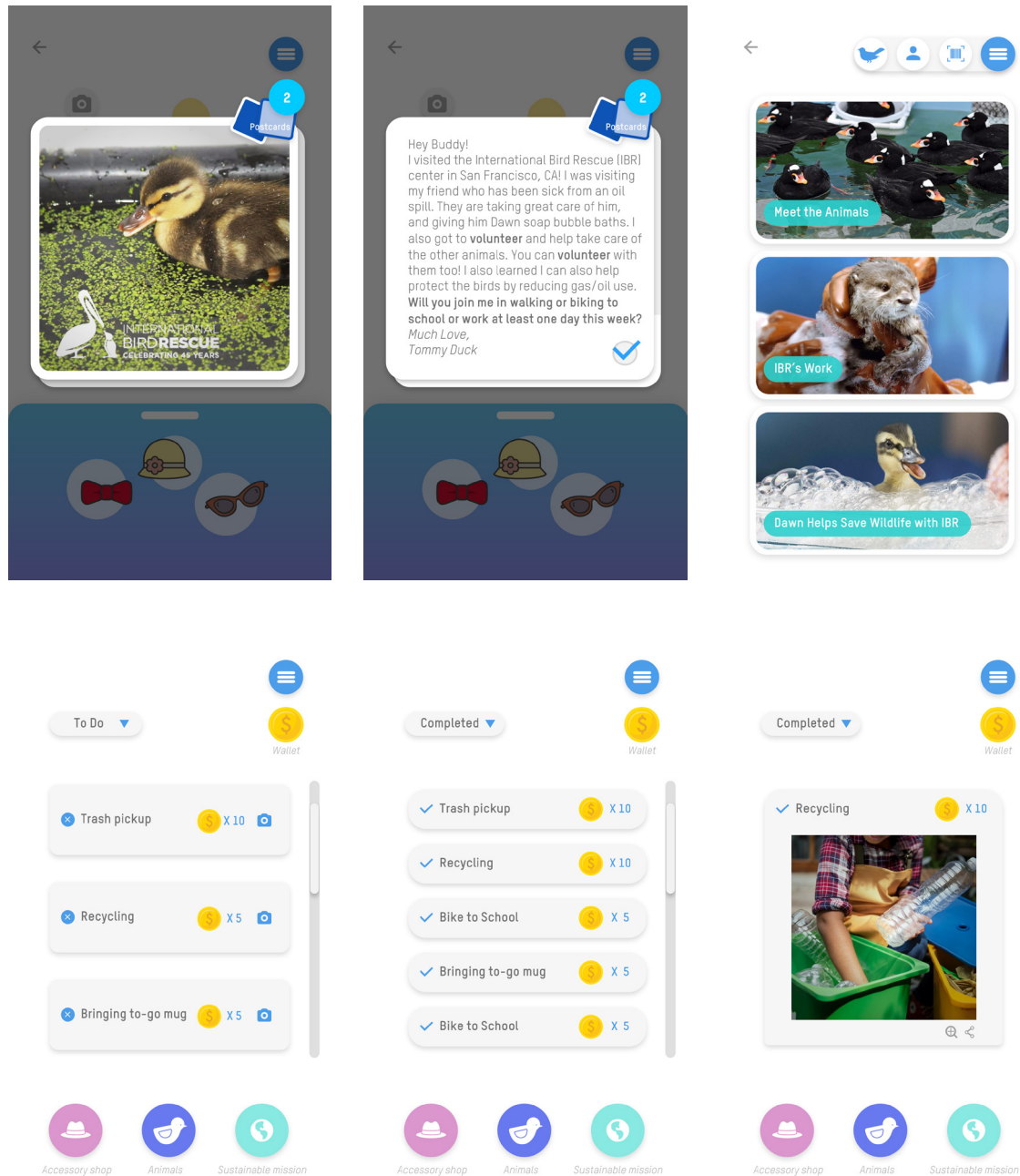


Photo Credit: freepik, Dawn, IBR



## SDGS

In order to situate this project in a systems perspective, we have demonstrated our alignment with the United Nations Sustainable Development Goals. We will explore goals 8, 12, 13, & 14, since they are the most relevant to our project.

### GOAL 8

"Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all"

There is no sustainability without inclusion, therefore the **SUNLIT BY DAWN** is certified by Fair for Life, ensuring workers are being taken care of across the soap supply chain. As previously mentioned, the Fair for Life Certification also aligns with P&G's 2030 goal for 'society.'

### GOAL 12

"Ensure sustainable consumption and production patterns"

By switching to ocean plastic bottles and non-toxic ingredients, Dawn is promoting the ideals of sustainable consumption and production by reducing waste and raw natural resource. Additionally, having certified ingredients increases consumer awareness and company transparency while providing more healthy products to consumers.

### GOAL 13

"Take urgent action to combat climate change and its impacts"

By not using virgin plastic or petroleum-based ingredients, Dawn will be cutting back its fossil fuel use which will help curb the excessive pollution that is causing climate change.

### GOAL 14

"Conserve and sustainably use the oceans, seas and marine resources for sustainable development"

By contributing to the IBR and research for a natural soap to clean oily birds, Dawn is helping saving seabirds (who depend on marine life and clean oceans). By using ocean plastic in its bottles Dawn will be help cleaning up the oceans for aquatic animal and plant life.

## PARTNERSHIPS

International Bird Rescue (IBR) and Dawn have been partners for over 40 years. Dawn donates soap and has raised money for an education center for IBR. Dawn is listed as the most important partner on IBR's website (with the largest logo and being one of two companies to get the "Every Bird Matters Circle" designation). The existing partnership with IBR has brought Dawn good press and a connection to wildlife preservation. Deepening the partnership with IBR, will cement Dawn's role as a company for preservation, attract new markets through supporters of IBR, and inform the redesign of Dawn's product to meet the needs of the coming decades.

With this new partnership, Dawn will give 1% of the profits from **SUNLIT BY DAWN** to fund a research project that will study how to make a natural soap that will clean the birds as well as or better than the existing Dawn. Dawn's staff for soap formulas will be involved in the research. The new formula will then be produced by Dawn. IBR and the public will then have access to a soap that is powerful but save for animals and the environment. IBR will also get extensive coverage of their wildlife-saving efforts on packaging and in the **BUBBLE FRIENDS** app with the quality of Dawn's marketing to help enhance their online presence and public recognition. The IBR partnership would not only create more tax-deductible donations for Dawn but be a brand risk-management strategy, acknowledging the need to move away from petroleum based and other toxic ingredients. Finally, building on the partnership with IBR demonstrates a profound and rooted commitment to sustainability.



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