



THE CHINA DREAM INITIATIVE

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The China Dream will reimagine prosperity, reframe sustainability, and reshape desire in China. The goal is to catalyze sustainable habits in the consuming class in China by baking it into the social norms of a new personal prosperity.

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**For the latest progress update on the China Dream,
please go to: www.juccce.org/chinadream**

PREFACE by JUCCCE Chairperson, Peggy Liu

When I was a child, my parents took me on a cruise along the Yangtze River. This was before the dam that was built, that moved 1.3 million people and counting from their homes, to create the world's largest hydropower plant.

We stopped one day to go up a tributary, then up a smaller river, where the water was so clear I could see the marbling of every single pebble on the bottom of the riverbed. We all took a moment to dip our hands into the stream and take a drink of that cool, sweet, liquid. And in that moment I knew what the taste of water could be.

I wish that China could still taste this delicious. China doesn't have to have rivers that run bright red with industrial waste, or our lakes and beaches smothered by thick green algae, or 18,000 dead virused pigs floating down the Huangpu River.

We shouldn't have to check our air quality index app on our phone every day to determine whether we should let our children outside to play, or whether we need our PM 2.5 mask. There shouldn't be any more Chinese children who when they go abroad for the first time... ask "mommy why is the sky so blue?"

China can be better than this.

When I was in my 20s, I went with a group of friends to explore the Himalayas. Each day as we marched closer to 5700 meters, each day walking a little slower, the more I saw what the world could be... if there were no we. And up that high, the mountaintop claims you. The energy of the Earth, the qi inside you, reaches up through your feet and sends tingles to the tips of your fingers.

I know China's landscapes can be this powerful. We have karsts of Guilin, we have the Stone forests of Yunnan, and the giant bamboo forests of Anji. As China's mayors rush to build whole new cities at a time, as we rush to reshape Earth's landscapes, we should remember that much of China's magnetic draw comes from original nature.

We don't have to mow down our mountains or raze our forests to build false landscapes filled with phallic symbols or industrial parks packed with factory boxes.

It shouldn't be that the only nature our children see is a manufactured grassy landscape... with a sign telling us to stay off the grass.

China can be better than this.

10 years ago when I was living abroad in California, I had my first child.

We spent a lot of time in my organic garden, he and I.

Some of my favorite memories are of him are picking the blueberries straight off the bush or the snap peas straight off the vine and popping them into his mouth.

I wish all children in China could have this love for food and the Earth from which its grown. Instead we live in a state of fear and mistrust. Where I sometimes I really really want a cup of bubble tea, but now the headlines tell me that the tapioca pearls are carcinogenic and the straws may be made of unlicensed and unhygienic waste.

Where over-applied pesticides poison the peels of our fruit. Where in 2008, melamine in our milk put to death 6 infants and hospitalized 200,000 more. Where just last week, 22 tons of beef was discovered not to be beef, but pork and paraffin.

Where frozen dumplings may have cardboard stuffing, or the lamb in your hotpot made from rat and mink.

Where my manicurist simply throws up her hands and says zhenmebanne? “what is there left to eat?”

How can we move from a nation of distrust to trust?

This week as I sat in the window of the high speed rail from Shanghai to Beijing, I saw block after anonymous block of concrete apartments. I saw whole mountain sides carved in – pockmarked-empty cavern after cavern, raped for their stone in the name of urbanization.

You see, China is building 2 billion square meters in new floor space each year the equivalent of all of Canada’s entire building stock - in the race to move 350 million people into cities in 20 years- We’ll be building 170 new mass transit systems, or more than all of European history combined.

We’ll be building 50,000 new skyscrapers or the equivalent of 10 New York Cities in phallic symbols.

And as China builds huge compounds filled with fake replicas of French chateaus or British mansions... I see... that most of China doesn’t actually see... how beautiful China could really be.

For this is the first time... that as a nation of 1.3 billion people ... in one generation ...we’re starting to move from survive... to thrive.

Over the last 30 years, China has pulled 600 million people out of abject poverty. Which means they still worry about the price of a bag of rice or tub of cooking oil. But this is the moment where, as a country, we can start thinking beyond the toiling in factories and toiling in farms and think about providing our kids with education and quality of life.

Or thinking about leisure travel instead of just putting a roof above our heads.

This is the moment that a whole nation of 1.3 billion people are asking... what kind of beautiful dream can we dream?

In the last 30 years, since China opened up, change has meant progress. Change is good. But it has also been largely shaped by a stream of candied images by Western advertising and TV shows. From single families living in multifloor villas with large grassy lawns and even polo playing ponies, to bathrooms with bathtubs with gold toilets and gold sinks.

But the China Dream cannot be the Kim Kardashian Dream.

More houses, more steaks, more rings, more things for me... simply cannot work for we.

Yet this is the path we are blindly heading down today.

Today we have almost 500 million middle class consumers- people who can buy a fridge and a TV and worry about the color of their sneakers.

But by 2025 the consuming class will balloon to 800 million strong.

China needs to carve our own unique way to a thriving life and stable community – a path that is a sustainable path.

If we don't do this soon we will end up with a China Nightmare... what will be a global nightmare.

China needs to capture this moment. And change the trajectory of an entire nation that will shape the future of our world.

China will never, ever, ever have another moment like this where we can shape the aspirations and habits of 800 million emerging middle class consumers.

But where are we headed now? So what is this China Dream?

If we can't see it ...we can't copy it.

And If we can't Dream it, we can't realize it.

We Chinese can't quite yet imagine a different existence than the conspicuous consumption in the media all around us. Most people haven't traveled outside of China, we can only copy the world that we see on TV.

But this life is not the life for China. It cannot be.

We need to show a new prosperity...

What does it look like to have safe food air and water that we can take for granted?

What does it look like to have vibrant thriving life, for our young and for our old?

What does it look like to have liveable convenient harmonious welcoming stable neighborly communities?

What does opportunity look like?

As Chinese, we all want to be proud of China. We want to have a beautiful China that we can proudly show the world.

Chinese are persistent. If we can see where we are going, we can get there. We will get there.

China as a whole, from government to citizens, are on board to build a greener more sustainable China. One where we don't have skies that are grey, rivers red, and tap water yellow. JUCCCE's China Dream initiative is a bold ambitious but well thought out path to bringing our citizens together and laying out the steps this long green march.

SUMMARY

In 2007, JUCCCE was founded to accelerate the greening of China. To convene some of the most passionate, knowledgeable and resourceful people— who all know that we have to work together to make big progress towards sustainable urbanization and sustainable lifestyles.

In 2010, JUCCCE started the China Dream initiative to reimagine prosperity, reframe sustainability, and reshape consumer desire. Our goal is to catalyze sustainable habits in the lifestyles of China's consuming class. This is an enormous challenge of gigascale.

JUCCCE spent three years conducting behavior change research, learning lessons from leaders around the world working in family planning, road and work safety, AIDs. The key lesson is that we must transform the desires of consumers by baking sustainable values into the social norms of a new vision of personal prosperity. In China, we have named this a Harmonious & Happy Dream, a personal slice of the China Dream.

How do we make this new Dream come alive? By telling a different story and using communication arts. To cross the chasm we must change a polarizing conversation on environment to a broader conversation on prosperity. Aspiration is more compelling than fearmongering because "the end of the day always comes before the end of the world".

Impenetrable sustainability jargons such as circular economy, ecological civilization, low carbon transport, eco-cities, transit oriented design, upcycle, collaborative consumption, or harmonious society need to be thrown out the door.

Instead we must use the everyday language of everyday people that speaks to people's hearts, and not just their heads.. We need to understand the cultural shading of each region to voice this new prosperity. In China, personal prosperity means safe food, air, and water; vibrant living; liveable communities; and opportunities to advance while respecting our past.

China is a society that welcomes change and looking for direction towards a better life. In the last 30 years, change has meant progress. Change is good. But it has also been largely been shaped by Western advertising and Western TV. The China Dream co-creation process takes back the reins to leverage Western storytelling techniques but allow Chinese to tap into Chinese heritage and Chinese values in a Chinese context to imagine what a thriving life and thriving community can look like in China.

We want 1.3 billion Chinese see what a beautiful dream we can dream. This is what we call #中国梦

For 3 years, JUCCCE has been bringing together partners around the world to shape, to show, to share... the China Dream.

Over the last two years, JUCCCE has run a series of ideation workshops to co-create the values of a new China Dream. This is a way to engage people from different communities, and to carefully curate the commonalities between prosperity and sustainability. We tapped into the collective wisdom of sustainability experts, cultural experts and storytellers. The workshop format designed for us and led for us by top marketing agencies such as Saatchi & Saatchi S, Ogilvy, Edelman, Thin Air Factory.

We've now shaped the China Dream: safe food air and water, vibrant living, liveable communities, opportunities to move forward by drawing upon our past.

Now China Dream has become a national and international conversation.

From Vogue to Tom Friedman in NYTimes to China Business News and now Xi Jinping, a new China Dream has captured our imagination across the country.

This whole nation is asking how beautiful China can be.

Now to succeed in making the new China Dream a reality, we must show the dream in action, share the dream through trusted communities, seed it in media and ad campaigns.

JUCCCE is now ready to visualize the new China Dream to make it tangible. We're looking at influencing social norms as shown in ad campaigns, webisodes, TV dramas.

To make the China Dream come alive in people's imaginations,

It must taste as real as a warm molten chocolate cake... with a dollop of vanilla ice cream on top!

People need to want it as much as a warm caress from a beautiful lover.

We need to work with the photographers, videographers, artists, consumer brand managers, ad campaign managers, and TV producers.

To change social norms, different communities must make the China Dream come alive in their own ways. The China Dream initiative is

making fast inroads by leveraging the collective channels and resources of partners. Partners who see that their economic interests are aligned with this national conversation, through customer and employee engagement, and brand development.

Read this and join us in an exciting journey to create a new China Dream and reshape our future.

<p>Goal</p> <p>The China Dream and #UKDream are initiatives making sustainable lifestyles the social norms.</p> <p>The Dream-in-a-Box toolbox drives consumer behaviour change at gigascale, by getting over inertia of existing norms.</p> <p>Paper at www.jucce.org/chinadream.</p> <div>    </div>
<p>What is the plan?</p> <p>Reimagine prosperity; reframe sustainability; to reshape desire.</p>
<p>7 Dream-in-a-Box stages</p> <p>Frame > Voice > Visualize > Forge > People > Share > Measure</p>

Why is this approach different?	Why is this needed?	How do we do this?
<p>A different story: Changes a polarizing conversation on environment to an inclusive conversation on prosperity</p>	<ul style="list-style-type: none"> To broaden the audience, we must reframe the sustainability conversation. Populist vs elitist. The environmental movement needs to become a prosperity movement. Need to reframe environmental storytelling to capture more mindshare, because "the end of the day always comes before the end of the world". Aspirational vs fearmongering 	<ul style="list-style-type: none"> Re-imagine a prosperity that embeds sustainability invisibly Crowdsource the new local Dream by carefully curating a co-creation process convening diverse KOL representation Move from sustainability jargon to a shared aspirational language. Dream language developed by mining meaningful human insights, language and behaviours, not just putting a jaunty marketing phrase on top of sustainability truths Unlocking conversations with the right framing questions to allow the local Dream to emerge. "Asking the

		<p>right questions to the right people”</p> <ul style="list-style-type: none"> ○ e.g. (in UK) What does a lighter life look like? ○ e.g. (in China) What does a thriving life look like? A harmonious community?
<p>Better storytelling: Leverages storytelling vs science to speak to heart, not just to the head</p>	<ul style="list-style-type: none"> • A conversation not a campaign. • In China, it is learning to storytell. In UK, it is about better storytelling. • What can companies sell? In UK “lighter living”. In China “harmonious happy”. • Don’t panic! Nothing new • Reframing motivations. • Ensuring local Dream is culturally attenuated. 	<ul style="list-style-type: none"> • Visualize the Dream to make it tangible (ad campaigns, webisodes, TV dramas) • Channeling insights through social norms placements in pop culture vs whitepapers • People-centered, not fact-centered • Talk to the everyday person using everyday language(populist) • From analytical to emotional language • Stakeholders are consumer-facing • deliver into meaningful populist media channels – movies, TV, web - and social networks & communities – weibo, facebook, twitter, wordpress, employee groups, communities of shared interest. • Develop toolkits to “<i>tell a new prosperity story</i>” for TV writers, ad writers, journalists, social commentators, etc
<p>Brings business on board with no-wait rewards</p>	<ul style="list-style-type: none"> • Create & capture value of the new prosperity in real commercial terms • Build qualitative growth models to future-proof business • Brands have enormous leverage. • Brands can't just bring their own language- must be co-created. Insights are valuable. 	<ul style="list-style-type: none"> • Help brands engage with customers in a meaningful/purposeful way, and develop customer loyalty. • Companies optimize the value of CSR and sustainability investments • For agencies, DiaB is a new methodology around which to deliver services



THE NEED FOR SUSTAINABLE CONSUMERISM

The consuming class in China is exploding from 474 million today to 800 million in 2025¹. As incomes rise, use of natural resources will rise. In China, annual per-capita income is projected to rise, on average, from about \$4,400 in 2010 to \$12,300 in 2020.² But natural limits to Earth's resources mean that consumers need to find new ways of enjoying their prosperity by purchasing meaningful experiences and services rather than hoarding material products.

For this emerging middle class, the "China Dream" provides an alternative to the unsustainable conspicuous consumption lifestyle of the West. It celebrates personal health and respectful relationships. It realigns personal success with "living more, not just having more".

JUCCCE, an NGO accelerating the greening of China, is the central convener of a growing cross-sector and global coalition of contributors around an actionable plan to reshape social norms through branding of a new lifestyle story and to guide consumer behavior through policies.

The bad news is that we have a very small window to make the China Dream project a success. The average Chinese person's carbon footprint now equals a European's³, and is on track to surpass that of

"If we allow China's per capita carbon emissions to rise to US levels, it will be a disaster for the world."

-Xie Zhenhua, China's chief climate negotiator

an American's by 2017.⁴ The time to breathe life into sustainable consumerism in the largest consumer market is now.

The arguments made over a decade ago (see Sierra Club's Dave Tilford thesis "Why Consumption Matters" and "Natural Capitalism" by Paul Hawken, Amory Lovins, Hunter Lovins) still hold true today in such reports as "A vision for sustainable consumption" by WBCSD.

In today's growing global marketplace, with its ever-diminishing resource stocks, one danger is obvious: demand is outstripping supply. A worrisome statistic states that if all seven billion people on earth lived like the average American, we would need five planets to support us. Here's our conundrum: increases in living standards are tightly coupled with growth in resource consumption. China's push out of poverty is creating double-digit growth in personal consumption and putting the world on a path to resource devastation (let's call it what it is).

Can we decouple the rise in living standards from a rise in energy use?



Just how fast is consumption growing in China?

In China, annual per-capita income is projected to rise from about \$4,400 in 2010 to \$12,300 in 2020.⁵

According to CLSA's China macro economist Andy Rothman, "Chinese consumers are spending freely. Unprecedented income growth is the most important factor supporting consumption. Over the past decade, real urban income rose 151%, while real rural income rose 111%. During the period from 2005 to 2010, retail sales increased at an average annual rate of 17.6%. Computer sales rose by a 15% Cagr during 2007-11. Fast-food sales rose 19% last year while sales of white goods rose 9% and cosmetics increased by 10%. China is the world's fastest growing market for everything from carbonated soft drinks (14% last year) to SUVs (100%)."⁶

As Group M's video "Un-holdable China" points out, every three days, two new Starbucks open in China. In Beijing, the sales at one shopping mall reached RMB 6B (~USD1B) in 2011. **China is shifting from 'made in China' to 'consumed in China' and it is changing the world.**⁷

Changing consumer habits to drive less waste of energy, food, water, and land is important because there are hard limits to those supplies. Consumer demand of greener products and services is also important because it drives companies to offer more greener choices. A China Dream aspirational lifestyle campaign can sensitize people for potentially unpalatable public policy.





Randall Krantz, head of sustainability initiative at the World Economic Forum, says "there are two parts to sustainable consumption, the production and supply of sustainable products and services, and the consumption and demand for these services. So far most of the business focus tends to be on the supply side. This is much more within their comfort zone, and within their control. The demand side of the equation is a far more subtle play, yet promises the highest room for improvement for those that can influence and shape it."⁸

The table below⁹ shows five different measures that help create sustainable consumption. Measures 1-4 are tactics that address sustainability through better product and service offerings. Measure 5 addresses better consumer behavior.

Only part of the resource supply-demand imbalance can be addressed by offering consumers more resource-wise products than resource-greedy products through choice editing by retailers (measure 1). Only part of the solution can come from reducing the resource footprint of products through a more efficient supply chain and innovations in product design (measures 2, 3 and 4).

The biggest levers towards reducing resource consumption are to drive radical increases in customer demand for sustainable products and to change the way products are used more efficiently. We need sustainable consumerism.

A social movement that changes society's attitudes toward consumption requires, however, the largest levels of collaboration of all the measures. The more types of stakeholders are required to collaborate, the harder it is to implement a change. **To be successful in changing social norms, we need a collaborative vision such as China Dream and a convening platform such as JUCCE.**

Difficulty of implementation is tied to collaboration required	Requirement for sustainable consumerism		Stakeholders driving change
EASIEST		Heavy-handed choice editing by retailers to guide consumerism rather than relying on consumers' values to drive them to purchase green (e.g., Whole Foods grocery stores)	Retailers
EASIER		Innovations in the way products are sold, including shifting customer value from "products" to "experiences" (e.g., Haworth Office Furniture)	Sellers
HARD		More sustainable product offerings (e.g., Marks & Spencer department store)	<ul style="list-style-type: none"> • Sellers • Manufacturers
HARDER		Better resource management in the supply chain, including circular economy loops between production and consumption (e.g., Interface/FLOR carpet company)	<ul style="list-style-type: none"> • Supply-chain companies • Consumers • Waste handlers
HARDEST		Activating new social norms around consumption and fulfillment	<ul style="list-style-type: none"> • Government • Mass and social media • Advertisers • Friends

TACTICS TO GET TO SUSTAINABLE CONSUMERISM



Set New Norms

Big change requires change in habits, which requires new social norms embedded with sustainability & traditional values.

Be Irresistible

Speak to the heart, not to the head with a "Harmonious & Happy Dream"

Inspire & Enforce

Norms must be changed simultaneously through emotional appeals & consumer behavior policies

Instead of pushing a sustainable lifestyle that people associate with sacrifices, we must package a new aspirational lifestyle that is irresistible - a **"Harmonious & Happy Dream"** - that is embedded with sustainable values & traditional Chinese values

To make sustainability desirable, we need to **eradicate sustainability jargon** and instead tie it to the human and irresistible language of personal prosperity and national identity.

The sustainability movement needs to reach higher. Big change requires big action.

To change behavior, we need to change habits.

To change habits, we need to change social norms simultaneously through emotional appeals, & consumer behavior policies.



Who

Targeting China's consuming class

800m by 2025, 70% urban, highly active on mobile, under 45.

Attainable Aspirations

Whereas today's American Dream is an image of the Elite, the China Dream should be an image of attainable middle class aspirations. This creates less uneasiness between the rich & poor.



How

Storytelling

Mix the power of western storytellers with the knowledge of sustainability & cultural experts.

Catalyze & curate

Engage a hi-level coalition thru a convening platform such as JUCCCE to co-create & activate new norms

Dream-in-a-Box

A set of actionable steps utilizing a toolkit of workshops, multimedia activation & policies.

The China Dream process utilizes a toolkit of workshops for co-creation, multimedia activation of China Dream social norms, consumer brand consulting to integrate China Dream values into mainstream marketing, and local policies to shape behavior.

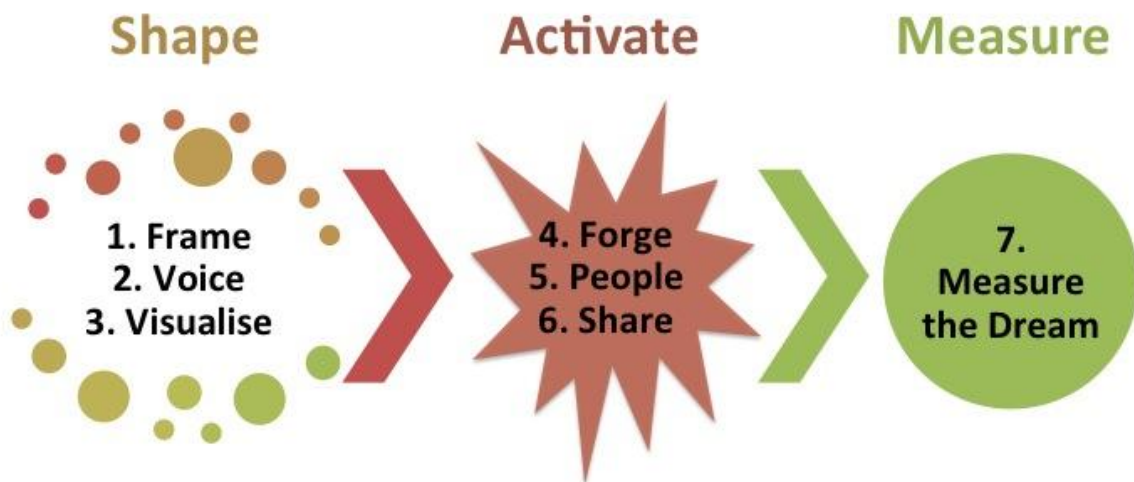


DREAM in a box

The China Dream Action Plan— Shape, Activate & Measure



Dream-in-a-Box: Realizing the Dream



Frame the Dream

- Hold grass-tips co-creation workshops that combine storytellers & domain experts, and who have significant resources for action

- Define shared values that will overlap sustainability, personal “better quality of life” & national identity in 3 areas (Our City, Health & Wellness, Culture & Style)
- Explore how to bridge the gap between status quo and aspirations

Voice the Dream

- Reframe sustainability jargon to culturally relevant language of personal prosperity & national identity.
- Mine old sayings or create new buzzwords
- Define Dream tagline

Visualize the Dream

- Curate the visual lexicon with Weibo-able captions
- Compare what’s hot behavior & what’s not

Forge the Dream

- Map collaboration stakeholder types.
- Look at permutations of stakeholders to come up with innovative partnerships to activate the Dream
- Identify & catalyze champions thru workshops & network to catalyze projects
- Pilot local consumer-facing policies

People the Dream

Understanding who our heroes are and how they live the China Dream, as well as our villains, is an important part of making the China Dream myth come to life.

- Identify and prep public advocates
- Create archetypes and show how they successfully live the Dream, or not. What motivates them.
- Create storylines for these characters that may be used in soap operas or ads
- Show a day in the life of our characters living the China Dream

Share the Dream

- Leverage influencers, mass media & social media to spread memes
- Activate organic viral community action with “Dream in a Box” open toolkit
- Create content tools for ad agency creatives & scriptwriters that incorporate China Dream memes into marketing campaigns and soap operas
- Help brands incorporate Dream into marketing campaigns

Measure the Dream

The key goal for JUCCCE, the convening organization, is to have the ideas of China Dream widely adopted enough that JUCCCE is not needed. And that a movement of grass tip and government champions become engaged in adopting China Dream as social norms. These are some key measurable success metrics to see when the China Dream has reached a tipping point:

- Does the pickup rate in social media for the term “中国梦” reach over 50 million people?
- Number of cities that are piloting China Dream policies is over 10.
- Number of mass media features and ads (branded content).
- # China Dream workshops held > 10.
- Impact of Individual projects.

JUCCCE is simultaneously launching two efforts:

- (1) shape social norms by creating and seeding a visual lexicon for the new “China Dream”, and
- (2) guide consumer behavior by introducing local policies.

Microsoft Research fellow danah boyd cautions that “time lag is dangerous (in social change campaigns). Activation needs to happen quickly or the idea will lose momentum.” **JUCCCE believes that we have a limited window to activate the China Dream meme.** Ultimately, the success of the China Dream hinges on mobilizing multistakeholder collaboration to activate consumers within a short time frame to create the culture shift that the China Dream calls for.

Soft Tools: The need for a new story

Jonah Sachs, author of “Winning the Story Wars”¹⁰ explains why reimagining prosperity is needed. “Two of the biggest stories driving cultural development right now revolve around “nationalism” and “consumption”—these combine into the myth of the “citizen as consumer,” which was developed at a specific time for a specific purpose. In the post-War years, America was faced with an economic crisis. We were all geared up to make lots of stuff, too much, in fact. Yet thrifty, war-weary people weren’t buying enough of the stuff we were making. Marketers were called in to solve the problem, and they did, in a very clever way. Consumption became the highest expression of individual liberty and national pride.

But, in the long run, this new cultural myth of the “citizen consumer” creates deep anxiety and conflict. People end up building their

identity and sense of self-worth around consumption. The practical drawbacks are many—from out-of-control consumer debt, to declining levels of national happiness, to lack of environmental sustainability. But there are also big cultural conflicts as well. To solve big issues, like sustainability and climate change, we have to give up part of our identity as the “citizen consumer” and find a new story. But that level of change is extremely difficult for people on such a large scale, especially when the myth has been part of our national identity for so long... As long as we’re basing our sense of social progress and self-worth on a bad story, we’re going to keep facing problems in the future.”

China is in a position where it can learn from this mistake before the emerging middle class falls prey to the “citizen consumer” myth by creating an entirely different myth for China’s middle class to follow— the “Harmonious Happy Dream”.

Making the Dream tangible and irresistible

Qiu Baoxing, the vice minister of China’s Ministry of Housing and Urban-Rural Development, opened a mayoral training session on sustainable urbanization by saying, “We cannot continue to blindly follow the American lifestyle. This is simply unsustainable for China and the world.” What Vice Minister Qiu and other government have not said is what type of lifestyle then should Chinese lead.

This is where the China Dream visualization process comes in.

JUCCCE’s coalition will visualize, brand and activate this new China Dream lifestyle using advertising and social media techniques. Instead of marketers acting individually to sell green products, the China Dream initiative will bring together companies, ad agency creatives and planners, scriptwriters, bloggers, role models, and the press to work in unison to champion a new sustainable lifestyle.

The first step is to create a compelling visual lexicon that defines the China Dream. Through a series of creative brainstorming workshops, drawing from partners in both East and West, JUCCCE is using the art of advertising to blend the best of traditional Chinese values with modern urban realities to reimagine a prosperous yet sustainable life.

This carefully edited imagery will express a better China—in the way that Norman Rockwell’s iconic *Saturday Evening Post* images evoked the hopes and aspirations of America.

China is ripe for this imagery. The Cultural Revolution broke up much of China’s social fabric, and the Chinese have been soaking in foreign advertising images of luxury for the last two decades. Today the



China Dream is a vision that doesn't yet exist, but it is a matter of pride for China to define its own vision for its future.

Tom Doctoroff, CEO of JWT North Asia, on his new book “What China Wants” says that “Chinese society is on the threshold of reclaiming values that have always set it apart. The Cultural Revolution did not purge traditional values of the sanctity of family and nation; societal harmony is still a noble goal; anti-individualism is still pervasive. A new generation will redefine China and is slowly achieving harmony between timeless and ‘new’ China.”

Language matters

Sustainability is dead. At least, the entire language we use to talk about it should be buried. Let's face it- the ladies who lunch and meet over mani-pedis are not likely to be swayed by words such as “circular economy”, “eco-city”, or “collaborative consumption”.

The key issue at stake is scale. We need to remake the lexicon of sustainability if we are to move beyond preaching to the choir and gain serious mindshare of the less interested masses.

Any alternative green lifestyle needs to compellingly compete with the lifestyles presented in the Paris Hilton—and Kardashian-style reality TV shows—those shrines of conspicuous consumption that are the nails in the coffin of environmentalism. In his speech, “Death of Environmentalism and the Birth of the Commons Movement,” Adam Werbach says that the environmental movement has thus far failed because it has forgotten to connect sustainability to the aspirations of everyday people.¹¹

At the World Economic Forum in Davos in January 2013, choice expert Sheena Iyengar led a group on sustainable choices through a thought exercise. She asked “what was the last product you bought that you felt guilty about. Why did you feel guilty about it and why did you buy it?” When she asked the same about “the last product you bought that you loved” people said they bought things because it made them feel special.

Sheena argues that people are more motivated by love than guilt. We still do the bad thing because we love it. Sustainability messaging must shift hard from a focus on abstract responsibility to helping

people make subconscious choices that make them feel good about themselves. We need to speak to the heart, not to the head.

Fashion icon and eco-advocate Alexa Chung sums up the problem nicely in British *Vogue*: “Ethical Fashion: surely the least sexy words in fashion. Sustainable, ecological, organic ... the language of conscience-free shopping is a clunky vocabulary that instantly brings to mind images of hemp kaftans, recycled tin-can bags, and other things I’d rather not swathe my body in, thanks.”¹²

Julian Borra, Global Creative Director of Saatchi & Saatchi advertising agency, believes that to influence consumer behaviour, climate scientists, government, academia and NGOs need to tap into the “irresistible factor.” Actress Joanna Lumley, ambassador for Marks & Spencer’s Schwopping program simply says— “just make it gorgeous, dahling.”

Language matters. So why is it the sustainability community still stuck on the images of reduction such as “zero”, “low carbon”, “energy efficiency”, or “350”? Isn’t it time we started using more emotional vernacular such as “sexy”, “unique”, and “comfy”?

The new China Dream must go beyond, and even exclude, “sustainable eco-geek” vocabulary to speak to people in an personally compelling (irresistible) way. It is reframing ideas around health, communities, and cultural identity.

How do we talk in a way that shapes the aspirations of people, so that their aspirations are implicitly sustainable? JUCCE’s Dream-in-a-box methodology presents a framework to **redefine the language of sustainability as a language of prosperity and national identity**.

As Jonah Sachs urges in his book “Winning the Story Wars”¹, a whole new myth must be crafted and voiced in a way that moves the masses away from the bad story of “good citizens are consumers who drive the economy and drive social progress.” He explains that this was a specific story the U.S. government called on marketers to develop in the post-War years when America was faced with an economic crisis. “Consumption became the highest expression of individual liberty and national pride.” He calls on us today to remake our dreams.

The China Dream is a vision of personal success that emphasizes “living more, not just having more”, promotes a realistic lifestyle to

¹ Sachs, Jonah. “Winning the Story Wars” (2012).

which the middle class can aspire to, and creates a sense of belonging for people that they are part of a greater community.

In creating the China Dream, standard “sustainability” vocabulary such as “green”, “low carbon”, “ecofriendly”, “environmentally friendly” is not used. Rather, the word “sustainability 可持续性” is replaced by “harmonious happy 和悦”. It is further defined by “balance 平衡”, “flow 互动”, and “respect 尊重”.¹³

These word choices are important because they resonate with Chinese culture and tap into deep traditional Chinese values, which are inherently sustainable. We are already part of the way to success if we can overlay these values upon modern Chinese realities..

Green visionary Paul Hawken¹⁴ says “If there’s any deficit we have right now, it’s for meaning. If your marketing narrative is a way to reconstruct the social bonds that have been broken, it can create an ecosystem that gives people a sense of belonging to something larger. Eventually, you’ll see green not marketed as green at all.”

The China Dream vision of a better quality of life is phrased as aspirations, but also implicitly drive sustainable behavior. The “China Dream” lexicon will further use this structure to visualize the life of a successful person through the three lenses of “health and wellness”, “our city”, and “culture and style”.

“Transit oriented design” becomes “convenient metro centered living”. “Trigenerational developments” are part of “an extended community support system”. “Emissions reduction” becomes “safe food and water”.

Sterile academic wording is replaced with personal benefits.

Read The Guardian article "China Dream" on why the word “sustainability” is removed from the description of the China Dream.

www.guardian.co.uk/sustainable-business/china-dream-sustainable-living-behaviour-change

CHINA DREAM “和悦梦想”



和悦梦想



一起为我们和孩子们创造更美好的生活
Working together to create a better quality of life for us and our children





Fear and shame – the opposite of love – are also deeply personal emotions that can affect behavior, particularly in certain cultures like China’s. In the U.S., Republican pollster Frank Luntz² brilliantly shifted the term “estate tax” to the much more emotional “death tax,” and killed any chance of the tax because the issue became synonymous with the fear of dying. Frank’s motto is “It’s not what you say, it’s what they hear.” In this case, people heard “vote for my death.”

But while fear might scare people away from a choice, it might not easily persuade people into going towards another. In climate change, unlike voting, it’s hard to show people what action they might immediately take to make a difference.³

Policy wonks, scientists, and academics in the narrowly contained sustainability community are not naturally geared to use a language of emotion. They are fearful of not being taken seriously if they do.

Parties like JUCCCE, who is leading the China Dream coalition, can help bridge these experts to broaden conversations and collaborations to include ad wizards, movie makers, marketing

² www.luntzglobal.com

³ <http://theconversation.edu.au/drawing-the-line-on-fear-balance-in-advertising-standards-10417>

officers, behavioral psychologists, and faith leaders. These storytellers can be instrumental in lending a personality to the sustainability movement.

Here are some examples of people who should be engaged:

Investor Jeremy Grantham of GMO stands out in the way he can passionately and articulately talk about the long-term future of the Earth through an economic lens. He speaks in terms of rising resource costs, resource productivity, food prices and flood damage, sustained productive capacity that fellow investors can relate to.

Jim Wallis, CEO of Sojourners and chair of the Global Agenda Council on Faith for the World Economic Forum, recently received a grant to pursue climate advocacy through faith communities. Stewardship of God's creations in the Bible can directly link to calls for environmental volunteerism.

Suzanne Shelton⁴, an American pollster and behavior change specialist talks about how humor may be more effective than education to break habits that are already set. She says, "knowing a thing doesn't mean you will do a thing." Perhaps the biting wit of TV comedians Bill Maher and Stephen Colbert could be used to make fun of shameful unsustainable behavior.

The make-up-words-and-mix-them-into-mantras master of this generation, will.i.am, can surely put a light and hip twist on sustainable behaviors.

Can we convert media king Ryan Seacrest, who has subverted the image of success in the American Dream into an orgy of conspicuous consumption with shows like Keeping Up With the Kardashians, into a sustainability advocate? Can he bring bling back into sustainability?

In pointing out what makes a successful movie, Philip Muhl, a major movie executive formerly of Disney, says that no one wants to watch a movie where the world is going to end and we're all going to die. But we all love a good drama that shows us how screwed we can possibly be... and yet the human race still perseveres. We go to movies for hope. How can environmentalists move from climate weary whitepapers to magnetic box office style stories?

The team behind the new Battlestar Galactica showed genius in the way that they allowed glimmers of hope in the midst of so much despair. Similarly, the human drama of everyday life on an Earth

⁴ <http://www.youtube.com/watch?v=4TyAO6leAhE&feature=youtu.be>

being stripping bare of resources must come to life in a compelling way. Not the drama of polar bears, or drama of rising PM2.5 statistics. We must tell the story of us.

It's time to start asking, not just what world will we leave behind, but what dreams will we shape for our children. To do that, we need to leave sustainability jargon behind and take up the language of hope.

Peer-pressure

In China, the desire to “belong” is a stronger motivator than just aspiration. Culturally appropriate use of peer pressure to play into the fear of not fitting into communities can help change consumer behavior.

It will visually contrast desirable behavior, "what's hot," and shame people into avoiding "what's not". One of China Dream's advisors, Kaiser Kuo, who is director of international communications for the Chinese search engine Baidu, has been adamant that the China Dream imagery shouldn't just show the good-looking, healthy guy stepping off a high-speed rail train with a nice suit. It also needs to lambaste the plump, gaudily dressed guy smoking a cigarette while sitting in traffic in a gas-guzzling, flashy sportscar. These contrasts create peer-pressure to avoid unacceptable behaviors.

As John Thwaites, the former Water Minister of Victoria, Australia points out, the single biggest lever in reducing per capita water usage by 43% over 10 years in Victoria was a shift in social norms.¹⁵ Neighbors looking down upon another neighbor shamelessly watering their flowers in the middle of the day was a form of powerful peer pressure.

Social media activation

Once curated, this visual lexicon will be activated virally through social media advocates and supplemented by mass media. In this state, **the China Dream lexicon is meant to be a rough guide that is let loose onto the public— something that Chinese citizens can adapt, improve and make their own.**

The rise of social media in the last two years in China is the single biggest enabler to activate China Dream, quickly and cost-effectively. Twitter took four years to reach 100 million users. It only took Sina Weibo—China's version of Twitter— 1.5 years to reach that milestone. It's not uncommon for bloggers in China to have 1 to 3 million followers. The top user on Sina Weibo has 18 million followers. As of February 2012, Sina Weibo claimed 500 million active registers, accounting for 48.7 percent of the all Internet users in China.

The strength of social media for shaping social norms and spreading new concepts can't be underestimated. Social media in China—if used effectively to recruit these megabloggers, as China Dream champions—could play a significant role in activating the China Dream lifestyle meme.

JUCCCE will be recruiting proven social media meme activators from different communities to launch the China Dream memes. “To make a behavioral switch, people need to start hearing the same message frequently from the community they trust,” advises danah boyd, an academic expert on the intersections between social media and society at Microsoft Research. “This creates cultural resonance, which makes it easier for people to flip the switch.”

In addition to the primary activation channel of social media, the China Dream campaign will be supplemented

- with print press features and China Dream radio shows
- by engaging ad agencies and corporate marketing departments to influence the advertising campaigns of consumer-facing brands
- by influencing TV and film scripts with China Dream memes.

Integration into mainstream brand campaigns

All companies can encourage ‘harmonious happy’ China Dream behavior.

- ❑ The easiest method is to set new China Dream social norms into the company’s mainstream marketing campaigns- “messed content” such as ads, soap operas, displays, etc. Companies need to be shown how China Dream messaging helps their customers feel more prosperous and a “good Chinese citizen”, and create more sales by tapping into aspirations.

China Dream tools will be created to help marketing executives incorporate China Dream memes into their marketing campaigns.

- Promote harmonious values in storylines (returning home for Chinese New Years, volunteering for disaster relief)
- Show characters using green products (green cleaning supplies, men’s suit made of born again materials)
- Embed China Dream living environments in background (public spaces, dense urban centers)
- Show characters performing sustainable actions (picking up bottle, hanging up laundry, exercising, taking high speed rail)

The UNEP's Global Outlook on SCP Policies in 2012 found that "**policies aimed at changing consumption behavior in a sustainable direction are less common and generally more poorly implemented than supply-side policies for SCP. However, behavioral change and social innovation are as crucial as technological innovation and economic policy instruments aiming to stimulate sustainable production.**"

- ❑ A company can also enable people to have more China Dream life experiences to live a healthier and more meaningful life, such as recycling centers, public transport card promotions, clothing swaps, etiquette classes, connecting families through videoconferencing. These experiences offer branding opportunities. They also help the company strengthen ties to their consumers and build community. Chinese are already very concerned about basic healthy living and closeness with nature, but they are not given enough tools to help achieve it.

China Dream consultants using China Dream toolkits will help brands do internal stakeholder alignment between marketing and sustainability teams, and leverage the China Dream partner network to create unique China Dream experiences.

- ❑ A company can sell more China Dream products and services. This takes investment research and development into a green supply chain. This also includes educating the customer on making smart buying and usage choices.

Setting new social norms

by integrating aspirations & sustainability into branded content



Hard Tools: city-level policy pilots

Desire alone won't create sustainable behavior. Studies show that consumers also need institutional guidance in order to make sustainable choices. In parallel with soft tactics, the China Dream initiative also will introduce local government policies actively shape consumer behavior.

Without policy action, a desire-based campaign on its own is in danger of creating a bell-shaped interest level curve. Witness the upswing of interest in the US after the release of Al Gore's movie "The Inconvenient Truth" in 2006. Without followup in climate policies to send a signal to the public, the US experienced a subsequent downswing of news articles related to climate change in 2010.

China is in a good position to make consumer facing policy changes because the central government is firmly behind improvements in sustainable living. "Resource consumption, environmental damage and ecological efficiency shall be included in systems for evaluating economic and social development, in order to establish a system of targets, evaluation and rewards and punishments that reflects the requirements of an ecological civilisation."¹⁶ -Hu Jintao, former China Premier

Examples of policies that show consumers some of the impact of their purchasing decisions at the point of purchase or during product use include:

- giving refunds for bringing your own cup to the coffee shop
- pricing plate and utensil sets in restaurants
- courier taking back boxes upon delivery
- clothing take-back schemes at clothing stores

Other example policies that shape consumption:

- reducing package waste in products
- multi-use transport cards
- convenient bike sharing schemes
- green public procurement guidelines

China's government structure is an advantage in that cities can quickly pilot policies, and if they are proven effective they can quickly scale up nationally. Witness China's banning of free plastic bags at grocery stores, supermarkets, and department stores as well as

prohibiting the production and usage of plastic bags thinner than 0.025 millimeters. This was initially tried in a couple of cities before being introduced nationwide in June 2008. In the first four years after that, China reduced usage by 24 billion bags.¹⁷

Not all policies need to have such a great physical impact to make a difference in shaping social norms. An ancient Chinese story about a warlord preparing for war who spends 100 pots of gold to buy the bones of a dead horse “燕昭王千金买马骨” makes the point that a symbolic gesture from a leader, however irrational, can send a big positive message to the public and create behavior change.

For example, Beijing’s banned in April 2011 the use of certain words in publicly aired real estate and luxury good ads, such as “luxury”, “supreme”, “high class”, “royal”, “unique”, and “irreplaceable”. Offenders face fines of up to 30,000 yuan (USD4,600).¹⁸ This sends a message about the need to take into consideration the feelings of the poor as the wealth gap rises.

A recently announced ban on use of sharks fin soup in government banquets will be implemented over the next 3 years.¹⁹ While the implementation of this policy is in question, the policy sends a powerful signal to private restaurants.

JUCCCE's selection of programs that create system changes (tipping points) well:

The policy research will be published and distributed to mayors across China. JUCCCE is working with an official government training academy to localize our policy research and identify potential pilot cities. JUCCCE has an existing relationship with this academy to develop curriculum to educate Mayors on how to build sustainable cities.

A Chinese idiom 四两拨千斤 (400 grams weighs more heavy than thousands kilograms) is similar to Archimedes saying about levers: ‘Give me a place to stand on, and I will move the Earth’. By leveraging government training channels to reach local policymakers who wield extraordinary ability to pilot policies quickly, China Dream can be more effective in China than in other countries where policy changes happen more slowly.

THE OPPORTUNITY

China is ready to embrace change

As a regional test bed for sustainable consumerism, China's unique dynamics present a singular opportunity to mobilize consumers in ways never before possible. The adaptability of Chinese and their readiness to define a China Dream, coupled with the ability for social media and rapidly piloted government policies to quickly create momentum... means that the starting place for sustainable consumerism is in China.

The Chinese government is under huge pressure to change; it has the willingness and persistence to change. In fact, it may be the only region today where brands and government can work hand-in-hand to make real change on a large scale quickly.

China is continually improving its energy and environmental policies and is actively searching internationally for best practices. China's 12th Five-Year Plan (see box below) has ambitious targets for resource and environmental protection. City officials' careers are tied to their ability to meet these targets, so they are motivated to try consumption-shaping policies that can be implemented locally and in the short term.

[Read the special Rio+20 edition of Solutions Journal cover story on why "Sustainable Consumerism Begins in China"](#)

www.thesolutionsjournal.com/node/1122

China's 12th Five-Year Plan: Sustainability initiatives

Energy: Cut energy intensity by 16 percent per unit of GDP, increase non-fossil fuel energy sources from 8.3 percent to 11.4 percent of primary energy consumption.

Pollution: Cut carbon intensity 17 percent per unit of GDP, reduce sulfur dioxide and chemical oxygen demand by 8 percent, reduce ammonia nitrogen and nitrogen oxides by 10 percent.

Water: Cut water intensity per unit of value-added industrial output by 30 percent by 2015.

Forestry: Increase forests by 600 million cubic meters and forest cover to 21.66 percent.²⁰

Sean Cleary, founder of FutureWorld Foundation, observes that **"The great thing about pioneering a new dream in China is that China is the only truly large society where the government can make profound changes across society."**

Chinese people are used to change. The fast-paced change in China's infrastructure gives one a sense that China is a new country every 5 years.

A peek into Mrs. Cui Feng Qing's life gives a sense of the dramatic lifestyle changes of the Chinese. Thirty years ago, Mrs. Cui was called in the name of the Cultural Revolution to planting rice in a province far from home in Shanghai. Eight years ago, she entered the middle class when she took a housekeeping job that offered her RMB1900 (\$250) per month. Two years ago, thanks to the Shanghai World Expo, the government overhauled their community plumbing so that her family had flushable toilets for the first time. Today, she has her own travel blog, carries an iPhone, and earns RMB 3000 (\$500) per month.

Chinese are open to change. Just witness how the largely lactose-intolerant, tea-drinking, fruit snacking Chinese are now eagerly imbibing dairy, coffee, and cakes in the big cities.

“Another big driver of behavior change in China is urbanization. China is going through a 40-year urbanization cycle (ending in 2030), and moving from a 50% urbanization rate (in 2012) to 70%. Once people move into a city, they cannot de-city themselves. People start speaking differently, treat family differently, eat differently. It's a one way trip. Even if one moves back to the country, they are a city person living in the country. On the other hand, people are released of the social norms of their village. They can reinvent themselves by moving into a city.” Jonathan Woetzel, co-founder of Urban China Initiative and Director at McKinsey China

Short window of opportunity

But the window of opportunity for a new lifestyle to take hold won't last forever. We only have one chance to engage the emerging middle class in China while they are still searching for a vision of prosperity. Here is where dreams have not been cemented, and people are eager to absorb new ideas. If we wait too long, the emerging middle class will have already developed their tastes and habits. It will be too late to steer the masses to greener pastures. If we miss this opportunity, corporations will miss the chance of creating the green customer they want to sell to in what will be the largest consumer market in the world.

China Dream as a role model for other regions

If China Dream is a success, it could be an example that behavior change at mass scale can happen. For the real hope of sustainable consumerism is that India and all the other developing nations—not

just China— will actively choose a different, more sustainable path.
The China Dream offers a new model of prosperity that can spark sustainable consumerism in countries around the world.

Already, a “UK Dream” effort has been launched using the China Dream insights and process. The “UK Dream” effort started in 2013 by sustainability consultancy Best Foot Forward with experts from M&S, Saatchi S, The Guardian, Unilever and others.

Vicky Grinnell-Wright, Principal Consultant, Best Foot Forward, and head of “UK Dream” effort says, “Through the ‘UK Dream’ project – like the China Dream but for the UK - we will re-imagine the language of sustainability to re-shape and deliver to a nation’s new aspiration.”

BROAD HIGH-LEVEL STAKEHOLDER ENGAGEMENT

What is unique about this initiative is the breadth of high-level stakeholders. They are drawn to the China Dream because it turns an ambitious goal into a set of concrete, actionable steps.

Activating the Dream

Leverage other’s reach to set new norms



Consumer product companies, especially the thought leaders in sustainable consumption, realize that the increasingly constrained resources from which their products are derived reduces their profit margins. 2011 marked a step-increase in corporate interest to move beyond the supply chain to influencing consumer behavior. Consumer demand for greener products will engage a broader set of corporate CEOs in sustainability efforts. Corporations want to contribute to this effort, and integrate sustainability into mainstream marketing efforts without greenwashing and sacrificing sales. Insights into the China Dream aspirational lifestyle can help marketing executives sell to the growing consumer market in China- the largest in the world.

Richard Gillies, Director of Plan A, CSR & Sustainable Business at Marks & Spencer says about China Dream, **“As M&S evolves Plan A to engage our consumers in living within their means and the planet's means, we are using JUCCE's China Dream as a framework to provide clear and actionable direction.**

M&S expects to strengthen our community ties by offering products & experiences that enable people to achieve a more meaningful image of success.”

Advertising and marketing agencies – Western style storytellers – want to demonstrate thought leadership about the ‘customer of the future’ in the largest consumer market in the world to their clients. Getting involved in visualizing The China Dream gives them this advantage. Key is to identify specific visionary individuals who understand the need for sustainable consumption.

Cheryl Hicks, Team Leader, Sustainable Lifestyles at the UNEP/Wuppertal Collaborating Centre on Sustainable Consumption and Production says about JUCCE’s project: **“The influencing part of making the business case for sustainable consumption has been the most difficult. Many unsuccessful attempts have been made over the years to leverage the skills of marketers and advertising companies. Your project is really one of the first ones I've seen that has really in a fresh way successfully catalyzed some of that expertise to move things in the right direction.”**

The Chinese government has set numerical ambitious targets for reducing energy use and environmental protection. China Dream policy recommendations offer a set of easily implementable nudges and guides that help meet these target. A new aspirational lifestyle also prepares citizens for potentially unpalatable policies.

At the first Urban China Initiative Summit in 2011, Xue Lan, Dean of Tsinghua University’s School of Public Policy and Management said that the **“China Dream is extremely clever and well-timed. It calls**

“Consumer goods companies should not wait for consumers to become green, but instead can play an active role.”

- Sheila Bonini, a Senior Expert with McKinsey & Company's Sustainability and Resource Productivity Practice



I work at Edelman China, serving the Entertainment Industry.
Edelman is a joint architect of the China Dream with JUCCE.

for a change in value systems — something we need to be doing on a global scale. This solution can help make obligatory public policies more effective and acceptable to people."

Chinese citizens are looking for a different, more Chinese path to harmonious happiness. They are looking for tools to be constructive citizens. The China Dream allows everyone to be a hero on the path to this aspirational harmonious lifestyle.

Domain experts- whether academics, NGOs, sustainability consultants- want to broaden their audience. China Dream allows them to speak to people's hearts, not just their heads.



I work at Tsinghua University's School of Public Policy.

I commit to holding a China Dream workshop on our campus.

SUMMARY OF KEY LEARNINGS

1. The China Dream initiative breaks down the large task of changing long-term consumer behavior into discrete smaller milestones that are achievable. A series of small, tangible "wins" can keep the momentum going and trigger a positive spiral of behavior change.
2. The initiative must activate both soft power tactics and policies in parallel. One to visualize aspirational behavior, the other to guide it. These are two separate teams and action plans.
3. The tipping point for adoption of the China Dream meme must be activated within 3 years, or else time lag will kill momentum.
4. The power of the China Dream initiative is that it is asking people to make a change as a matter of personal prosperity and national identity, rather than as a matter of environmental consequences.²¹

The "China Dream" is more than a sustainable lifestyle- it is creating a national identity that overlays a 5000 year-old culture on top of modern realities. It is giving voice to the "China Dreamers"- the newly minted 800 million middle class.

5. Although the call in China from both policy makers and academia is strong for an alternative lifestyle to Western-style conspicuous consumption, a tangible picture of this lifestyle does not yet exist. Culturally, creating a clear visual lexicon and story of the new China Dream for citizens to follow is a necessary milestone for activating behavior change.
6. Language matters. The new China Dream is redefining the language of sustainability as a language of prosperity. It must

go beyond, and even exclude, “sustainable eco-geek” vocabulary to speak to people in an personally compelling (irresistible) way.

What’s interesting about this is that traditional chinese values are inherently sustainable. We are already part of the way to success if we can overlay these values upon modern Chinese realities.

7. In China, the desire to “belong” is a stronger motivator than just aspiration. Culturally appropriate use of peer pressure to play into the fear of not fitting into communities can help change consumer behavior.
8. The microblog Sina Weibo is a powerful channel for activating our initial curated China Dream memes at scale. Sina Weibo can carry much more meaning than western social media because (1) Chinese characters carry more meaning, (2) it supports rich media, and (3) structurally it is actually a combination of Twitter and Facebook.
9. On Sina Weibo, the top viral memes on average are activated by 20 key bloggers at the center. A key goal will be to strategically engage these proven bloggers across different communities as China Dream champions.
10. Soap operas and ads are strong shapers of social norms. Integrating China Dream memes into these channels will be a key to successfully activating these China Dream social norms.
11. The Chinese government emphasizes central control of the press as a tool for public education, propaganda, and mass mobilization. The top few press outlets have large reach.
12. Small policy nudges can make a big impact, not just in energy or environmental savings, but in sending a message to citizens on expected behavior.
13. China’s mandatory annual training for government leaders at government training academies provide a unique channel to reach mayors across the country. It provides a scalable way to distribute policy knowledge and recruit pilot cities.
14. China’s mayors have much more power to experiment quickly with local policy than in the West.

HELP SOUGHT

Almost all the support for this project to-date has been contributed in-kind by partners and volunteer staffers. However to run this initiative as fast as possible and as hard as possible, we need to fund 3 full-time fellowships for 3 years to coordinate all our resources (USD250K/yr). Tax-deductible charitable donations can be made at <http://www.give2asia.org/juccce>.

To make the China Dream come alive, we need to build a coalition of volunteers and organizations to lend your expertise, including:

- Storytellers, mythmakers, senior creatives to help define the China Dream
- Experts in Chinese culture, health, master planningPolicy researchers
- Consumer-facing companies to embed China Dream into their marketing
- Ad agency planners and bloggers, scriptwriters, print media editorial to help activate the China Dream imagery

To join the China Dream coalition, contact: Charlie Mathews <charliemathews@juccce.org>. For Chinese, contact Christine Chen christinechen@juccce.org.

Appendix A: About JUCCCE

JUCCCE, a non-profit organization, accelerates the greening of China through international collaboration.

The greening of China is vital to a healthier world because China's massive urbanization, its industry's thirst for energy, and the boom of population and the consumer class threaten to deplete the world's natural resources.

JUCCCE was founded in 2007 out of the first public dialogues between US and China government officials on clean energy, at the MIT Forum on the Future of Energy in China. This was also one of the first cross-sector events in China. www.juccce.org/about

JUCCCE enables multi-stakeholder collaboration across our high-level cross-sector and cross-border platform to catalyze systemic change in these key drivers of energy use in China- urbanization, industry, and consumption. Just past its six year mark, JUCCCE has already helped catalyze key tipping points in the way China creates and uses energy- introducing **Smart Grid** to China, accelerating adoption of **eco-cities** through government training, and triggering

green consumer media coverage. Each JUCCCE program is designed to catalyze a market tipping point within three years.

JUCCCE is the only organization in China in the sustainability sector that successfully combines in-depth technical expertise (hard tools) and consumer marketing knowledge (soft tools).

Although China's challenges are large, it has strong policy support to go green. What it needs now is capability building and deployment of innovative solutions. One of the key roles JUCCCE plays is as an international bridge into and out of China for sustainability collaboration and cultural understanding between China's key influencers and international solution providers. Technology companies from around the world seek JUCCCE for assistance and insight into doing business in the cleantech industry in China.

JUCCCE's field of vision across the industry and globally allows us to have foresight into trends and opportunities in the industry.

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¹⁸ AFP (Mar 20, 2011). <http://tinyurl.com/chinaadban>

¹⁹ *TIME* (July 5, 2012). <http://newsfeed.time.com/2012/07/05/china-to-ban-shark-fin-soup-at-state-banquets/>

²⁰ Seligsohn, D & Hsu, A. How does China's 12th Five-Year Plan address energy and the environment? World Resources Institute [online] (March 7, 2011). <http://www.wri.org/stories/2011/03/how-does-chinas-12th-five-year-plan-address-energy-and-environment>

²¹ A good book regarding this is Heath, C and Heath, D. "Switch: How to Change Things When Change Is Hard" (2010)