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THE DEVELOPMENT OF SELLING SUSTAINABILITY IN  
SAVING THE GREAT BEAR RAINFOREST

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**THE DEVELOPMENT OF SELLING SUSTAINABILITY IN SAVING THE GREAT  
BEAR RAINFOREST**

**By**

**Denise Dennis**

**A THESIS**

**Submitted to  
Michigan State University  
in partial fulfillment of the requirements  
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**MASTER OF ARTS**

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## **ABSTRACT**

### **THE DEVELOPMENT OF SELLING SUSTAINABILITY IN SAVING THE GREAT BEAR RAINFOREST**

**By**

**Denise Dennis**

**This is a case study of The Great Bear Rainforest conservation campaign, which is the largest successful conservation effort in North America. Specifically, this paper addresses what public relations strategies were used during the decade long campaign for the Great Bear Rainforest? How did the environmental organizations leverage relationships with the customers of the logging companies to persuade them to support their conservation goals in the campaign? How did the environmental organizations use framing in the campaign? How was an international political advocacy campaign used in The Great Bear campaign? Why was the conservation economy created and what significance did it have in the success of The Great Bear conservation campaign? In the mid (1990)'s, the Sierra Club of British Columbia, Greenpeace British Columbia and ForestEthics joined forces to launch a campaign to stop logging in The Great Bear Rainforest. This campaign used relationship management, framing and international advocacy campaigning. Relationship management scholars argue that relationship management should use two-way communication that seeks solutions that are mutually beneficial for the organization and stakeholders. The Great Bear Rainforest campaign illustrates how relationship management can be used to reach mutually beneficial solutions that are based on common interests and shared goals. The result of reaching a mutually beneficial solution was the creation of a conservation economy.**

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## Chapter 1

On March 30, 2009, a final agreement was reached to conserve the Great Bear Rainforest in the Canadian Province, British Columbia. The conservation of the Great Bear Rainforest is the largest successful conservation in North America (Greenpeace, British Columbia). The Great Bear Rainforest is mainly an undeveloped region of the Canadian Province of British Columbia's North and Central Coasts, consisting of nearly 320 miles of intact forest. This is a region of global conservation significance comprising 25% of the remaining coastal temperate rainforest in the world. The environmental impact of conserving a forest the size of the Great Bear Rainforest is enormous (Rainforest Solutions Project, 2008).

In the mid (1990)'s, the Sierra Club of British Columbia, Greenpeace British Columbia and ForestEthics joined forces to launch The Rainforest Solutions Project, which is a campaign to stop logging in The Great Bear Rainforest. The Sierra Club British Columbia created a map that showed the extent of the remaining old growth forests in North America. This map showed that the Northern Coast of British Columbia still had a huge intact old growth forest, or what is now known as The Great Bear Rainforest. This was a very important contribution for the environmental movement to focus and maximize their efforts on protecting large areas of rainforest.

The purpose of this paper is to analyze the campaign strategies that were used in The Great Bear Rainforest conservation campaign that spanned a decade and ultimately led to a solution that was mutually beneficial for all parties involved: the government of First Nations, the government of British Columbia, environmental groups and the logging



industry. The environmental organizations realized that blockading wasn't going to be enough in The Great Bear rainforest because of the isolated geography of the forest. Initially, conservationists stood on logging roads and blocked trucks and loggers from getting into the forest on different islands but, while they were stopping activity from happening in one area, on the other side of the island, trees were going down.

When The Great Bear campaign initially started, back in the 1990's, the forest was called the central and north coast, or the mid coast timber supply area. The Great Bear rainforest was previously known as British Columbia's Central and North coast, but was renamed by the environmental with the Spirit Bear becoming the symbol of the environmental campaign to stop logging in British Columbia's Great Bear Rainforest. This forest is now known globally as The Great Bear Rainforest.

Greenpeace and the indigenous culture First Nations formed a strategic alliance and continue to rely on each other for conservation, community empowerment and economic development goals. Greenpeace and First Nations traveled to the United States, Europe and Japan, informing the governments and citizens of these countries about the harmful logging practices in British Columbia. This international political advocacy campaign created awareness of logging practices in British Columbia and globally embarrassed and pressured the Provincial Government of British Columbia to change the practices in The Great Bear Rainforest.

Market action campaigns aimed at the customers of logging companies persuaded the lumber retail corporations to publicly announce a discontinuance of purchasing from companies in British Columbia that were logging in The Great Bear Rainforest. In 2001, Greenpeace blockaded wood shipments at retailers of British Columbia's lumber and

held protests at embassies in Europe, North America, China and Japan aimed at persuading investors and customers to demand an end to the destruction of The Great Bear Rainforest. The result of the market action campaigns was that over 100 companies canceled their contracts with logging companies in The Great Bear.

According to The Globe and Mail Press Release (2001), Greenpeace organized celebrity advocacy events that featured U2, The Dave Matthews Band and Pierce Brosnan, which created enough awareness to elevate British Columbia's Great Bear Rainforest campaign to the international stage. In 1999, The Dave Matthews Band, while on tour, campaigned against Home Depot, the largest buyer in the U.S. of old-growth wood from British Columbia. Shortly after the tour, Home Depot publicly announced that they would discontinue purchasing wood from The Great Bear by 2002. Lowe's, a competitor to Home Depot, also announced an immediate ban on wood from the Great Bear Rainforest. Bronsan became the Forest Stewardship Council's celebrity spokesman, and Robert F. Kennedy Jr. got involved by featuring in a National Geographic TV special. Also, in an effort to stop logging, Warren Buffet, an investment millionaire, donated \$1million to Ecotrust Canada to buy a large piece of land on the central coast to be given to the First Nations band, the Heiltsuk Nation, to stop logging (The Globe and Mail (Canada), 2001).

The environmental group and the logging industry were encouraged by the Provincial Government of British Columbia and First Nations Turning Point to seek mediation so that a solution could be reached that included the two stakeholder's interests. Mediation is a form of dispute resolution that is sought between two or more parties who are unable to reach a solution to a given dispute (Wall, et al., 2001).

The ultimate success of the Great Bear Conservation campaign was the result of negotiating mutually beneficial solutions that met the interests of the environmental group, logging industry, First Nations and Provincial Government of British Columbia. The agreement reached is based on a conservation economy with 5.1 million acres protected and governed through ecosystem-based management, which is an adaptive system that seeks to simultaneously secure high levels of ecological integrity and community health. The establishment of legal requirements will govern forest activities, establishing ecological thresholds and environmentally conscious forest products that are recognized internationally. The \$120 million Coast Opportunities fund is the seed money established by environmental groups to support economic development for local communities, First Nations, the lumber industry and environmental groups (Canadian Corporate Newswire, 2009).

#### Research Questions

RQ1- What public relations strategies were used during the decade long campaign for the Great Bear Rainforest?

RQ2- How did the environmental organizations leverage relationships with the customers of the logging companies to persuade them to support their conservation goals in the campaign?

RQ3- How did the environmental organizations use framing in the campaign?

RQ4- How was an international political advocacy campaign used in The Great Bear campaign?

RQ5- Why was the conservation economy created and what significance did it have in the success of The Great Bear conservation campaign?

## Literature Review

### Relationship Management

Ledingham and Bruning (1998), use quantitative and qualitative research to identify characteristics of relationships of an organization-public relationship that influence consumer behavior. The foundation of this research is based on Grunig's model stating that the goal of public relations should be to build relationships that are mutually beneficial for the organization and their key publics. The findings of this research were that trust, commitment and investment were valid relationship indicators for customer retention. The authors highlight the need for an actual definition of the term relationship in application to public relations, as well as, further research on relationship dimensions such as, antecedents and consequences of those relationship dimensions. A definition of an organization-public relationship is given, "An ideal organization-public relationship, then, would be the state which exists between an organization and its key publics that provides economic, social, political and/or cultural benefits to all parties involved, and is characterized by mutual positive regard" (Ledingham, Bruning, 1998, p 62).

Ledingham (2003) argues for relationship management as a general theory of public relations. Organization-public relationships are based on interpersonal relationship principles with a guideline for improvement and maintenance that will change over time requiring two way communications. Measurement of public relations

effectiveness is most appropriate through the relational perspective because these indicators act as predictors of public perceptions and choice behavior. The desired outcome of relationship management is mutually beneficial outcomes developed through shared interests and understanding of problem resolution. Through successful relationship management organizations can create economic, social, and political benefits for all parties. A theory of relationship management is provided, “Effectively managing organizational-public relationships around common interests and shared goals, over time, results in mutual understanding and benefit for interacting organizations and publics” (Ledingham, 2003, p 190).

Hung (2005), explores the antecedent of organization-public relationships that determines relationship outcomes. Prior research has identified exchange, communal, mutual communal and contractual relationships. Exchange relationships are based on economics where an exchange of equal value occurs. Communal relationships are one sided and one gives to the other expecting nothing in return. In contrast, in mutual communal relationships, both sides openly and freely exchange with each other. Contractual relationships begin when there is consensus on the role that will be played by each side, similar to a contract. Covenantal relationships are characterized by reciprocity and are committed to common good through open exchange. Additional relationships that were found are exploitative, manipulative and symbiotic relationships. The ability to use power effectively in relationships plays a significant role in relationship outcomes. Exploitative relationships happen when one does not fulfill their side of the obligation. Manipulative relationships use power to manipulate others through one sided asymmetrical communication. Symbiotic relationships occur when an organization

realizes, based on their environment, that they need to work with their public for survival (Hung, 2005).

Public relations considers the use of two way dialogue and the creation of relationships to further trust, ethics, and cooperation between concerned parties essential. Stakeholder management effectively manages power in relationships through coalition building and negotiation. Combining stakeholder management and ethical initiatives advocacy campaigns simultaneously and mutually benefit both the organization, and the stakeholders with whom they share the responsibility and power of creating policy (Bowen, 2010).

How do you sell rights or the environment like milk? Got rights?

### Framing

The sociological construct of “framing” is essential to analyzing communication strategies used in The Great Bear conservation campaign. Merry (2006) researched activists uses of framing and established an analytical framework. Appropriation means taking the programs, interventions and ideas developed by activists and replicating them in another setting. Translation is the process of adjusting those messages to fit different audiences. The process of framing messages to reach different audiences requires the adaptation of specific local, cultural narratives and conceptions that are based on familiar images, symbols, and stories to present the program (Merry, 2006).

Hallahan (2009) examined specific applications of framing used in public relations. Framing of situations happens through metacommunication, which is the language that guides cognitive processing of information in daily life events. Situational



framing happens in bargaining and negotiation, which use two-way communication that encourages open dialogue. Framing of attributes is when particular aspects of something are accentuated and biases processing of information. Framing of choices works to motivate individuals to make decisions, and research has found that most people prefer to minimize loss, rather than to maximize gain. Therefore, arranging an argument in a way that suggests that acting in a particular manner will minimize loss is most effective. Framing of issues controls how people view and cognitively process an issue by slanting an argument. Framing of responsibility involves victim, villains, or environmental occurrences, and shifting responsibility to one of the two latter. Episodic framing of responsibility occurs in the form of storytelling of events by people.

Five rhetorical devices that have been used in message creation to frame issues are metaphors, catch phrases, exemplars, visual images, and depictions. Metaphors are used to associate an event with emotions through the comparison of one event to another. Catch phrases are advertising slogans that are witty and occasionally humorous, at times using a play on words. All are characterized by repetition that becomes associated with a product, service, or in this case, an idea. Exemplars are personal experiences or examples given by an individual in regard to an event that draw on similarities with the audience. These can be either a hypothetical or an actual account. Visual images can be photographs, video, or animated. Depictions can be a celebrity endorsement, statistics or diagrams, or language that is impressionistic (Zoch, Collins, Sisco, Supa, 2008). Through the process of framing these ideas into a specific cultural form, they operate on shared beliefs that will motivate collective action.

Keck and Sikkink (1998) found that transnational networks operate effectively together through developing a common frame of meaning. When NGOs operate in transnational advocacy networks they function, in relation to each other, no different than if they were operating independently in domestic campaigns. Information technology has increased the transnational global activism network. The current world political stage involves many non-state actors that interact with each other, with states, and with international organizations. Transnational advocacy networks are networks of activists distinguished by similarly principled ideas and values that motivated their formation. These transnational advocacy networks connect groups to each other, plan activities, and conduct public relations just like they would within the same borders. They also found that transnational networks coordinate efforts to forcefully persuade a government to act. Domestic NGOs bypass their state and directly search out international power holders to bring pressure on their countries from the outside (Keck & Sikkink, 1998).

## Chapter 2

### Methods

This type of exploratory research is best analyzed through the use of a case study approach. The exploration of a social phenomenon requires the prerequisite qualitative research that a case study offers. Studying a single case or an array of cases remains indispensable to the progression of the social sciences (Orum, Feagin, 1991). Secondary research will predominately be used for this thesis because the exploration of a social phenomenon requires the prerequisite qualitative research that a case study offers.

Interviews of key campaign participants and industry insiders will provide original research.

Through the interview process, this study will examine the complex social interactions and processes that occur in environmental advocacy. Currently, our society is in a state of flux and change as we move toward a global society, making exploratory research such as a case study and interviews the only logical research method. A thorough review of available academic articles, news articles, newsletters, government documents, and a video documentary was conducted prior to interviewing environmental campaigners. The line of questioning was looking for information such as, what are the most important strategies in a successful campaign, how was the concept of the conservation economy created, and what kind of relationship the NGO's had with the indigenous First Nations tribal community.

Two interviews have been conducted with key campaign participants and industry insiders providing original research and useful insights. The first interview was with Jens Wieting, Coastal Forest Campaigner with the Sierra Club British Columbia, and the second interview was with Stephanie Goodwin, the Director of Greenpeace British Columbia. These interviews were conducted by telephone and were audio recorded.

This case study will examine strategies used in the environmental movement now on the forefront of current global debate. Orum and Feagin argue that random-sample surveys allow little understanding of how respondents relate to one another, assessing people as though they lived, acted, and believed in isolation from one another. In contrast, a case study and interview can permit the researcher to examine the

complexities of life in which people function, as well as the impact of their functioning on beliefs and decisions in the complex web of social interaction (Orum, Feagin, 1991).

Qualitative research interviews allow a researcher to find in-depth information about a participant's experience with a specific event or topic. The underlying meaning of a particular event can surface and shed light on a subject that was previously unknown. Interviews allow a researcher to probe or ask follow up questions for further understanding. Sometimes during an interview, interesting and unexpected information might develop out of a question that would have never surfaced otherwise.

### Chapter 3

#### Results

The environmental group, Greenpeace, Sierra Club and Rainforest Action Network, used relationship management, framing and an international political advocacy campaign during the decade long campaign. The definition that will be used for relationship management for this research is the following: relationships that an organization creates with key publics that further the organization's goals. The different relationship types that Hung (2005) identified in the literature review will be used for analysis. The definition for framing will use the different types of framing from the previous literature review. The definition that will be used for international political advocacy campaign is: advocacy campaigning in different countries to create awareness and international political allies that further the organizations goals. This research will provide an analysis of how each of these tools was used. Specifically, the tools that were successful and unsuccessful and what can be learned from their use in the campaign. The

limitations of this research are that there were only two interviews conducted, and both of these interviews were with individuals within the environmental group.

### Relationship Management

The environmental group created manipulative relationships with the customers of the logging companies in British Columbia. The environmental group used power to manipulate the customers of the logging industry through one sided asymmetrical communication. Specifically Greenpeace, was creating a public relations nightmare for the Provincial Government of British Columbia and the logging companies, but was still unable to create enough pressure to bring the parties to negotiations. Goodwin states, “So, what do we do, what do they think is really important? Well, they think money is really important.” The organizations identified large corporations with brand vulnerability that were customers of the companies that were logging in The Great Bear Rainforest and approached them with their concerns about the forest. If the corporations were unwilling to stop buying from the logging companies, they would start market action campaigns focused on the customers of the logging companies. “We applied market pressure to them, which was in the form of boycotts or direct actions, like blocking log barges that were destined for their companies,” said Goodwin.

The environmental group was known for executing market action campaigns and because of that, they were able to leverage that power and create an exchange relationship with the customers of the logging industry to influence and apply pressure to the companies and government to stop unsustainable logging practices. This exchange relationship was leveraged through power that environmental group wielded. The group agreed to not execute market action campaigns in exchange for the customers of the

logging companies pressuring the logging industry and the Provincial Government of British Columbia to stop logging in The Great Bear. The environmental group realized that the companies could exert no more leverage once they canceled their contract. So, they had the companies not cancel their contracts, and instead go to the logging companies and the British Columbia Government and say unless you change your ways, we are going to cancel our contracts. The environmental group held a consortium of German magazine and newspaper publishers that represented \$600 million annually to the British Columbia economy. During a consortium for The Great Bear Rainforest that had in attendance the Premier of British Columbia, the CEOs of the offending logging companies and the environmental group, the president of the consortium stood up during the meeting and said, “you told us that your logging practices are like a black Mercedes top of the line, but what we have seen is a red Dotson because we took them on a tour of the forest, if you don’t change your ways and sit down with the environmentalists we are going to pull \$600 million annually to the economy”, said Goodwin.

First Nations and the environmental organizations were strategic allies in The Great Bear campaign. First Nations and the environmental groups had a covenantal relationship because both groups were committed to furthering a common good for each other that was characterized by reciprocity and open exchange. Because of this covenantal relationship, they were able to further each other’s causes by joining forces against the government and logging industry. “I would say that we always had a strategic alliance with the First Nations and with Turning Point, because the interesting thing about environmental organizations and First Nations is that when you get right down to the



interests, both of us either seek to rest power, or change the direction that power holders are going in” Goodwin explained.

During the same time that the environmental organizations were creating a lot of conflict for the forest industry and the Provincial Government of British Columbia, the government was in a land use planning process. The land use planning process was essentially determining where there is going to be new protected areas, industrial activity and if and where there would be any parameters on the industrial activity. As part of this process, the government was bringing all of the stakeholders together to create a series of recommendations that the government would either then, accept or not accept. First Nations at that time were being invited as stakeholders, but First Nations have unsettled land claims in British Columbia, which are asserted rights and title asserting that First Nations are owners and governors of their land and resources.

First Nations had brought several law suits to the Canadian Supreme Court asserting their rights and title for a number of years, and the Provincial Government of British Columbia continually lost those court cases. First Nations started self organizing, and nine different bands came together, because they shared common goals on land management and governance rights, to create a consolidated negotiating block. This new consolidated negotiating block is now known as Turning Point. Turning Point was created to be a representative of a number of First Nations on land use issues. British Columbia now has to recognize First Nations Turning Point as a government. The relationship between Turning Point and the Provincial Government is now considered a government to government relationship that requires the Provincial Government of British Columbia to consult with First Nations on land use in their territories.

The environmental movement was supporting First Nations gaining further governance rights, and First Nations was supporting environmental conservation. An interesting statement was made about the strategic alliance during the interview with Stephanie Goodwin, “Turning Point themselves shared a common vision around the need for long term resiliency in their territories, whether that meant logging or no logging, protected areas or no protected areas, that was just the tool for carrying out that vision.” What Turning Point was able to receive was recognition from the government of British Columbia that they would be dealt with as governments. The environmental groups wanted conservation, and First Nations wanted governance rights. So, both groups utilized stake holder management to further their own agendas through a strategic alliance that gave both groups more power.

### Framing

The renaming of The Great Bear Rainforest is an example of framing that was involved in the environmental organizations conservation campaign. This type of framing is metaphorical, associating the forest symbolically with the rare white Spirit Bear that is only found in that particular forest. Stephanie Goodwin, Director of Greenpeace British Columbia Canada stated, “We wanted to name the area for the vision we were creating for it by capturing the imagination, and that would instantly give people the idea that this is something worth protecting.” The Great Bear Rainforest is a relatively inaccessible area, which not many people could go to. To get to The Great Bear Rainforest would require a boat or airplane. So, capturing the beauty of the forest for their audience was an essential part of the campaign. “It was simply a desire to

accurately capture the beauty and the vision and the big bears that are there,” said Goodwin.

Market action campaigns weren’t always necessary, and the environmental group was able to create relationships with the customers of the logging companies in British Columbia through framing of attributes. The environmental group framed the attributes of the animals, people and environmental integrity. For example, when Greenpeace talked to the large companies in Canada, the United States, Europe and Japan who buy from the Great Bear Rainforest, one of the tactics they used was bringing decision makers in those companies to The Great Bear Rainforest. Goodwin states, “We knew that if we could give them an experience that they can go back home to their dining room table and talk to their children about and show them pictures of these bears, and these trees, and these amazing people that the chances of them working with us would go up exponentially.”

The environmental groups also used framing of attributes to persuade the Provincial Government of British Columbia to work with them to conserve the forest. Goodwin states, “We realized that the B.C. government stopped responding to our aggressive negative tactics, and we could actually frame the conversation as -- if you did this, you would be taking an incredible leadership step for the environment.” Positively framed messages that focus on the positive attributes of a situation have been found to be much more effective than negatively framed messages. Also, the environmental group realized that they needed to create a solution before the government created one for them. Again, moving from negative to positive the environmental group switched their message from what they didn’t want to happen to what they did want to happen, “by changing to

what we did want to have happen, we were able to give the B.C. government solution to work with”, said Goodwin.

The celebrity advocacy events that Greenpeace organized with U2 and Dave Matthews are an example of depiction framing with a celebrity endorsement. This form of framing worked particularly well and was able to create enough pressure that Home Depot and Lowe’s discontinued buying wood from the logging companies in The Great Bear Rainforest. This is also an example of how the environmental group was able to use power in relationships to further their goals.

Facilitated third party mediation was sought by the environmental organization and logging industry to try to reach a solution, which is an example of situational framing found in bargaining and negotiation literature using two-way communication to encourage open dialogue. The environmental organizations were able to leverage power and relationship management with the customers of the logging companies and First Nations in British Columbia, but the environmental organizations and the logging companies were still unable to negotiate satisfactory resolution. During the land use planning process, the biggest challenge for the Provincial Government and First Nations government to arrive at a solution was the two dominant stakeholders, the environmental organizations and the logging industries, inability to negotiate. According to Jens Wieting, coastal forest campaigner Sierra Club British Columbia, “The B.C. government and the First Nations told the two -- you better get out of here and start negotiating and discussing your conflicts because we can only invite stakeholders to our table that are in the position to provide input.”

## International Political Advocacy Campaigns

Greenpeace executed international political advocacy campaigns that brought an international perspective by raising consciousness through campaigning in Japan, the United States, Belgium, England, the Netherlands, Germany, and Italy. Again, the definition of international political advocacy campaign is: campaigning in different countries to create awareness and international political allies that further the organizations goals. When Stephanie Goodwin was asked about her perspective of this concept she stated, "I would almost call Greenpeace itself a transnational advocacy network." The environmental organizations, specifically Greenpeace, were able to create international political allies through international campaigning. According to Jens Wieting, "First Nations and the environmental group traveled to Europe together; to let citizens of these other countries know about logging practices in British Columbia." The Government of Canada and British Columbia were pressured on a provincial scale, national scale and then embarrassed internationally. According to Goodwin, "The Government ended up spending millions of dollars sending delegations of forest companies and government representatives to European countries trying to convince those European countries that they weren't, in fact, bad players." Similar to Keck and Sikkink's (1998) research on transnational advocacy networks, Greenpeace bypassed the Provincial Government of British Columbia and sought out international power holders that brought political pressure on the Government and logging companies.

Also, Keck and Sikkink's (1998) research on transnational advocacy networks found that activists on different levels will form a network of coordinated efforts. "In Germany, grass roots organizations took up the cause; in the United States, the Rainforest

Action Network played a huge role; in British Columbia, Sierra Club and Forest Ethics were strong partners. There was a lot of cooperation between groups to make sure our collective goal was met,” said Goodwin.

### Conservation Economy

The total population of The Great Bear rainforest consists of 31,000 people living in this region, of which almost 15,000 live in the City of Prince Rupert. Another quarter of the total population lives in dispersed First Nation communities. The environmental group realized that an alternative economy was needed to replace logging jobs in 2001, after the environmental groups and the lumber industry went through mediation and an agreement was reached to have more protection, less logging, and more governance rights. During an event hosted by Greenpeace to celebrate their victory, the leaders of First Nations and Turning Point brought up some of the concerns that they had to the environmental groups. According to Goodwin, the Turning Point leaders stated to her, “You say that you care about First Nations governance and ownership rights, you say that you care about wanting to reduce unemployment and have healthier communities, now we have committed to increasing conservation in our territories, so are you guys actually going to put your money where your mouth is?”

The logging industry was the main employer of the First Nations community, and the decline in logging meant that many jobs would be lost as a result. The environmental organizations realized that this would be a consequence of their successful campaign. Since British Columbia’s colonization, the region’s economy historically has been based on fishing and logging and a small amount of mining. The majority of the economic benefits that have resulted from these industries have flown out of the communities. As a



result, The First Nation Communities have suffered from significant social and economic challenges specifically, high poverty rates, high unemployment rates, poor social and health conditions, troubled young people, inadequate housing, and lack of access to education and skills (Pacific Analytics Inc. and Don Harrison, P. Geo., 2004).

Unfortunately, the community that would be most affected by the decline in logging were The First Nations. So, the environmental organizations needed to replace the lost logging jobs with new jobs, which meant that totally new employment sectors needed to be created. A solution was needed that would satisfy the environmental conservation goals, replace the lost logging sector jobs and allow the logging industry to continue logging in a way that would not be harmful to the forest. The environmental organizations hired third party economic business consultants and environmental researchers to seed and engineer a conservation economy.

Economic business consultant Don Harrison, P. Geo with Pacific Analytics Inc. was hired by Greenpeace to develop an alternative economy to the forest industry that would be oriented towards the vision that the environmental organizations were trying to create for the forest. Goodwin states that they asked Pacific Analytics Inc. to address the question, "If we wanted this coast line to not be reliant upon the forest industry as their primary driver, and we wanted to have a more comprehensive economy based on conservation, what would have to be the initial input into that to actually seed something different?" Pacific Analytics Inc. came back with \$120 million to create an economy that was conservation based and not dependant on the logging industry.

The economic business consultant's report concluded that in 1995 British Columbia created the fewest jobs per quantity logged than in all of the industrialized

countries. The unsustainable logging industry's practices are not economically viable because of resource inefficiency. The old growth forests are being cut down at such a high rate, and processed so inefficiently, that neither the forest, nor the workers, will be left standing; automation is replacing the wood processing workers. Due to the lack of efficiency, which in turn creates a lack of industry competitiveness, the mills in the Great Bear Rainforest are consolidating to try to capture economies of scale and to become more efficient. As the mills consolidate, jobs are lost. Sustainable logging requires more careful practices, requiring more loggers per timber logged. Abfam, one of the B.C. mills employs substantially more employees per quantity of processed lumber than its larger competition and over time will be faced with declining market share.

Under the new conservation economy, First Nations local community will have a collaborative partnership with the logging industry and the community forestry department. Value added processing is another key component to the conservation economy, which is expected to create approximately 150-170 new jobs with the assumption that there are new jobs created through the processing of the lumber, versus shipping the lumber before it is processed (Pacific Analytics Inc. and Don Harrison, P. Geo., December 2004). Several new employment sectors have been created and the economic effects of the conservation economy will result in a net increase of jobs because of the new forestry practices, value added processing, tourism, shellfish aquaculture, and other conservation jobs.

The conservation economy became a solution that was mutually beneficial for the environmental organizations, First Nation's community, the Government of British Columbia, and the logging industry.

## Chapter 4

### Conclusion

In the end, mediated negotiation was required for the Provincial Government of British Columbia and First Nations Turning Point Government to be able to reach a final agreement. Mediation was used for negotiations between the logging industry and environmental group, but eventually a compromise was reached through a conservation economy that included sustainable logging practices. First Nations wanted more governance rights and jobs for their communities, the logging industry wanted conflict free economically viable logging, and the environmental organizations wanted conservation. “I think this whole story is about how people that don’t get along figure out a best solution that is going to encompass everyone’s needs,” said Goodwin.

If each organization that was involved in The Great Bear campaign had affectively used relationship management from the beginning, a resolution would have been found sooner. The definition that was used for relationship management for this research is the following: relationships that an organization creates with key publics that further the organizations goals. Stakeholder management effectively manages power in relationships through coalition building and negotiation (Bowen, 2010). Ledingham and Bruning (1998) argues that, “An ideal organization-public relationship, then, would be the state which exists between an organization and its key publics that provides economic, social, political and/or cultural benefits to all parties involved, and is characterized by mutual positive regard” (Ledingham, Bruning, 1998, p 62). Ledingham (2003) argues further that, the desired outcome of relationship management is mutually

beneficial outcomes developed through shared interests and understanding of problem resolution. Through successful relationship management organizations can create economic, social, and political benefits for all parties (Ledingham, 2003).

The different forms of framing that the environmental group used during the campaign were successful for creating messages that helped further their goals. This campaign successfully used positively framed messages that focused on the positive attributes of the situation, and the possibilities, rather than on limitations. In addition, the use of metaphorical framing changed the name of the forest and created an image that could evoke an emotional response globally.

Greenpeace has several international branches and used international political advocacy campaigns to bring an international perspective by raising consciousness through campaigning in Japan, the United States, Belgium, England, the Netherlands, Germany, and Italy. The definition of international political advocacy campaign is campaigning in different countries to create awareness and international political allies that further the organizations goals. The Government of Canada and British Columbia were pressured on a provincial scale, national scale and then embarrassed internationally as a result of international political advocacy campaigns.

The Great Bear rainforest campaign illustrates how mutually beneficial solutions can be reached that are based on all parties' interests being met. Logging practices will continue and are expected to benefit from the new approach that will ensure that the part of the forest that will still be logged will be done in a manner that guarantees that more trees will be replaced for future logging. The previous process that the logging industry

was using was eliminating trees so fast that eventually there would have been none for logging or any other purpose. The conservation economy enabled the First Nations to be eligible to benefit from a fund worth up to \$120 million that will go for seeding the new conservation industries. Sustainability and the conservation economy were necessary for the success of the campaign, “I call it the three legged stool which is healthy forest, viable economies, and healthy communities, and unless you satisfy all three, the thing is going to tumble down on itself,” said Goodwin.

How do you sell the environment like milk? In this case, the environment was sold as a result of negotiating mutually beneficial solutions that met the interests of the environmental group, logging industry, First Nations and Provincial Government of British Columbia could benefit from taking the form of a conservation economy. Got sustainability?

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