

A VIETNAM PERSPECTIVE

Phong Quach Gordon Milne

04 September, 2019

**GAME CHANGERS** 



#### **4 TALKING POINTS**

1

A Growing **Concern** 

2

ASEAN Plastic: Situation overview and regulations in Vietnam

3

The Value chain of Plastic Packaging in Vietnam

4

Sustainable packaging: A stream of Innovation



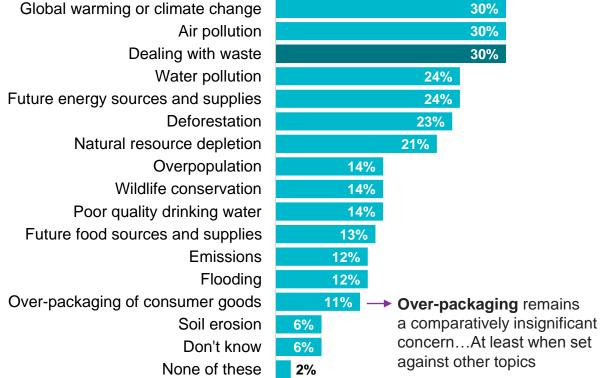




## CONSUMERS ARE INCREASINGLY AWARE: WASTE AMONG TOP 3 ENVIRONMENTAL CONCERNS

Q. In your view, what are the three most important environmental issues facing [COUNTRY] today?

That is, the top environmental issues you feel should receive the greatest attention from your local leaders?





## ASEAN CONSUMERS CONSIDER THE EXCESSIVE **USE OF PLASTICS TO BE A SERIOUS PROBLEM**

Q. In your view, excessive use of plastics represents a real problem or it's just scaremongering produced by the news?

Definitely yes, IT'S A SERIOUS PROBLEM	<b>55</b> %
I think the problem exists, but it CAN BE SOLVED	24%
It's a problem, as far as PLASTICS ARE NOT ADEQUATELY RECYCLED	18%
A lot of plastics are used, but I DON'T THINK IT REPRESENTS A REAL PROBLEM	2%
Definitely not, it's <b>JUST SCAREMONGERING</b>	1%



#### **EXCESSIVELY USED IS THE TOPIC MOST OFTEN ASSOCIATED WITH PLASTIC**

Q. Which of the following words would you associate most with plastic?

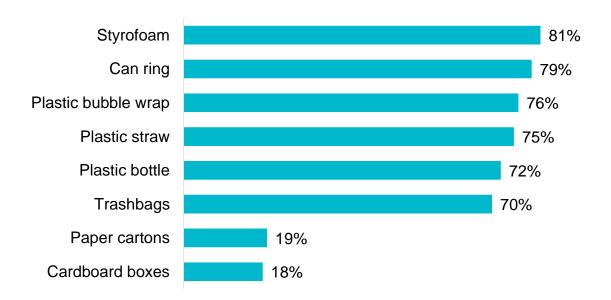
Excessively used	28%
Recyclable	24%
Polluting	18%
Dangerous	9%
Affordable / low cost	<b>5</b> %
Versatile	<b>5</b> %
Indispensable	4%
Useful	2%
Light	2%
Irreplaceable	1%
Poorly hygienic	1%
Safe	1%
Cumbersome	0%



#### ALL PLASTICS ARE BAD, PEOPLE CAN HARDLY DIFFERENTIATE

Q. Below is a list of **packaging options**. Using the scale, please rate how bad or good you feel each is for the environment.

MATERIALS
CONSIDERED BAD OR
VERY BAD FOR THE
ENVIRONMENT





## A GROWING CONCERN

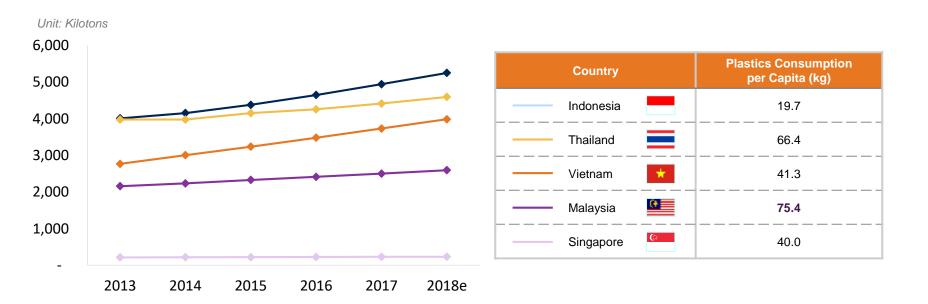


Plastic waste is currently a serious threat to Vietnam. Vietnam has nearly 300 seminars, forums and events on plastics, aiming to increase community awareness of the problem and to calling everyone's' actions to eliminate plastic waste and protect our environment.





#### **TOP 5 PLASTICS\* CONSUMPTION COUNTRIES IN ASEAN**



\*Note: Plastics comprise thermoplastics such as PVC, PE (HD-PE, LD-PE, LLD-PE), PP, PS (GP + HI), ABS, SAN, PET Resin, PA (PA6 + PA66) as well as PC



#### VIETNAM PLASTIC WASTE IS AMONGST THE HIGHEST IN THE WORLD

Vietnam's plastic consumption per capita increased significantly from **3.8kg to 41kg** during 1990-2015 (increase of 10% y-o-y)

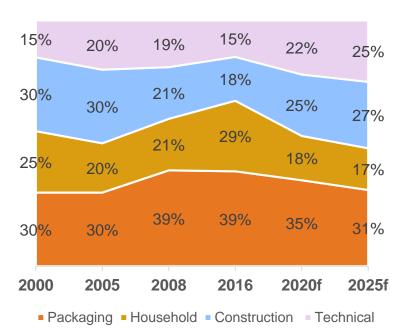
More than **1.8 million tons** of plastic are generated in Vietnam per year

Only 27% of the plastic bags in Vietnam is recycled

About **0.73 million tons** of plastic are released into the ocean in Vietnam per year

There will be **more plastic waste than fish** in the ocean unless any initiatives are taken by 2050

## Value of Vietnam's Plastic industry breakdown by segments in 2000-2025f





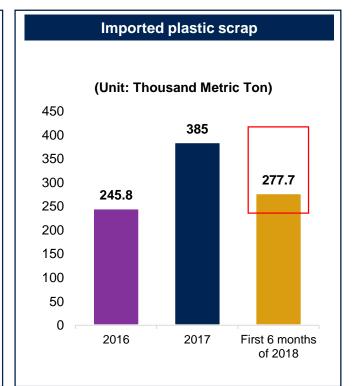
#### VIETNAM IS AT HIGH RISK OF BECOMING A GARBAGE DUMP OF THE WORLD

#### Causes and effects

- Decision No. 73/2014 TTg regulated the category of plastic scraps permitted for import. However, in fact, it is impossible to classify plastic scraps into specific substances. They even create environmental contamination in the waste classification process.
- As a consequence, many foreign companies have made use of this gap in the environmental law to export illegal plastic waste to Vietnam.
- More seriously, after China prohibited 24 categories of scraps, the volume of plastic waste imported into Vietnam in the first six months of 2018 increased by nearly 200%, compared to in 2017.

According to the General Department of Vietnam Customs, as of 5 July 2018, **1,342 containers** plastic scraps are stuck at Hai Phong port for more than 90 days, while thousands of containers are still lying at Cat Lai port.







#### POLICIES AND REGULATIONS IN VIETNAM

Vietnamese government is aware of negative environmental impacts of plastic waste by issuing policies to reduce plastic waste problems:



To impose the environmental tax of VND 40,000 per kg on plastic bags



Decree No. 38/2015

To regulate the classification of solid waste into organic waste



Decree No. 155/2016

To regulate punishment for not classifying trash up to VND 15-20 million



Decision No. 44/2018 of Resolution No. 579/2018 **HCMC** 

To implement the solid waste sorting law in HCMC and regulate punishment of VND 20 million for violating this law



To impose the environmental tax of VND 50,000 per kg on plastic bags

#### Government goals to eliminate single-use plastic bags

- By 2021: Single-use plastic bags are banned in all stores, supermarkets and markets
- By 2025: Single-use plastic bags are entirely banned across the country



#### POLICIES AND REGULATIONS IN VIETNAM

However, the implementation of government policies has not been effective enough because...

#### 1. LACK OF AN EFFECTIVE REGULATORY SYSTEM

Decision No. 44/2018 UBND of HCMC regulates separately collecting organic waste and remaining waste. If so, it is compulsory to use two different two-color vehicles to store the garbage.

#### 2. LACK OF CLEAR INSTRUCTIONS AND NOTIFICATIONS TO THE PUBLIC

"We have not heard about the trash classification law yet, because many households are also less likely to read political newspapers."

- Resident, Hanoi

"I live in Dang Thuy Tram street, along with some other friends from provinces. I used to learn how to sort garbage and apply it, I have just read the new regulation this morning, but my friends didn't know and nobody did it."

- Resident, HCMC



#### 3. INADEQUATE TAX AND TARIFFS

The price of each bag after tax is only VND 200 - 250; so the plastic bags consumption is still increasing.

#### 4. HARD TO CHANGE COMSUMERS' HABIT OF COMSUMING PLASTIC BAGS

Vietnamese consumers have the habit of using plastic bags to contain every products in their daily life.

"I know we have to limit plastic bag use to protect the environment but it's hard to change a habit."
- Resident, HCMC







#### POLICIES AND REGULATIONS IN VIETNAM

Vietnam's laws do not prohibit the use of plastic bags, except for **Cham Islands** 



- Since Cham Islands was recognized as a world biosphere reserve in 2009, local authorities started banning the use of plastic bags. Visitors are also prohibited from bringing plastic bags into the islands.
- Fines: VND 150,000 300,000 for individuals; VND 1 2 million for businesses if violating regulations.
- As a result, according to a local record, there are:
  - > From 2010 2014: 25 violations per year
  - From 2014 now: under 10 violations per year

#### The first and the only plastic-free islands in Vietnam

→ Cham Islands have become a pioneer in promoting a "no-plastic" lifestyle. Islanders not only banning plastic bags but also start using alternative eco-friendly products made from decomposable and reusable materials.



Bags made of biodegradable materials are favored as souvenirs from the Cham Islands



Banner "Say no to plastic bags" on Cham Islands



#### VIETNAM'S GOVERNMENT INITIATIVES

Besides policies and regulations, the government has promoted environmental campaigns to raise people's awareness and call for changes in behavior

#### "Green Living" Festival



On June 2, 2019, MORNE of HCMC organized "Green Living" Festival in 2019 with nearly 60 enterprises participating to promote eco-friendly lifestyles and fighting against plastic waste

### "Anti-plastic waste" campaign



On October 12, 2018, MONRE launched "Antiplastic waste" campaign across Vietnam that propagated the community to prevent plastic waste released into the environment

## "Objection to plastic waste" campaign



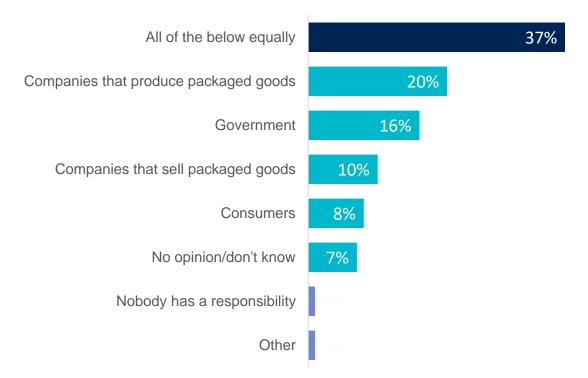
At the end of October, 2018, Da Nang launched an "Objection to plastic waste" campaign encouraging officials to say no to single-use plastic products





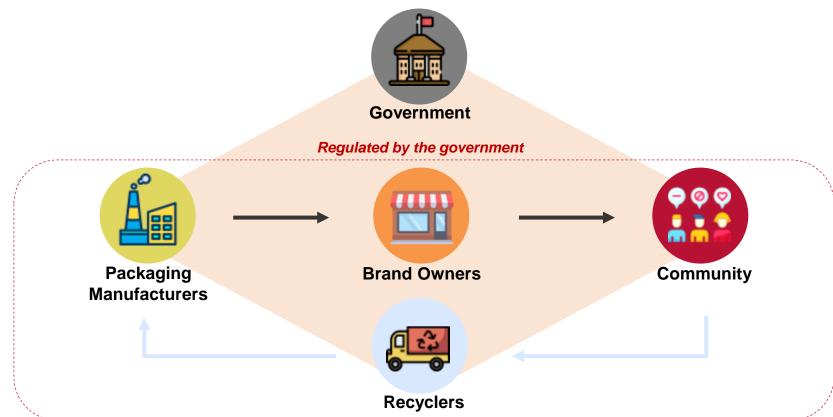
#### CONSUMERS ARE NOT READY TO CARRY THE BURDEN ALONE...

Q. Who if anybody do you believe should take most responsibility for finding a way to reduce the amount of unnecessary packaging which is sold?





#### PLASTIC PACKAGING INDUSTRY VALUE CHAIN





# PACKAGING MANUFACTURERS INITIATIVES





## PLASTIC PACKAGING MANUFACTURERS' INITIATIVES TOWARD NEW PACKAGING INNOVATIONS THAT ARE MORE SUSTAINABLE TO HELP REDUCE

PLASTIC WASTE





**Manufacturers** 

Innovations of Plastic Packaging and Material Plastic packaging manufacturers started producing innovative plastic materials and packaging products that are more sustainable and eco-friendly, e.g. 'AnEco'

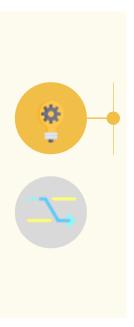


Innovations of Alternative Packaging and Material

Besides innovative plastic packaging, packaging manufacturers invent alternative packaging products which made from bamboo, grass and cloth instead



## AN PHAT BIOPLASTICS HAS PRODUCED FULLY BIODEGRADABLE (COMPOSTABLE) PLASTIC BAGS – ANECO



#### **Biodegradable bags AnEco - An Phat Bioplastics**



- In 2015, An Phat Bioplastics launched biodegradable plastic bags – AnEco, to export abroad.
  - In 2018, An Phat brought AnEco to local market.
- Until now, its eco-friendly products are widely used by big supermarkets such as Big C, Lotte Mart, Co.op Mart, etc.
- An Phat is the first company in Vietnam to receive TUV Vincotte Ok Home Compost standard and the only Vietnamese company to be recognized as an official member of the European Bioplastic Association.



Biodegradable plastic bags made from starch are now used in big supermarket chains in Vietnam

#### **Facts**

- Bioplastics are made from the combination of scientist-certified biodegradable polymers and naturally sourced green materials such as corn flour, plant starch, collagen and cellulose fiber.
- They are 100% compostable thanks to the effects of bacteria which turn it into natural harmless substances.



## SEVERAL SMES TAKE THE INITIATIVE TO PRODUCE AND DISTRIBUTE VARIOUS AFFORDABLE ECO-FRIENDLY ALTERNATIVE PRODUCTS



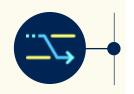




Products: organic beeswax coated wraps, an eco-friendly

food storage alternative to plastic wrap. Price: approx. VND 120,000 - 180,000









Products made from bamboo and lepironia including reusable bags.

Price: approx. VND 250,000 - 350,000





Products: fabric straps and mini reusable bags.

Price: VND 25,000 - 45,000



## BRAND OWNERS INITIATIVES





## BRAND OWNERS INITIATIVES TO HELP REDUCE PLASTIC WASTE AND PROMOTE A SUSTAINABLE ENVIRONMENT

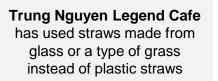




## FAMOUS F&B CHAINS TAKE THE INITIATIVE TO REPLACE SINGLE-USE PLASTICS









**Starbucks Vietnam** offers a discount of VND10,000 for customers who bring their own bottles/mugs



Mang's Mania has replaced all plastic containers with eco-friendly products like food containers made from bagasse



## ECO-FRIENDLY STORES HAVE BECOME INCREASINGLY POPULAR IN VIETNAM





#### **Refill stations**

Customers can bring empty nonplastic containers to stock up on liquid items like shampoo, soaps.



#### Clean & preservative-free goods Eco-friendly products

Stores sell clean or preservativefree products.

They also sell reusable products, including straws and utensils, as well as more unique items like toothpaste pellets and chemical-free shampoo or body wash.



#### **Green activities**

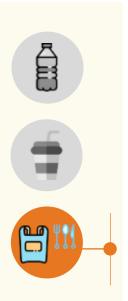
Many stores frequently organizes workshops with green activities to raise attendees' awareness of objection to plastic.



For example, wrapping gifts or making fabric bags to cover bottles.



## SEVERAL VIETNAMESE SUPERMARKETS TAKE INITIATIVE TO INCREASE THE USE OF ENVIRONMENTALLY FRIENDLY PRODUCTS



- Large supermarket chains in Vietnam are now using non-plastic bags for food packaging.
- Particularly, they start using banana leaves instead of plastic bags to wrap vegetables; or using paper packaging to wrap eggs.









## RECYCLERS SIDE

**GAME CHANGERS** 



#### VIETNAMESE PLASTIC RECYCLING INDUSTRY IS STILL NOT DEVELOPED

The plastic recycling industry requires relatively high technology, while a majority of factories in Vietnam is small with the outdated technology and poor management



The waste processing system in Vietnam has not been synchronized, leading to a reduction in the efficiency of waste classification

While recycling, dust and volatile organic compounds (VOCs) disperse into the surrounding environment causing air pollution



Government policies on waste classification are still NOT effective

→ It is difficulty to classify and recycle plastic waste



## COMMUNITY INITIATIVES

**GAME CHANGERS** 



## NGOS AND VOLUNTARY ORGANIZATIONS HAS FOUNDED TO LAUNCH CAMPAIGNS THAT HELP REDUCE PLASTIC WASTE AND PROTECT THE ENVIRONMENT



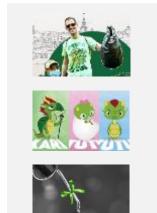
#### Let's do it Vietnam

- Organized in Estopia in 2008, 'World cleanup day' has become the international clean-up campaign since 2011.
- 'Let's do it Vietnam' organization, has brought this campaign to Vietnam since 2014.
- The annual campaign takes place on Sep 15<sup>th</sup> in big cities such as HCMC.
- In 2018, more than 230 volunteers joined the campaign to clean trashes in 2 heavily polluted points in surburbs of HCMC.
- They collected approx. 4800kg of plastic trashes.

#### **Keep Vietnam Clean & Green**

Founded in 2013, 'Keep Vietnam clean & green' - a NGO for raising awareness on littering and trash plastics in Vietnam.

They have 3 main projects:



#### **Community project**

Organizing events such as cleanup to keep the neighborhood clean

#### Green turtle army project

Educating children on the issues of littering and plastic trash issue.

Children also participate in planting seeds for the better environment.

#### Green ribbon project

Each green ribbons are tied on people's motorbike or backpack, which represents the promise to not litter.



## GROWING AWARENESS OF PLASTIC WASTE POLLUTION RESULTS IN CLEAN AND GREEN CAMPAIGNS AND PROJECTS ACROSS THE GENERATIONS



#### Kids participating in the challenge "Cleaning trashes"

In March 2019, an education model "**Konnit Adventure Zone**" organized the cleanup day for kids, aged 3-6:

- · Kids wore security costume, gloves, and used tongs to collect garbage.
- Kids also asked for plastic bottles from pedlars and reused them to create pictures.



#### **University students in HCMC**

As of April 2019, HCMC University of Economics & Finance (UEF) announced more than 380 students were working on 40 environment projects for their Project Design course.

<u>Course's objectives:</u> to replace plastic products by straws made from grass, rice, or stainless steel, and to provide fabric bags or corn-flour bags to the housewives at Thi Nghe market.



#### Women in Kim Son district, Ninh Binh province

On April 26 2019, Kim Son district established 'Women Clubs' consisting of 210 members to launch campaign against plastic waste in 3 villages Kim Dong, Kim Hai, Kim Trung.

Club representatives signed a commitment to change their families' habits in order to limit plastic waste and reduce the use of plastic in daily life.





#### RECYCLING AND REUSABLE PACKAGING ARE NOT NEW...





IRAQ 3000 BCE



EGYPT 1500 BCE



CHINA 100 BCE



#### ...BUT THE WORLD WE LIVE IN INCREASINGLY LOOKS LIKE THIS...











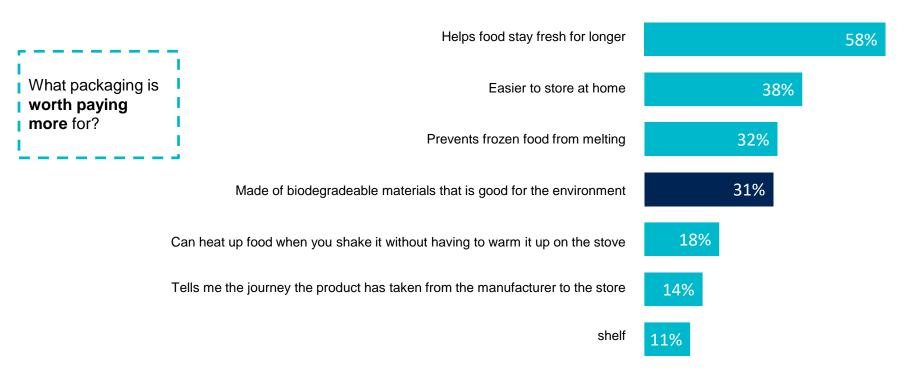
### GENERATING A STREAM OF PACKAGING INNOVATION MIXING CONVENIENCE WITH ECO-RESPONSIBILITY







#### WITHOUT FORGETTING THE BASICS



Let's me customize the design of the package to add people's names



#### DESPITE EVERYTHING IT WOULD BE REALLY HARD TO GET RID OF PLASTIC!

Q. Which are the products made with plastics you could **hardly do** without?

Plastic bottles		33%
Transparent films for food		27%
Tetrapack for milk/juice/liqui	ids	20%
Reusable food plastic containers		16%
Detergent plastic containers		14%
Clothing (pile, microfibers)		13%
Plastic shopping bags		12%
Disposable plastic flatware		12%
Toys		11%
Plastic folders for documents		9%
Disposable food plastic containers -		7%
Reusable plastic flatware		5%
None: I couldn't do with	out any of these	37%





#### HENCE A PREFERENCE FOR BIO-PLASTICS

• Q. In your view, which could be the **most viable solutions** to reduce the environmental issues produced by plastics?



Facilitate the use of degradable bio-plastics

**Exclusively** permit the use of recyclable plastics

15%

Invest in technologies that would allow the degradation of plastics already circulating

10%

Build platforms where all the non-recyclable plastics could be stocked

Totally forbid the use of plastics



#### THE SHORTER-TERM REALITY WILL LIKELY BE EXPERIMENTATION WITH MATERIAL AND FORMAT

COMPOSTABLE

#### **NEW TECHNOLOGY**



**RETHINKING A WELL-KNOWN FORMAT** 

Newsworthy and consistent with corporate CSR manifesto. Same amount of product in a much reduced format.





Uses glue instead of plastic rings. Taps into emotive issue (ocean plastic waste). Delivers an audible click on separation.



#### A NEW FUNCTIONAL ROLE FOR THE **DYNAMIC RIBBON?** OR...









# THE THIRD MOMENT OF TRUTH

The importance of pack as a strategic brand asset and the opportunities that pack offers as a way for brands to offer meaningful differentiation in the context of changing attitudes, behaviours and marketing touchpoints.













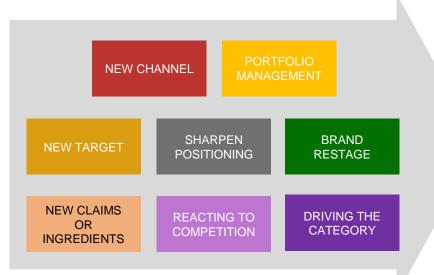






### INCREASINGLY THERE ARE NEW AGENTS OF CHANGE (LESS IN CONTROL OF MANUFACTURERS)

#### Manufacturer controlled...



#### External forces ...

CHANGING CONSUMER ATTITUDES
REGULATORY CHANGE
INCREASING RETAILER POWER
INCREASING INFLUENCE OF eCOM



#### SUSTAINABILITY - WHY THIS MATTERS



Seek to achieve 100% recyclable, reusable, or industrially compostable packaging for its private brand packaging by 2025



Nestlé announced the creation of the Nestlé Institute of Packaging Sciences...a step further to make 100% of its packaging recyclable or reusable by 2025.





Loop allows consumers to 'responsibly' consume products in refillable packaging which is collected, cleaned, and reused, TerraCycle said.



#### **BRAND PURPOSE**





Homepage > ABOUT US > SUSTAINABLE VALUE CREATION > Our brand model

# BRAND MODEL

Today, people want to have a vote in the world they live in. Each time they choose a brand they exercise their right to vote. They want that brand to be transparent, meaningful and responsible. Still, they also want the brands they choose to be playful, innovative, relatable, emotional and engaging. As a result, there is a new paradigm at play today: brands only exist through the power of people.

Danone's brands are the means by which we engage in the food revolution. Some of them are called *Manifesto brands* as they have a clear brand model that drives each of their action. Some of them are not yet Manifesto brands but we have the ambition to grow every Danone brand into a Manifesto brand.

To bring this ambition to life, we've defined the Manifesto brand model, which is a framework to define, position and activate our Manifesto brands



#### **EXAMPLE INITIATIVE: STARBUCKS**







We're removing plastic straws in our stores globally by 2020—reducing more than 1 billion plastic straws per year from our stores.



New strawless lids to replace plastic straws

news starbucks com-

#### **Greener Cup**



We're working to shrink our environmental footprint and meet the expectations of our customers by increasing recycling, promoting reusable cups and reducing the waste associated with our cups and other packaging.





#### BIG UPSIDE WHEN BRANDS TAKE INITIATIVE

I felt much more favorably about the brand
I felt slightly more favorably about the brand
It did not change my impression of the brand
I felt slightly less favorably about the brand
I felt much less favorably about the brand
I did not know about this announcement until now

Total	Age 18-34	Age 35 +
20%	27%	16%
18%	21%	16%
43%	36%	47%
4%	5%	3%
5%	3%	5%
11%	9%	12%

NET 40% OF 18-34 YEAR OLDS ARE POSITIVE

#### BRANDS CAN GET A LOT OF CREDIT











#### **LEADERSHIP**

"They're not waiting until they're being told to do it"

"They seem to be taking a stand and leading the way"

"Some companies have to set the way for others to follow"

"someone had to lead with the example"

#### SOCIAL CONSCIENCE

"it showed me that they care about sustainability"

"Starbucks really cares about mother earth"

"A conscience for society!"

"They are thinking of the environment, not just bottom line."

#### STEWARDSHIP

"They are doing their part"

"That is doing their part to end plastic pollution"

"Because it shows a commitment"

#### RAISING AWARENESS

"Straws weren't something I really thought about before, so I'm glad they brought up the issue to highlight a simple thing we can do to help the planet."



AND INCREASINGLY PLACE SUSTAINABILITY AT THE CORE OF THE PROPOSITION

TOUGH ON BACTERIA PLANT FIBRES.\* KILLS 99.9% OF BACTERIA.



#### **ECOMMERCE - WHY THIS MATTERS?**

**Estimated** 

**US\$ 2.2** 

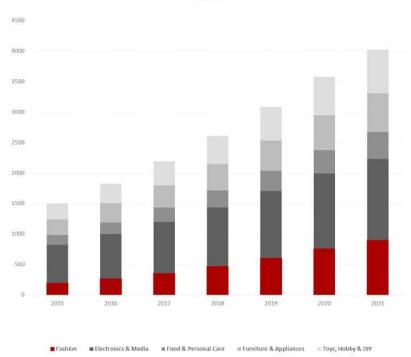
Billion eCommerce.

**Estimated** 

35M

eCommerce users.





https://www.eshopworld.com/



#### **ECOMMERCE - WHY THIS MATTERS?**

### Amazon Sets Deadline For CPG Brands To Overhaul Packaging

Manufacturers with products identified for the packaging improvement program will be charged an additional surcharge on non-compliant items of \$1.99 per item shipped

Brands that upgrade their packaging to meet the requirements ahead of the deadline will be rewarded with a credit of \$1.00 for each item shipped.









### **BRAND AND RETAILER INITIATIVES:** SUSTAINABLE PACKAGING, DESIGNED FOR E-COMMERCE FULFILLMENT









#### DEVELOPMENT MUST CONSIDER MULTIPLE PACKAGING "MOMENTS OF TRUTH"

Considering packaging from a consumer perspective ...increasingly there's a third moment of truth

#### Zero moment of truth Memory saliency

First moment of truth Stand out in store

Second moment of truth At home, on the go, in-use...

Third moment of truth Disposal and recycling



Tangible design features which trigger associations



Ability to stand out from competitive set



Physical characteristics and functionality driving usage and repeat



Pack as a positive aspect in product's sustainability



### HOW TO UNLOCK **ANTI-WASTE PACKAGING'S LEVERS** OF DEVELOPMENT OPPORTUNITIES



### FUNCTIONALITY FOR BETTER OUTCOMES

Packaging which delivers an easily understood functional benefit e.g. food fresh for longer, in addition to a positive environmental (and emotional) association e.g. volume, ease of fulfilment, weight, material, will resonate with consumers.

Researching product claims among micro segments (Gen Z).



### BETTER COMMUNICATION

Opportunity to promote better **understanding** of the reason why a particular material is used.

Consumers see a wide range of claims as essentially equally trustworthy. Is it time for **enforced definitions and for more transparency** in terms of actual expected recyclability.

Can **technology** (e.g. QR codes, Augmented Reality) be used to engage interested consumers on pack's role in the full product lifecycle?



### INCENTIVISATION & TANGIBLE OUTCOMES

Brands which deliver meaningful innovation without compromising benefits or price, will be rewarded a competitive advantage

What's in it for the consumer? Positive outcomes are more likely when people are incentivised with systems that support behavior.



#### WHAT NEXT???

The whole value chain of plastic packaging industry need to move forward in the same direction to reduce the usage of unrecyclable packaging with strong support from Government regulation

Opportunity for innovation across the value chain to provide an alternate environmental friendly packaging materials for brand owners and end-user with appropriate investment

Manufacturers must increasingly demonstrate to consumers tangible packaging outcomes which are understandable and speak to brand purpose.

Necessity is the mother of invention and those companies who grasp the opportunity to take leadership have the potential for great reward

Pack is a **distinctive brand asset** and requires careful management. Sustainable pack is a commercial **imperative** that shapes consumer sentiment and drives profitability.

Adapt or die. Consumer sentiment and ecommerce are shaping new expectations and new behaviors around sustainable pack. Avoid the label of greenwashing.











**Phong Quach** 

### Speaker

#### **Country Manager, Ipsos Business Consulting Vietnam**

Phong Quach heads the business development and execution of Ipsos Business Consulting in Vietnam. Phong carries extensive experience in consulting & market research across Asia Pacific region. Key expertise includes Go-to-market strategy, market / business performance assessment for new product or service, market /distribution channel penetration, competitive benchmarking and business model generation.



**Gordon Milne** 

### Speaker

#### **Senior Client Director, Ipsos Asia Pacific**

Gordon is a senior member of the Ipsos Client Organization with regional responsibility for driving client engagement. He's focused on bringing the best of Ipsos to clients and deepening commercial relationships.

Gordon is a seasoned business leader and researcher with over 20 years experience in Asia Pacific collaborating with an eclectic range of international and local brands to solve business challenges.

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"Game Changers" – our tagline – summarises our ambition to help our 5,000 clients to navigate more easily our deeply changing world.

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#### **GAME CHANGERS**

In our world of rapid change, the need for reliable information to make confident decisions has never been greater.

At Ipsos we believe our clients need more than a data supplier, they need a partner who can produce accurate and relevant information and turn it into actionable truth.

This is why our passionately curious experts not only provide the most precise measurement, but shape it to provide True Understanding of Society, Markets and People.

To do this we use the best of science, technology and know-how and apply the principles of security, simplicity, speed and substance to everything we do.

So that our clients can act faster, smarter and bolder. Ultimately, success comes down to a simple truth: You act better when you are sure.



## THANK YOU

**GAME CHANGERS** 

