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Once upon the Patagonia Brand:

Infusing activist brand journalism into the outdoor business throughout transmedia storytelling

Master's thesis

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Study programme: Journalism

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Year of the defence: 2019

Declaration

1. I hereby declare that I have compiled this thesis using the listed literature and resources only.
2. I hereby declare that my thesis has not been used to gain any other academic title.
3. I fully agree to my work being used for study and scientific purposes.

In Prague, on July 30th, 2019

Eva Krchová

References

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Abstract

This work *Once Upon the Patagonia Brand* will detail a case study of the American outdoor brand, Patagonia Inc., and its environmental transmedia storytelling campaigns, with a particular focus on its most recent project, *Protect Bears Ears*. Bears Ears has been the youngest American National Monument, which was however illegally cut in half by the current president Trump. While Patagonia pursues its main business objective of producing high-quality sports clothing, the brand also actively engages its customers in civic involvement and environmental activism through powerful storytelling. Patagonia inspires its users and other businesses to engage in responsible civic, consumer, and producer behaviors, with the ultimate goal of protecting the unique and fragile planet that we all inhabit. Patagonia confirms its altruistic commitments through its mission statement: “We’re in business to save our planet.”

Anotace

Tato diplomová práce, *Byla, nebyla jedna firma, a ta se jmenovala Patagonie*, se zabývá případovou studií outdoorové značky Patagonia a jejích aktivistických transmediálních obsahových projektů, s důrazem na nejaktuálnější kampaň značky: *Zachraňte Bears Ears*. Park Bears Ears je obdobou české chráněné krajinné oblasti, jejíž status ale současný americký prezident Donald Trump nedávno neautorizovaně sebral. Zatímco se firma zabývá výrobou a prodejem kvalitního outdoorového oblečení, tak se Patagonie ve stejnou dobu také aktivně angažuje do veřejného dění. Firma informuje své zákazníky zejména o stavu životního prostředí prostřednictvím svých multimediálních poutavých příběhů nesoucí prvky žurnalistiky. Patagonie usiluje o podněcování veřejnosti a ostatních firem zapojovat se do občanské společnosti, změnit spotřební chování nejen zákazníků, ale i výrobců, s konečným cílem udržitelné ochrany této křehké planety, kterou my všichni obýváme. Patagonie potvrzuje své altruistické odhodlání prostřednictvím svého oficiálního firemního hesla: “Jsme v businessu, abychom zachránili planetu.”

Keywords

Patagonia, storytelling, brand journalism, environmental journalism, environment, transmedia storytelling, adventure, activism, sustainability, outdoor company, green marketing, Corporate Social Responsibility, Bears Ears, Utah, Donald Trump, Protect Bears Ears, Yvon Chouinard, Barack Obama, Donald Trump, President Stole Your Land

Klíčová slova

Patagonia, psaní příběhů, brand journalism, environmentální žurnalistika, životní prostředí, transmediální příběhy, dobrodružství, aktivismus, udržitelnost, outdoorová firma, zelený marketing, Společenská zodpovědnost firem, Bears Ears, Utah, Zachraňte Bears Ears, Yvon Chouinard, Barack Obama, Donald Trump, Prezident ukradl Vaši zemi

Title

Once upon the Patagonia Brand: Infusing activist brand journalism into the outdoor business throughout transmedia storytelling

Název práce

Byla, nebyla jedna firma, a ta se jmenovala Patagonie: vnášení aktivistické korporátní žurnalistiky do outdoorového businessu prostřednictvím transmediálních příběhů

A Final Comment

There have been slight changes within the initial proposition of this thesis due to a different focus of the researcher and the sudden controversy of the Bears Ears National Monument.

The overall topic of the corporate environmental activist storytelling, strategy however, has

remained the same. One can see the original proposition of the thesis attached at the end of this work. Thank you for your understanding.

Acknowledgement

I would like to express my gratitude to my academic advisor, Ing. Petra Koudelková, PhD., for her genuine assistance. Also, I would like to acknowledge many of my adventure friends for comprehending I could not go play outdoors with them while working on this project. Moreover, many thanks to all good and patient human beings to bear with me during these past times when writing my thesis. Last but not least, thank you, Adéla Sílešová, for your support during my very last academic stretch.

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1) INTRODUCTION

Anyone who visited the Patagonia website on December 5, 2017 to buy a down jacket for their epic outdoor adventure was surprised. Instead of seeing images of Patagonia's staple outdoor clothing garments, the customer saw an alarming big white title on a black background, saying: "The President Stole your Land."¹

This disturbing message was followed by smaller letters: "In an illegal move, the president just reduced the size of Bears Ears and Grand Staircase-Escalante National Monuments. This is the largest elimination of protected land in American history." Shoppers had to close out the page to access the main site, which still contained the Bears Ears message on the website's banner.

The Patagonia homepage was referring to an illegal move executed by the current American president, Donald Trump, who the day before, on Monday December 4th, 2017, signed a new proclamation to reduce two pristine and protected landscapes in the American state of Utah. By this executive signature, two million acres of a rare, precious and wild land including thousands of archeological sites belonging to the Native Americans were taken out of federal protection. This has been the largest elimination of a protected land in American history. The fragile and unique desert land was suddenly open for new business projects including oil extraction, coal, and uranium mining or industrial tourism.

The bold statement made by Patagonia Inc. about the current United States President stealing from his constituents came as an immediate reaction to the United States President's signing of the new proclamation. Besides committing to produce and sell a

¹ See Appendix: Section Images, No. 1, The President Stole Your Land

high quality outdoor clothing, Patagonia Inc. has demonstrated itself to be a committed ambassador, supporter, steward, and fighter for nature and the great outdoors.

In response to the reduction of the cherished land, Patagonia shortly joined a coalition of Native American and grassroots non-profit groups challenging the legality of the president's action at the US District Court. This newly formed group together filed a lawsuit against President Trump for reducing the national monument, stating that a President of the United States does not have a legal authority to do so.

This corporate concern and interest of the Patagonia company for protecting the outdoors has been anchored into the core values of the company. While the main objective for the conventional business is financial profits, the goal of Patagonia has an additional altruistic motivation of corporate environmental and social responsibility. The mission statement of the Patagonia company claims: "We're in business to save our home planet," which was recently updated from the original "Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis." Both statements have the environment at its heart.

This philanthropic business vision was introduced by the original founder and affectionate outdoor enthusiast Yvonn Chouinard, who spent his youth climbing rocks in Yosemite Valley National Park in California. His experience of living outside inspired Chouinard to not only produce durable gear for his outdoor companions but also to protect the natural playground he loved so much for future generations.

Patagonia brand has a long lasting tradition of activism, sustainability, and ecology, which is inherently connected to its business. The goal of this company goes beyond a pure profit making strategy that is otherwise all too common for the broader commercial business industry. Aside from financial growth, Patagonia strives for environmental, political and social justice. It does so through various activist commitments to socio-environmental causes.

During the era of the '90s, at the end of the Cold War and the beginning of the business boom, Patagonia was founded. At the time, it was revolutionary for any retailer or any private corporations to incorporate a non-profit motif of “to cause no unnecessary harm” into its business model. Patagonia was dedicated to evaluate the impact of its supply chain on the environment. As a result, Patagonia became one of the pioneers in the emergence of the new business model known as Corporate Social Responsibility (CSR), setting a new ethical corporate paradigm for the retail industry. Paradoxically, this modest business approach helped the brand gained ever more media attention and higher customer loyalty. All this by not just doing good business, but also by doing good.

The earlier mentioned homepage banner, “The President Stole Your Land,” was a part of the Patagonia campaign, *Protect the Bears Ears*. This campaign was one of the most recent political activities the Patagonia company had embarked on. What was more, the campaign *Protect Bears Ears* was a perfect example of how a for-profit business could step up its earning potentials even more through civic engagement. Through genuine storytelling mixed with journalist strategies, Patagonia informed its audience about timely environmental issues that intertwined with the core values of the company and its clients.

Protect Bears Ears is a diverse operation of multiple multimedia projects, authentic storytelling, informative facts, legislative actions and business initiatives challenging the current American government administration’s inherent responsibility of protecting the public land that belongs to American people.

In this paper, I will outline the Patagonia’s multimedia campaign, *Protect the Bears Ears*, as a case study to show that a clothing company, a seemingly non-media collective, can become a brand journalist—an excellent storyteller producing resonating stories about relevant social and environmental matters and who has the power to motivate the public to become agents of change. Moreover, I will briefly point out previous activist campaigns to show the strong commitment Patagonia has towards CSR. Patagonia has been doing so through various creative multimedia channels, such as written essays, feature length documentaries, audio podcasts, virtual reality projects, or grassroots campaigns, all of

which offered attractive and captivating content.

This model of pursuing profit while being an active ‘watchdog’ for the environment resonated with the term, ‘Fourth Estate.’ The concept of the Fourth Estate compliments the original three estates of the realm—the clergy, the nobility, and the commoners—which is a form of journalism that possess the ability to frame political issues.

This thesis aims to elaborate how Patagonia, which is at its core a for-profit business corporation, has taken advantage of its commercial status and industry power to promote sustainable values and create a positive change. Patagonia Inc. does so by using a genuine transmedia storytelling that infuses activism and journalistic fundamentals, which aims to foster better consumer behaviors and inspire its community to “save our home planet.”

In the 21st century, where capitalist system and the private sector are gaining increasingly more power, the business sphere has the power to influence the government and public institutions. Businesses have a unique potential to become the modern spokesperson for social change. The sense of national or community belonging can be aligned with brand loyalty—while citizens become consumers, companies can be influential authorities that can impact public discourse.

In addition, as the world faces multiple crises, businesses can play a unique role to influence change in social, economic and environmental spheres. Whereas corporations used to be considered a villain to the environment and society, the business industry now realizes it has a unique opportunity to inspire its customers and promote a complex wealth that goes beyond the financials. Business can aim for profit, however this ambition is not exclusionary to the pursuit of doing good.

The Patagonia Vice President of Global Marketing, Joy Howard, in an article for the Fast Company, *The Purpose-Driven Marketer: How Patagonia Uses Storytelling To Turn Consumers Into Activists*, talked about utilizing the company’s environmental mission and

operations as a brand platform to take a political stance—to speak up for the corporation’s core values and create change within the public issues:

Over the last 20 years or so, the environmental crisis has become a lot more acute and there is disappointment in a lot of the people and organizations proposing change. Big NGOs have disappointed people, government has disappointed people, business and corporations have disappointed people. People are hungry for credible stories and we take that leadership role very seriously. (FastCompany.com, 2014)

In this work, I am seeking an answer to whether a company can become a watchdog of the political power through the modern journalism technique of genuine transmedia storytelling.

This innovative corporate double identity, a manufacturer and a hybrid press institution, is possible through the digital revolution and New Media, involving mass production, invention, and implementation of computers into the day-to-day. This entrance into the media realm was possible through the rise of the Internet. Such a communication revolution was born on the verge of the millennium and has created an advanced method of producing and sharing content in a way the audience can be actively engaged in the story. Internet nowadays appears like the modern greek agora where everyone can become a participant and also a contributor within the public discourse.

These technological innovations have transformed traditional production and business techniques. Nowadays, a spokesperson can better engage with the public audience by adapting captivating and interactive methods of the transmedia storytelling to journalism. I will anchor my thesis based on the literature review of Narrative Paradigm, Transmedia Storytelling, Brand Journalism, and concepts of Corporate Social Responsibility and Green Marketing.

In order to support my thesis that a brand can infuse journalism and activism into its business through transmedia storytelling, I will pursue a methodology of a critical review of Patagonia’s produced corporate content, particularly the ongoing campaign *Protect*

Bears Ears, as well as its previous environmental projects. Using quantitative content analysis, I will provide a theoretical framework to support my thesis. The quantitative content analysis of Patagonia diverse communication strategy shall illustrate that a for-profit company has the power to elicit positive behavioral response in its customers through the use of corporate social content.

This master thesis is organized along these four main points: First, the results of a literature review is provided. Second, I will provide an overview and history about the Patagonia Company. Third, I will analyze and research the Patagonia activists campaigns with the most emphasis on the current multimedia project, *Protect the Bears Ears*, using quantitative content analysis. Last, I will close my thesis with a conclusion and propose a detailed discussion and further research.

As shown in the case study of the Patagonia brand, a responsible business indeed has the power to elicit a new type of sustainable behavior to protect the global community and the Planet Earth, whereby all of us are its rightful citizens regardless of our geographical, racial and social backgrounds.

2) LITERATURE REVIEW

This section of the written work will describe how the Patagonia company operates its potential commercial endeavour and its prosperous business capacity “to save the planet” and last but not least “to inspire and implement solutions to the environmental crisis” through the company’s persistent corporate social responsibility, the corporate sustainable content and conservation campaigns.

I will anchor my statement within a theoretical framework of Walter Fisher’s *Narrative Paradigm Theory* and Henry Jenkins essay on *Transmedia Storytelling* from his book *Convergence Culture*. Moreover, I will examine the concept of Corporate Social Responsibility and Green Marketing using work of various academic sources with the most emphasis on the written work of Archie B. Carroll and his study, the *Corporate Social*

Responsibility Evolution of a Definitional Construct and research of Derek Moscato, *The Brand Behind the Activism: Patagonia's DamNation Campaign and the Evolution of Corporate Social Responsibility*.

Fisher in his work *Narrative Paradigm Theory*, talks about the ontological structure of stories *per se* through which we, the people, establish a meaningful world around us. Later, I will follow with work of Henry Jenkins who elaborates the current major media discipline, the New Media that establish a space to create 'transmedia storytelling', which is storytelling produced through multiple media platforms. I will conclude this literature review section with the concepts of the 'ethical business.'

2.1) Narrative Paradigm Theory | Walter Fischer

The art of storytelling is not so much a matter of art but an inherent part of humanity. The attribute of telling stories is a part of the human DNA. People are exposed to stories throughout their lives from the moment they leave mother's womb or even earlier when a mother already relate to her child during the mother's pregnancy.

Storytelling is universal across cultures and it is one of the first oral skills a child develops. People pass stories from generation to generation as a part of a common knowledge and a shared experience. From parents to children, from grandparents to grandchildren, from teachers to students, at a playground, a classroom, in a library, but also in a bar or a campfire we do all exchange stories. This process of sharing and listening lived experiences or imaginary fables help the human society to understand the world around them together with creating and organizing meaning within people's lives.

When we trace our human heritage all the way back to our early beginnings, we get to the cavemen who explain the natural occurrence through oral tradition. The early rock art was an initial part of the narration culture. The surrounding natural events were for the early ancestors very complex and complicated phenomenon that lacked a rational explication. In order to create a meaning of a random storm, our predecessors created a mad god who

punished the humans for their sinful behaviour. Throughout this time the human society created not only religion, but also storytelling. Since then the oral tradition that has been passed from generation to generation.

On the related position, an American academic, Walter Fischer, in his essay *Narration as a human communication paradigm: The case of public moral argument*, explains that humans are innate storytellers capable of creating value-laden realities. According to Fischer, storytelling is the oldest form of communication inherently common for human beings. Fisher says people understand the world better through stories as they are unable to create and capture a cohesive argument about how the world works around them *per se*. People share and evaluate stories easier than by producing evidence or constructing a logical argument.

Walter Fisher conceptualized the Narrative Paradigm building on the thoughts of Aristotle, who laid the foundation of narrative theory for the West civilization. However, Fischer gives priority to logical comprehension, which is a direct contrast to Aristotle, who claims some statements are superior to others by virtue of their relationship to true knowledge.

According to Fischer, we are all storytellers and we experience and understand the world as a series of narratives or stories applying certain logic and reasoning already within. In short, Fischer claims a good story is better than a good argument.

Therefore, Patagonia making a profound and genuine content about a complex issue has, based on Fisher assumption, a bigger potential to influence, inspire and engage its customers through narrating an authentic story rather than persuading through a set of reasons and logics and an appropriate analysis. According to Fischer, all meaningful communication is in its essence a form of storytelling.

Humans as rhetorical beings are as much valuing as they are reasoning animals and in the conception of good reasons as those elements that provide warrants for accepting or adhering to the advice fostered by any form of communication that can be considered rhetorical. While the

assumption does not seriously disturb the view of rhetoric as practical reasoning, the conception implies a stance that goes beyond this theory. The logic of good reasons maintains that reasoning need not be bound to argumentative prose or be expressed in clear-cut inferential or implicative structures: Reasoning may be discovered in all sorts of symbolic action non-discursive as well as discursive. (Fischer, 1984, p.265)

When Fischer talks about the main topic of his work, the ‘narrative paradigm’ that he relates to the term ‘narration.’ Fischer says:

I do not mean a fictive composition whose propositions may be true or false and have no necessary relationship to the message of that composition. By "narration," I refer to a theory of symbolic actions-words and/ or deeds-that have sequence:"meaning for those who live, create, or interpret them. The narrative perspective, therefore, has relevance to real as well as fictive worlds, to stories of living and to stories of the imagination. (Fischer, 1984, p.266)

The narrative paradigm is purportedly all-encompassing, enabling all communication to be perceived as a narrative even though it may not match the conventional literary requirements and expectation of a narration. It can be any verbal or non verbal interpretation generating meaning. The communication and the meaning within occurs between a narrator and the listener in the form of a story. It is also inevitable the narrative will be subjective. Even though humans tend to believe their world is rational they grasp the surrounding through a set of stories that match their personal and cultural background involving values, beliefs and understand common sense, which is in the end a subjective perspective.

According to Fisher, the Narrative paradigm has two principles: ‘coherence’ and ‘fidelity’. Here Fischer identifies with Aristotle and his thoughts in Aristotle’s book *Poetics*. Both authors emphasize one can understand and orient herself within a story when the narrative has a consistent ‘continuity.’ It is a certain structure involving a storyline (a beginning, a middle and an end), consistency of characters and an entanglement. Besides the formal features of coherence a story must contain also a substantial characteristics of ‘fidelity.’

The second principle, 'fidelity,' formulates the reliability of a given story. It depends heavily on the listener whether she believes and accepts the story or not. 'Fidelity' encompasses a set of values, such as a moral of the story, presence of justice, veracity, factuality, reasoning patterns. While considering communication as a form of an array of events, the people judge its credibility by understanding the reliability of the narrative.

Last but not least, Fischer mentions the ultimate virtuous potential the shared stories embodies. According to Fischer, stories have the power to unite people. "Public-social knowledge to be found in the stories that we tell one another enables us to observe not only our differences, but also our commonalities, and in observation we might be able to reform the notion of the public" (Fischer, 1984, p.280), which is the ultimate base for democratic and flourishing society.

According the communicationtheory.org website, the narrative paradigm is an innovative concept which reveals the nature of human communication. While considering communication as a form of an array of events, the people judge its credibility by understanding the reliability of the narrative. The following study about the Patagonia transmedia storytelling is a certain application of the narrative paradigm and can serve in developing an understanding not only of the human but also the corporate communication mechanism. (communicationtheory.org, 2014)

While a narrative serves to present, explain and understand a situation, it also promotes a particular point of view or set of values. The entrepreneur industry quickly acquired this potential of narrative mechanism and incorporated storytelling into their public relations division to promote their products. The so called marketing potential does have a complex and contradictory acceptance within the public sphere. Audience can be hesitant towards the manufactured stories, as the PR content might not seem genuine and sincere. The advertising stories can be just a trap to sell more and more products enhancing the consumerist behaviour hurting the planet. However, the Patagonia storytelling approach does aim for the direct opposite - to touch and inspire its customers and evoke new responsible consumerist behaviour.

“Our approach to public relations is aggressive,” says the founder of Patagonia Yvon Chouinard in his autobiography book *Let My People Go Surfing*. And he continues:

If we have a news angle, we play it. We work hard to bring our stories to reporters, whether about new products, our stands on environmental issues, our child care program. But we don't produce glossy PR kits or throw elaborate parties at trade shows. We believe the best way to get press is to have something to say. Advertising, as I mentioned, rates dead last as a credible source of information. What works best for us are paid announcements for a new store opening or to create environmental awareness of a specific issue - e.g., the reasons to demolish a dam or a particular river. (Chouinard, 2006, p.157-158)

Throughout the Patagonia marketing history, the brand published various audiovisual narratives with environmental message such a film documentaries like *Damnation*, *Jambo Wild*, *This is Bears Ears*, which all these projects aim to protect the precious public lands threatened by the political and industrial power. This way Patagonia, by narrating relevant stories, participated in social issues and provoked a removal of multiple dams, which were challenging the river biodiversity or in the case of the *Jambo Wild*, Patagonia inhibited the construction of a large ski resort in the remote wild mountain in the British Columbia, Canada.

The recent campaign, which will be thoroughly discussed later, *Protect Bears Ears*, fights the current Donald Trump's administration. Patagonia has filed a lawsuit against President Trump for his unprecedented and illegal decision of shrinking of two American National Monuments; the Bears Ears and the Grand Staircase Escalante, stating that the president of the United States is not legally authorised to pursue such a land reducing act. (patagonia.com.au/blogs/the-new-localism, 2017)

The following study emphasizes *Protect Bears Ears* because it is the most recent and politically relevant project dealing with a reduction of protected lands under the current Republican government. Patagonia used a considerable amount of resources on this project

to narrate a legitimate story to bring awareness about this illegal political move. According to the article published on the Outside Online website, *Patagonia's Big Business of #Resist* written by Abe Strep, the company “invested some \$1.7 million in the Bears Ears campaign that included newspaper ads, a virtual-reality documentary, and a banner ad across the top of the New York Times website”. (Strep, 2017)

Whereas this section of the Literature Review describes the content of the storytelling based on the Fisher's Narrative Paradigm the next section will be focused more on the format and platforms storytelling that can be produced, published, shared and spread.

In this upcoming section, I shall apply the theory of the American media scholar Henry Jenkins and describe his idea and concept of ‘Transmedia Storytelling.’ This theory of Transmedia Storytelling originated in 2003 and shortly laid fundamentals not only within the academia realm but also spread beyond collegiate campuses to the world of media arts, marketing, advertising or business. I propose in this work through my hypothesis, the notion of transmedia storytelling has also infused into ‘brand journalism’ as a new form to inform customers and public.

2.2) Transmedia Storytelling | Henry Jenkins

Henry Jenkins defines transmedia storytelling in his online handout, *the Transmedia Storytelling 101*, builds on his previous book *Convergence Culture*. Jenkins describes transmedia storytelling as telling a story across multiple platforms and formats, taking advantage of the current digital technologies.

Transmedia storytelling represents a narrative process where integral elements of a fiction get dispersed systematically across multiple delivery channels for the purpose of creating a unified and coordinated entertainment experience. Ideally, each medium makes its own unique contribution to the unfolding of the story. (henryjenkins.org, 2007)

The transmedia storytelling is for Jenkins “the art of world making.” In his book, *Convergence Culture: Where Old and New Media Collide*, Jenkins states the transmedia storytelling is “the process of designing a fictional universe that will sustain franchise development, one that is sufficiently detailed to enable many different stories to emerge but coherent enough so that each story feels like it fits with the others.” (Jenkins, p.294)

With regard to my thesis, the Patagonia brand uses a similar approach in their coherent communication corporate strategy. In the case of the campaign *Protect Bears Ears*, the campaign involves various stories that unfold across multiple media formats with each narrative making an important and unique contribution to the whole. Patagonia produced a short documentary, an interactive website, a podcast, essays written in the company’s apparel catalogs and reports from the brand’s ambassadors. All these multimedia texts have the same theme denominator of Utah’s national monuments that have been cut down by the current American administration of President Trump.

These ‘transmedia storytelling’ extensions and practices serve different functions.

The entertainment transmedia storytelling that Henry Jenkins is referring to is among others a subject of economic profits. While the media production studios create a multidimensional story to catch and maintain audience interest, the producers also do so to increase their economic profit. “Transmedia storytelling practices may expand the potential market for a property by creating different points of entry for different audience segments,” says Jenkins in his handout and adds: “Similarly, the strategy may work to draw viewers who are comfortable in a particular medium to experiment with alternative media platforms” (henryjenkins.org, 2007).

On the contrary, the Patagonia transmedia storytelling can be viewed as a concept of an information gatekeeper. While Patagonia does certainly produce their activist campaign to contribute to their marketing goals and increase the reputation of the brand, the main objective of their transmedia projects is to raise public awareness about sustainability and protection of the environment. Here we can apply another Jenkins reference on the transmedia text, which according to him “does not simply disperse information: it also

provides a set of roles and goals which readers can assume as they enact aspects of the story through their everyday life” (henryjenkins.org, 2007).

Besides the early discussed transmedia content that flows across multiple media platforms, it also enhances the cooperation between multiple media industries. Moreover, it initiates the migratory behavior of media audiences who will go almost anywhere in search of the kinds of entertainment experiences they want.

Jenkins also points out two another important event happening in the current convergence culture. It is the concept of participatory culture and collective intelligence. According to Jenkins, the collective intelligence is an indirect outcome of the transmedia storytelling. Jenkins in his online material, gives credit to the French cyber theorist, Pierre Levy, who coined the term of collective intelligence.

Pierre Levy coined the term, collective intelligence, to refer to new social structures that enable the production and circulation of knowledge within a networked society. Participants pool information and tap each other's expertise as they work together to solve problems. Levy argues that art in an age of collective intelligence functions as a cultural attractor, drawing together like-minded individuals to form new knowledge communities. Transmedia narratives also function as textual activators - setting into motion the production, assessment, and archiving information. (henryjenkins.org, 2007)

Another term Jenkins has been interested throughout his scholarly career is the concept of participatory culture. In his essay, *Confronting the Challenges of Participatory Culture: Media Education for the 21st Century*, Jenkins states that media users are nowadays understood as active and creative participants rather than merely as passive consumers and audience as they used to be. This participatory engagement was allowed to emerge through the presence of the enhanced interactive and networked communication capabilities and the digital and internet technologies of the current era. In the essay, Jenkins defines participatory culture as one

1. With relatively low barriers to artistic expression and civic engagement

2. With strong support for creating and sharing one's creations with others
 3. With some type of informal mentorship whereby what is known by the Most experienced is passed along to novices
 4. Where members believe that their contributions matter
 5. Where members feel some degree of social connection with one another
- (henryjenkins.org, 2012)

Based on my research of the Patagonia corporation and their media structure, the brand has also embraced the capacity of the participatory culture. Since the early beginning of the company, the brand invited its customers to send in authentic photographs of their adventures using not necessarily their gear, which were later published in the brand apparel catalog.

With the era of Internet, Patagonia initiated a blog, *The Cleanest Line*, which was launched on February 3, 2007, back when blogs were the only form of social media. Here on this blog, the brand gathers pictures or stories from the outdoor and accept outside submissions for review. It is also the platform, where Patagonia undertakes and makes commitment with its mission to “We’re in business to save our home planet.”

The goal of The Cleanest Line is to further Patagonia’s mission by encouraging dialogue about the products we build, the sports we love and the environmental issues we’re concerned about. By talking openly about the products we build, Patagonia users can help us achieve ever greater standards of quality and functionality. By spreading the word about specific environmental threats, we can increase awareness and take action to make our world a better place. By sharing field reports, we can inspire one another to keep experiencing the natural wonders of our precious planet. And like any good conversation, there’s always the possibility for pranksters and poets to direct the conversation towards territories lacking any seriousness or categorization. (patagonia.com)

It is not only this central campaign of this paper, *Protect Bears Ears* fighting for the public lands of the Utah desert, that shows elements of the Jenkins ‘Transmedia Storytelling’ within the Patagonia universe. The Patagonia brand, which cherishes storytelling and is

committed to create good content within its corporate strategy brand, overall produces stories that always link back to protecting the environment and that underlay its narratives with sustainable and activist values.

Patagonia's ambition to be a good steward for the planet and to inform the audience on important environmental issues enabled the brand to execute the concepts of 'Brand Journalism' and 'Corporate Social Responsibility,' which the next two sections will cover.

2.3) Brand Journalism

In the current world, with the dominant capitalist system where the highest aim is profit-making requiring a strong media presence to support economic turnover, the new generation of customers are looking for more than a quick sell and an easy buy. While shoppers want stories that speak to them, companies stand for values that shape their corporate identity. It is a reciprocal business - customer relationship.

'Brand Journalism' is a tool how to create strong ties along the product chain. With a journalistic approach, brands can produce higher quality narratives and, subsequently, content that creates stronger connections between the producer and the client. In addition, certain companies use this business opportunity to introduce responsible values to their product, such as environmental and social change.

The Oxford University Press's dictionary describes the current commercial communication concepts, also known as a content marketing, as a certain use of journalistic method.

Brand Journalism employs journalistic methods by a company or an organization for the indirect, non-intrusive promotion and development of its brand, product, services, or causes. Typically, companies or organizations create compelling content that uses the skills and techniques of traditional journalism to craft a memorable story. They present information that engages the attention of a target audience by means of entertainment, satisfying specific needs, or appealing to certain values. Customized publications and websites are created and distributed over the

full range of multimedia and social media platforms. (oxfordreference.com, 2017)

The concept of brand journalism is not a new term. The archetype of the field is advertising and marketing, mixed with genuine storytelling at the best with valuable principles.

The advanced platform for its current demand and popularity is the massive use of Internet structure and the strongly participating digital audience within. The Web 2.0 is a modern forum to create, share and exchange messages, which private business strongly adapted realising the strong effect of digital power to persuade its clients.

Steph Marsh in her article *Is Brand Journalism Just for Big Businesses?* describes the concept of 'Brand Journalism' just as it sounds.

Brand Journalism is essentially brand marketing through journalism techniques. Brand journalism offers insight, entertainment, and awareness without all of the off-putting marketing jargon. These types of stories work because they're adding value to your target audience's lives, while still planting the marketing seeds needed for customers to become fully invested in your brand. (Marsh, 2017)

Given the nature of the environmental content coming out of the Patagonia company has a focus on sustainability and social responsibility rather than the product itself. Patagonia communication strategy can indeed be classified under the 'Brand Journalism' approach.

The very last part of this literature review, I will analyze the concept of 'Corporate Social Responsibility,' which Patagonia strongly stands for. Through the concept of CSR Patagonia tells stories worth of listening as their content point environmental, social and political flaws within our society.

2.4) Corporate Social Responsibility

The term 'Corporate Social Responsibility' signifies a form of international private business self-regulation. The World Business Council for Sustainable Development (2009)

defines the so called CSR as a “commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large” (World Business Council for Sustainable Development, p.3).

Initially, this corporate self-regulation behaviour was a business policy happening on the internal level of the firm. However, as the capitalist world has been slowly environmentally harming the planet and human resources, international organisations have taken a stance. Some of the global institutions have taken advantage of their authority to establish various international laws beyond individual corporate initiatives to regulate business consequences across the whole spectrum; on the regional, national or even the global level. For instance, Patagonia brand is a proud holder of the B Corp Certificate, whose ultimate goal is to reform the nowadays corrupted capitalist system and transform it into a new and more ethically and environmentally responsible enterprise model.

“While CSR has a long and varied history that goes back to centuries, formal articulations of the responsibility of business to stakeholders in the public arena have arisen primarily over the past half-century,” writes Archie B. Carroll in his report *Corporate Social Responsibility: Evolution of a Definitional Construct* (Carroll, 1999, p.268). In this throughout academic essay, Carrol explores the Corporate Social Responsibility concept from the historical perspective and how this business approach has changed throughout the time.

While the CSR has a diverse legacy, Carroll mentions the formal writing on social responsibility goes to the beginnings of the 1950s to the United States. This reference is not surprising given the fact, the United States were the winners of the World War II, which allowed the United States to engage in the business capitalist economic model, while the devastated post War Europe on the other side, had to deal with self-recovery and later with the division of Europe by the Iron Curtain.

The beginning of the modern period literature on the corporate social responsibility dates to 1953 and is actually referred just as ‘Social Responsibility’ lacking the word ‘corporate’ perhaps for the reason, the dominance of the business sector was about to come later.

The SR is credited to Howard R. Bowen and his landmark book, *The Social Responsibilities of the Businessman* (Carroll, 1999, p.269). Ironically, the title of this book is an evidence the social responsibility was indeed at its beginnings as the name of the book suggests the predominant patriarchal society of that era excluding business women not only from the title but the decision making position *per se*.

Bowen’s in his book believes that the several hundred largest businesses are vital centers of power and decision making and that the actions of these firms touch the lives of citizens at many points. Bowen considers “businessmen have an obligation to pursue policies, to make those decisions, or to follow lines of action which are desirable in terms of the objectives and values of our society” (Carroll, 1999, p.269).

However, the father of CSR designation is according to Carrol, Keith Davis, who came up with the now-known concept, ‘The Iron Law of Responsibility.’ Davis in his book, *Can business afford to ignore social responsibilities?*, establishes a general rule that corporate power must always be checked by social responsibility in order for it to be maintained. Davis agitates: “Social responsibilities of businessmen needs to be commensurate with their social power” (Carroll, 1999, p.271). The rejection of social responsibilities leads to an erosion of power on the part of business.

Another important figure elaborating on the concept of Social Responsibility was William C. Frederick as he contribute on the SR in his book *The growing concern over business responsibility* as

[Social responsibilities] mean that businessmen should oversee the operation of an economic system that fulfills the expectations of the public. And this means in turn that the economy’s means of production should be employed in such a way that production and distribution should enhance

total socio-economic welfare. Social responsibility in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms. (Frederick, 1960, p. 60)

Besides Davis and Frederick, there are two more figures, which are important to mention within the historical timeframe of the 'Corporate Social Responsibility' - it is Joseph W. McGuire and Clarence C. Walton.

For McGuire in his book *Business and Society* talks about the idea of social responsibilities supposing "that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations" (McGuire, p.144). By this concept, McGuire goes beyond economic and legal obligations. McGuire introduces the idea of "corporate citizenship", which means that companies must behave beyond the economic profit and must acquire ethical behaviour as well.

Corporation must take an interest in politics, in the welfare of the community, in education, in the "happiness" of its employees, and, in fact, in the whole social world about it. Therefore, business must act "justly," as a proper citizen should. (McGuire, 1963, p. 144)

The next historical foremost thinker regarding the CSR is the mentioned Clarence C. Walton, who proposes the new responsible business models in his book *Corporate Social Responsibilities*.

In short, the new concept of social responsibility recognizes the intimacy of the relationships between the corporation and society and realizes that such relationships must be kept in mind by top managers as the corporation and the related groups pursue their respective goals. (Walton, 1967, p. 18)

Moreover, Walton introduces the concept of 'volunteerism.' A company should acquire altruistic behaviour and be voluntarily willing to act in a responsible way to support community regardless of the economic return.

When looking at the business structure of the Patagonia brand, a customer can clearly see the company has the concept of *Corporate Social Responsibility* anchored deeply within its core strategy. The company has been long acknowledged for its social, environmental and corporate responsibility and for becoming an outspoken advocate for the business ethics, that has been discussed in this chapter. The business publication *FastCoCreate* describes the Patagonia's "compelling stories to inspire people to not only buy its products, but also (to) buy into its philosophy and take action" (Beer, 2015, p. 6).

This outdoor company has been able to engage altruistic activist movements and connected them to its primary values and causes. There are many campaigns that will be analyzed later in this work, which stand out and distinguish the Patagonia business model from the conventional corporate approach. Yvon Chouinard, the founder of Patagonia considers the conventional corporate as the main cause of current environmental problems.

"I have a little different definition of evil than most people," says Chouinard in the book, *Sacred Trusts: Essays on Stewardship and Responsibility*. "When you have the opportunity and the ability to do good and you do nothing, that's evil. Evil doesn't always have to be an overt act, it can be merely the absence of good," concludes Chouinard (Katakis, p.117). To name few CSR examples how Patagonia transforms the absence of good into presence of good, I state here the main campaigns Patagonia does for the environment and the community.

Patagonia, for example, donates 1% of revenues or 10% of pre-tax profits (whichever is greater) to grass-roots environmental causes and is dedicated to using renewable energy, post-consumers recycled fleece and organic cotton. The brand also organize *Tools for Grassroots Conference* since 1994, where the company provides knowledge and skills to non-profit environmental groups to successfully orient themselves within the business administration and political legislation.

Patagonia has been opposing the typical American consumerist holiday, the Black Friday, by literally encouraging its customers "don't buy our products" and closing their stores

during this shopping event. This business decision was preceded by a witty marketing move ran through a whole-spread of the biggest American newspapers, the New York Times in November, 2011 before the Black Friday. An image of one of the most emblematic jackets of Patagonia under the slogan “Don’t Buy This Jacket,” was in essence an anti-materialism and anti-consumerism campaign calling for a better consumer behaviour, reducing waste and saving the planet in the long term.

While during the previous Black Friday Patagonia has regularly closed its store, in 2017 the management completely changed the direction and opened the stores. However, the objective of this sudden business turn was not driven purely by a selfish profit. It was a concern of the upcoming Trump administration that was back then promising financial cuts for non-profit organizations. During the Black Friday 2017, Patagonia decided it would open the stores and would donate all the profit to threatened grassroots institutions. That day Patagonia made 10 millions of dollars giving the 100% of the profit directly to the non-profit organizations protecting the wilderness.

Yvon Chouinard reflects on the Patagonia altruistic behaviour and supporting the activist and grassroots organization in the Patagonia booklet *2018 Environmental + Social Initiatives*.

I’ve always said that all of us, in our own way, according to what resources we have, must do something to confront evil. At Patagonia, we have all these resources—we have better marketing expertise than most any environmental organization out there—and yet we were giving money away to other people to do the marketing on issues we care about. Why not use more of our own expertise? That’s what got us into the film business. We’re a film company now.

I really want us to face up to the fact that we’re destroying the planet. It could very well end up uninhabitable in 80 years, at least for humankind and wild animals. That’s why we recently changed the company’s mission statement to “We’re in business to save our home planet.” (Patagonia, 2018, p.10-11)

Besides organizing environmental campaigns and creating documentaries with environmental themes, there is a strong tradition of social welfare within the company. Patagonia provides multiple employee benefits like health care, tuition subsidy and paid sabbaticals. It is also a company with the majority of the managers positions are occupied by women (the former or the current CEO are women). Moreover, Patagonia was one of the first companies in the United States to establish an on-site child care centers and paid family leave to support women's integration into the business. Last but not least, the company asks its employees to volunteer on a regular basis and become environmentally active in their communities.

As Carroll summarizes in his earlier work, *The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders*: "The CSR firm should strive to make a profit, obey the law, be ethical, and be a good corporate citizen," (Carroll, 1991, p. 43), which undoubtedly Patagonia pursues so.

Carroll later evolves about the CSR concept in his latter work *Corporate Social Responsibility Evolution of a Definitional Construct*, stating 'Corporate Social Responsibility' contains a dual identity: on the one hand it checks the corporate accountability, while on the other hand it encourages positive consumer behavior.

The CSR concept will remain as an essential part of business language and practice, because it is a vital underpinning to many of the other theories and is continually consistent with what the public expects of the business community today. In this context, it appears that the CSR concept has a bright future because at its core, it addresses and captures the most important concerns of the public regarding business and society relationships." (Carroll, 1999, p. 292)

This approach can involve, as previously stated community involvement, volunteerism, environmentalism, and philanthropy. While all these attributes are very noble in its essence, at the same moment it is important to keep in mind, the corporate social responsibility is still a business strategy.

Derek Moscato in his *The Brand Behind the Activism: Patagonia's DamNation Campaign and the Evolution of Corporate Social Responsibility* mentions: "The cultivating of engaged and loyal customers can lead to improved market share, profitability, and other financial incentives" (Moscato, 2016, p.103). The driven force behind cultivating and engaging customers is unsurprisingly called marketing. In the case of the Patagonia brand, we can refer to the company's communication strategy to green marketing, which brings us to the next concept.

2.5) Beyond the Green Marketing

Patagonia's mission to solve problems in the world is very much an essential part of how they engage with customers. Because of this reason, the brand's engagement puts a low priority on advertising. Throughout the 90s the brand organized various environmental campaigns, which were from a certain perspective also part of the communication and marketing strategies. These sustainable and anti-materialist awareness initiatives contributed into the factual business image of the company. As the result Patagonia not only markets but strives for its identity as the environmentally responsible company. These environmental campaigns and communication strategies initiatives will be described in the following sections. Let's first talk about the concept of green marketing.

Ryan Waddington from the Business School at the University of Michigan, elaborates in his research paper, *Green Marketing and Patagonia Inc.*, the definition of the green marketing.

While marketing itself has contributed significantly to the ecological crisis, mitigation of this crisis may be found within the domain of the marketing process as well. Green marketing is the corporate use of environmental concerns in the promotion of goods and services. Green products have lessened or negligible harm to the environment from a product's manufacture, consumption, or disposal. As consumers become increasingly concerned with the consequences of industrial activity on the environment, some companies have responded by including green marketing as a central component of their marketing strategy. (Waddington, 1999, p.6)

Waddington also contemplates the evolution and rise of this environment promoting advertisement:

Green marketing took off in the United States in the early 1990 during the Exxon Valdez oil spill and increased news coverage Exxon Valdez oil spill and increased news coverage of environmental issues such as climate change, rainforest destruction, and ozone depletion, increased consumer awareness of and response to environmental concerns led companies to believe that a significant new green target segment and market opportunity existed. Starting in 1989, the number of new products making environmental claims increased dramatically. (Waddington, 1999, p.6-7)

However, not all the published green content has fulfilled its potential and concern about the state of this planet. The environmental media landscape was among others also filled by generic climate terms and claims lacking required ecology literacy or the required promotion to take action for social change. This improper marketing resulted only in misleading the public and customers. During this time, an alternative view raised up as well. Critics of the environmental marketing coined a new term, called ‘the Greenwashing.’

Greenwashing has been pointing out and criticizing products and content, which has been hypocritically promoting environmental friendliness yet lacking the fulfilment of its message. Greenwashing has been, according to Waddington, describing certain advertising strategy in which "environmental claims are trivial, misleading, or deceptive” (Waddington, 1999, p.7).

In order to prevent this confusion, the Federal Trade Commission established *Guides for the Use of Environmental Marketing Claims* in 1992, providing guidance and expertise to marketing departments to maintain and fulfill the general criteria about environmental content. The FTC states the following guidelines:

- Be substantiated

- Be clear as to whether any assumed environmental advantage applies to the product, the package, or both
- Avoid being trivial
- Make the basis for comparisons clear if comparisons are used

The so-called ‘Seven Sins of Greenwashing’ proposed by the UL Environment on their website sinsofgreenwashing.com builds upon the legacy of the Federal Trade Commission.

The UL Environment organization aims “to advance global sustainability, and environmental health and safety by supporting the growth and development of environmentally preferable products, services and organizations” (sinsofgreenwashing.com). Besides their service, the institute introduced the Seven Sins of Greenwashing, which stands for:

- Sin of The Hidden Trade-Off:

A claim suggesting that a product is ‘green’ based on a narrow set of attributes without attention to other important environmental issues. Paper, for example, is not necessarily environmentally-preferable just because it comes from a sustainably-harvested forest. Other important environmental issues in the paper-making process, such as greenhouse gas emissions, or chlorine use in bleaching may be equally important.

- Sin of No Proof:

An environmental claim that cannot be substantiated by easily accessible supporting information or by a reliable third-party certification. Common examples are facial tissues or toilet tissue products that claim various percentages of post-consumer recycled content without providing evidence.

- Sin of Vagueness:

A claim that is so poorly defined or broad that its real meaning is likely to be misunderstood by the consumer. ‘All-natural’ is an example. Arsenic, uranium, mercury, and formaldehyde are all naturally occurring, and poisonous. ‘All natural’ isn’t necessarily ‘green’.

- Sin of Irrelevance:

An environmental claim that may be truthful but is unimportant or unhelpful for consumers seeking environmentally preferable products.

‘CFC-free’ is a common example, since it is a frequent claim despite the fact that CFCs are banned by law.

- Sin of Lesser of Two Evils:

A claim that may be true within the product category, but that risks distracting the consumer from the greater environmental impacts of the category as a whole. Organic cigarettes could be an example of this Sin, as might the fuel-efficient sport-utility vehicle.

- Sin of Fibbing:

Environmental claims that are simply false. The most common examples were products falsely claiming to be Energy Star certified or registered.

- Sin of Worshiping False Labels:

A product that, through either words or images, gives the impression of third-party endorsement where no such endorsement exists; fake labels, in other words.

(sinsofgreenwashing.com)

With this being said, it is crucial for companies to commit to their environmental values - to avoid the Seven Sins of Greenwashing. Companies are nowadays expected to produce authentic content, or products based on their ethical beliefs in order to gain the customer trust. In his essay, Waddington says that green marketing needs to acquire a genuine form of application.

Green marketing has been found to be an applicable approach when the environmental strategy of a firm is proactive or creative (i.e., if the firm is actively seeking opportunities for green differentiation or new environmental technologies). In addition, claiming to be green can be counterproductive if there is not a strong commitment to a proactive environmental strategy from the whole organization including top management. Green differentiation strategies are effective only if a product has genuine environmental advantages and if the firm is capable of communicating these advantages to the public. (Waddington, 1999, p.6-7)

When pursuing green marketing with other reasons than protecting the planet, the company runs a risk of being perceived for the early mentioned ‘greenwashing.’ Nowadays, when a

customer is conscious of the fragile planet, clients do seek legitimate products lacking advertising deception and hypocritical exploitation for profit. Waddington points out what is important for a 'green consumer:'

Being green involves making decisions and living in a way that minimizes adverse effects on the biophysical environment. Green consumers routinely assess the environmental impact of a product in making purchase decisions as well as modify their behavior with regard to the purchase, consumption, and disposal of products. (Waddington, 1999, p.8)

The similar approach advocates Moscato in his research paper, *The Brand Behind the Activism: Patagonia's DamNation Campaign and the Evolution of Corporate Social Responsibility*. The *DamNation* documentary takes the audience on a trip through the dams of the United States. The movie explores the evolution of these construction - from the national pride associated with large dams to the awareness that the existence of dams challenges river biodiversity therefore they need to be taken down. The film uses a precious photography that offers aesthetic stimulus as well as ecological awareness the future is limited to the conservation of rivers and the environment.

DamNation is a powerful film odyssey across America—it explores the sea change in our national attitude from pride in big dams as engineering wonders to the growing awareness that our own future is bound to the life and health of our rivers. Dam removal has moved beyond the fictional Monkey Wrench Gang to go mainstream. Where obsolete dams come down, rivers bound back to life, giving salmon and other wild fish the right of return to primeval spawning grounds, after decades without access. *DamNation's* majestic cinematography and unexpected discoveries move through rivers and landscapes altered by dams, but also through a metamorphosis in values, from the conquest of the natural world to knowing ourselves as part of nature. (patagonia.com, 2014)

Among other reasons, this film is relevant to the filmography of Patagonia is the fact it won two film festival awards: the ‘Documentary Spotlight’ (an audience award) at South by Southwest (SXSW Film Festival) and the ‘Documentary Award for Environmental Advocacy,’ at the Environmental Film Festival in Washington D.C., both taking place in 2014 in the United States. Moreover, this acknowledgment brings the environmental issues covered in the documentary closer to the media and public awareness.

In his work, Moscato analyzes the Patagonia environmental public relations procedure juxtaposing it with social activists movements. Moscato, in his research work, contemplates about the essence of ‘Corporate Social Responsibility’, its application into the business strategy and whether this corporate policy can be acknowledged as selfless and altruistic activism. Mosca makes a legit point of differentiating the CSR technique and the activist approach claiming “Corporate social responsibility (CSR) and social activism have enjoyed markedly different trajectories over the past decade” (Moscato, 2016, p.99).

CSR has emerged as a vital business activity for many firms, especially for those whose success is directly contingent upon the health of communities and environments in which they preside or conduct operations. Companies on the front lines of CSR have emerged as international leaders in a new business environment marked by revised business priorities and unprecedented stakeholder dialogue (Dawkins & Lewis, 2003). Global companies with offshore operations, for example, are increasingly aware of their obligation to those jurisdictions they operate in—which may take the form of good-paying jobs for the local citizenry, improved infrastructure, educational and recreational amenities, and long-term environmental commitments. Consumer retailers may similarly integrate the social, economic, and environmental welfare of their stakeholders and communities with their business objectives. For public relations practitioners specifically, CSR is an increasingly crucial dimension within their profession. It is also an important route to a greater management role for the PR function, given its role in elevating a corporation’s societal impact.
(Moscato, 2016, p.100)

While Moscato still perceives CSR as a part of the modern business activity, therefore a marketing operation, he claims the social or environmental activism “has often come to be affiliated with action directed by social movements or advocacy organizations toward institutions, including government bodies but also corporations” (Moscato, 2016, p.100).

Social movement activism that works with or within institutions is sometimes argued to be co-opted and therefore less effective, although such institutionalization does not always entail the curtailing of depoliticization or demobilization of collective action. The global public’s growing concern over social and environmental issues means that both CSR and activism are prominent in the spheres of commerce and communication. What is less likely, however, is to see the two activities conflated. (Moscato, 2016, p.100)

Moscato by looking at the unconventional case of Patagonia, to remove the damming of American watersheds through the prominent U.S. outdoor gear company’s activist documentary production, assess the roles of both CSR and activism. He finds this environmental project clarified both approaches, the rising CSR involvement and grassroots activism.

Patagonia’s *DamNation* campaign, drawing from a mix of commercial acumen and grassroots organizing, is markedly different in that it moved CSR closer to a form of activism, defined as the act of campaigning for change on political or social issues (Council on Europe, 2015). The *DamNation* campaign at once integrated an environmental cause into its retailing and product business model (showing the documentary at its retail stores, for example, or making the DVD available for purchase on the Patagonia.com website) while at the same time challenging the government and industry both in the film and in media interviews and related publicity. (Moscato, 2016, p.100)

Moreover, Moscato adds other observers have equated Patagonia’s campaign as proof that business ethics—a driver of CSR—can bear out new business ideas: “High moral values can provide a source for innovation. They can give a clear point of differentiation, a better image and a business advantage” (Moscato, 2016, p.102). The question then is to ask is “Where does one company’s corporate social responsibility stop and social activism start?”

Moscato believes Patagonia went beyond its fundamental business objectives and acquired the role of the social activist.

The company has openly publicized its “activist” activities, some of which are less central to its business model as a designer of outdoor clothing and gear than others. As media activism, the *DamNation* documentary and Patagonia’s producing role had many of the characteristics that define social movements. The company disseminated an environmental idea by leveraging its considerable economic resources and a network of loyal consumers and retailers. In corporate social advocacy, the act of firms taking a public stance on socio-political issues can be controversial—serving to attract like-minded activists while potentially alienating stakeholder groups. Patagonia certainly went beyond a high-profile position on a contentious issue. It actually financed, distributed, and widely promoted an activist documentary. Notable is that the production celebrated certain forms of civil disobedience, such as trespassing onto government properties and acts of vandalism at dam sites. (Moscato, 2016, p.110)

The Patagonia’s CEO Rose Marcario when interviewed by the *Fast Company* magazine about the economic and reputation risk the company had to take has answered: “This documentary took on an issue we didn’t feel that anyone else could take on in the way that we could. Any fight worth fighting is the sort of attitude that we take...we don’t sit back and go, “Well, what kind of a return of investment could we get on a film?” (Sacks, 2015, para. 9)

The Moscato study attempted to answer whether Patagonia actually did accomplish any ROI. Moscato researched whether Patagonia customers are more inclined to support the company as a result of its having an activist media production: "over 67% of respondents supported companies engaging in environmental activism, while 65% agreed with the notion that companies producing pro environmental messages make for better corporate citizens." (Moscato, 2016, p. 109)

According to the same study, a little less than 50% said they would be more likely to buy products from Patagonia as a result of the company's campaign. Moreover, given the media nature of communications, when dealing with issues of general interest such as sustainability, climate change or health, as well as their uniqueness, these matters also involve publicity. The connection between Patagonia communications and media events, such as campaigns or film festivals, enhances this ability to appear in the media without the need for prior investment, which brings Patagonia a certain media exposure and advantage over its competitors.

Based on these points, it can be inferred that, thanks to the communication 'green marketing' strategy pursued by Patagonia, the company has found a space in the market. By filling this business gap, it would be hard to lose such a new acquired position because the fundamentals of this strategy is the ultimate ethical commitment that its clients share and value.

Patagonia cannot be separated from its brand identity, which the brand expresses through intelligent and genuine environmental activism. The environmental issue, the combination of nature and adventure, and the company's attitude of protest, inspires Patagonia buyers to behave beyond the concept of mere customers. They become loyal followers, with the corresponding attachment to the brand and the lifestyle Patagonia proposes.

This identity allows Patagonia to face competition from other companies through the differentiation of its products and the related storytelling from a point of view that is not functional, but symbolic. Therein lies its importance - it requires the integration of all communications so as not to fail in a message received by the public, whose strong ethical component would aggravate the damage caused by erratic communication.

To this end, Patagonia willingly accepted such contention as part of its own strategic communication campaign. Given that its chief stakeholders—its customers—are also enthusiasts of the outdoors, Patagonia was acting from a foundation of corporate social responsibility. The documentary's articulation of the company's environmental ideology, however, transformed this brand-oriented CSR

into a real activism that was taken up by customers, environmental activists, and community organizers alike. (Moscato, 2016, p. 110)

As far as the Patagonia communication green content, including campaigns, documentaries, essays, books and so on, the brand encourages the potential customer to be involved not only with the very original clothing product but at the same time to be immersed in the environmental ideal the brand creates providing critical information about the ecology and public matters. The brand inspires its customers to go beyond the shopping experience and consider the environment as well.

Patagonia's *DamNation* campaign moved Corporate Social Responsibility (CSR) closer to a form of activism, defined as the act of campaigning for change on political or social issues. The *DamNation* campaign at once integrated an environmental cause into its retailing and product business model (showing the documentary at its retail stores, for example, or making the DVD available for purchase on the Patagonia.com website) while at the same time challenges the government and industry both in the film and in media interviews and related publicity.

This section has tried to look at the Patagonia communication structure with a critical stance and expose how this green marketing integration works within the Patagonia's public relations department, through different media and strategies highly involving the concept of 'green marketing' overlapped by CSR. In the process of building an identity, there is no obvious paradigm that channels this creation; on the contrary, many communications, spread over the years, have consolidated the project.

Patagonia's communication is integrated because it conveys a well elaborated pro-environment identity through all its initiatives. The care for the environment is the main fundamental and the core identity of any aspect of the company; its product, its campaigns, its communication strategy.

What Patagonia created with *DamNation* was not a social movement in the classic sense, but a CSR-as-activism campaign that leveraged the

loyalty of its stakeholders and the beliefs of its founder and leadership into a genuine opportunity to shift public policy and enact important environmental change. At the same time, Patagonia has continued a long tradition of environmental activists strategically making their voices heard in the public sphere. (Moscato, 2016, p. 112)

Patagonia would no longer be just a company associated with a lifestyle linked to nature and with the responsible manufacturing model. Their communication campaigns introduce the viewer and potential customer to the concept of the company as a modern activist organization capable of subverting environmentally harmful policies through multimedia projects.

The initial motivation of the Patagonia founder, Yvon Chouinard, established in the 60s in the Yosemite Valley, to provide sustainable gear having low impact on the environment eventually turned the small entrepreneurship project into a successful global clothing making company, which throughout its effective communication strategies has inspired other companies and people for the climate awareness and the environmental cause.

After all, the founder Yvon Chouinard truly believes the entrepreneurship model can be a platform for change. According to him, business can make a profit and yet not lose its soul. For Yvon Chouinard his project Patagonia Inc. “was from the very beginning an experiment.” Through this bold experiment Chouinard “wanted to create in Patagonia a model that other businesses could look to in their own searches for environmental stewardship and sustainability” (Chouinard, 2016, p.76).

Moreover, the humble beginnings of his business to sustain himself and devote the rest of the income and time into outdoor adventures still resonates within the company, its management and customers up today. This sincere influence proves Chouinard’s experiment to change the world through the business, can be, if wanted, validated.

3) ANALYSIS OF PATAGONIA INC.

3.1) History of the Brand

“I have never wanted to be a businessman. All I wanted to do was to do my craft and climb mountains,” says Yvonn Chouinard, the founder of the Patagonia Inc. at the opening scene of the *Worn Wear: A film About the Stories We Wear*, produced by the company.

Seems that some intentions do not go as one would planned. During the fiscal year of 2015, according to the Forbes website, Chounaird’s company sales reached a new peak of \$750 million. Moreover, the brand is currently suing the current American administration of Donald Trump for unprecedented illegal actions of downsizing two National Monuments. A solid accomplishment for a person, who just wanted to scale rocks.

The humble beginnings of the Patagonia company raised from the American post-war counterculture. Similar to the back then beat generation movement, a group of avid rock climbers despised the materialistic society 50s, its related idea of the American dream and embarked on a nomadic lifestyle exploring the wild outdoors. Yvon Chouinard, an enthusiastic American rock climber, a surfer, a self-taught blacksmith, and eventually the future founder of the nowadays successful clothing brand, lived throughout his 20sand 30s roving across North America and the European Alps to pursue his favourite rock climbing activities. Sometimes Chouinard lived on 50 cents a day, survived on dumpster diving or ate canned cat food just to save money for his outdoor adventures. “We took special pride in the fact that climbing rocks and icefalls had no economic value in society,” Chouinard wrote in his book, *Let My People Go Surfing: The Education of a Reluctant Businessman*. “We were rebels from the consumer culture, (Chouinard, 2016, p.18)” adds Chouinard describing his early liberal lifestyle.

During this time, an extraordinary community have been gathering in the Californian Yosemite Valley, a majestic place well known for its steep granite cliffs. A group of passionate vagabonds followed their genuine passion for rock climbing headed to the Valley with the only objective - to climb as much possible while living in the legendary

local Camp 4 underneath the iconic rock features of Half Dome and El Capitan. One of them was Yvonn Chouinard.

When Chouinard visited the place, the massive vertical walls were scaled with a use of heavy gear equipment, hammered into the rock while scarring its granite surface. The unique climbing experience and the related engineering technical process inspired Chouinard immediately he started teaching himself to blacksmith to make his own reusable and sustainable low impact hardware.

In 1957, Chouinard started a small gear business, the Chouinard equipment, selling his pitons for \$1.50 to his fellow climbers. His products became highly demanded. The Chouinard Equipment by the 1970 had become the largest supplier of climbing hardware in the U.S. However, at the same time Chouinard's products ironically become the environmental villain he always wanted to avoid. The climbing products Chouinard manufactured also contributed in damaging the rock he and his climbing community loved so much. (patagonia.com)

While the business was booming, Chouinard's personal concern for the environment motivated him to drop his staple product. Chouinard instead invested his energy and entrepreneur commitments in developing a new type of gear, called hexagons. This new technical innovation could be wedged into existing cracks without doing further damage on the rock that has brought such a passion to the climbing community. This step was Yvon Chouinard's first bold business move towards more environmentally friendly production attitude.

Climbing has always been the essential driving force in Chouinard's life and his business. When his business kept growing, the young entrepreneur started hiring his climbing partners and friends to help him in the gear production. Yvon Chouinard's first product catalog from 1964 contained a blunt disclaimer on the back page telling his clients to not expect delivery during the climbing season. During this time, Chouinard also branched out into clothing. He introduced a new clothing line promoting rugby shirts he brought from

his climbing trip in Scotland. These shirts were of durable material perfect for moving in the rugged outdoors. Moreover, they were offered in vibrant bold colors and organic fabrics, which was back then unusual in the gray active sportswear fashion industry.

Chouinard eventually named the distinct collection *Patagonia* inspired by his previous climbing and surfing trip along the Californian and Central American Coast driving all the way to the southern end of South America, where the actual region of Patagonia stretches across the countries of Argentina and Chile. The famous Argentinian mountain ridge, the Fitzroy Massif, above the village El Chaltén, became the essential incentive for the future company including the future design of the company's logo.

The next catalog of 1972, was the precedence for all the artsy catalogs that were to come. While traditional catalogs offer a straightforward "photo plus description plus price," Patagonia came up with a new product promotion model. The brand, throughout the visually stunning catalogs with a legitimate literary content, have been using an opportunity to tell a bigger environmental awareness narrative that connects each product to the company's sustainable mission.

The initial magazine of 1972 had an essential role as it was supposed to reverse and reintroduced the entire Chouinard's business. The magazine contained not only the new clothing line and the re-designed low-impact climbing gear but mainly a new way to capture the customer's attention. Chouinard applied product descriptions, climbing advice, inspirational quotes, stories from the outdoors and essays that served as a 'clean climbing' manifesto. The message resembled the edict of John Muir, the legendary late-nineteenth-century American poet-environmentalist: "Leave no mark except your shadow."

The catalog opened with a statement that can be considered as informative storytelling, on the deterioration of both the physical aspect of the mountains and the moral integrity of climbers.

No longer can we assume the Earth's resources are limitless; that there are ranges of unclimbed peaks extending endlessly beyond the horizon. Mountains are finite, and despite their massive appearance, they are fragile.

We believe the only way to ensure the climbing experience for ourselves and future generations is to preserve (1) the vertical wilderness, and (2) the adventure inherent in the experience. Really, the only insurance to guarantee this adventure and the safest insurance to maintain it is exercise of moral restraint and individual responsibility.

Thus, it is the style of the climb, not attainment of the summit, which is the measure of personal success. Traditionally stated, each of us must consider whether the end is more important than the means. Given the vital importance of style we suggest that the keynote is simplicity. The fewer gadgets between the climber and the climb, the greater the chance to attain the desired communication with oneself—and nature. The equipment offered in this catalog attempts to support this ethic.

There is a word for it, and the word is clean. Climbing with only nuts and runners for protection is clean climbing. Clean because the rock is left unaltered by the passing climber. Clean because nothing is hammered into the rock and then hammered back out, leaving the rock scarred and next climber's experience less natural. Clean is climbing the rock without changing it; a step closer to organic climbing for the natural man. (1972 Chouinard Catalog, p.2-3)

The catalogs since that time have maintained the same compelling and at the same time educative content. Together with the product placement and high quality adventurous photography similar to the National Geography style, the catalogs contained storytelling essays from the outdoor expeditions, information on how to use the gear properly and ultimately stories with environmental legacies.

At the same time of its first catalog, in 1972, the brand opened its first retail store in Ventura, California, which eventually expanded and evolved into the headquarters for the brand. Chouinard chose this place as it was close to the Yosemite Valley and the Pacific coast enabling the staff to engage in their loving climbing and surfing activity whenever possible. This mentality is actually also enclosed in the mentioned Chouinard's autobiography "Let My People Go Surfing." In this book, Chouinard mentions he

encourages his staff to take time off from working when the surfing or climbing conditions are perfect. Nowadays, there is even a whiteboard with surfing tide charts at the Ventura office frontdesk informing what kind of the surfing conditions are out there.

The brand's philosophy of sustainability and causing no necessary harm has also been reflected in their retail space involvement. Patagonia, true to its environmental commitments and ethics, opened the first shop in a warehouse that was restructured from a meat packaging plant. This approach has remained up till now. Same as the brand uses reusable material for its clothing, it also reuses old buildings as the company avoids building new retail spaces.

The prosperous economic years of the early 1980s also signified a new crisis for Patagonia. According to the book "Let my People go surfing," the company was growing at a high rate in the 1980s that, if sustained, would have made us a billion-dollar company in decade (Chouinard, p.58). However, the economic rise also meant the environmental downturn. Moreover, the United States shortly entered economic recession therefore the business challenges have even increased.

"Growth for the sake of growth is the ideology of the cancer cell" – running an ethical business is an almost impossible challenge, if not a contradiction. Populating the world with more stuff that will eventually get thrown away is bad for the planet; the popularising of outdoor culture of all sorts is bad for specific places of natural beauty, which risk being overrun with people; and finally, and most difficult, the entire ethos of growth and profit and consumption is unsustainable for humanity and the health of the planet. (patagonia.com)

The beginnings of the 1990s was a real opportunity to redesign the company. The biggest crisis for Patagonia did not come from the sales crunch but from legal troubles. Patagonia had to completely dropped the hardwear gear branch, the Chouinard Equipment, as it faced several lawsuits. None of them involved faulty equipment however. The hardware line was subsequently sold to a group of former Patagonia employees and rebranded as the Black Diamond company, which to this day continues to be the world's best climbing and

backcountry skiing gear. Moreover, because of the economic recession, there were layoffs within the Patagonia company. The dismissal of 120 employees, a nearly 20 percent of the workforce, prompted the management to urgently rethink the entire business model.

This era was a turning point for the company, as it began to see what its core values really are. Patagonia saw the importance of environmental issues as so relevant for the future world that it prioritized sustainability significance over growth and profit. It was during this time that the company anchored its responsible business practices within the initial mission statement “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

If the firm was going to move forward, it would do it its own way. Here are the values that defined in a company meeting in 1991:

- All company decisions are made in the context of the environmental crisis. We must strive to do no harm and wherever possible, our acts should serve to decrease the problem.
- Maximum attention is given to the quality of the product, defined in terms of durability and minimum use of natural resources, multi-functionalism, non-obsolescence and the kind of beauty that emerges from absolute sustainability. Concern over transitory fashion trends is specifically not a corporate value.
- The board and management (of Patagonia) recognize that successful communities are those that interact sustainably with the environment.
- Without making it our priority, we seek financial gain from our activities.
- The imposition on ourselves of 1% of our total annual sales, or 10% of our benefits, as a tax to mitigate the environmental consequences that are a by-products of our activity.
- At all levels of operations - board, management, and staff- Patagonia encourages pro-active stances that reflect our values, including the financial support for workers who, demonstrating in non-violent direct action, have legal problems.
- In the internal operations, the management of the business will work as a group that encourages maximum transparency. In all levels of

corporate activity, we promote a collaborative atmosphere. (Chouinard, 2016, p.72)

As a consequence, the company decided to go wholly cotton organic in their product line, even if it meant more costly production for the brand. This period was also the time when the company started investing more its economic resources, energy, and time in various fundamental environmental projects, which will be discussed later.

3.2) Overview of the Company

Nowadays, while the company has built a strong brand reputation and has a worldwide presence across five continents, the Patagonia brand still remains a private firm. These days, the company, which makes outdoor apparel and gear, has annual sales of \$750 million and about 1,500 employees. Its presence in the USA and Japan is relatively strong, with 30 and 22 retail stores respectively, whereas its presence in the European and South American market is weaker, with only 8 and 7 retail stores respectively. (patagonia.com)

The company concerns in producing high quality products by using the best sustainable materials, a thorough product research, and genuine product testing by the experts in the field and elite athlete ambassadors. This constant feedback and endless technical product development are constantly present throughout the whole fabrication process. Patagonia designs their products based on an ethic of simplicity - constantly striving to come up with a functional, durable yet stylish and simplistic gear that can meet any challenge that a customer or the natural elements could present to it. Their products are produced overseas by third parties. There are more than 20 factories worldwide producing Patagonia's gear having the majority located in Asia or Latin America. (patagonia.com)

Patagonia's product and marketing strategy targets customers who are overall very active people with a passion for nature and outdoor activities. Besides the extreme outdoor sportsmen and sportswomen, Patagonia also focuses also on a casual consumer, who most

likely wears Patagonia clothes for the style and brand characteristics. The core group of outdoor enthusiast Patagonia refers as 'dirt bags,' which the community takes pride in this status as it connotes unconventional lifestyle, where experience and adventure have more importance than accumulating wealth.

Whether it is hiking, climbing, mountaineering, skiing, snowboarding, trail running, surfing or fly fishing, Patagonia's product strategy is to make the highest quality gear possible and meet the needs of the world's elite athletes. The so called 'Patagoniacs' love being outside, they respect the environment and are aware of the climate change. This privilege to be concerned about the environment often provokes a critical reaction that part of the Patagonia customers is an advantaged white middle urban class with secure paying jobs and an affluent lifestyle, who can actually offer to buy these fine and responsible yet expensive products.

The same high quality services Patagonia provides to its customers, the same top level service company also provides to its employees. Patagonia encourages its employees to go play outdoors through the official field trip called "Let My People Go...Surfing, Climbing, Running, Skiing, Fly Fishing," which is considered by the company as a day spent in work therefore the employees get paid for the day spent out of the office. Patagonia also contributes its staff with stimulating social benefits that make the company to keep its integrity.

Within the company there is a strong tradition of social welfare. Patagonia provides multiple employee benefits like full company-paid health care and paid sick time for all employees, paid maternity and paternity leave and financial support to those employees who do not have access to on-site childcare. Moreover, the company cares about the intellectual development and it offers tuition subsidy and paid sabbaticals. Last but not least, Patagonia is also a company with the majority of the managers positions occupied by women (the former, Kristine McDivitt Tompkins, or the current CEO, Rose Marcario, are women).

In the mid-80s, Patagonia also took the pioneering position in designing an innovative open working space facilitating interpersonal communication, which opposed the back then traditional cubicle working environment. Patagonia also provides to their employees an optional paid volunteering possibility for various non-profits and environmental internships. Among others, the environmentally conscious brand also encourages its staff members to lower the carbon footprint. The company supports this change of convenient behaviour by providing a financial reimbursement when commuting to work by environmentally friendly means, like public transportation, non-motorized vehicles or by shared rides.

All this convenient assets and employee perks in the end create a supportive working environment with motivating working mentality. Patagonia employees are enthusiastic ambassadors of their occupation and last but not least they are motivated to work.

4.) THE ACTIVIST STORYTELLING COMPANY

As previously stated, Patagonia has a long-lasting tradition of political activism. The very beginnings of the company's actual interest for activism dates to 1972. Patagonia employees went to a city council meeting to attend a dispute about a river near the company's headquarters in Ventura. The common public opinion consider the river dead lacking any river biodiversity. Therefore the city proposed a new development of urban services.

An unaffiliated young student Mark Capelli, however, gave a slideshow proving the river did contain life, which eventually inspired the authorities to change their decision. The development plan was eventually defeated and Patagonia, being pleasantly surprised what one man can do, gave the student an office space and a mailbox, and small contributions to help him to fight the River's battle. The river's wildlife increased and the riverbed's habitat kept flourishing.

According to Sprout Social study, the current customers of the 21st appreciate companies to weigh in on politics and actually want them to take a stand on a big issue. The Retail Dive, the leading industry publication providing original analysis on the latest happenings in the retail industry, describes customers' additional values when confronting purchase decisions.

Most customers react well to brands taking political stances, especially if their personal beliefs align. Nearly a third (28%) of customers will publicly praise a brand which expresses similar political beliefs to their own and 44% will purchase more from it. (Retaildive.com, 2018)

Retail Dive continues with another analysis of the market made by the Global Strategy Group. This communication firm has a similar found stating “consumers want companies to take a stand in even controversial topics; its research uncovered 80% of respondents who believe corporations should take action on important issues in society, up from 72% the year before” (Retaildive.com, 2018).

It is the environmental awareness together with the social ethics what makes Patagonia company to stand out within the conventional business world. In December 2011, the company's long lasting ethical commitment qualified the brand to seek the *Benefit Corporation Certification*. The ultimate goal of this corporate status is to reform the nowadays corrupted capitalist system and transform it into a new and more ethically and environmentally responsible enterprise model.

According to the *Benefit Corporation Certification*, the pure economic growth is not the main objective anymore. The criterion to become a *B Corp Company* is to meet the rigorous standards of social and environmental performance, accountability, and transparency, which Patagonia did seven years ago. Back then, the company was introduced in between other 2,400 certified *B Corporations* across 140 industries in 50 countries (bcorporation.net, 2018). Therefore, Patagonia is an appropriate case study showing the term ‘responsible company’ is not an oxymoron. The Patagonia conduct of

commercial enterprise proves that doing profitable business and protecting the planet at the same time is not diametrically opposed.

Patagonia communicates the company's essential environmental, political and social stances in a number of ways, including through the brand's catalogs, at conferences and seminars, at industry forums, on government panels, by hosting visitors, by working with journalists, etc. Patagonia has also been continuing to raise the awareness of environmental issues through films. The primary communication vehicle, however, is online, where the brand can reach the largest number of people and have the space to tell often complex stories," says Patagonia in the company's *Annual Corporation Financial Report 2016*.

4.1) The Cleanest Line: A Blog

Patagonia uses its official blog, *the Cleanest Line*, to "to write about challenges, problems and solutions with respect to various issues, ranging from government policies, such as the Trans-Pacific Partnership (TPP) and the FAMILY ACT, to migrant workers, animal cruelty and problems we've found in our own supply chain."

For example, when we learned that laundering synthetic fabrics might be causing a significant source of plastic pollution, we wrote about the issue, raising awareness and triggering outreach from others also working on it. This led to a research project we commissioned from the University of California, Santa Barbara (UCSB), for the purpose of gathering what is known throughout the scientific community and performing initial experiments to assess the seriousness of the issue and identify solutions. (Annual Corporation Financial Report 2016, p.40)

This online platform facilitates the company in consolidating the majority of Patagonia communication strategy. It is the brand's 'gatekeeper' releasing any content the company wants to share with the audience.

This work elaborates the significant projects Patagonia have produced to show they strongly stand behind their political and environmental activism. I will start with the very

first awareness campaign *Don't Buy This Jacket*, followed by environmental films belonging to the company division *The New Localism*. I will also talk about the recent Patagonia project *Patagonia Provisions* reaching into the food industry.

Moreover, I will elaborate two campaigns, *Vote the Planet* and *Time to Vote*, aiming to encourage civil responsibility and motivate its community to participate in elections and express their opinion by voting. I will also talk about the annual conference, *Tool for Activists*, which gathers non-profit organizations and shares with them Patagonia's philanthropic expertise and human and financial resources. Last but not least, I will close this chapter by mentioning the *Truth to the Materials*, an online platform describing the sustainable production of Patagonia products and ultimately will close this section by talking about the *Patagonia Books*, an in-house publisher entity sharing Patagonia values and stories through the print.

All these diverse and thorough communication outlets belong to the Patagonia communication strategy showing how important it is for the brand to spread the environmental and social message. Patagonia communication strategy does not reflect a conventional corporate marketing program. While the brand does have marketing campaigns promoting their goods, every public message has an additional value of stewardship for the planet.

4.2) 'Don't Buy This Jacket'

The very first emblematic appearance the company has had in the traditional media was through an ad in *The New York Times*² during the "Black Friday" in 2011. This day, which is characterized as the start of the Christmas shopping period, is considered as an American consumerist holiday and is often a scene of fierce competition between different products to attract the attention and preference of shoppers. For this reason, the advertising action carried out by Patagonia was completely eye-catching.

² See Appendix: Section Images, No. 2, Don't Buy This Jacket

Don't Buy This Jacket was an anti-consumerism and anti-materialism campaign that Patagonia promoted through a whole-spread of one of the most respected American newspapers. While other businesses use the Black Friday to increase their economic profit, Patagonia every year closes its stores making a strong anti-capitalist stance. That is an audacious yet smart unprecedented step from a company that makes a profit out of selling clothing.

It was through the launch of the campaign, *Don't buy this jacket*, that the company asked its consumers to literally not buy its products. The advertisement, using very simple design, incorporated the visuals of one of the most popular Patagonia jackets with the slogan *Don't Buy This Jacket*. Under the slogan was a much longer text than is usually seen in conventional advertising. This text explained the campaign, placing it in the context of Patagonia's anti-consumerism and environmental efforts. All this on a sober white background.

Paradoxically, this campaign was later claimed as one of the most successful advertising promotions in the overall marketing history. Even though this project could be seen as a reverse marketing, Patagonia justifies its projects by encouraging its consumers “to not buy what they do not need.”

However, some scholars have interpreted this announcement as a strategy (Loewenberg, 2015) that consists of sacrificing short-term sales to gain loyalty from consumers who share the company's values. However, this reading has proved to be incomplete, given Patagonia's "genuine intentions" (Loewenberg, 2015, p.19) to raise awareness about consumerism, which Patagonia has taken concrete actions to fight against.

In fact, the sales figures were quite fruitful. During that Black Friday of 2011, Patagonia's sales rose by 30% over the previous year (Meltzer, 2015). This allowed one to speculate that the ad in *the New York Times* had the opposite effect to the one it claimed to have. In other words, while the rhetoric presented was of seeking to lower the level of consumerism in society, even at the expense of the company's own profit, the final effect achieved was to increase the consumption of its products and, by extension, its profits.

Along this campaign Patagonia in 2014 created a shielding project, the *Common Threads* Initiative and the *Worn Wear* campaign. Both initiatives have been aimed in facilitating and encouraging the reuse and recycle of Patagonia's products. They invited their customers to the proper recycling behaviour by “reduce, repair, reuse, recycle.” (Patagonia.com).

Common Threads Initiative and the *Worn Wear* projects allow customers to bring their old garments to be fixed for free. In advance the brand encourages customers to bring their clothing to the repair center or the official stores. Moreover, Patagonia organizes a repair tour across the US and Europe driving through these two continents with their moving repair vehicle fixing the original products with no charge. This way Patagonia fixed 44 000 of garments with total cost of \$2.16 millions (Patagonia Annual Corporation Report, Fiscal Year 2017, p. 28).

These initiatives are also interesting in terms of marketing as it allows the company to promote word of mouth in areas where it has little presence, taking into account the relatively few stores that Patagonia has around the globe.

These activities Patagonia organizes belong under the category of ‘Green Marketing.’ These campaigns of which Patagonia is one of the pioneering companies (Loewenberg, 2015) aim to generate awareness among users and positively impact the environment, while at the same time obtaining benefits from these practices for the brand in question. In ‘Green Marketing,’ the first thing that is communicated is the product itself, which must be of high quality and with the least impact on the environment. There are different certification mechanisms that seek to avoid the ‘Greenwashing,’ that is, to obtain the benefits of Green Marketing without complying with the environmental standards that they self-attribute (Loewenberg, 2015, p.9).

Undoubtedly, Patagonia has made significant efforts to comply with the corresponding standards with its environmental rhetoric, and its transparency in showing that its activity will always be harmful to the environment is totally unusual. At the same time, they have

become a paradigmatic example of Green Marketing, being today the fastest growing company in relation to its direct competitors (Meltzer, 2017).

When analyzing a campaign like *Don't buy this jacket*, it is important to take into account the point of view from which audience is going to investigate. While its social and environmental impact is much debated, it is clear that as a marketing strategy its success is overwhelming.

4.3) 100% for the Planet

As mentioned previously, Patagonia have closed its stores during Black Fridays since 2011 to show that it is not conforming to the consumerist culture. However, the controversial consumerist holiday of November 2017 was an exception. The management of Patagonia was highly disturbed by the presidential election victory of Donald Trump.

Patagonia was very concerned about Trump's unfavorable expected administration politics preferring economic boosts over the protection of nature and environment. Therefore, the brand decided to open their stores during the *Black Friday of 2017* and to donate the entire income of that holiday day to conservative causes. During the Black Friday 2017, Patagonia made 10 millions of dollars giving the 100% of the profit directly to the non-profit organizations protecting the wilderness. On the official website, Patagonia published an official letter from the brand's CEO, Rose Marcario, describing the reasons behind such a philanthropic act:

For decades, Patagonia has demonstrated that caring for our planet is not in conflict with running a successful business. We are always looking for ways to further reduce our manufacturing footprint, including our company's reliance on fossil fuels. We also fund grassroots environmental organizations by giving away 1% of our sales. To date that amount totals \$74 millions.

But during a difficult and divisive time, we felt it was important to go further and connect more of our customers, who love wild places, with those who are fighting tirelessly to protect them. This we know: If we don't act boldly, severe changes in climate, water and air pollution, extinction of species and erosion of topsoil are certain outcomes. The threats facing our planet affect people of every political stripe, of every demographic, in every part of the country. We all stand to benefit from a healthy environment—and our children and grandchildren do, too. (Marcario, 2016)

4.4) 1% for the Planet

The *1% for the Planet*, also known as *the Earth Tax*, was a forerunner idea for the Black Friday campaign, the 100% for the Planet. During the business crisis in the years of 80's Patagonia anchored its values committing it is essential for their business to contribute back to the environment. Since 1985, Patagonia committed to donate 10% of profits each year to non-governmental organizations to the preservation and restoration of the natural environment. This altruistic business behaviour was later upped to 1% of sales, or 10% of profits, whichever is greater. "That led to more than \$100 million of cash donations that go directly to thousands of scrappy, dedicated groups of people around the world fighting to protect their own backyards," says the official Patagonia *2018 environmental + social initiatives* bulletin.

This philanthropic mission Yvon Chouinard turned in 2002 into an international non-profit organization of the same name, *1% for the Planet*, encouraging other businesses to do the same. Participating members annually contribute at least one percent of their annual sales to environmental causes and to environmental groups protecting the climate, land, water, biodiversity and supporting local communities. This way, companies can make a positive impact on the planet, while receiving "recognition, support and sponsorship" from consumers who "value a serious commitment to the environment" (onepercentfortheplanet.org). During the fiscal year of 2016, Patagonia donated an amount of \$7,125,777 to grass-roots organizations. The entire historical financial contribution of

the company to the non-profits is \$78 millions of dollars (Patagonia Annual Corporation Report, Fiscal Year 2017, p. 16).

Beyond the decades long *1% for the Planet*, and the up to now one-time *100% for the Planet* in 2017, in Fall 2018 Patagonia revamped its altruistic decisions again. During this time, Trump Tax Reform Plan took effective favouring big corporations. “Because of the (Trump’s) irresponsible tax cut, Patagonia saved \$10 million in taxes in 2018. Instead of putting the money back into our business, we responded by putting those millions back to work for the planet, too. Our home planet needed this break more than we do.”

4.5) Vote for the Planet, Time to Vote

Patagonia has always encouraged its community to participate in civic engagement. At the *2018 environmental + social initiatives*, the brand mentions: “We view the responsibilities of citizenship as precursor for activism. Democracy requires showing up. Voting is the first and the last step in creating positive change” (p. 24).

Vote for the Planet

In 2016, before the presidential elections, Patagonia launched a campaign, *Vote Our Environment*, a major non-partisan environmental project urging Americans to participate in the elections and “vote up and down the ballot to elect officials and support referendums that will defend our planet’s air, water and soil and protect the health and well-being of American families.” (Byars, 2016)

Patagonia being concern for the low number of voters in the preceding elections in 2012, the company invested an estimated \$1M “featuring voting resources, partners, and educational materials to empower and educate voters. The stores provided voter guides for customers outlining each region’s candidates and ballot measures. These events allowed people to discuss, unite and take action around common values tied to local and regional elections.” (Byars, 2016)

Moreover, that year Patagonia took its internal commitment for the citizen responsibility

by a notch. The company “decided to close all Patagonia US-based stores, offices and distribution center on the Election Day to make sure its employees could make it to the polls, and to send a message to Patagonia customers about the importance of civic engagement” (Patagonia Annual Corporation Report, Fiscal Year 2017, p. 25).

Time to Vote

With the victory of Donald Trump, which Patagonia did not align its values with this candidate, the company took a closer look at taking voter turnout in recent decades. “In the 2014 midterms, just 37 percent of eligible voters cast ballots, down from 42 percent in 2010,” states the Patagonia *2018 environmental + social initiatives* bulletin and adds the reason of this low election attendance: “Too many hard working Americans have to choose between a paycheck and voting” (p.24).

In order to participate in a higher voter turnout, Patagonia decided to close its work places again but also invited other companies and their CEO’s to follow Patagonia’s civic decision. Patagonia created another national campaign *Time to Vote*.

Patagonia launched *the* non-partisan *Time to Vote* campaign in September 2018 which ultimately joined 150 US leading companies (from Walmart to Lyft) to small start-ups “to help employees and customers exercise their rights and responsibilities as citizens by voting in the upcoming midterm elections” (Marcario, *The Cleanest Line*, 2018).

Along with the option to close down completely on Election day, Patagonia incorporated other creative but meaningful ways for companies to join the activist company. The Patagonia *2018 environmental + social initiatives* bulletin lists some of the examples like “no-meeting day, providing resources for mail-in ballots, or offering paid time off. Patagonia decided against formally partnering with other groups to avoid liberal or conservative bias and to differentiate our new business model” (p.24).

The CEO Rosé Marcario believes the impact was significant. In the 2018 Patagonia bulletin, she says: “Voter turnout in the 2018 election was higher than it has been for the

midterm election since 1966. We continue to hear positive feedback from the companies that participated” (p.25).

4.6) Tools for Grassroots Activists

Every other year, for already a quarter century, Patagonia have been organizing *Tools for Grassroots Activists Conference*. The Patagonia blog, *the Cleanest Line*, says: “The conference originated in Patagonia’s desire to do more than write checks to environmental organizations. It’s something between a tribal gathering and a business seminar” (patagonia.com, 2009). The very first one happen in 1994 in California and since then Patagonia have been sharing during these conferences its business means, skills and knowledge in a way the participating activist companies can applied this expertise into their altruistic strategies.

The ways in which activists confront and publicize issues, convince the public of their importance and motivate others to take action are similar to the ways in which Patagonia brings a product to market, promotes it and sells it. We call it marketing. While environmental activists may have another word for it, creative, honest marketing can mean the difference between success and failure – for a product or an issue. At the Tools Conference, we gather selected activists from across the country and offer seminars and talks on everything from getting your message out, to building momentum, to learning how to use practical tools like Google Earth. (patagonia.com, 2009)

The most recent campaign, occured in 2018 in Bosnia and Herzegovina, at one of the youngest national parks in Europe. The place was chosen for another Patagonia environmental projects, *Blue Heart of Europe*, as the company is devoted to stop construction of some of 2,800 dams on the European region’s free flowing rivers. “Participants were challenged and given the tools to work on campaign strategy, understand communication opportunities, dive into social media, visualize their thinking, understand lobbying and institution, learn fundraising tactics and practice direct action,”

describes the latest conference the Patagonia *2018 environmental + social initiatives* bulletin. (p. 72)

In 2016, Patagonia has captured the conference's best wisdom and advice in the company's book of the same name *Tools for Grassroots Activists: Best Practices for Success in the Environmental Movement*, creating a guidebook for any institution hoping to refine core skills like communication strategy, campaign and grassroots organizing, lobbying as well as working with business, fundraising in uncertain times and using new technologies.

4.7) The Footprints Chronicles: A Website

Patagonia pushed its commitment for being a 'responsible company' in 2012 by introducing a new level of supply chain transparency to a new level. The brand released its *Footprint Chronicles* website, an online tool to facilitate customers and stakeholders to trace the Patagonia products down to the very origin and at the same time to learn more about the global operation and suppliers. The Footprint Chronicles highlights environmental and social issues relating to the apparel industry and the related products. The website talks not only about the pure devotion and projects Patagonia seeks but it also openly confesses the inevitable consequences and the impact the company is responsible for. Being transparent Patagonia proposes new solutions for this opposing nature of the company's outdoor business

The map offers an interactive features of location points. By clicking on the map, a user gets a quick snapshot of each place within the Patagonia complex supply chain. Users can learn about the factory, how many people work there, the gender ratio, linguistic background and what gear is produced inside of this facility. Moreover, Patagonia even links this information database of their supply chain with the company's shopping site. This way, responsible customers who pursue their shopping decisions based on environmental or social issues using this interactive map can make better sustainable choices.

In addition to the map, Patagonia added *A Reference Library* on the website informing and educating the visitors about the variety of textiles the company uses, pointing out the organic cotton the company switched to in 1994. *The Reference Library* also talks how is the company dealing with the synthetic microfiber pollution, or how the company stands behind the internal CSR commitment abiding international labor and human rights standards.

4.8) Action Works

One of the most recent initiatives Patagonia has introduced is the *Action Works* project. It is a platform gathering international grassroots organization from all around the world, which throughout this website offer opportunities to the public to volunteer or work on environmental issues the users are passionate about. The website was launched in 2018 and it connects the community directly to the local non-profit groups.

For almost 40 years, Patagonia has supported grassroots activists working to find solutions to the environmental crisis. But in this time of unprecedented threats, it's often hard to know the best way to get involved. That's why we're connecting individuals with our grantees, to take action on the most pressing issues facing the world today. (patagonia.com/actionworks, 2019)

Through this platform a user and a potential volunteer can apply for opportunities listed on the website and choose from the issue in the areas of land, water, climate, communities, and biodiversity including terrestrial ecosystems and land use, sustainable agriculture and food systems, mineral extraction, healthy forests, freshwater/inland ecosystems, coastal and marine ecosystems, energy extraction, climate and atmosphere, renewable energy, transportation, environmental justice, civil democracy, sustainable communities and indigenous populations/communities, biodiversity and species preservation, pollution, toxics and hazardous wastes.

4.9) The New Localism

In 2014, Patagonia launched a new line. Yet it was not a clothing line as one would have expected. In 2014, Patagonia started their Patagonia Film production of environmental documentaries. It started with a bang, as their initial full length movie, *DamNation*, about removing national dams, debuted at the 2014 Southwest Festival winning the audience award.

While Patagonia is in its fundamentals a clothing company and relatively new to filmmaking it thrives on its strong storytelling foundations. The synergy of outdoor gear production, environmental values and enthusiasm for storytelling supports company's overall nonprofit causes.

In the article, *Why Patagonia Is a Natural for the Movie Business*, Illan Mochari a senior writer for Inc.com elaborates on the new Patagonia environmental movie narratives. "To hear Patagonia tell it, movies are less a new endeavor, per se, than a new medium through which Patagonia is spreading its longstanding mission of marrying outdoor sports to environmental activism," says Mochari.

Mochari cites Hans Cole, the Patagonia environmental advocacy and campaign manager, who confirms the storytelling has been a strong strategy for the firm: "This effort in filmmaking ties back to a couple of key pursuits for the past 30 years" (Mochari, 2015).

Moreover, Mochari points out the specific production approach Patagonia has acquired. The stories that Patagonia promotes are always backed up with environmental point of view narrated by a story hero, a protagonist, which is usually one of the Patagonia ambassadors having a strong relation to the sport and the related natural element. On top of that, the project is endorsed by strong relationship with a local nonprofit partners in support of a narrative cause avoiding any hint of the brand promotion. "It's important to have a really powerful spokesperson and story to act as a portal and bring people in," says Cole. "Someone who's devoted their lives to the sport or experience and now loves a place so much, they're willing to protect it. We've been seeking out those types of stories" (Mochari, 2015).

“We’re in business to save our home planet,” is the outdoor gear and apparel retailer Patagonia’s current mission statement. It’s a more succinct update from its previous mission statement, “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

Patagonia company does not only talk the talk “of saving the planet” but it actually walks the talk transforming its vision into action. Besides making durable products made out of high quality materials, whether it is a complete transition into organic cotton production or fleece jacket produced out of 35 plastic water bottles, fair trade certified sewed, Patagonia protects the environment, last but not least, through multiple conservation content projects. Moreover, these campaigns narrate environmental message throughout the sports the company stands for creating compelling message the users can relate to.

In developing the new campaign framework, Patagonia has drawn on two main sources of inspiration: the sports we love, which allow us to spend time in nature, and the grassroots activists working in their own communities to protect their piece of the planet, which Patagonia has supported for years through the grants program.

(patagonia.com/the-new-localism)

“The driving force to acknowledge, support and give back to our own backyards is the momentum behind our campaign, *The New Localism*,” says Simpson on the Patagonia blog (Simpson, 2016.) “The New Localism recognizes we can no longer pass through remote, wild places and trust they will remain that way,” said Hans Cole, Patagonia Environmental Advocacy and Campaigns Manager. “Patagonia is bringing our resources to bear on threats to our planet, far and wide, by telling the stories of athletes and activists who remind us we’re all locals living in a global world and we all have a chance to make a difference” (Simpson, 2016).

Using the main platform of *The New Localism*, Patagonia has produced and telling multiple stories through films that inspire people to take action - centered around surfing, trail running, fly fishing, skiing and snowboarding, and rock climbing encouraging the

public to protect the affiliated playgrounds. The main actors of these narratives are the company's ambassadors. These elite athletes introduce us through their sports the complexity of the discussed matter in addition to the presence of the local people who are the most affected by the controversies.

The New Localism focuses on rallying global support around critical backyard conservation initiatives. In developing the new campaign framework, Patagonia has drawn on two main sources of inspiration: the sports we love, which allow us to spend time in nature, and the grassroots activists working in their own communities to protect their piece of the planet, which Patagonia has supported for years through the grants program. (Clayton, 2015)

Each campaign has a dedicated activism page at *Patagonia.com/TheNewLocalism* where viewers and customers can watch the films, get informed, take action and encourage their friends and family to do the same through social media. Moreover, these campaigns are also promoted in the established company's catalog or within the original Patagonia stores.

***DamNation* (88 minutes, 2014)**

The full length and well recognised documentary, *the DamNation*, was the very first environmental film the company produced being a forerunner for the following campaign, the New Localism, which incorporates all the later environmental projects, the company stand behind. It is an advocacy film about the changing attitudes in the United States concerning the large system of dams in the nation. While these dams were initially recognised as a critical role in flood control, maintaining the water supply, benefit shipping and recreation, the Patagonia's criticises dams for diminishing the much necessary biodiversity of flowing rivers.

This movie took Patagonia's activism to a higher level as the movie was released together with a petition urging the federal government to tear these dams down. The *DamNation* filmmakers and the Patagonia crew delivered the first 70,000 signatures to the White House, while placing ads in Washington State media pushing for dam removal.

Patagonia founder Yvon Chouinard told the Los Angeles Times that the film cost \$500,000 to make, not including its marketing budget--and he did not expect to turn a profit. For Chouinard team, the *DamNation* was essential to “find a path to remove four harmful dams on one of the nation’s most important salmon rivers, the lower Snake, and begin the biggest watershed restoration project in history” (thecleanestline.com, 2015).

#FreetheSnake: Restoring America’s Greatest Salmon River (8 minutes, 2015)

#FreeTheSnake is a short film building upon the previous documentary *DamNation*. The short clip screens a kayak flotilla of over 300 people – fishermen, Native Americans, farmers, Orca lovers, business owners, and conservationists calling for removal of the 4 deadbeat dams on the Lower Snake River in Southeastern Washington. The story looks at the effect of four dams on the Snake River envisioning future outcomes that works for farmers, fishermen, tribes, salmon and the natural world. A possibility that creates thousands of local jobs, restores recreational opportunities, saves taxpayers money, and invests in cleaner energy alternatives. (patagoniaworks.com, 2015)

Alongside this movie, Patagonia encouraged its customers and enthusiasts of fly fishing to support healthy rivers to get involved by signing a petition. This appeal urged back then President Obama to remove the four lower Snake River dams.

The Fisherman’s Son (29 minutes, 2015)

The Fisherman's Son shares the story of Patagonia's Chilean surf ambassador Ramon Navarro. The documentary narrates Navarro’s humble beginnings all the way to the professional surfing world. Along this journey, Navarro is touched by his region that brought so much passion into his life. For Navarro, the home Chilean coastline of Punta Lobos elicits a growing desire of activism to protect the culture and environment from the commercial development.

The documentary is produced by another Patagonia ambassador, a Californian surfer Chris Mallory and it is a part of the nonprofit campaign *Save the Waves*, which aims to protect and preserve the Chilean fragile beauty and surfing paradise. Later on, Patagonia

announced that the iconic headland at Punta de Lobos has been preserved forever. Known as the Mirador, the threatened property at the tip of the point has now been purchased and transferred to the locally-based Fundación Punta de Lobos. (patagonia.com/theNewLocalism)

#CrudeAwakening: Help Protect Our Coast (2015)

#CrudeAwakening was another campaign promoted by Patagonia. This time it referred to an oil pipeline ruptured in Santa Barbara County on May 19, 2015, tarring the California coast with 140,000 gallons of thick crude oil that killed wildlife, soiled protected areas and closed beaches. This movie presents local activists paddling five miles to take stand against offshore drilling in the shadow of a hulking oil platform near Santa Barbara. The event was planned in response to the oil spill that dumped more than 140 000 gallons of crude onto California beaches. This way Patagonia raised attention towards this environmental disaster and help prevent future oil spills. Ultimately, Patagonia supported four bills in the California Legislature, while three of them have passed into the law system. The campaign was accompanied by a short video clip casting sea kayakers paddling and demonstrating around the pipeline. (patagonia.com/theNewLocalism)

Jumbo Wild (52 minute, 2015)

The full length movie, *Jumbo Wild*, promotes skiers, snowboarders and conservationists fighting against a large-scale ski resort proposed for the Jumbo Valley. This planned resort could eventually threaten the rich wilderness, including protected grizzly bears with a spiritual symbolism, of this remote area located in British Columbia's Purcell Mountains. Local residents, concerned citizens and the Ktunaxa Nation have strongly opposed this ski resort development for environmental, economic and spiritual reasons.

Despite this overwhelming opposition, the threat of development has continued to move forward. The film, *Keep Jumbo Wild*, uses the voice of the Patagonia athletes and local citizens and activists to fight for permanent protection through the pursuit of a legislated Indigenous Protected Area for Jumbo. (patagonia.com/theNewLocalism)

Defined by the Line (8 minutes, 2016)

Defined by the Line tells a story of a climber Josh Ewing, who left his well paid corporate job to protect public lands in southeastern Utah. Throughout this film, Patagonia encouraged customers to help protect a place where climbers have long come for their epic adventures – the Bears Ears region in Utah. Besides the extreme sport’s opportunity, this place is also rich in archeological heritage of the Native Americans and it still remains a spiritual realm for them. This request of protecting the place by the federal government, promoted by the Natives Tribes and the Patagonia brand, was met at the very last minute by the back then president Obama.

Before Obama’s presidency mandate ran out, Obama established under his legal authority of the Antiquities Act, a new National Monument Bears Ears protecting millions plus acres of weathered sandstone, deep canyons, forests, ancient cliff dwellings and sacred rock art. This protection ultimately offered personal contemplation of the past, present and future, and world-class opportunities for exploration, solitude and recreation only till the next presidential mandate of Donald Trump. The current Republican president valuing economic profit over cultural heritage, has illegally downsized this newborn National Monument to take advantage of the natural resources hidden in this land. (patagonia.com/theNewLocalism)

For this film project, Patagonia teamed up with the non-profit organization *Friends of Cedar Mesa* who has moreover decade-long contacts at the *Conservation Lands Foundation*, which brings credibility and integrity for the project. At the Bears Ears region in southeastern Utah, where *Defined by the Line* was filmed, Native Americans have been "working for centuries in different ways to preserve the land," says Cole for the Inc. article *Why Patagonia Is a Natural for the Movie Business*. "The worst thing we could do is come in and stomp around and create a detriment. Everything we do is at the service of those local partners," Cole adds (Mochari, 2015).

Mile for Mile: Crossing the Finish Line (15 minute, 2017)

Mile for Mile is a 16 minute long movie celebrating a Chilean Patagonia National Park through the sport of trail running. In addition, Patagonia asked customers to donate money to fund 50 miles trails required to complete the park while the company will match the donation. The campaign eventually exceeded its goal and raised over \$90,000. The final amount of money went to conservation group, *Conservacion Patagonica*, which used the donation to build a new set of paths in the Patagonia Park.

The movies, *Mile for Mile*, presents a group of three professional ultrarunners, Krissy Moehl, Jeff Browning and Luke Nelson running 106 miles through the newly opened National Park in Chile. The running journey celebrated the efforts of the Conservacion Patagonica to rewild and protect this vast landscape. Patagonia brand was involved in this project from the very beginning — helping with the first land purchases, offering volunteering work to fix up hundreds of miles of fencing and restore open grasslands, and ultimately fighting the construction of dams on the nearby Baker and Pascua Rivers. (patagonia.com/theNewLocalism)

takayna / Tarkine Rainforest (38 minutes, 2018)

The recent campaign and feature-length documentary *takayna / Tarkine Rainforest* urge global support for the World Heritage Listing of Tasmania Tarkine Rainforest. This region is one of the last untouched tracts of Gondwanan rainforest in the world and one of the highest encounters of Aboriginal archaeology on the planet. As Patagonia states on its website “this place is currently at the mercy of historic extraction industries including timber and mining. The 40-year fight to protect this area as a World Heritage site underscores the complexities of modern conservation and challenges us to defend our last truly wild places” (patagonia.com/theNewLocalism).

Patagonia joined the forces with the Bob Brown Foundation to protect one of Australia’s most precious wild places. The campaign aims to bring public attention towards the destructive impact of the mining and forestry industries on *takayna / Tarkine*. Patagonia has also prepared a petition calling for signatures from around the globe that will be

delivered to the Tasmanian state premier and Australian national government asking them to nominate takayna / Tarkine as a World Heritage Area. (patagonia.com/theNewLocalism)

4.10) Patagonia Provisions

Besides the actual interest in the land, Patagonia has also recently directed its philanthropic attention also on what the land provides. The current committed interest of the clothing company is food.

“Why food?” the company rhetorically asks. The founder Yvonn Chouinards reminds the audience the ultimate focus of the company is to “save the planet.” Chouinard believes this can be done by the new subdivision of Patagonia - *the Patagonia Provisions*.

There is a great opportunity—and an urgent need—for positive change in the food industry. With Patagonia Provisions, our goals are the same as with everything we do: We aim to make the best product, cause no unnecessary harm, and perhaps most important, inspire solutions to the environmental crisis. (Chouinard, patagoniaprovisions.com, 2019)

Patagonia Provisions embarked on regenerative organic farming mission producing higher-quality food that is more nutritious than the conventional industrial farms can produce. The Patagonia founder, Yvon Chouinard, claims the global agriculture system controlled by a few giant corporations generating enormous profits is broken and the company aims to challenge it.

And nowhere is the crisis more pressing than in the food industry. Today, modern technology, chemistry and transportation combine to put more distance between people and their food than ever before. We harvest salmon indiscriminately or farm them in open-water feedlots, putting wild salmon in peril. We overgraze our prairies, fill our livestock with antibiotics, and drain fossil aquifers to water unsustainable crops. Chemicals reign supreme to maximize production, and the unknown impact of genetically modified organisms hovers over

the entire industry. In short, our food chain is broken. Patagonia Provisions is about finding solutions to repair the chain. (Chouinard, patagoniaprovisions.com, 2019)

Patagonia Provisions started in 2013 with the objective of "finding solutions to repair the food supply chain starting with sourcing" (Annual Benefit Corporation Report, 2017, p. 27).

Patagonia provisions is finding solutions not only through their new food division producing organic grains, seafood, nuts, beer, buffalo jerkys etc. but also through more educative documentaries, which content promotes organic food and its sustainable production. It includes a number of measures, containing two main project; a documentary *Unbroken Ground* about food sustainability and a multimedia project *Help Save the Bees* of restoring a new, pesticide free, plant habitat. Whether it is the initial documentary *Unbroken Ground*, *Save the bees* or the latest *Artifishal*, they all discuss the topic how the conventional agriculture is ravaging our planet.

The current CEO, Rose Marcario states on the *Patagonia Provision* website, the old food industry has been “gobbling up immense fossil fuels for production and shipping, flooding the earth with toxic synthetic pesticides and deadening our soil’s biodiversity with GMO seeds (along with the taste of our food). Conventional agriculture also generates a quarter of the greenhouse gas emissions now baking our atmosphere.” (Macario, patagoniaprovisions.com, 2016)

Patagonia Provisions also collaborates with the Support Healthy Soil campaign, with a petition for signatures calling on the California Legislature to spend \$160 million on protecting soil to reduce greenhouse gases. In addition, with the "10,000 Meals For Hurricane Relief" campaign, Patagonia Provisions joined the humanitarian action following the impact of Hurricane Irma by providing 10,000 meals. (patagoniaprovisions.com)

Unbroken Ground (26 minutes, 2016)

The film, *Unbroken Ground*, a partial project of the Patagonia Provisions, discusses the relationship between the food industry and the environmental crisis, exploring how industrial production employs practices that reduce biodiversity and increase climate change. It is a kind of documentary film disconnected from the original activity of Patagonia, the clothing production, yet when considering Patagonia recent involvement in the food industry and agriculture, the Patagonia Provisions, it is a much relevant piece.

The discourse of activism prevails again. It makes a bold claim against the conventional food industry for its environmental damage. The documentary carries out a promotional action to position the brand above the majority of brands in the industry, by emphasizing the objective value of its products, which are sold as sustainable, healthier and environmentally friendly.

Help Save the Bees (2017)

Through the multimedia project, *Help Save the Bees*, the company wants to bring awareness about the recent crisis bees are facing. Bee populations are collapsing and plummeting. Patagonia together with the *Environmental Working Group* supports bee protection by calling for a ban on a pesticide that is used on crops and is lethal to bees. Patagonia Provisions provide products free of pesticides, therefore when buying its products instead of others, the customer contributes to the protection of the bees.

Artifishal (83 minutes, 2019)

Artifishal is after *DamNation* another full feature documentary coming out from the Patagonia film production. *Artifishal* “is a film about people, rivers, and the fight for the future of wild fish and the environment that supports them. It explores wild salmon’s slide toward extinction, threats posed by fish hatcheries and fish farms, and our continued loss of faith in nature,” says the official promotion. While the documentary tells the story of the slowly extincting fish, it also incites the viewers the humanity is on the verge as well.

Salmon have long been an icon of wild, but in our rush to meet demand and mask the larger root environmental issues, we’ve forgotten the true

value of wild. Ultimately the film sets two ideologies at odds; those who embrace the power of nature to heal, and those who believe in a world that requires our continued attempts to control nature. (tribecafilm.com, 2019)

Similar to the *DamNation*, *Artifishal* won a film award, the Audience Award Narrative Feature, at the independent film festival Tribeca 2016,. Alongside this documentary, there is an ongoing campaign to *Protect Wild Fish*. The company urges its customers to sign related petition and tell the decision makers to stop wasting money on failed plans. Patagonia encourages the public and the politicians to invest in science-based solutions to save endangered wild salmon and orcas - To stop hatcheries, reduce harvest and remove dams.

Patagonia throughout this subdivision of Patagonia Provisions and its related organic products reinforces its commitment to the environment. At the same time, it also distances itself from other outdoor companies - producing three different products; responsible clothing, organic food and philanthropic narrative content, the company promotes a strong commitment of sustainability, ecology and community as the main objective value.

4.11) Patagonia Books

Another outlet how to spread the brand's mission is the Patagonia Books project. It is an in-house publisher producing literary works written by the brand, its ambassadors and activists containing stories and the corporate legacy of the environmental and sustainable pursuit.

Besides inspiring stories from the adventure realm, there are books written by the founder Yvon Chouinard like the indicated *Let My People Go Surfing*, or *Tools for Activists*, and *The Responsible Company* talking about the Patagonia responsible business model of doing good besides the actual profit making. For example in the one 3-book collection *Patagonia Business Library*, the brand shares their radical corporate wisdom, strategies, and practices. The collection provides an insightful primer for the future of

sustainable business inspiring other non-profit and profit companies. In the *Annual Corporation Financial Report*, Patagonia states:

In addition to film, for years we have been partnering with authors and publishing books through our Patagonia Books business. This year, we continued to grow this business as a means to inspire other businesses and customers, including releasing a revised version of *Let My People Go Surfing*, a new book on child care and working families called *Family Business*, and a toolkit for nonprofits and businesses alike titled *Tools for Grassroots Activists*. (*Annual Corporation Financial Report, 2017, p.41*)

Besides the corporate writing, the Patagonia Books portfolio includes other publications from the common outdoor background. Books like *Training for Alpinism*, *Simple Fly Fishing*, *Surf is Where You Find It*, *Slow is Fast*, *Going Out is Going In*, are one of the many literary pieces Patagonia has published.

It has been said in this work, Patagonia communication has been performing transmedia storytelling strategy using multiple channels of marketing strategy. The new Patagonia Provision products, can be considered as another channel promoting the ideology of ecology that Patagonia stands for. It motivates consumers not only buy their nourishment products but also the idea that stands behind. Moreover, the narratives warn of the environmental problem the planet is facing yet at the same moment it even proposes how to solve it - through responsible consumer actions and decisions the company advocates.

5.) OVERVIEW OF THE PROTECT BEARS EARS SITUATION

The most recent activist action this outdoor apparel brand supporting climbers, skiers, runners, surfers and outdoor enthusiasts officially accused the American president, Donald Trump, of stealing the American public land and consequently filled a lawsuit against him and his administration. This bold step proves a market has a power to regulate the official power.

The current controversy of stripping the status of the two American National Monument, the Bears Ears and Escalante Park, and diminishing their size almost by half has stirred a national debate in December 2017. The latest American administration led by the Republican party and its controversial president Donald Trump has been known for threatening the American democracy and freedom for the short-sighted economic benefits and intrinsic purposes. This particular case of the official reduction of the public lands has challenged the American constitution, to be concrete, the Theodore Roosevelt's Antiquities Act, which consecutively pushed the public, the private and non-profit sector to fight against the government to protect the natural and cultural heritage of the American people. The Patagonia company with its business and activist reputation has been a leading voice within this protesting campaign.

Patagonia, sincere to its values "Building the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis" together with the company's respected status and potential has been involved throughout its entire history in many environmental projects. While many sceptics claim altruistic actions of the Patagonia brand as a clever marketing to provoke a higher product turnover, the company has helped to rally public attention, boycotted and contributed to changes within the civil issues.

As previously stated, the company indeed has served as a tool for environmental activism. Through their campaign "The New Localism" Patagonia advocated citizens' protection of natural heritage. Beside multiple environmental actions, Patagonia achieved removal of dams all around the North and South America leading in supporting and strengthening the river's biodiversity, blocking the construction of a ski resort in the remote area in the mountains of British Columbia in Canada, which could ultimately threaten the place's wilderness, last but not least Patagonia helped to raise money to protect an iconic surfing spot, the Californian Punta de Lobos allowing to preserve its natural beauty.

The most recent struggle for the home planet is Patagonia fighting at the legal court. Following an unsuccessful activists fight of protecting the American public Patagonia filed

a lawsuit against the administration of Donald Trump as the president issued an executive order for the largest elimination of protected public lands in American history.

The immense geographical region unfolding over the major part of the Utah state has been recognised for its natural, archaeological and cultural heritage. Besides its picturesque red sandstone appearance and the geological treasury, it is also a cultural heritage, a sacred place of five tribes of the Native American people. This place was called home by the original indigenous people long before the settlers, predominantly the Mormon community, have entered this place within the Utah desert in the 19th century.

The original tribes of Navajo, Hopi, Pueblo of Zuni, Ute Mountain and Ute Indians have been sharing this significant spiritual place for centuries until the Western settlers colonized this Utah land. The United States contains an enormous portion of land and according to the Atlantic article, The Brief Guide to legally Shrinking the National Monument, “a little less than a third of it is owned by the government. The Constitution gives Congress the sole responsibility to manage and dispose of all that land, but it can delegate some of that power to another branch by passing a law.”

In 1906, the then president Theodore Roosevelt signed into law the Antiquities Act of 1906 which gave presidents the power to create national monuments, an alternative to national park, a place which deserves for its natural uniqueness and cultural heritage a federal protection. This supreme privilege was taken into account, besides other previous cases, in 1996, by the democrat president Bill Clinton when he named one of the precious Utah sites, Grand Staircase-Escalante, a National Monument. Few years later, in 2016, the subsequent president Barack Obama, just a couple days before his official reach of the final mandate, heard the request of several Indians groups and the environmentalists’ urge to protect the other Utah precious site, the Bears Ears. As a result, the president Obama set aside this place containing 1.8 million acres for use of all American people and to shield the natural beauty and the area’s cultural resources under federal conservation.

This preservation achievement was a collaborative process over the years of multiple grassroots organizations lead by the Bears Ears Inter-Tribal Coalition, also supported by the Patagonia brand. Patagonia Inc. together with the brand ambassador, activist and enthusiastic climber, Josh Ewing produced a short documentary *Defined by the line* and later launched with collaboration with Google a visual and interactive virtual campaign showing the beauty and importance of the place. However, the historic moment celebrating the valued landscaped did not last long. The recent transformation of power in the White House in 2017 was a sudden threat for the sacred place.

The worries about natural conservation were legitimized when the Republicans urged the president Trump to extract both monuments from the federal protection in order to let the Utah state to use its natural resources for economic growth through gas, oil and mineral mining and infrastructure development benefiting the local people by creating new job opportunities and creating economic growth.

While it is understandable federal lands should benefit its people through their national resources, it is important to point out some lands are just too precious to be utilized for a temporary economic growth. Their natural and cultural legacy is worth more than the industrial and commercial development. That was the case of the Bears Ears and the reason why Patagonia and other activist groups stepped in with the final result Obama declaring the Bears Ears as the National Monument at the end of 2016.

The flaw in the current Trump's decision of reducing these public lands and revoking their status of National Monuments will make this area vulnerable, losing its environmental protection potentially opening the place to big corporate developers and the oil and gas industry. It is indisputable such a regulation will benefit the few not the many, the very opposite of what president Trump agitates. Furthermore, it would challenge the national wild areas and its cultural heritage and restricting the enormous recreational, economic, spiritual and ecological value the protected land offered up till that moment for the generations.

When Donald Trump issued the executive order to abolish the national monuments, American people stepped in by participating at the public demonstration in April 2017, at the People's Climate March in Washington DC. The Patagonia brand, devoted to its environmental responsibility, also joined the national protest against the illegal action pursued by the White House. "We're watching the Trump administration's actions very closely and preparing to take every step necessary, including legal action, to defend our most treasured public landscapes from coast to coast," said Rose Marcario, the CEO of outdoor clothing and gear retailer in her statement on the official Patagonia website.

The Patagonia management referred to the Antiquities Act claiming that the president Trump has faulted in legal interpretation. This discussed law enables the official administration in power only create to National Monuments and does not provide the supreme authority to rescind the previous legal protective decision.

However, Donald Trump, ignoring limits of his political competence, decided in December 2017 to take away the federal ownership and protection and favoured the Utah state legislators to take over the land. Patagonia being critical to the president attacked his decision by launching on their official retail website a bold campaign "The president stole your land" describing the whole history and information about the issue together with personal confession and storytelling of the local people, activists and athletes finding home, happiness, peace and inspiration at the Bears Ears National Park.

Patagonia taking advantage of the common right of freedom of speech and freedom to information notifies the website visitors about the illegal administration process and encourages the user to join Patagonia and other political activist in supporting Utah's public lands by clicking on the "Take Action Now" button which links the audience directly to tweet the president Trump and the secretary of the Interior Ryan Zinke.

While Patagonia audacious statement was subsequently criticized by the very Secretary Zinke and others conservatives for using political statement to market the brand and boost the company's profit, Patagonia attitude is a legitimate activist and corporate step of not

conforming to the governmental authority. Alex Baiocco in his article “Is Patagonia Destroying Democracy?” for the Institute for Free Speech, Baiocco justifies Patagonia approach saying “If all of these people are able to join forces and convince other Americans that they should also care about what the government is doing regarding public lands, then they have a shot at actually affecting the government’s actions. That really is the democratic process at work.”

If Patagonia can really achieve its mission and encourage other brands in the similar holistic attitude ‘of using business to inspire and implement solutions to the (environmental) crisis’ the public place could be indeed a more democratic and civic landscape.

6.) RESEARCH: PROTECT BEARS EARS

In this section, I will pursue a quantitative content analysis acquiring data collection method based on the timeline of the current campaigns of the Patagonia, Protect the Bears Ears, to validate my hypothesis the brand is infusing activist brand journalism into the business throughout transmedia storytelling.

This quantitative content analysis method has been defined by Bernard Berelson. According to Berelson (1952) this method offers “an emblematic a research technique for the objective, systematic and quantitative description of the manifest content of communication.” With this being said, the Content Analysis will be a legit methodology to validate my hypothesis and answer my research questions.

Trampota and Votěchovská in their book, *Methods of media research*, state the quantitative content analysis serves in investigating media texts and their attributes, which contain a repetitive quality. This repetitive characteristic is the subject of a research inquiry. This method uses statistical data that can be presented in tables or graphs. Its advantage is especially clear and accurate results. It requires strong standardization that ensures high reliability. Quantitative research is also easily verifiable, transferable or replicable. On the other hand, a disadvantage of the quantitative content analysis is the reality it reduces the

examined fact only to quantifiable phenomena, while elements that cannot be quantified are often more significant than the measured ones. (Trampota, Vojtěchovská, 2010, s. 17, 103, 110).

Most of the research inquiries that work with quantitative content analysis use the so-called multi-level sample design method . First, it is necessary to identify the sources of the content - which media will be examined; subsequently select a specific edition of the researched titles. The next step of quantitative content analysis is the selection of the unit of measurement or coding unit, ie the smallest element of the analysis, in which the selected variables and their categories will be observed. The core of the research is the construction of content categories of individual variables that the analyzed units of analysis can acquire. A researcher works with a codebook where she writes down the acquired values. When the entire coding is finished, the researcher uses the obtained data and applies them to the determined research problem. (Trampota and Vojtěchovská, 2010, p. 105 - 107).

This section aims to analyze the communication strategy of Patagonia brand and how the company approached the issue of the Bears Ears controversy. For the research, it has been selected 17 multimedia narratives with a timeline of 4.20.2015 to 7.11.2019. They were extracted from the mentioned blog website, *the Cleanest Line*, and the brand's catalogs. These two medias are essential for Patagonia to inform its customers about relevant environmental and social matters.

The specific selection occurred through browsing the Cleanest Line database searching for the term "Bears Years." This way it was obtained 14 various projects. Moreover, the catalog library was searched and 3 catalogs were selected, which contained the topics of the Bears Ears situation. These projects are considered variables, which each acquire certain values. The chosen variables contain their inherent values. The detailed table describing the certain values and their format is presented in the final Appendix A.

The campaign *Protect Bears Ears* is part of the *New Localism* campaign and it is the main umbrella initiative gathering different sub cross-media projects all with the same topic - the Bears Ears and the Grand Stair Escalante National Monuments. One can find a short film describing the natural beauty and cultural heritage of the place, a specific multimedia website bears.earspatagonia.com *This is Bears Ears* offering a virtual reality experience or a 360° experience of the site. For this experience Patagonia joined forces with Google Maps.³

Moreover, Patagonia informed about the Bears Ears and Grand Stair Escalante through two podcast series⁴: *the Endangered Spaces - The Bears Ears and Grand Stair Escalante*, which were hosted and produced by the Patagonia partner podcast project, the *Dirtbag Diaries*. Also, there have been written multiple online blog posts and written essays in the company clothing catalogs, a produced two short movies, *Define by the Line* and *Messengers* and last but not least, the very first TV advertisement the brand launched.⁵

What's is interesting about this ad is the fact the advertisement it is not about the clothing product but about the environmental stewardship value the company has to protect the wild place, an invitation to people to take action through signing a petition and reach out the senators, presentations and talks about the subjects at the Patagonia stores or local demonstrations. These projects vigorously inform Patagonia's customers and the general audience about the current state of the Bears Ears, which their president of the United States stole the National Monument from them through the executive order. All these events and campaigns will be quantitatively researched subsequently in this chapter.

As far as the actual content of each project of the *Protect Bears Ears* campaign, the research showed the one and only theme was to bring the awareness of the Bears Ears situation absolutely lacking any brand promotion. The complete set of the 18 projects talk explicitly about the Public Land controversy, The project either develops the controversy

³ See Appendix: Section Images, No. 3, *This is Bears Ears, VR Campaign*

⁴ See Appendix: Section Images, No. 4, *the Endangered Spaces - The Bears Ears and Grand Stair Escalante (The Dirtbag Diaries)*

⁵ See Appendix: Section Images, No. 5, *Define by the Line*

as an explicit update on the Bears Ears situation, or as a description of the unique desert place, through a story of a narrator, whether it is an activist, a local or one of the brand's sport ambassadors.

One of the reasons, there is such a diverse content focus (such sport, politics, environment and local people) is the fact, the precious land in dispute stretches over the spiritual area of the Native Americans whom the land belongs, at the same time this place is used for recreational use yet with very little impact, while overall the current American government wants to take advantage of the region for economic pursuits of extracting oil.

Another absolute number the researched showed in terms of environmental awareness. Every single multimedia entry deal with environmental advocacy. At the same time, none of the researched articles carried characteristics of Greenwashing, which shows Patagonia is not a superficial brand taking advantage of the green marketing strategy.

On the contrary, again every single project contained a call for action to stand up and get involved in the situation whether it was to sign an attached petition, text a politician, write a letter to a senator, donate money to the cause or participate and volunteer.

Another interesting fact was acquired through analysing the media the brand used to spread the information. The following visual, the Chart 1, shows and confirms the mentioned hypothesis of transmedia storytelling anchored by Henry Jenkins. Patagonia indeed takes advantage of the multimedia opportunity to promote their message throughout various media outlets.

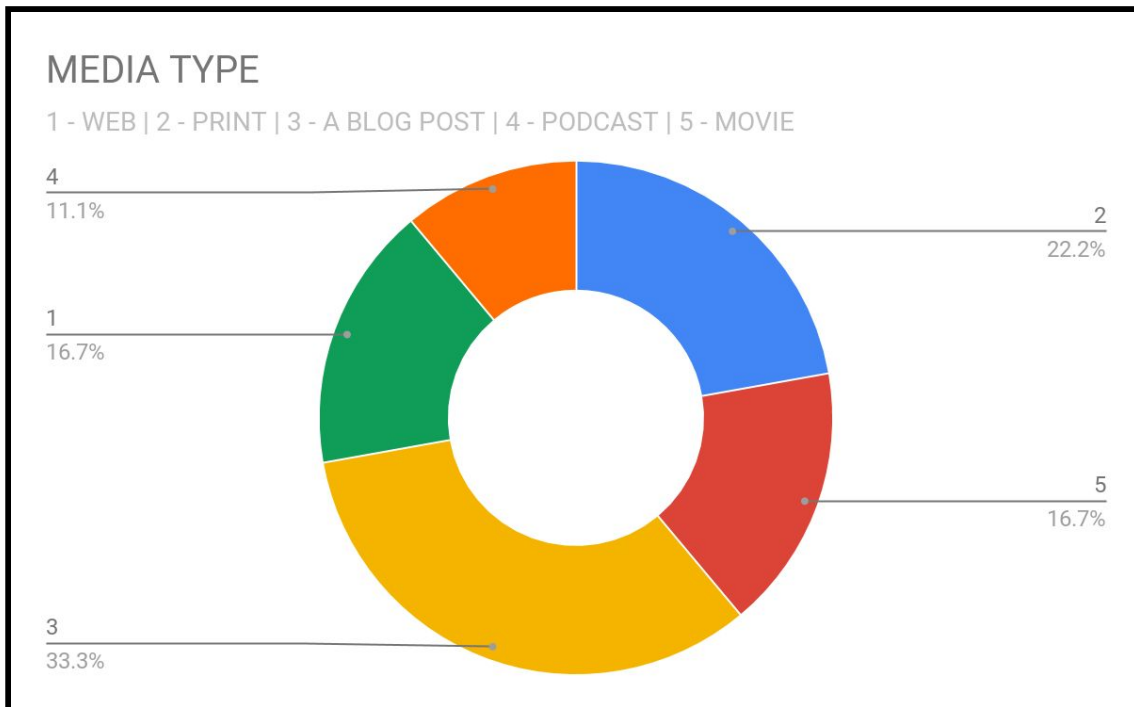


Chart 1. Media Type | Analysis what kind of media the campaign Protect Bears Ears uses

The graph shows the majority of the content has been produced as an Internet blog. Followed by shared position of movie and a website channel. Here it is important to mention the essence of certain two features.

One of the movies, *This is Bears Ears*, was produced with collaboration with Google Maps allowing the visitor to explore, experience, and take action to defend the American threatened National Monument via virtual reality. It is an innovative and attractive way to capture audience attention and therefore spread the message with more efficiency.

We designed a super clean UI that allowed people to explore by topic, chapter, or geography, essentially using the browser as a window to Bears Ears. Details and design got out of the way. The medium of the web allowed for wide distribution and helped people experience the bigger context of what is at stake. We also created a VR version of the site that worked on mobile devices and shown in Patagonia stores. (*Webby for Good, 2018*)

Another interesting insight is connected to the other movie project, *Why is Patagonia Fighting Public Lands?* This video is the very first advertisement Patagonia has ever

produced for a TV broadcast. The brand has never done it before to promote their products. However, this time Patagonia choose to advertise on TV only to spread the message to protect the Public Lands.

What is fascinating from the marketing perspective, during this ad, there is no any camera close-up on the Patagonia logo. The only exposure to the brand is at the end of the video, when Patagonia urge the viewers to text "DEFEND" to 52886. Doing so people can contact their governor and congressional representatives and ask them to stand up in defense of public lands.

On a similar note, the following graph describes how much political reference Patagonia employs in their communication strategy. Out of the total 17 projects, Patagonia was mentioning 15 times American politicians. In their blog posts, essays, videos, podcast or websites the outdoor company referred to Barack Obama, Donald Trump, Secretaries of Utah State or other authorities, which one can say is a quite anomalie given the fact the reference is a part of communication strategy of a clothing company.

On the other hand, it is a proof Patagonia goes beyond its profit making objectives while producing outdoor clothing. The significant amount of political reference, is an evidence Patagonia took a role of being a watchdog of the official authorities being interested in public issues relevant to the brand.

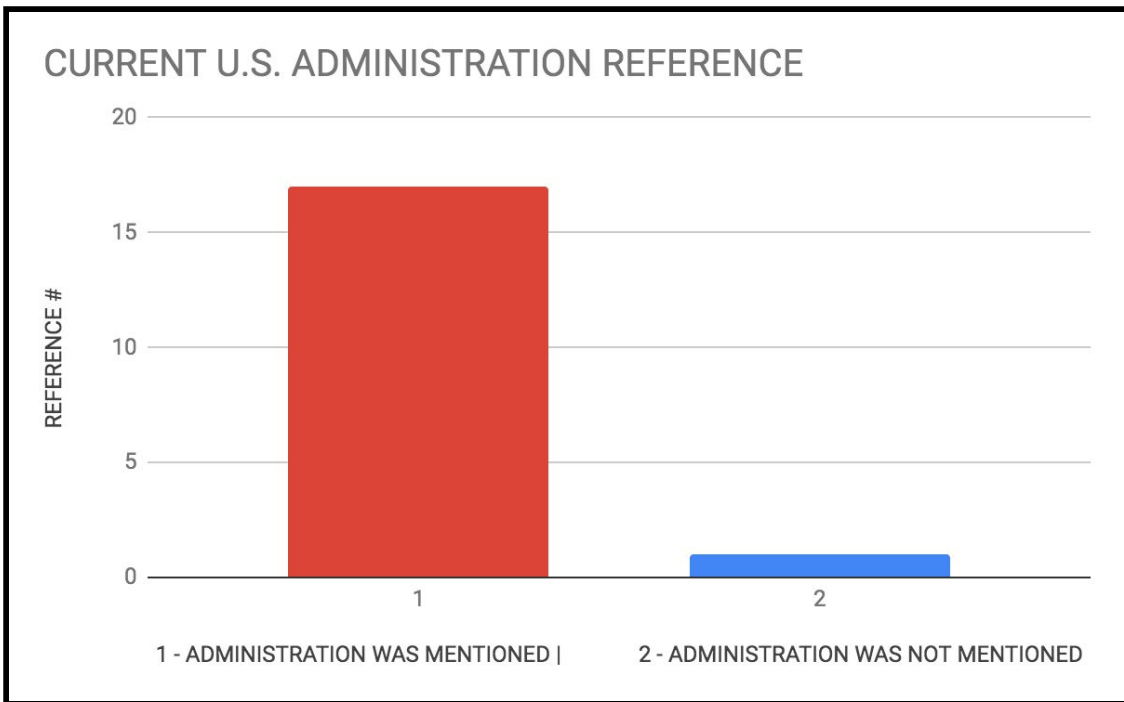


Chart 2. US Administration Reference | Analysis how often the Campaign Protect Bears Ears mentions the American government and official authorities

Another concept, this thesis aimed to explore was the notion of Patagonia as the activist company. Earlier, this work has already talked about multiple philanthropic projects Patagonia brand has pursued. The lower chart refers directly to the *Protect Bears Ears* campaign and analyzes how much the brand collaborates with the activists organizations and how much space Patagonia give them in their communication strategy. Looking at the graph, Patagonia frequently gives a reference to non-profit organizations. Out of 18 projects, Patagoni mentions 15 times a nonprofit organization. Among others, one of the exceptions the TV ad. More details are again in the Appendix table.

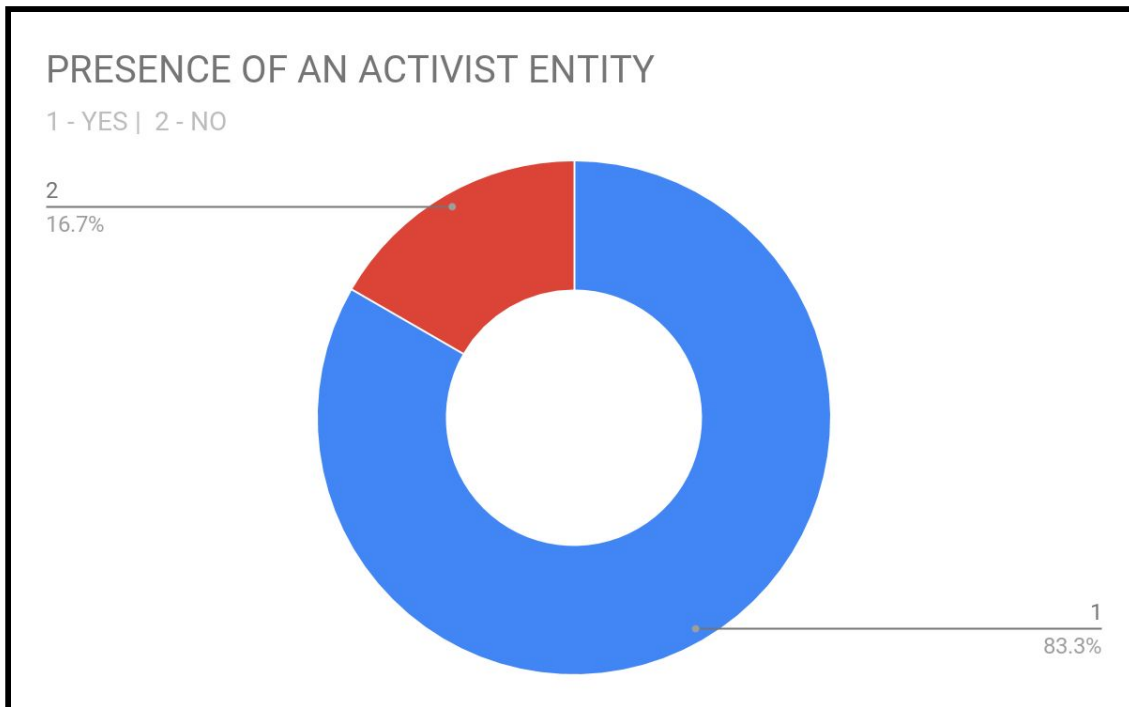


Chart 3. Presence of Activists | Analysis whether Patagonia collaborates during the Protect Bears Campaign with any activist organizations (grass-roots, non-profits, etc.)

The last but not the least graph talks about the Written Style Patagonia has been using throughout the Protect Bears Ears Campaign. Looking at the visual, one can read Patagonia during this campaign did not pursue any explicit marketing technique to promote their clothing product. During this project, the main topic was just and only the content referring to Public Lands whether it was through journalism or storytelling techniques. However, it is important to acknowledge that on a subconscious level, the viewer would associate any of the content with the brand, which can/ or not possibly lead into purchasing more products from the brand. However, this is a subject for further research.

Moreover, in this case of the Written Style, it is important to add, the values of the variables were challenging to anchor, which could possibly influence the results. The way I differentiated journalism from opinion journalism and storytelling was based on the basic journalist techniques. When a text contained opinion, subjective reference, words as “I/ Mine/ Me/ We/ Ours/ Us” or emotion laden words, then I classified the text as opinion journalism. When the text acquired elements of a personal narrative then I would classify

the text as storytelling. I would consider a text as a marketing when I would capture more focus on the product itself. However, this instance did not occur.

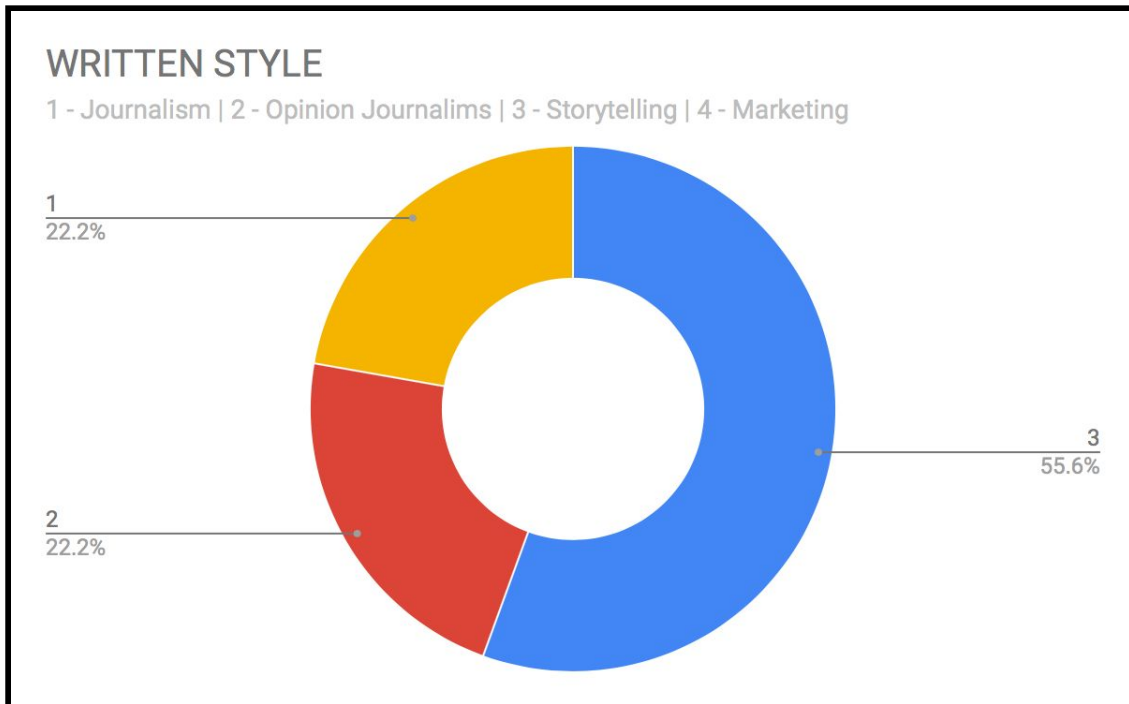


Chart 4. Writing Style | Analysis of applied writing style within the Protect Bears Campaign

Last but not least, it is worth of mentioning Patagonia does not focus throughout these projects on the brand advertisement - only 8 out of 18 projects promoted the Patagonia logo. What is even more interesting, during these multimedia entries Patagonia also displayed other competing brands of the outdoor clothing industry such the Black Diamond, La Sportiva, Petzl, Salamon, Hoka, Outdoor Research, Rab, Nike, Carhart, Mizuno. With this being said, the clear mission behind these Protect Bears Ears campaigns is to inform citizens about the state of their public lands, which belong to them and not to promote the brand itself.

Considering everything, it is also important to mention a quick semantic insight including the narrative structure both gained during the quantitative research. While it is a comment of a qualitative character, it could serve as an interesting observation. When analyzing the content of Patagonia communication strategy I have seen parallels with the structuralist agenda of Yakovlevich Propp. Similar to this Soviet folklorist and scholar, who

investigated basic structural elements of Russian folk tales, I have also found certain logic within Patagonia stories.

Within the Patagonia content there is always a celebration of the wild realm, adventure and nature. Given the fact Patagonia is an outdoor brand, this fact is not surprising. As far as the role within the text and the functions actors carry, the semantic roles within the Patagonia narrative are also very exclusive and permanent. The brand and the so called “dirtbags” and ‘Patagoniacs,’ the outdoor enthusiast and users of the brand’s products, are the main protagonist within these texts. The present ambassadors perform the hero role of the tale, while the locals and grassroots and non-profits personify the function of a loyal sidekick. The founder of the brand, Yvon Chouinard, has the role of the omnipresent god. The big corporations and the corrupted politicians have the role of a villain. In the case of the Protect the Bears Ears campaign, Donald Trump and the mining industry play the function of the ultimate antagonist. The quest worth of taking the leap, setting forth and perhaps to be accomplished is always the nature that should be protected and the local communities that should be cherished.

7.) CONCLUSION

The Californian private profit making company, Patagonia, Inc. besides producing outdoor technical garments has a strong philanthropic vision. Patagonia current mission statement: “We are in business to save our home planet,” together with their values “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis,” prove that making profit and at the same time to be a responsible company is still plausible in the challenging capitalist era of the 21st century.

The California outdoor brand Patagonia strives to meet the label ‘responsible company’ and prove wrong the conventional idea of doing successful business and protect the planet are diametrically opposed objectives. In the Patagonia world, a company can do a good profitable business and do good alongside. While the economic profit is an important fiscal goal for the management, the Patagonia family at the same time uses the whole company

as a tool for a genuine environmental activism the brand strongly stays behind. Among others, Patagonia does so through complex corporate social narrative involving resonating storytelling and stunning visual imagery about current environmental issue inspiring their customers, other businesses and authorities to take actions. Patagonia walks the talk - the brand performs consistent environmental actions with their own claims.

Their corporate sustainable marketing is backed with multiple multimedia projects that confirm the brand's true stewardship for the planet while encouraging its surrounding to be environmentally, socially and politically conscious. This written work aimed to investigate how Patagonia Inc. uses its communication practices, commercial endeavour and business potential "to save the planet."

By entering several markets, that are not inherently related to its original commercial action, the outdoor apparel, but also entering the diverse multimedia realm, this study suggests the Patagonia media presence involves well designed transverse integrated communication strategies. It reflects the transmedia platform that Henry Jenkins refers in his model of transmedia narrative. This model allows the company to carry out a practice with two purposes. The entire communication content the clothing, the catalog, online presence, the documentary feature films, books, interactive websites, lastly also organic food pursuits have in common the the traditional business model and brand building aiming for financial turnover but also the strong sustainable practices and dissemination of these environmental values within their customer community. This complex and coherent penetration across various markets strengthens the brand's narrative of the responsible company.

The pursued researched in this work showed the same characteristics. In the beginning, this paper laid the foundations of the company describing the brand's environmental mission and presenting the problems concerning the Public Lands, namely Protect the Bears Ears and Grand Staircase - Escalante National Monuments. Later, this discussed issue was supported by literature review, followed by the history and overview of the company.

Consequently, I presented a thorough overview of the Bears Ears situation that a reader can orient better in the following quantitative research of media text.

In the category of the research, I analyzed 18 multimedia entries produced by Patagonia to show Patagonia communication strategy aims beyond marketing the product but also to bring an environmental awareness. Such an approach qualifies the brand as “a responsible company,” as Patagonia call itself performing a strong corporate social responsibility.

The analyzed category of multimedia projects concerned about the Protect the Bears situation showed, the main goal is to inform the citizens and customers about the complex conditions this controversy of Public Lands involves. The entire research library proved stewardship and activist features rather than promotion of the brand. At the same time, it is important to mention this procedure gives Patagonia extra media attention. However, Patagonia has claimed its goal is to do good business and at the same time to do good in its previous mission statement “Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.”

Patagonia’s marketing scheme is very elaborated and meaningful for the brand’s identity. The Patagonia campaigns are the basis of their activists objectives and they serve the purpose of helping in the conservation of environment. The way in which their campaigns are designed is barely to sell a product but rather to send a message encouraging their customers to be conscious of their shopping decisions and pursue responsible purchase choice - to buy what they really need. This way Patagonia strives to challenge and alter the traditional American consumerist society and protect the environment. This objective is after all encompassed within the company’s current mission statement: “We’re in the business to save our planet.”

Patagonia uses its global reputation to point out the current environmental and social flaws in the system and to challenge political authorities. It does so through various environmental and anti-capitalist narratives, campaigns and full-length documentaries that has been discussed and analyzed throughout the entire length of this text.

The Patagonia smart marketing strategy saturated with its bold activist performance encountered within the materialistic society goes beyond the current capitalist market. Overall, Patagonia mission shows doing business and being socially and environmentally responsible is not mutually exclusive.

8.) FURTHER RESEARCH AND DISCUSSION PROPOSAL

The following extract written by Terry Tempest Williams, an American author, conservationist, and activist, published at the Patagonia booklet *2018 Environmental + Social Initiatives* ironically finds a witty parallel of the current situation with the legendary fabled Western storytelling.

“What this country needs is a businessman for president,” says Gatewood, the banker in John Ford’s classic western, “Stagecoach” set in Monument Valley, the Valley where the Bears Ears are located. He briskly leaves town with a satchel full of money stolen from his clients. Ford’s film was made in 1939.

Nearly 80 years later, the United States indeed have a businessman for a president, and he, too, is stealing from his constituents, only it’s more than money. Donald J. Trump and his chief henchman, Interior Secretary Ryan Zinke, are robbing the American people of incomparable protected landscapes like Grand Staircase-Escalante and Bears Ears National Monuments in Utah. This is a true crime story happening in real time right before our eyes. (Patagonia, 2018, p.111)

It is fascinating yet alarming this true crime story is happening in real time not only before American eyes, but also before eyes all around the whole world. The Western Civilization is facing a currently very disputed political crisis, where businessmen and oligarchs are taking control over the national states. Their policy behaviour is often far away from the traditional roles of the statesman to take care of their countries and its people. The well-being of the citizens and the overall growth of the internal economy is replaced by deceptive populism. Politicians favors their related business concerns over the complex needs of the country ultimately creating very controversial conflicts of interest.

The Czech Republic, the country where this thesis was written for, is not exception. A British journalist, Jon Henley in his article *How populism emerged as an electoral force in Europe*, talks how the Czech Republic became one of the many populist countries in Europe, with the dominating Poland, Hungary, Bulgaria and Italy.

The Czech Republic is also under the power of a businessman, whose business controls the majority of the Czech agricultural land. Mistr Babiš, the current Czech prime minister, is at the same time the Czech Republic's second-richest person. Babiš owns the Czech biggest corporation, Agrofert, a gigantic industrial concern that has an almost total monopoly over Czech food processing industry and agriculture. In certain ways, Andrej Babiš is a Donald J. Trump-like character. Babiš controversial agricultural techniques seriously damage the national environment growing rapeseed on most of the Czech agricultural land. This use of pesticides is killing the country's bees, which eventually influence the Czech biodiversity and the conditions the soil and everything what is dependent on it (fauna, flora, people).

While this Czech environmental problem has a different background from the Protect the Bears Ears it shares the business motives to squeeze the most out of the country land as possible omitting the environmental harm and consequences. It would be interesting if the Czech outdoor companies can get indeed inspired Patagonia and their motive "to use business to inspire and implement solutions to the environmental crisis" and replicate similar not only similar sustainable production model but also adapt their communication strategies. Czech brands can also speak up for their values they build their business on - to protect the Czech public land that *provided* them its playground to build their business around it.

Another meaningful opportunity can be found within the Patagonia's Environmental Grants and Support Program and the related Tools for Grassroots Activist Conference. Similarly as multiple international non-profits, listed at the The New Localism Project, allowed Patagonia to assist them throughout their challenges with the threatened environmental and the related political authorities, a Czech non-profit can engage as well. As seen within this thesis, it has been proven that the Patagonia company has a strong communication expertise, which is moreover even willing to share with others "to save the planet."

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APPENDIX

Appendix No.1: screen shot of the results of the quantitative content analysis

NAME	DATE	MEDIA TYPE	WRITTEN STYLE	CONTENT	ENVIRONMENTAL AWARENESS	UNDERSTANDING PRESERVE	CORRELATION REFERENCE	PRESENCE OF NARRATOR	SOURCE CREDIT	FORMAT OF THE CONTENT	CONTENT FOCUS	CONTENT TOPIC	CALL FOR ACTION	PRESENCE OF ACTIVIST ENTITY	VISIBILITY OF PATAGONIA LOGO	VISIBILITY OF OTHER OUTDOOR APPAREL BRANDS
1. Protect Bears Ears - Million Show Fry Bread and the Anatomy of a Public Lands Movement	4/20/2015	2	3	1	8	1	1	3	1	1.3	2.3.4	1,2,3,6	1	1	2	1
2. DEFINING BY THE LINE	4/27/2015	5	2	1	8	1	1	1,2,3	2	1,2,3	1,2,3,4	1,2,3,4,6	1	1	1	2
3. This Time Is Now: Protect Bears Ears	5/20/2016	2	2	1	8	1	1	4	2	1	1,2,3,4	1,2,6	1	1	2	2
4. 36 Hours to Block: Do the Roadblocks at Bears Ears National Monument	7/22/2016	2	3	1	8	1	1	3,4	1	1.3	2,3,4	1,2,3,6	1	1	1	1
5. A Letter Writing Party to Protect Bears Ears	10/20/2016	3	3	1	8	1	1	1	4	3	1,2,3	1,2,3,4,6	1	1	1	1
6. Collaborate Bears Ears	12/28/2016	1	2	1	8	1	1	1,2,3	1	1.3	1,2,3,4	1,2,3,4,6	1	1	1	1
7. Discover Bears Ears: Patagonia Spring 2017 Catalog (p.3)	3/8/2017	3	2	1	8	1	1	4	2	1	2,3,4	1,2,6	1	1	1	2
8. The President Didn't just Lie!	2/4/2017	1	1	1	8	1	1	5	1	1.2	1,2,3,4	1,2,6	1	1	2	2
9. This is Bears Ears	March 2017	1	3	1	8	1	1	1,2,3	1	1,2,3	1,2,3,4	1,2,3,4,6	1	1	1	1
10. Why is Patagonia Fighting Public Lands?	5/28/2017	5	3	1	8	1	1	4	2	3	3	2	1	2	1	2
11. Response to the House Committee on Natural Resources	10/10/2017	3	3	1	8	1	1	4	1	1	2,3,4	1,6	1	1	2	2
12. The President Stole Your Land and You Were Lied to	3/29/2017	3	1	1	8	1	1	4	1	1.2	2,3	1,2,6	1	2	2	2
13. Endangered Species: Bear Ears	4/10/2017	4	3	1	8	1	1	1,2,3	1	1.3	1,2,3,4	1,2,3,4,6	1	1	1	1
14. Protect Public Lands	8/22/2017	3	3	1	8	2	1	1	4	3	3,3	3,4,6	1	2	2	2
15. A Woman's Fight	1/24/2018	3	1	1	8	1	1	4	1	1.2	3,3,4	1,6	1	1	2	3
16. Message: A 250-Mile Rally Across Bears Ears and Grand Staircase-Escalante	2/1/2018	5	3	1	8	1	1	1,2,3	4	3	1,2,3,4	1,2,3,4,6	1	1	1	1
17. Why Now is the Time to Act Against the President's Gang?	4/9/2019	2	1	1	8	1	1	4	1	1	2,3,4	1,2,6	1	1	2	2
18. Endangered Species: Bears Ears	7/14/2019	4	3	1	8	1	1	2,3,4	1	1.3	2,3,4	1,6	1	1	1	1

Appendix No. 2:An actual table with the results of the quantitative content analysis:

NAME	DATE	MEDIA TYPE	WRITTEN STYLE	CONTENT	ENVIRONMENTAL AWARENESS	GREENWASHING PRESENCE	CURRENT US ADMINISTRATION REFERENCE	PRESENCE OF NARRATOR	SOURCE CREDIT	FORMAT OF THE CONTENT	CONTENT FOCUS	CONTENT TOPIC	CALL FOR ACTION	PRESENCE OF ACTIVIST ENTITY	VISIBILITY OF PATAGONIA LOGO	VISIBILITY OF OTHER OUTDOOR APPAREL BRANDS
1. Protect Bears Ears – Mutton Stew, Fry Bread and the Anatomy of a Public Lands Movement	4.20.2015	2	3	1	1	8	1	3	1	3	2, 3, 4	1, 2, 3, 6	1	1	2	1
2. DEFINE BY THE LINE	4.27.2015	5	2	1	1	8	1	3	2	3	1, 2, 3, 4	1, 2, 3, 4, 6	1	1	1	2
3. The Time Is Now: Protect Bears Ears	5.20.2016	2	2	1	1	8	1	4	2	1	1, 2, 3, 4	1, 2, 6	1	1	2	2
4. 36 Hours In Bluff: On The Road Towards A Bears Ears National Monument	7.22.2016	2	3	1	1	8	1	4	1	3	2, 3, 4	1, 2, 3, 6	1	1	1	1
5. A Letter Writing Party to Protect Bears Ears	10.20.2016	3	3	1	1	8	1	1	4	3	1, 2, 3, 4, 6	1, 2, 3, 4, 6	1	1	1	1
6. Celebrate Bears Ears	12.29.2016	1	2	1	1	8	1	3	1	3	1, 2, 3, 4	1, 2, 3, 4, 6	1	1	1	1
7. Discover Bears Ears: Patagonia Spring 2017 Catalog (U.S.)	3.6.2017	3	2	1	1	8	1	4	2	1	2, 3, 4	1, 2, 6	1	1	1	2
8. The President Stole your Land	12.4.2017	1	1	1	1	8	1	5	1	2	1, 3, 4	1, 2, 3, 6	1	1	2	2
9. This is Bears Ears	03/2017	1	3	1	1	8	1	3	1	3	1, 2, 3, 4	1, 2, 3, 4, 6	1	1	1	1

10. Why is Patagonia Fighting Public Lands?	9.28. 2017	5	3	1	1	8	1	4	2	3	3	2	1	2	1	2
11. Response to the House Committee on Natural Resources	12.19 .2017	3	3	1	1	8	1	4	1	1	2, 3, 4	1, 6	1	1	2	2
12. The President Stole Your Land and You Were Lied to	3.29. 2017	3	1	1	1	8	1	4	1	1, 2	2, 3	2, 6	1	2	2	2
13. Endangered Spaces: Bear Ears	4.10. 2017	4	3	1	1	8	1	3	1	1, 2, 3	1, 2, 3, 4, 6	1, 2, 3, 4, 6	1	1	1	1
14. Protect Public Lands	8.22. 2017	3	3	1	1	8	2	1	4	3	1, 3	3, 4, 6	1	2	2	2
15. A Monumental Fight	1.24. 2018	3	1	1	1	8	1	4	1	1, 2	2, 3, 4	1, 6	1	1	2	2
16. Messengers: A 250-Mile Relay Across Bears Ears and Grand Staircase-Escalante	2.1. 2018	5	3	1	1	8	1	3	4	3	1, 2, 3, 4	1, 2, 3, 4, 6	1	1	1	1
17. Hey, How is the Lawsuit Against the President Going?	4.9. 2019	2	1	1	1	8	1	4	1	1	2, 3, 4	1, 2, 6	1	1	2	2
18. Endangered Spaces: Bears Ears	7.14. 2019	4	3	1	1	8	1	4	1	2, 3, 4	1, 3, 4	1, 6	1	1	1	1

Appendix No. 3: A template of the coding book with variables, their format and values.

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
<p>1) Name of the project</p>	<ol style="list-style-type: none"> 1. <u>Protect Bears Ears – Mutton Stew, Fry Bread and the Anatomy of a Public Lands Movement</u> 2. <u>DEFINE BY THE LINE</u> 3. <u>The Time Is Now: Protect Bears Ears</u> 4. <u>36 Hours In Bluff: On The Road Towards A Bears Ears National Monument</u> 5. <u>A Letter Writing Party to Protect Bears Ears</u> 6. <u>Celebrate Bears Ears</u> 7. <u>Discover Bears Ears: Patagonia Spring 2017 Catalog (U.S.)</u> 8. <u>The President Stole your Land</u> 9. <u>This is Bears Ears</u> 10. <u>Why is Patagonia Fighting Public Lands?</u> 11. <u>Response to the House Committee on Natural Resources</u> 12. <u>The President Stole Your Land and You Were Lied to</u> 13. <u>Endangered Spaces: Bear Ears</u> 14. <u>Protect Public Lands</u> 15. <u>A Monumental Fight</u> 16. <u>Messengers: A 250-Mile Relay Across Bears Ears and Grand Staircase-Escalante</u> 	<p>XXX</p>

	17. <u>Hey, How is the Lawsuit Against the President Going?</u> 18. <u>Endangered Spaces: 2Bears Ears</u>	
2) Date	MM.DD.YYYY	MM.DD.YYYY
3) Media Type	1 - 5	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	1 - 4	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1 - 2	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1 - 2	1 - Yes 2 - No
7) Greenwashing presence	1 - 8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 - 2	1 - yes 2 - no
9) Presence of a narrator	1 - 4	1 - athlete ambassador 2 - local 3 - activist 5 - the brand narrator 6 - N/A
10) Source Credit	1 - 4	1 - yes 2 - vague yes 3 - vague no 4 - no
11) Format of the Content	1 - 3	1 - facts 2 - visual communication

		(graphs, maps, etc) 3 - story
12) Content Focus	1 - 3	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1 - 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1 - 2	1 - Yes 2 - No
15) Presence of An Activist Entity	1 - 2	1 - Yes 2 - No
16) Visibility of Patagonia logo	1 - 2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1 - 2	1 - Yes 2 - No

Appendix No. 4: A set of 18 the coding books with actual variables, their format and acquired values. The titles and forat of the variable contain hypertextual link referring to the actual online project.

1. PROTECT BEARS EARS – MUTTON STEW, FRY BREAD AND THE ANATOMY OF A PUBLIC LANDS MOVEMENT

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Protect Bears Ears – Mutton Stew, Fry Bread and the Anatomy of a Public Lands Movement</u>	
2) Date	04.20.2015	MM.DD.YYYY
3) Media Type	2	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	3	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no

		4 - no
11) Format of the Content	1, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Utah Diné Bikéyah)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

2. DEFINE BY THE LINE

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>DEFINE BY THE LINE</u>	
2) Date	04.27.2015	MM.DD.YYYY
3) Media Type	5	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	2	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1 & 2, 3	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	2	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	1, 2, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Friends of Cedar Mesa)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

3. THE TIME IS NOW: PROTECT BEARS EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>The Time Is Now: Protect Bears Ears</u>	
2) Date	05.20.2016	MM.DD.YYYY
3) Media Type	2	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	2	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	2	1 - yes 2 - vague yes

		3 - vague no 4 - no
11) Format of the Content	1	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

4. 36 HOURS IN BLUFF: ON THE ROAD TOWARDS A BEARS EARS NATIONAL MONUMENT

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>36 Hours In Bluff: On The Road Towards A Bears Ears National Monument</u>	
2) Date	07.22.2016	MM.DD.YYYY
3) Media Type	2	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	3 (narration story)	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama, Interior Secretary Sally Jewell)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	3, 4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A

10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no 4 - no
11) Format of the Content	1, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Friends of Cedar Mesa, Southern Utah Wilderness Alliance non-profits)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

5. A LETTER WRITING PARTY TO PROTECT BEARS EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>A Letter Writing Party to Protect Bears Ears</u>	
2) Date	10.20.2016	MM.DD.YYYY
3) Media Type	3	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Sec. Of Interior, Sally Jewel)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	4	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Bears Ears Coalition, Friends of Cedar Mesa)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

6. CELEBRATE BEARS EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Celebrate Bears Ears</u>	
2) Date	12.29.2016	MM.DD.YYYY
3) Media Type	1	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	2	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1 & 2, 3	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no 4 - no
11) Format of the Content	1, 3	1 - facts

		2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Friends of Cedar Mesa, Utah Diné Bikéyah)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

7. DISCOVER BEARS EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	https://issuu.com/thecleanestline/docs/patagonia_spring_2017_us	
2) Date	03.06.2017	MM.DD.YYYY
3) Media Type	3 Patagonia Spring 2017 Catalog (U.S.)	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	2 (‘our coalition, aggressive attempts, we, on behalf Bears Ears’)	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama, Trump's administration)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	2	1 - yes 2 - vague yes 3 - vague no

		4 - no
11) Format of the Content	1	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

8. THE PRESIDENT STOLE YOUR LAND

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>The President Stole your Land</u>	
2) Date	12.04.2017	MM.DD.YYYY
3) Media Type	1	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	1	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Donald Trump)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	5	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no

		4 - no
11) Format of the Content	1, 2	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

9. THIS IS BEARS EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>This is Bears Ears</u>	
2) Date	03.XX.2017	MM.DD.YYYY
3) Media Type	5 (VR)	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (tribe coalition)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1, 2, 3,	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	1, 2, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

10. WHY IS PATAGONIA FIGHTING PUBLIC LANDS?

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Why is Patagonia Fighting Public Lands?</u>	
2) Date	09.28.2017	MM.DD.YYYY
3) Media Type	5 (Ad)	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Sec. Zinki)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4 (YCH)	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	2	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	3	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	2	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	2	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

11. RESPONSE TO THE HOUSE COMMITTEE ON NATURAL RESOURCES

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Response to the House Committee on Natural Resources</u>	
2) Date	12.19.2017	MM.DD.YYYY
3) Media Type	3 (a letter)	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Rob Bishop)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4 (YCH)	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes

		3 - vague no 4 - no
11) Format of the Content	1	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

12. THE PRESIDENT STOLE YOUR LAND AND YOU WERE LIED TO

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>The President Stole Your Land and You Were Lied to</u>	
2) Date	03.29.2017	MM.DD.YYYY
3) Media Type	3	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	1	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Trump, Zinke)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes

		3 - vague no 4 - no
11) Format of the Content	1, 2	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	2	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

13. ENDANGERED SPACES: BEAR EARS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Endangered Spaces:</u> <u>Bear Ears</u>	
2) Date	04.10.2017	MM.DD.YYYY
3) Media Type	4	1 - web 2 - print 3 - a blog post 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Trump, Zinke)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1, 2, 3	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	1	1 - yes 2 - vague yes

		3 - vague no 4 - no
11) Format of the Content	1, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Friends of Cedar Mesa)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

14. PROTECT PUBLIC LANDS

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Protect Public Lands</u>	
2) Date	08.22.2017	MM.DD.YYYY
3) Media Type	3 <u>Patagonia Catalog Fall 2017</u> <u>(U.S.)</u> p.108	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	2	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	4	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 3	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	2	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

15. A MONUMENTAL FIGHT

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>A Monumental Fight</u>	
2) Date	01.24.2018	MM.DD.YYYY
3) Media Type	3 (Patagonia Environmental + Social Initiatives 2017 Catalog P. 36)	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	1	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no 4 - no
11) Format of the Content	1, 2	1 - facts

		2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activism Entity	1 (Native Americans coalitions, grassroot conservation groups)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

16. MESSENGERS: A 250-MILE RELAY ACROSS BEARS EARS AND GRAND STAIRCASE-ESCALANTE

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Messengers: A 250-Mile Relay Across Bears Ears and Grand Staircase-Escalante</u>	
2) Date	02.01.2015	MM.DD.YYYY
3) Media Type	5	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama, politicians)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	1 & 2, 3	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 5 - N/A
10) Source Credit	4	1 - yes 2 - vague yes 3 - vague no

		4 - no
11) Format of the Content	3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	1, 2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 3, 4, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Bears Ears Inter-Tribal Coalition)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

17. HEY, HOW IS THE LAWSUIT AGAINST THE PRESIDENT GOING?

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Hey, How is the Lawsuit Against the President Going?</u>	
2) Date	04.09.2019	MM.DD.YYYY
3) Media Type	2	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	1	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Obama, Trump, Utah State Gov.)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no 4 - no

11) Format of the Content	1	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 2, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Nonprofits in the Bears Ears litigation, Native American Tribe Coalition)	1 - Yes 2 - No
16) Visibility of Patagonia logo	2	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	2	1 - Yes 2 - No

18. ENDANGERED SPACES: GRAND STAIRCASE-ESCALANTE NATIONAL MONUMENT

TITLE OF THE VARIABLE	FORMAT OF THE VARIABLE	VALUES
1) Name of the project	<u>Endangered Spaces: Grand Staircase-Escalante National Monument</u>	
2) Date	07.14.2019	MM.DD.YYYY
3) Media Type	4	1 - web 2 - a blog post 3 - print 4 - podcast 5 - movie
4) Written Style	3	1 - journalism 2 - opinion journalism 3 - storytelling 4 - marketing
5) Content	1	1 - awareness of the Bears Ears situation 2 - promotion of the brand
6) Environmental Awareness	1	1 - Yes 2 - No
7) Greenwashing presence	8	1 - 1st Sin 2 - 2nd Sin 3 4 5 6 7 8 - N/A
8) Current US administration Reference	1 (Trump, Obama, federal gov.)	1 - yes 2 - no
9) Presence of the Storyteller/ the ambassador	2, 3, 4	1 - athlete ambassador 2 - local 3 - activist 4 - the brand narrator 6 - N/A
10) Source Credit	1	1 - yes 2 - vague yes 3 - vague no

		4 - no
11) Format of the Content	1, 3	1 - facts 2 - visual communication (graphs, maps, etc) 3 - story
12) Content Focus	2, 3, 4	1 - sport 2 - politics 3 - environment 4 - local people
13) Content Topic	1, 6	1 - update on BE situation 2 - description of the place 3 - experience of narrator 4 - experience of sport.n. 5 - promotion of the brand 6 - environment
14) Call for Action	1	1 - Yes 2 - No
15) Presence of An Activist Entity	1 (Grand Staircase Escalante Partners Non-Profit)	1 - Yes 2 - No
16) Visibility of Patagonia logo	1	1 - Yes 2 - No
17) Visibility of other outdoor apparel brand	1	1 - Yes 2 - No

Appendix No. 5:

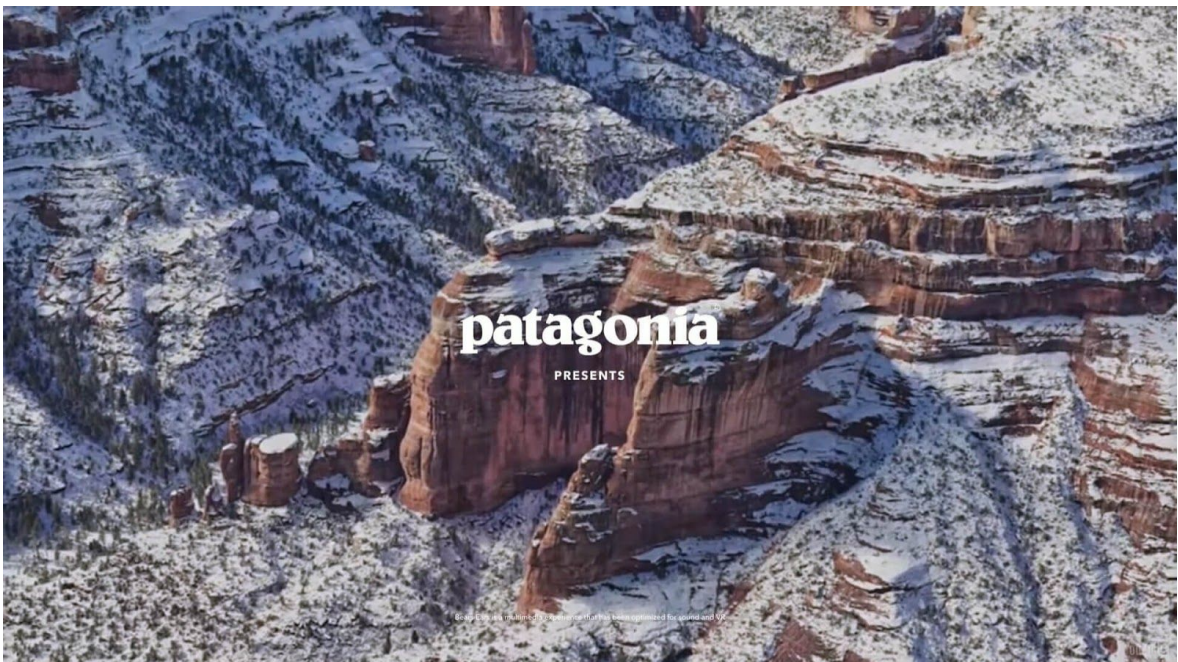
Section Images: No.1, The President Stole Your Land (credit: patagonia.com)

patagonia

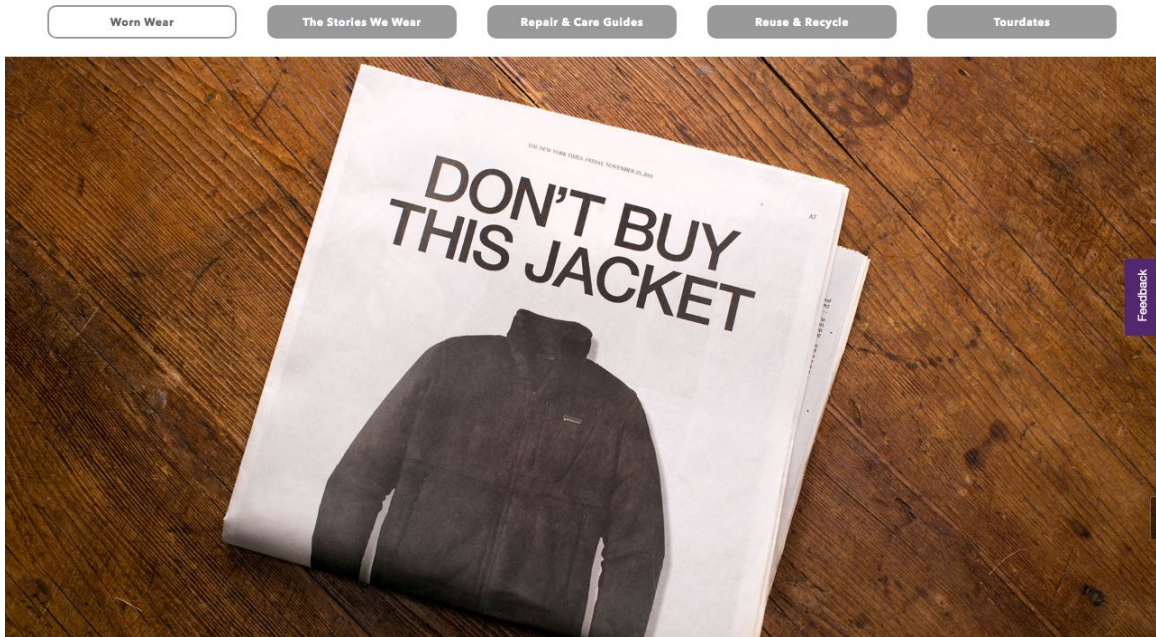
The President Stole Your Land

In an illegal move, the president just reduced the size of Bears Ears and Grand Staircase-Escalante National Monuments. This is the largest elimination of protected land in American history.

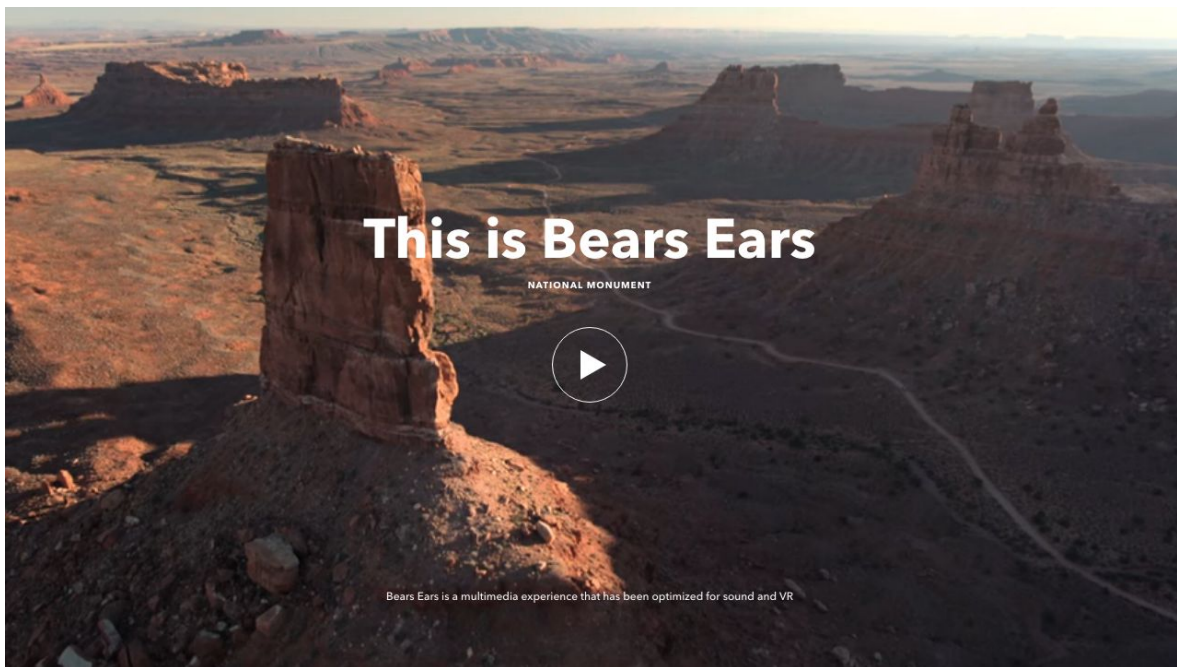
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Section Images: No.2, Don't Buy This Jacket (credit: patagonia.com)



Section Images: No.3, This is Bears Ears (VR Campaign) (credit: patagonia.com)





Storytelling evolved.

—

**Explore Bears Ears
in 360° Virtual Reality.**



Section Images: No.3, Bears Ears Powered by Google (Interactive Website)(credit: patagonia.com)



Section Images: No.4, Endangered Spaces (Podcast) (credit: dirtbagdiaries.com)



Section Images: No.5, Define by the Line (Movie) (credit: patagonia.com)



Section Images: No.6, Why is Patagonia Fighting Public Lands (TV Ad) (credit: patagonia.com)

