



Your Values. Your Money. Your Choices.

www.citizensmarket.org

EXECUTIVE SUMMARY

The Problem

Picture this. The nearest gas stations to your home are a Shell and a Chevron, sitting right across the street from each other. How do you decide between them? You probably don't care where you buy your gas. But you might care about oil spills. Chevron's subsidiary Texaco is responsible for the worst oil disaster in history, having dumped 19 billion gallons of toxic waste and 16 million gallons of crude oil into Ecuador's Amazonian rainforest between 1972 and 1991. To this day, Chevron refuses to account for this behavior.

The private sector has phenomenal power to change the world, for good or for ill. Many of our most pressing societal issues are profoundly impacted by the private sector: pollution and global warming; economic opportunities for women and minorities; labor practices in developing countries; special interest lobbying and campaign financing.

As consumers, we often fail to reward companies with strong performance on these issues – or punish companies with poor performance. We have the leverage to change business incentives, but we need reliable information and tools to make responsible marketplace decisions.

Our Vision

We have a vision where consumers think about corporate social responsibility (CSR) as naturally as they think about product price and quality. The hidden costs behind products are uncovered and social performance is fully integrated into business strategy. Companies compete on every social and environmental issue in our database.

With just a few seconds on our website – www.CitizensMarket.org – you discover that Shell has a much better score than Chevron for social and environmental performance. You can search our user-generated database for thousands of other companies or brands. And you can buy your gas and other products accordingly.

Picture the impact.

Our Mission

To promote socially responsible choices in the marketplace by providing an online platform to share reliable information about the social and environmental performance of companies.

Our Solution

Our nonprofit organization, Citizens Market, is developing a user-generated database to gather reliable information on the social and environmental performance of companies. The database will be free, transparent and accessible online.

Volunteers can contribute information about individual companies' performance in certain categories, such as labor practices, environmental impact or community development. All information is subject to community oversight. Ratings and supporting reviews are filtered and weighted for reliability, as measured by peer reviews. We are designing a data model to accompany the review model; data points will be selected from reputable sources. Our staff will monitor the inputs and aggregate them into profiles and scores for each company in each social topic. Each company's profile will be linked with its brands and products' barcodes.

Our Networks & Partnerships

Citizens Market mobilizes existing networks and expertise of citizens, professionals and organizations interested in corporate social responsibility. We capitalize on the information that established organizations already provide about corporate performance on particular topics, by inviting these organizations to contribute directly to our user-generated platform and by encouraging our community to use their publicly available research and data.

Our Mobile Service

Now picture this. As you fill your gas at Shell you decide to buy a snack for the road. Chex or Pringles? You don't have your computer to check the CSR score behind those brands. So you pull out a cell phone with a built-in barcode scanner. With one swipe over the barcode on a can of Pringles, your phone instantly connects with our database and displays the CSR score for Procter & Gamble, the owner of the Pringles brand. Swiping a bag of Chex reveals a much higher score for General Mills.

Ten years ago, this scenario would have been impossible. Now it is just around the corner. Citizens Market will partner with high-tech firms such as Microsoft, Hewlett-Packard and Verizon to develop our "Mobile Service": text messaging and barcode scanning technologies to enable rapid interaction between our database and cell phones. Our partners will benefit through the increased use of their software, text messaging and roaming internet systems.

Our Competitive Edge

Other organizations have developed online corporate rating systems, but not with our unique combination of capacity, credibility and convenience:

- **Capacity.** Our user-generated model allows users to contribute unlimited information about an unlimited number of companies, from the largest multi-national to the diner down the street.
- **Credibility.** Our peer review and data point systems balance our scores and leverage our reliability.
- **Convenience.** Our Mobile Service makes our scores accessible in every store with a cellular signal.

Our Market & Financial Plan

We will initially target our strongest consumer segment – people who already try to shop responsibly – but over time we will broaden our target audience. We will accept individual donations to our website and recoup costs through subscriptions to our Mobile Service and annual data reports.

Our user-generated model allows us to do a lot with a little. Our expenses will be limited to the salaries of our small staff and costs related to our hardware, supplies and office space. During our first year we will develop software, pilot the website, and recruit volunteers for our user-generated database. We plan to launch our website after one year of development, with rapid growth in earned income thereafter.

Our Performance Measures

Our value will be measured by the vibrancy of our community, the quality of our database, the degree that consumers factor in CSR while they shop, and the degree to which the business community responds. Our metrics include: growth in volunteers, reviews and companies reviewed; number of website visits, consumer registrations and subscriptions; and surveys of consumers and corporations.

Our Team

Our team is connected to CSR networks and experienced in database and website design:

- **Stéphane de Messières, Executive Director.** MPP 2007, Kennedy School of Government, Harvard. Consultant to Oxfam America Private Sector Team. Co-President of Corporate Responsibility Council.
- **Luke Griffiths, Web Developer.** BS 2005, Civil Engineering, Northwestern.
- **Juliette Heydenrych, Graphic Designer.** BA 2006, Graphic Design, Portland State.
- **Kyle Magida, Content Development Manager.** BA 2008, History & Science, Harvard.
- **Todd Pinkerton, Web Administrator.** ALM 2008, IT Management Information Systems, Harvard.
- **Isaac Wohl, Content Development Manager.** MPP 2007, Kennedy School of Government, Harvard.
- **Vanessia Wu, Product Manager.** BA 2005, Computer Science & Development Studies, Brown.

Our Request

We're raising \$70,000 to pilot our website prototype. We'll need a total of \$740,000 over five years until we achieve self-sufficiency. We were recently approved for 501(c)3 tax exempt status.

Consumers can make a difference – with the right tools. Join us in our mission to empower them.
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