

ONE-EYED DAN



... WHO SAW MORE WITH LESS

WORDS BY STAME REILLY

This is the story of one-eyed Dan
And Guy, his imaginary friend
It's short and sweet
Hold on to your seat
'Fore you know it you'll get to the end

Right from the start, straight off the bat
There's something we need to confess
We want some of your time
To help change your mind
On how you can get more from less

Hard to believe as it surely will be
This is actually a business book
With sources and data
You can check them out later
But they're there if you just care to look

No time to waste, here's one-eyed Dan
And the secret he wants to expose
The author's no poet
But you already knew that
So if it's OK with you, we'll switch to prose...

Act I

As a little boy Dan lost his eye in a tragic accident, his right eye. He was young but old enough to realise that this would make life more of a challenge for him. He would have felt sorry for himself if it hadn't been for the appearance of Guy. His parents told him Guy was an imaginary friend, it was true that Dan was the only person who could hear Guy and, with his one good eye, see Guy. But for Dan, Guy was very real and very important. As Dan grew older it was Guy who told him to wear the eye patch. He had a glass eye but it never took long for people to notice it. Guy told him to own his lack of an eye, make no secret of it, be confident. Guy helped him with the inevitable bullying. Dan just laughed along with the jokes and came back with even funnier ones, just like Cyrano De Bergerac with his big nose.

Whenever Dan was struggling Guy just appeared. Having only the one good eye, the left one, some things were harder. Studying, playing sport, making friends, not so easy for one-eyed Dan.

Excellent, said Guy, you will just have to work harder, think deeper, to see more with less.

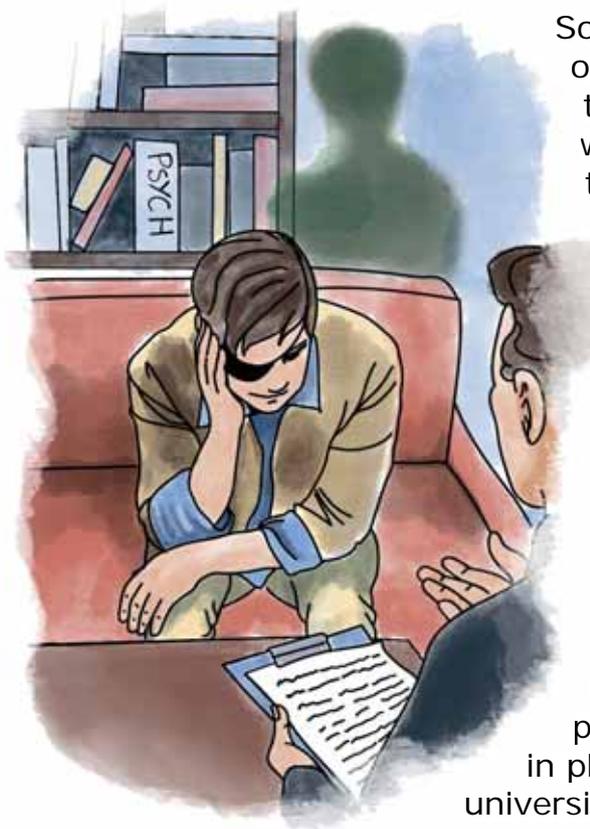


Dan was not a great batter or fielder but he became a decent bowler. He played on the wing in football and rugby (the right wing). He read a little slower, having to take breaks to rest his one good eye, but he absorbed more. He made friends easily because he learned to ask about them, take more of an interest. He grew into a really nice lad, good at academics, not bad at sports and popular. He was distinctive too, being both taller than average and with a pirate's eye patch. Having one fewer eyes helped him do more, with Guy's support and encouragement of course.

As he entered his teens there was a problem. He didn't talk about Guy often but every now and again he would make reference to him. This worried his parents. When he was younger they saw the benefit in their one-eyed son having a special friend, they could see it helped him. But surely he should have grown out of this by now? They sent him to see a therapist who

seemed very nice but he did ask a lot of questions. At one point he asked Dan whether he heard Guy as a voice in his head. Guy, who had been sitting quietly in the corner visible only to Dan of course, suddenly shot up and shouted at Dan.

Say yes, don't tell him I'm real!



So Dan told the therapist that yes, he only heard Guy in his head and the therapist explained to him that Guy was a kind of conscience, the voice that Dan was hearing was really just him talking to himself, it would go away eventually.

That night Dan and Guy had a good laugh about that.

As if I could come up with all the stuff you do, said Dan.

But from then on Dan was very careful never to make any mention of Guy and the great advice Guy gave him. For example, it was Guy who persuaded Dan to apply to do a degree in philosophy when the time came for university applications.

Will that help me get a job? asked Dan.

It will train your brain and that will help you do well in any job, Guy replied.

Dan loved his philosophy, especially the ancient Greeks. He decided he was a stoic in the tradition of Seneca or Marcus Aurelius, take pleasure from doing good and don't complain if it's hard. But he did see the need to get a job so one day in his final year he went to the careers fair. He wandered around aimlessly with no clue what career he should pursue.

In one corner of the room were the delegation from the marketing team at Imperial Knight, one of the largest consumer goods multi-nationals, famous for a host of household brands. Attracting the best talent was important and Imperial Knight had fielded a top team led by Bruno their Chief Growth Officer. It was not a title that sat well with him. Truth be told he saw himself as a marketing guy, a brand expert if anything. He spotted one-eyed Dan looking lost, he was hard to miss being so tall and

sporting an eye patch. On instinct he waved him over, fortunately catching Dan's one good eye, his left one. Dan walked over and introductions were exchanged.

Have you thought about a career in business and marketing? asked Bruno who was flanked by two of his colleagues, Jason and Jenny, both rising stars.

What is marketing? asked Dan.

Jason could barely contain a snigger, You don't know what marketing is?

No, Dan replied.

Go on then, said Bruno, explain it Jason.

Jason patiently outlined what marketers did - consumer insight, brand building, promotions & advertising, innovation - being careful to use the most up to date descriptions like brand engagement, social traction, disruption.

Sounds interesting, said Dan, but what is the purpose of it all?

Well, we want to sell more, at premium prices, in more places, to more consumers, more often.

So, is marketing just all about selling? Dan asked.

Now it was Bruno's turn to suppress a laugh – skewered, he thought.

Dan turned to Jenny, And can I ask you Jenny, what do you mean by a brand?

This will be interesting thought Bruno. Jenny started to explain that a brand was a coherent set of associations, a gestalt of emotional and rational connections that enhanced appeal.

You mean a brand is like a good reputation? asked Dan.

Bruno had heard enough. I'd like you to come to one of our selection boards, he said, no preparation required, just be yourself.

As Dan walked away Jason asked Bruno, He's a bit naïve don't you think?

Yes, said Jenny, he has no idea what we do, not a clue. What makes you think he'll be any good?

Bruno said, He asks great questions and he's obviously very smart, curious, but without hubris, that'll do for me. The rest we can teach him, but not that.



One eyed Dan had done all this on his own, Guy was nowhere to be seen although to be fair every piece of advice Guy had ever given him had prepared him for that moment. Dan did not see Guy for a while, not until after he had been offered the job in marketing on the Imperial Knight Graduate Scheme. When finally Guy pitched up, Dan could not hide his excitement.

I've landed an amazing job, in marketing with Imperial Knight, how about that?

Guy was visibly displeased. What a waste of a fine mind, Guy said.

Oh, come on said Dan, they have a great reputation. They make really good products and they're one of the leaders in sustainability. They use green energy, they have a low carbon footprint supply chain, they encourage recycling. And they pay well, what's not to like?

They told you all that did they? asked Guy.

Well yes, said Dan, they did, at the interview, but I checked it out, they are well respected. What is your problem?

Dan realised it was the first time he'd ever challenged Guy. More than that, it was the first time he'd ever felt annoyed with Guy.

It was a long time before one-eyed Dan saw Guy again.

Act II

One-eyed Dan found it quite overwhelming to begin with at Imperial Knight. There were a lot of people in the marketing team, all of them seemingly very bright and very focused. It appeared this marketing thing was made up of a lot of different things. There were people who concentrated on social media and others who focused on 'consumer intimacy'. (Dan did wonder why they always referred to people, their customers, as just 'consumers'). Some were experts in pricing and others in distribution or what they called 'omni-channel' because it involved different physical shops plus on-line retailers and apps which apparently all overlapped. Some worked in product development and innovation but whatever their particular speciality they always seemed to be part of lots of different project teams. One of the first things he had to learn was how to use the software programmes that kept track of all of this furious activity.



For the first year or so one-eyed Dan rotated around all the various teams of subject matter experts. It was a constant struggle for him since he was expected to learn the ropes in all of the various areas but he applied himself diligently. Having just the one eye he'd learned he had to work hard to accomplish more with less. But with a background in philosophy he found he constantly had to suppress his desire to find meaning in the work they all did and to find the connections to everything else going on - some kind of higher purpose. This had to be suppressed because even with just his one good eye, his left one, he could see it irritated his colleagues who felt he was getting ahead of himself.

He felt most comfortable when he eventually landed in the part of a brand team that worked with the advertising agency. The other stuff was doubtless important but in advertising he found it all started to make sense. What reaction are we looking for? What idea will achieve that? What is the best way to express, or execute it? He liked the agency people and they seemed to like him. This came to the attention of Bruno, still the head of the marketing team. His opposite number at the agency told him that one-eyed Dan was well liked by his people.

Why is that? asked Bruno.

He asks good questions, the agency head replied, questions designed to understand and progress the discussion, not questions to catch people out or make himself look smart. He has a feel for creativity and the creative process, making unexpected connections or distilling down to a fresh idea. He gives clear briefs, he's comfortable saying what he likes and why, and what he doesn't. He's not afraid to say when he doesn't know, he reaches out. If something has gone well he shares out the credit, if there are issues he takes responsibility. He's curious, interested. We love him and his eye patch! Is the eye-patch for real by the way, or is it a homage to the Hathaway man?

This made Bruno laugh, it was a reference to a very old David Ogilvy campaign for Hathaway shirts where they always featured a man with an eye patch. It was a creative technique designed to make you curious, imply more of a story.....

No, the patch is for real, he genuinely only has one eye, his left eye, said Bruno.



Bruno had laughed but he was really pleased that the promise he'd seen in one-eyed Dan was justified. As any good boss would, he called Dan in to see him and pass on the feedback from the agency. And as any good boss would he asked one-eyed Dan how he felt it was all going.

I'm enjoying it, said Dan but I do struggle with some things.

Like what? asked Bruno.

Well it seems to me that people move around a lot, so things don't always get seen through to their conclusion. Some new person comes in and they want to change everything for reasons that are not clear to me. We seem to waste a lot of time, effort and, to be honest, money.

Bruno was not expecting this although he did not disagree.

Then there's the annual plan and five-year plan, said Dan. I get it now, that there's this process, this annual calendar where we all have to do certain things at certain times of the year to feed into the plan.

What's wrong with that? asked Bruno, we have to have a plan that we work to and report against, a plan that co-ordinates everything, not just marketing. We are a publicly owned company, we have to give the financial markets forecasts and updates based on that plan.

Yes, I know, said one-eyed Dan, but I figured out the other day that this means I can only have an idea in March.

What do you mean? said Bruno now really interested.

Well if you think about it, if I don't put forward an idea in March, say an idea to build the brand in some way, I miss the slot to allocate budget for that to feed into the planning process. I accept that we have to hit or beat a plan, stick to budgets, it's a commitment, but it seems to create a tension between long term efforts to build a brand and develop a market and short-term tactical stuff to hit the numbers.

This was not news to Bruno, as head of department he was only too aware of this tension but he'd just accepted it as a fact of life. It took years to build brands and grow new categories but short-term plans had to be delivered, not easy to reconcile but that was the job.

Bruno hardly dared ask, any other concerns?

It was at times like this one-eyed Dan really missed Guy. Guy would know what to do. Quit while he was just ahead or keep going? He decided that these opportunities to talk to Bruno, the big boss, did not come along very often so he pressed on.

Just one more thing, he said. No-one seems to agree what makes brands strong and profitable.

I'm going to regret this but what do you mean? asked Bruno.

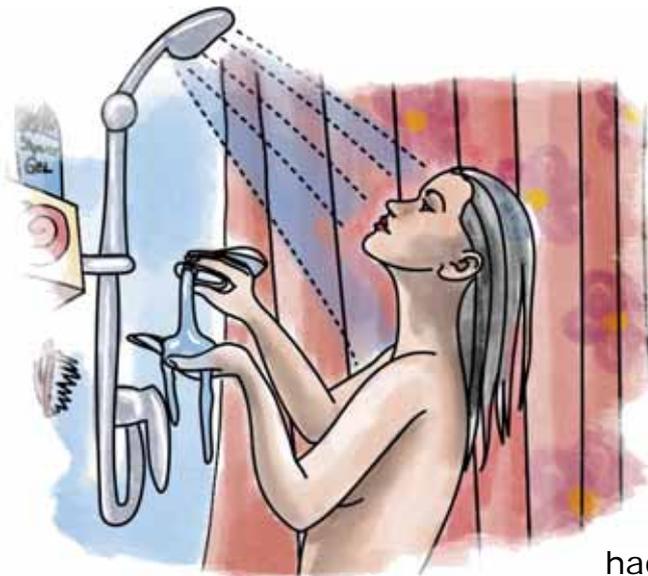
Dan gathered himself and launched in. You remember when we first met I asked what marketing was all about. I'm still not sure I know but more worryingly I'm not sure anyone else does, at least they don't all seem to agree. We had a presentation last week from an interesting consultancy who had a very clear theory on what type of investment and creativity built strong, successful brands. It was well-argued and they had lots of data to back it up. Several of our team challenged it and talked about other theories and other data that contradicted what this consultancy was saying.

Well that's good, it's natural, said Bruno. Brand building is complex because the human brain is complex, how we make decisions is complex.

Yes, I know, said one-eyed Dan, I learned that in philosophy. But philosophy literally means a desire for wisdom. We may never know the whole answer but if we don't try, we never get any wiser. If we don't have some kind of theory, how do we know whether we are making the right investments? If no two people in the team think the same how can it be a team?

That was enough for Bruno, more than enough. What Dan, with just his one good eye, the left one, had said made him feel uncomfortable. But it reminded him how smart and curious he was. The thing about one-eyed Dan, he wasn't trying to impress him, he was genuinely interested to know, and just like the agency head had said, he asked good questions.

Not long after Dan was put in charge of the launch of a new product, a big step up and a big job. Bruno had a hunch that the responsibility might get Dan to dial down the philosophising and focus his one good eye on a clear business outcome.



The new product was a concentrated shower gel with a unique new formula that gave deep-lasting freshness but was kind to the skin. Dan did a great job developing the new brand. It had advertising that scored off the charts (he had consistently applied the ideas that consultancy had put forward which had made sense to him). The product was great and the pricing was high which it had to be for a more expensive

concentrated formula. Dan argued for, and won, a huge launch budget which he justified not just on the market share the new brand would achieve, not just category growth, but the extra profit the new brand could make compared to ordinary shower gels. Everyone always used more shower gel than they needed. One study showed that 20% of the gel ran off the hand and down the drain before it ever got to the body. The label on the pack told people they should use less product per shower but the reality was that with a concentrated shower gel they wasted even more of the premium product. The pack was made out of recyclable plastic though.

The launch went well and was very close to hitting the very high expectations in the plan but was not quite there. So, at the end of the first year Dan and his team did a '3 for the price of 2' promotion. This was

a great deal and the sales response was excellent. Having loaded up people with all this product they shut out the competition for months. And as research showed, the more you have in the bathroom cupboard the more liberal you are in using the product. If you are down to the last bit of your last pack of shower gel you make it last for many more showers. Great result.

That night for the first time in many years one-eyed Dan got a visit from Guy and Guy looked even less pleased than the last time they were together.

What have you done? Guy asked one-eyed Dan. How have you used all the talent that only having one eye, your left eye, gave you? You thought you did so well despite only having one eye. It was because you only had one eye. I'm going to show you what you've done, what you and all your marketing friends are doing. This is a GPS pin, meet me there tomorrow, 8 o'clock sharp and keep the rest of the day free.

Act III



One-eyed Dan made his way to the place marked by the GPS pin Guy had given him. As he approached, what struck him first was the smell. It was a huge landfill site, the biggest in the country. Acre upon acre of stinking rubbish and rotting waste. Guy was waiting for him.

Disgusting isn't it? Guy said. Come with me.

Guy had got permission for them to actually walk around the tip. One-eyed Dan wished he'd worn wellies rather than the smart loafers he had on. As they trudged through the piles and piles of detritus Guy pointed out old clothes, half-eaten fast food, unwanted toys, discarded electronic gizmos of every description and loads and loads of plastic.

I thought we were meant to be recycling all this, said Dan.

Are you kidding? said Guy. Do you know how much stuff we throw away every year? Roughly one tonne per person, every single year. On average we throw away nearly 40kg of clothes per person.

OK, said Dan, but obviously people throw away stuff they've no further use for.

You think all of this is just natural waste? asked Guy. He picked up a dirty t-shirt. This was probably only worn once or twice. Look at all this wasted food. In the developed world, even China, almost a third of all food that is thrown away is edible, enough to feed the other 3 billion. Even if we could recycle all of this, do you know how much energy and resources it takes to recycle? About half of what it took to make something in the first place. A fifth or more of this is the result of people buying more than they really need or want – who makes them do that Dan?

They made their way off the tip. Dan was not enjoying this, but Guy had only just started.

And this is just what you can see, said Guy, what people have got around to throwing away. What about all the unused, unwanted junk in their homes, in dusty corners of second-hand shops? What about all the stuff that just goes down the drain, like your new wonder shower gel?

Dan knew what was coming but it hurt anyway.

How could you, Dan? Guy confronted him. You knew your new brand would increase waste, you knew that promotion would encourage people to use more than they needed to. You call them consumers because that's just how you see them – things that consume stuff.

One-eyed Dan started to make some kind of response but Guy cut him off.

Next stop – follow me.

Nearby was a distribution warehouse and again Guy had got permission for them to look around. It was enormous, and there were not that many people. Most of it was automated with robot machines whizzing around taking stuff to line after line of conveyer belts where everything was packaged up, rather over-packaged it struck Dan, and sent on its way.



Guy let all of this sink in, then he started to explain.

More and more of us are buying on-line, it's growing every year. And how much do you think people send back because they don't want it? Five times more than if they'd bought it in a store. Clothing is the worse, up to 40% of it gets returned in what they call 'The Reverse Supply Chain'. And what do you think happens to all that stuff that gets returned?

Dan was not averse to a bit of home-shopping himself and like one in three on-line buyers he could admit that he returned quite a few items. He had never really thought about what happened with the returned goods, he assumed they were resold.

There is a place I would love to take you to, said Guy. But even I can't get us in, it's guarded tighter than Fort Knox, they don't want anyone seeing what goes on there.

What is this place? asked one-eyed Dan.

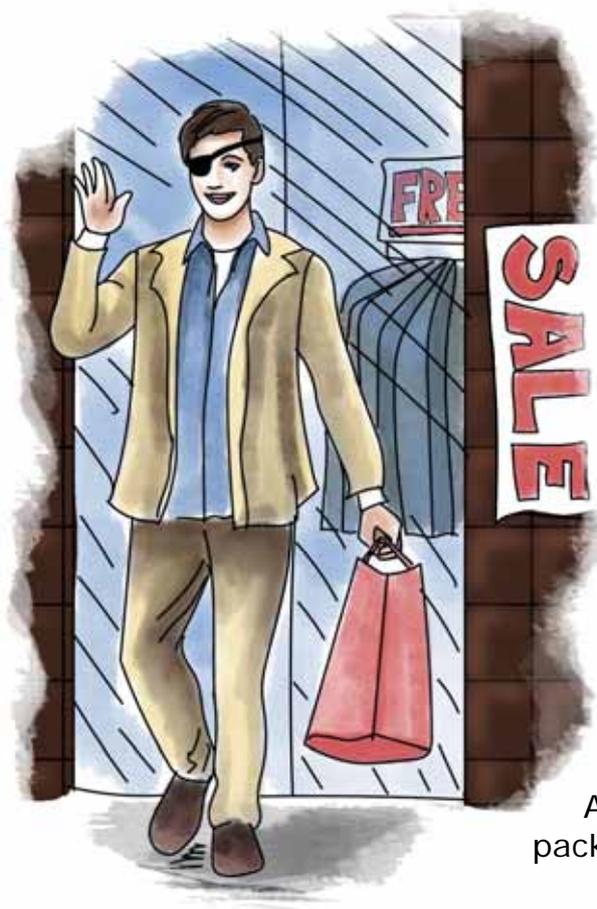
It's where they incinerate the returned on-line purchases, said Guy.

What! exclaimed Dan, they just burn them?

Yep, up in flames. No-one knows exactly how much, this is not information they want out there but estimates have it at roughly one third of all returned goods. What did you think, that there was this place in the North Pole where thousands of little elves beaver away unpacking, checking and repacking things to go back on the shelf or back on-line? There is far too much if it, they can't cope, it's cheaper just to dispose of it. Often they don't want it to go back on sale, it's out of fashion, out of season, having it resold in some cheap store would 'damage their brand'. They, by the way, is you – the marketers.

Next stop, said Guy, you are going shopping.

Guy took Dan to a shop that sold smart shirts.



I want you to go in there and buy a shirt, Guy instructed Dan.

So in one-eyed Dan went. He emerged 30 minutes later with a bag.

How many shirts did you buy Dan? asked Guy.

Actually, I bought four. One shirt cost £55 but you could get four for £135. I couldn't make my mind up between a couple of shirts so I thought what the hell....

Guy cut him off. Do you need four new shirts Dan? What if I were to tell you each one of those shirts used 3000 litres of water to make? And then there's the material, the packaging, the shipping...

OK, OK, I get it, said Dan.

Do you? asked Guy. Did people need to buy 3 packs of your new shower gel? Would that not encourage them to use more than they needed? And by the way, to use a phrase you so often use, does that build your brand, would it enhance your reputation if people knew what you were doing and why? You just wanted to sell more, just like this shirt shop wants to sell more shirts, who cares how much waste it produces. Recycle it, return it, not my problem.

We oversell, I know, said Dan. We spend too much time trying to hit short term objectives because that is how we get judged. We sacrifice long term brand-building, reputation-building, for short term promotions. I know, it became very apparent to me when I first joined Imperial Knight, and they are a good company trying to behave ethically. Everyone is just so busy getting on with things. But what do you expect me to do?

I expect you to change the world, said Guy. No-one is tackling the obscene wastage that unfettered, unthinking marketing is causing. And not just in terms of irresponsible demand creation. On our way here did you see that person taking down the big advertising poster?

Dan had seen it, he knew the ad campaign, total waste of money in his opinion, a really bad advert.

Every wasted bit of marketing, every poor idea, poorly executed, every short-term promotion for only short-term gains, every unnecessary free give-away, all of that is also waste, said Guy. Some estimates put it as high as nearly 50% wasted marketing. Yes, half of all advertising is wasted. That's nearly \$500 billion per year of not just wasted money but money generating real waste.

One-eyed Dan had never heard those numbers but they did not surprise him, he knew it was true, more or less.

So, what do you expect me to do now? he asked Guy.

I think you need to go and see Bruno. In order to change the world you need to start with your bit of it. You can't do that on your own but with him you might. And he really respects you, because of your one good eye.

What do you mean by that, asked Dan. You said that before, my particular talent, whatever that means, is because I only have one eye?

Yes, it is, said Guy. You have your left eye. Let me explain. The brain is divided into two parts, the left and right. The left side is the part that

thinks narrowly, two-dimensionally, it is more goal oriented, less questioning. It is literal, self-absorbed, it likes repetition, neatness, clear categories. It is very important for just getting on with things, so we use it a lot. The right side of the brain is more empathetic, it thinks broader, it looks for connections, it's curious, more creative, it can understand metaphors, allegories. It sees the world in all its dimensions.

Dan had heard about this, it was based on very solid neuroscience. The consultancy he'd seen and liked, and who had influenced his work for the new shower gel, they'd talked about right brain thinking. He'd also heard that most buying decisions, not all but most, were more right-brained driven, more instinctive, based on affinity, emotion, not rationality.

But I've only got my left eye, said one-eyed Dan.

Yes, said Guy, and that is the eye the right brain controls, the left side of the brain controls the right eye, the one you lost. Having just your left eye has developed the right side of your brain. You think wider, more creatively, you can join the dots, you can see new solutions. A degree in Philosophy developed that further, it taught you how to understand and question an argument, how to look for meaning, how to connect our values to our work, to a life well-lived for a better world. I never expected you to go into marketing, but I can see now that you might nevertheless be able to make a big difference. The world has to change, we have to create more of an equilibrium, more harmony. It doesn't mean austerity or the end of progress or zero waste but we do have to tackle excess waste somehow and that means looking at demand not just sustainable supply. Not even a circular economy, of course a very worthy idea, but not even that can cope with irresponsible marketing that just believes in selling more, more, more whatever the consequences.

People passing by saw a tall man with an eye patch standing on his own. He could have been talking to himself but most assumed he was talking to someone on the phone.

Dan made an appointment to see Bruno the next day.

Act IV



Bruno had agreed to meet Dan at 5 o'clock, the end of the day. From the urgency of Dan's request to meet he had a hunch it was not something that could be squeezed into a one-hour slot. Dan arrived with Guy who just sat quietly in the corner. Dan knew he could not rely on Guy to pitch in but as so often in his life it was reassuring to have Guy there, literally in his corner.

Dan started to outline his concerns about the waste marketing was causing and wasted marketing which itself caused yet more waste. To his surprise rather than push back Bruno quickly engaged with the arguments Dan put forward. Quite early on Bruno saw the connection between tackling wasted marketing and tackling the waste the wrong kind of marketing produced. It all had to be part of one integrated plan of attack.

Being more of a balanced left and right brain thinker, and with a lot of experience of what it took to create change in a big complex business, Bruno could not only see the vision, he could see how to break it down into logical steps.

Bruno explained, To start with we need to take one brand and one category and do a proper piece of work to estimate how much unnecessary physical waste we are generating. Then we need to attribute that to things within our control. Is it the kind of promotions we run, lack of education on how to use our products or are there changes we can make to the packaging and delivery system?

Dan was keen to push the area that interested him most.

We have to have an explicit view on what builds strong brands, Dan said. It won't be 100% right, not even close but we have to start somewhere and learn from there. The more coherent our thinking the more aligned, deliberate and effective our marketing spend will be.

Agreed, said Bruno but the real challenge will be to persuade the business to focus more on measures of inherent brand strength as a predictor of profit. And then we need to persuade the financial markets to judge us on those and not just on short-term profits, that won't be easy.

Well they already do for lots of businesses. Businesses with some of the highest valuations make no profit or at least made no profits for a long time. Investors want to back long-term sustainable profits, they can be educated. They understand that sustainable supply chains are now a cost of doing business, some very big investors insist companies have sustainability programmes in place. They can be persuaded to see strategies to mitigate unnecessary waste in the same way.

It was Guy who'd said this and it took Dan by surprise. What happened next nearly made him fall off his chair.

I was wondering if you were going to say anything, said Bruno.

Bruno could see Guy, he could hear Guy.

Bruno was indeed fully aware of Guy, he'd just assumed it was some new trainee he hadn't met, who Dan had brought along for experience or to take notes.

For the first time in his life there was someone else who could see Guy, who knew Guy was real. Bruno was the kind of person who judged people on their merits not their status or rank so he was perfectly happy to engage with Guy. For the next hour it was mostly Guy and Bruno working through the challenges and figuring out what needed to be done.



By 8 o'clock they rang out for pizza. By 11 o'clock they had a plan that could work for their type of products.

It contained specific ideas ranging from ways to educate people, control dosage, improve packaging and carried this through to more challenging ways to innovate and change the whole business model. Their plan included changing the measures of performance or 'key performance indicators' and tracking wastage knowing that what gets measured gets done. They summarised this plan under five headings: -

1. Switch focus from promotion to brand-building
2. Agree explicitly what we believe builds brands
3. Change what gets tracked and measured
4. Fully cost the product taking account of waste
5. Review the business model

They all agreed the really big banner idea was: -

More from less

That should be the rallying cry for what was, in effect, a whole new movement to achieve more and waste less.

It was late, there was more work to be done, a lot more work, but not tonight. Bruno thought they should wrap things up.

Dan, I knew there was something special about you when we first met, and I don't just mean the eye-patch. But you, he turned to Guy, you've made a great contribution, I can see you're very passionate about this, it's infectious. We've not been properly introduced. Who are you exactly?

Guy smiled. Dan calls me Guy but that's because he was very young when we first met. My name is actually Gaia, she spelt it out: G,A,I,A – Gaia. I'll be here when you need me, like a useful conscience.....



In Greek mythology the Goddess Gaia, born out of Chaos, was the personification of the Earth. She has become a guardian symbol for the environmental movement that reminds us of our relationship with, and responsibility to, our planet.

One-eyed Dan, the marketing man
Saw how to do more with less
If you believe what you've heard
Then go spread the word
You know now, we're far from our best

It's not a bad start, if the supply chain is green
We recycle, re-purpose, re-use
But going on as before
Just flogging more & more
In the end we're all going to lose

Write a different plan to build the brand
Where no marketing goes to waste
We need to learn
Stop thinking short term
And replace the goals we should chase

Profits will come, and for the long run
People buy what they like and admire
Just think it through
More creatively too
Be the change you want to inspire!



ONE-EYED DAN SAYS

*"If we **think more,**
Waste less,
Create more value,
We can **make profit AND...**
Feel really proud about that"*

Believe it or not....

Aside from the fictional story itself, all the information is true and can be verified using the references to the source material below.

Imperial Knight Plc is of course a fictional company and is meant to represent any large company that spends a lot on marketing.

One thing is a downright lie (sorry) used only for creative effect. Having only your left eye has no effect whatsoever on the development of the right side of the brain - nerves from either eye send information to both sides of the brain. So do not poke your eye out or buy an eye patch – just open both eyes wide and see what is going on around you.

Source Material

The idea for one-eyed Dan is based on an eBook by Mark Sherrington: "D-Marketing – The anti-dote for wasteful marketing and marketing waste" available at marksherrington.com

Data referring to waste was drawn from various sources including: -

USA Government (Environmental Protection Agency) & USA Dumpsters
United Nations
World Resource Institute
(Further information and data on waste is easily searchable)

Data on the 'Reverse Supply Chain' was taken from various articles and reports including: -

Huffpost
The Atlantic
CNBC

System1.com provided the analysis on wasted marketing.
See also "Lemon" and "Look Out", books by Orlando Wood (Chief Innovation Officer at System1 and a member of the IPA Advertising Effectiveness Board)

Right Brain/Left Brain thinking is drawn from the work of Dr. Iain McGilchrist (channelmcgilchrist.com)

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*"AS DAN GREW OLDER IT WAS GUY WHO TOLD HIM TO WEAR THE EYE PATCH. GUY TOLD HIM TO OWN HIS LACK OF AN EYE, MAKE NO SECRET OF IT, BE CONFIDENT... YOU WILL JUST HAVE TO WORK HARDER, THINK DEEPER, TO **SEE MORE WITH LESS.**"*

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