

SUST

edible

December 2013





M A K I N G

ICE CREAM

Sweeter FOR
EVERYONE

Jerry Greenfield, of Ben & Jerry's Ice Cream, talks about the importance of staying socially responsible in the increasingly competitive world of food production.

Story by Hollie Shaw

Photos by Mike Coppola



In honor of the second anniversary of Late Night with Jimmy Fallon Ben Cohen and Jerry Greenfield appeared on the show to debut the Fair Trade vanilla bean flavor "Late Night Snack." This is just one of the Fair Trade flavors that Ben & Jerry's offers.

His first name, Jerry, is more recognizable than his last, and when paired with Ben, there is probably not a soul on the planet who doesn't think "ice cream." But Jerry Greenfield, who along with Ben Cohen founded Ben & Jerry's, is about more than the quirky flavours that helped build the Vermont ice cream empire. He never developed a flavour, nor was he responsible for names such as Cherry Garcia or the short-lived Ethan Almond. That was all Mr. Cohen, he says. "I just made the ice cream." That and helped bring their socially conscious

sensibilities to their very successful business. A dozen years after Ben & Jerry's was sold to Unilever for about US\$325-million to cries of "sellout," Mr. Greenfield, who is still involved with the company, remains committed to the belief a successful business can also be socially responsible. Each year, as Ben & Jerry's reviews its fiscal performance, the company conducts a social audit, looking at programs for employees while assessing its success as a community partner and environmental innovator. Janet Keeler caught up with Mr. Greenfield

the day after he testified at the Vermont Legislature in support of a bill that would require labels on genetically engineered foods. The following are excerpts from that interview.

Q: *What's the relationship between entrepreneurship and sustainability?*

A: It's mostly about integrating values into business. I think there are people very interested in going into their own business and they are wondering: "Can I bring values into it? Or is it a valueless, stand-for-nothing business?" That's the

conventional business thinking. We found connecting with people on the basis of shared values is more profound than connecting over an ad campaign. (Business people) have this idea that they don't want to alienate any of their potential customers with their beliefs. But remember, you are never going to have 100% market share.

Q: *What keeps businesses from making social responsibility more prominent?*

A: Stockholder pressure is huge, as is the expectations of quarterly results. It's not only that pressure but it's the way senior managers think. They are forced into short-term thinking, not into what's best for society. It's difficult for big companies to move easily. There are forces in the world that push them to become more risk averse and that pushes them to do

things like everyone else. If you are doing something like everyone else, and fail, well, so what? A In a big company, it's more difficult to go out of the box and fail.

new things, don't mind failing, love to learn. They learn from mistakes, they don't get dejected when they make a mistake, they are energized by them. Business managers are

looking for things to become manageable. People who are great entrepreneurs are not necessarily good managers. They are visionaries.

Q: *What heartens you most about today's young business leaders?*

A: Well, for me, it's

heartening that the idea is growing that business can exist to meet social and environmental needs and not just exist to maximize profit. There is a growing movement, that is still expanding, of social entrepreneurs out there such as TOMS Shoes. [TOMS, founded by Blake Mycoskie, donates a pair of shoes to an impoverished child for every pair

It's heartening that the idea is growing that business can exist to meet social and environmental needs and not just exist to maximize profit

Q: *Many universities have started entrepreneurship majors. What's the difference between that and a business major?*

A: Entrepreneurship typically involves startups. It involves different skills and really a much different mind-set than the mind-set of business management. Entrepreneurs tend to be risk takers, people who like to try

from
harvest
to
PRODUCTION

↑ swipe your favorite pint to see its Fair Trade journey

→ swipe to see more flavors



SUSO

edible

December 2013





M A K I N G

ICE CREAM

sweeter FOR
EVERYONE

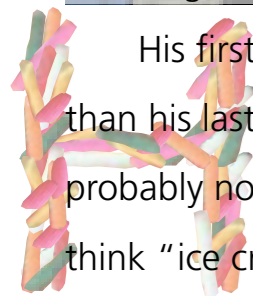
Jerry Greenfield, of Ben & Jerry's Ice Cream, talks about the importance of staying socially responsible in the increasingly competitive world of food production.

Story by Hollie Shaw

Photos by Mike Coppola



In honor of the second anniversary of Late Night with Jimmy Fallon Ben Cohen and Jerry Greenfield of Ben & Jerry's appeared on the show to debut the Fair Trade vanilla bean flavor "Late Night Snack." This is just one of the Fair Trade flavors that Ben & Jerry's offers.



His first name, Jerry, is more recognizable than his last, and when paired with Ben, there is probably not a soul on the planet who doesn't think "ice cream." But Jerry Greenfield, who along with Ben Cohen founded Ben & Jerry's, is about more than the quirky flavours that helped build the Vermont ice cream empire. He never developed a flavour, nor was he responsible for names such as Cherry Garcia or the short-lived Ethan Almond. That was all Mr. Cohen, he says. "I just made the ice cream." That and helped bring their socially

conscious sensibilities to their very successful business. A dozen years after Ben & Jerry's was sold to Unilever for about US\$325-million to cries of "sellout," Mr. Greenfield, who is still involved with the company, remains committed to the belief a successful business can also be socially responsible. Each year, as Ben & Jerry's reviews its fiscal performance, the company conducts a social audit, looking at programs for employees while assessing its success as a community partner and environmental innovator. Janet Keeler caught up

with Mr. Greenfield the day after he testified at the Vermont Legislature in support of a bill that would require labels on genetically engineered foods. The following are excerpts from that interview.

Q: *What's the relationship between entrepreneurship and sustainability?*

A: It's mostly about integrating values into business. I think there are people very interested in going into their own business and they are wondering: "Can I bring values into it? Or is it a valueless, stand-for-nothing business?" That's

from
harvest
 to
PRODUCTION

→ swipe your favorite pint to see its Fair Trade journey
 ↓ swipe to see more flavors



the conventional business thinking. We found connecting with people on the basis of shared values is more profound than connecting over an ad campaign. (Business people) have this idea that they don't want to alienate any of their potential customers with their beliefs. But remember, you are never going to have 100% market share.

Q: *What keeps businesses from making social responsibility more prominent?*

A: Stockholder pressure is huge, as is the expectations of quarterly results. It's also the way senior managers think. They are forced into short-term thinking, not into what's best for society. It's not their fault though, it's the way business is structured now. This makes it difficult for big companies to move easily. There are forces in

the world that push them to become more risk averse and that pushes them to do things like everyone else. If you are doing something like everyone else, and fail, well, so what? In a big company, it's more difficult to go out of the box and fail.

It's heartening that the idea is growing that business can exist to meet social and environmental needs and not just exist to maximize profit

Q: *Many universities have started entrepreneurship majors. What's the difference between that and a business major?*

A: Entrepreneurship typically involves startups. It involves different skills and really a much different mind-set than the mind-set of business management. Entrepreneurs tend to

be risk takers, people who like to try new things, don't mind failing, love to learn. They learn from mistakes, they don't get dejected when they make a mistake, they are energized by them. Business managers are looking for things to become manageable. People who are great entrepreneurs are not necessarily good managers. They are visionaries.

Q: *What heartens you most about today's young business leaders?*

A: Well, for me, it's heartening that the idea is growing that business can exist to meet social and environmental needs and not just exist to maximize profit. There is a growing movement, that is still expanding, of social entrepreneurs out there such as TOMS Shoes. [TOMS, founded by Blake Mycoskie, donates a pair of shoes to an impoverished child for