

"This book is so desperately needed in our movement. We need to blend passion with professionalism, and this book is going to help get us there."

Wayne Pacelle, President and CEO,
The Humane Society of the United States

ANIMAL IMPACT



SECRETS PROVEN TO ACHIEVE
RESULTS AND MOVE THE WORLD

Caryn Ginsberg

Companion Journal

Animal Impact: Companion Journal

For additional tips, ideas, and recommendations for effective animal advocacy:

<http://facebook.com/AnimalImpact>

<http://twitter.com/AnimalImpact>

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Welcome

The great end of knowledge is not knowledge, but action. - Thomas Henry Huxley¹

During the time I was completing this companion journal to **Animal Impact: Secrets Proven to Achieve Results and Move the World**, I listened to a podcast featuring a whole health advocate. He spoke very directly regarding the dietary modifications he recommended in his book. He was equally to the point on what it would take to attain the benefits he described from eating differently: Reading is not enough. Hearing is not enough. *Only taking action creates change.*²

Most of us can relate to gaining valuable knowledge, but never putting it to use, despite our good intentions. That's why I'm so pleased that you've downloaded the **Animal Impact: Companion Journal**. You've taken the first step to make sure you go from reading to doing to getting better results.

This journal can help you take your effectiveness as an advocate to an even higher level. By writing or typing your notes and thoughts, you'll engage with the material at a deeper level and retain more. You'll also get a jump-start on identifying ways to translate the ACHIEVEchange system to enhance your work for animals.

For each chapter of the book, you'll find:

- *One of the quotes.* These wise words from people within and beyond the field can be a continued source of inspiration, while reminding you about important themes.
- *Key points.* Think of these lists from the "In this chapter" sections of the book as "cheat sheets" that you can revisit until the ACHIEVEchange system becomes second nature for you.
- *Other Points, Ideas, and Notes from This Chapter.* This blank section is the place to capture other thoughts that you want to keep top-of-mind, whether that's additional detail from the chapter or how you might apply what you've learned.
- *Achieve Impact.* Each chapter concludes with the questions from the book, so you can integrate the concepts into your thinking and your advocacy.

While you need the book for specifics, and will want to refer back to it in the future, you can use this companion journal to create **your own personalized executive summary**.

You care deeply about animals and you work hard to make conditions better for them. I'm delighted to share this journal to assist you in creating the world we want to see, free of cruelty and suffering.

Best,

Caryn



Photo of Caryn Ginsberg by Tomerlin Photography

How to Get the Most Out of the Book: Reminders

What you know now has helped you get here; what you continue to learn will get you where you are going.

- Ruth Thirtle, Business Development Specialist (proud adopter from DCH Animal Rescue, New South Wales, Australia)

1. **Complete the activities.** You'll find activities and questions to help you understand and apply the material. Take your time to think through them carefully. If you can't resist reading ahead, please plan a second pass to consider them in more depth. (Either way, reading the book multiple times can greatly enhance your new capabilities.)
2. **Take notes.** Writing down your responses, as well as other key impressions, in this workbook will help you retain more of the information. You'll have a summary document that's easy to revisit to remind yourself about takeaways that you want to act on in the future.
3. **Generate ideas.** As you're learning new points, jot down your thoughts on how to apply them in your advocacy. Don't worry about creating a perfect plan. Just capture ideas that you can use later.
4. **Buddy up.** Bert Troughton of the ASPCA notes that one of the best ways adults learn is through conversation. Ask a friend or colleague to read the book as well. By discussing the topics and how to apply them, you'll magnify your insight and ideas many times over.
5. **Take action.** In the final chapter, "Getting Started," you'll find more about how to move from reading to doing. This is your jumping off point to make what you've learned about more effective advocacy becomes part of your every day efforts. The *Resources* section at the end lists materials you might like to explore.

Chapter 1

The Challenge

We need to work as hard and, more important, as smart as the people on Wall Street work to sell stocks and as hard as advertisers work to sell the latest SUV.

Although our goals are different, the mechanisms of reaching other people and selling the message (in our case, of animal liberation) are well established....³

- Bruce Friedrich, "Effective Advocacy: Stealing from the Corporate Playbook"

Key Points:

- Faced with widespread animal suffering, resistance to change, and often-powerful opposition, we need to work smarter; the same old approaches will continue to yield the same old results.
- Nonprofits, government, and innovative individuals have adapted marketing approaches to advance change such as reducing smoking and drunk driving, increasing voting and exercising, and fighting poverty and homelessness.
- This type of marketing is called social marketing. For our purposes, we can define social marketing as the use of commercial marketing approaches to influence people to voluntarily adopt a behavior that helps animals.
 - Social media is just one ingredient in social marketing's recipe for success.
- Some animal protection organizations are using social marketing to deploy common advocacy techniques, including social media, to greater effect.
- We in the animal welfare community need to harness social marketing's power on a much larger scale if we want to see real results.

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The ACHIEVEchange System

Action and Audience

Our goal is changing behavior. Think of people as customers for change and address their “What's in it for me?”

Create Benefits and Cut Barriers

People change their behavior when they perceive the benefits of doing so to exceed the barriers.

How to Say Something to Someone Instead of Nothing to Everyone⁴

One size does not fit all. Choose the best people to target and tailor your efforts to them.

I Am Not My Target Audience

You don't think the same way as the people you're trying to influence. Listen to them to understand the best motivators.

Education Isn't Enough

It takes more than telling people about a problem to inspire them to act. Build your efforts considering product, price, place, and partnerships as well as promotion.

Voice Matters

How you say it is as important as what you say. Positive change begins with you.

Evaluate, Don't Guess

We have to determine if we're getting results and learn from our experience to do better.



Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. What are two examples of marketing you see around you? Consider any effort that's intended to influence you to buy a product or service, engage in healthy behavior, adopt an environmentally-friendly practice, or take a civic action. You'll probably find you're on the receiving end of a lot of marketing from businesses, nonprofits, and government.
2. In each of these two examples, is your reaction positive or negative? What makes it so... the source? ...the product or behavior that's promoted? ...the message or images used? ...something else?
3. If you reacted negatively to how the marketing was done in one of your examples, how can you avoid having a similar impact in your advocacy? For example, if you felt a marketing effort was disrespectful, how can you ensure that you come across as respectful?

Chapter 2

Why People Don't Get it and What You Can Do

You can't just say, 'This is a good thing' and expect it to just happen. You have to have a process by which good ideas become effective ideas.

- John Hadidian, The HSUS

Key Points:

- Being at the receiving end of a hypothetical advocacy campaign provides insight on how to be more effective.
- Introduction to the ACHIEVEchange system

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Example 1: The Evils of Shopping at Malls and Large Retailers

- Why did the example succeed or not succeed in convincing you to take action to avoid mall and national retail store shopping?
- If you weren't convinced, how might a different appeal have been more effective?

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Example 2: The Importance of Eating 100% Raw Vegan Food

Are you ready to begin eating only raw vegan food? No? Ask yourself:

- Why not?
- What would it take to convince you?
- If you think there's no way you'd commit to raw vegan forever, is there an appeal that would get you to try in some way?

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Other Points, Ideas, and Notes from This Chapter

Chapter 3

Effective Action

Something I learned from many of my heroes in the animal protection movement is that I should make strategic decisions as an activist with the end goal being reducing as much animal suffering as possible.⁵

- Josh Balk in an interview by Mark Hawthorne

Key Points:

An adoption program and a cage-free egg campaign illustrate how the ACHIEVEExchange system works.

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Bring the Campaign to Your Area

Meet Your Match®

Shelters can learn more about the Meet Your Match program at <http://www.aspcapro.org/aspcas-meet-your-match.php>.

If you want to adopt a dog or cat from a shelter using the Meet your Match program, please visit <http://www.aspca.org/adoption/meet-your-match/>.

Cage-Free Campus

Want help asking for cage-free options in your campus dining hall, office cafeteria, or local restaurant? Learn more at http://www.humanesociety.org/issues/confinement_farm/facts/cage-free_campus.html. You can even contact Josh for help at jbalk@humanesociety.org or 301-721-6419.

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Other Points, Ideas, and Notes from This Chapter

Chapter 4

Action and Audience

There's something that's tremendously liberating when you stop thinking everybody else is the enemy and start understanding where they're coming from. That doesn't mean you're not trying to change them. But give them a break and recognize that they may be motivated by a lot of things.

- Kathy Savesky

Key Points:

- To help animals we need to change people's behavior, not just their attitudes.
 - People may change behavior for other reasons and then adopt more animal-friendly attitudes.
- All people ask "What's in it for me?" when we ask them to change.
- Think about the people you want to influence as your "audience for change" rather than "bad people" or "the enemy."
 - You never know when you might be dealing with a future champion for animals!
- Businesses, elected officials, media, and supporters all have their own versions of "What's in it for me?" Learn what they are to increase your effectiveness.

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Are You Talking with a Future Champion for Animals?

See if you can match the past behavior on the left with the correct person on the right. The answers appear at the end of this chapter.

Hunted and fished when young

Laura Maloney, Chief of Staff, The HSUS

Spokesperson for the pork industry

Volunteer for Fences for Fido

Was a fur-wearing vegetarian

Andrew Page, Senior Director of the Wildlife Abuse and Fur-Free Campaigns, The HSUS

Hunts bears

Mike King, celebrity advocate to ban sow stalls in New Zealand

Worked in zoos

Caryn Ginsberg, author of Animal Impact

Other Points, Ideas, and Notes from This Chapter

Achieve Impact

Treating People as an Audience for Change

Think about a business where you enjoy spending your money. It could be an animal supplies store, the local coffee shop, an environmentally friendly drycleaner, an online store, or almost any venture.

1. Consider the WIIFM for you to buy from this business.
 - What does the business do to address your WIIFM?

 - How does the business treat you? What exactly does the business say and do to make you feel welcomed and valued? What don't they say or do?

 - How do you feel about the business? How does that influence your willingness to interact with it again?

Chapter 5

Create Benefits and Cut Barriers

Instead of shouting at companies, we started to ring them up. We told them switching to cage-free would be great for their companies. They could win an award that would be good for their brand reputation, good for staff morale, and good for animals. Who wouldn't want that?

- Philip Lymbery, Compassion in World Farming

Key Points:

- People take action when they believe benefits exceed barriers.
 - Make change fun, easy and popular to get the best results.
- Advocacy needs to appeal to emotions, not just provide knowledge.
 - Invoking compassion isn't always the best approach.
 - Beware of using guilt to try to sway people.
 - Evoking emotion doesn't mean being excessively emotional ourselves.
- Decreasing or removing barriers to change is often our biggest challenge.
 - Look for ways to make the animal-friendly action possible, simple, fast, convenient, urgent, and top-of-mind.
- Assess the behavior you're advocating against potential competing behaviors and see if there may be a new option you can share or create rather than just saying, "Don't."

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Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. Consider one or both of the examples on shopping or eating. How could an advocate for the recommended behavior make it...

- Fun

- Easy and

- Popular

...to make it more likely that you would take action?

2. Choose one animal-friendly behavior that you advocate. What ideas do you have on how you could make it more fun, easy, and popular for the people you're trying to influence?

Chapter 6

How to Say Something to Someone Instead of Nothing to Everyone

I don't know the key to success, but the key to failure is trying to please everybody.

- Various attributed to Bill Cosby and others

Key Points:

- A more targeted approach can get much better results than one size fits all.
 - One-on-one interactions provide an excellent opportunity to tailor what you say to the needs of the person you're addressing.
- When talking to many people at once, define groups who have similar needs, attitudes, and behaviors based on...
 - Who are they?
 - How do they think?
 - Where is the problem most or least severe?
 - What's their stage of decision-making?
- People usually move from awareness to interest to decision to action to maintenance on a new behavior.
 - Focus on maintenance so that hard-won gains aren't lost. This issue is especially important for veg advocates.
 - Targeting people closest to action and helping them remove barriers can get more people on board.
 - As people move along the spectrum, they become more concerned about perceived barriers to change.
 - Creating awareness is critical, but it's not enough.
- There is no one right way to define your target. Consider all four questions, especially regarding stage of change, and look for opportunities to combine elements to get the best results.

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Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. Choose one example where a business or nonprofit appears to be targeting a specific group rather than the whole population with its approach.
 - Who is the intended audience? Why do you believe that to be the case?
 - What defines the group? Who they are, how they think, where the problem is most or least severe, what stage of the decision-making process they're in or some combination?
 - What does the business or nonprofit do to appeal to that group that might not appeal to another group?
2. Use the four questions to brainstorm at least three different ways you could define a group to target.
 - Who are they?

- How do they think?

 - Where is the problem most or least severe?

 - What's their stage of decision-making?
3. Choose one of the groups you identified and note some ideas on how you could tailor your approach to be more effective in moving them to action.

Chapter 7

I Am Not My Target Audience

The biggest mistake I hear when I talk to [animal protection] people is thinking they are their audience.... It's hard to get outside that way of thinking, but it's essential. You are not the people you are talking to. They don't work in an animal shelter every day.

- Brad Shear, Mohawk Hudson Humane Society

Key Points:

- As an animal advocate, you're different from the people you're trying to reach, so it's difficult for you to know what will persuade them.
- Market research enables you to learn about what motivates people.
 - Research can be as simple as asking good questions and listening to the answers.
 - You may find valuable, free data within your own organization, at HumaneSpot.org, from government, and even from opposition.
 - If none of these sources meets your needs, consider customized efforts such as interviews, focus groups, or surveys to gain insight that will make the difference for your campaign or program.
- Testing and piloting let you to see what is and isn't working before you launch something on a large scale.
- Research, testing, and piloting can not only be affordable but also save you money, time, and energy, making these efforts some of the best investments you make for animals.

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Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. What don't you know about the people you're trying to influence that might help you be more effective? For example, how much do you know about:
 - Their “What’s in it for me?”

 - What benefits and barriers do they see in what you’re proposing?

 - How different segments of people may think differently?

2. What information might already be out there to help you?
 - If you are on staff or volunteer with an organization, check to see what you have.

 - Visit [HumaneSpot.org](https://www.humanespot.org) and spend some time seeing what’s available.

 - Also, think about other animal protection groups, government, businesses, and nonprofits as potential sources.

Chapter 8

Education Is Not Enough

At a time when people are losing their homes to foreclosure, have been out of work for years, and have to choose between shoes and a neuter, we need to do all we can to be creative and find ways to make it easy to 'do the right thing.'

- Esther Mechler, Marian's Dream

Key Points:

- While effective messages are important, they're only part of a successful change effort. Consider product, price, place, and partnerships as well as promotion.
 - Lowering price, whether that's money, time, or energy costs for your audience, can increase the number of people that take action. Use existing research or your own efforts to determine whether offering products and services for free affects how people value them.
- By defining action and audiences, assessing benefits and barriers, choosing targets, and using research, you lay the foundation to identify the best messages.
 - Even individual advocates can benefit from thinking through their messages.
 - The *strategic message grid* will help you refine your message by considering how to position the behavior you're advocating against alternatives.
 - Use the *creative brief* format to summarize your plans. You'll be more effective and may save time and money by avoiding rework on your print and online materials.
- Follow the criteria from Made to Stick for high impact communications: simple, unexpected, concrete, credible, emotional, stories.⁶
- It usually takes seven to ten exposures for people to get your message. So repetition, repetition, repetition is key.
 - Research can tell you if your communications work or need change.
- The steps in the ACHIEVEchange process should also guide your approach to social media, media outreach, and unconventional promotion.

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Chapter 9

Voice Matters

People are trying to find any way they can to not listen to what we have to say, because it means they would have to change their lifestyle. They're looking for a chance to say, 'I'm going to disregard what that person said, because ... they were rude to me.'

- Alan Darer, Vassar Animal Rights Coalition

Key Points:

- If we are the animals' voice, we must speak in a way that helps them.
 - People don't like criticism. They will resist and retaliate, rather than change their behavior.
- How we look, how we sound, and how we come across are essential to whether people listen to us and how seriously they consider what we have to say.
 - Protests can be effective, but employ them selectively and plan thoroughly, so their benefits outweigh the risk of negative public perception.
- Word-of-mouth is one of the best forms of promotion for advocates and nonprofits because it's free and credible.
 - Standout service experiences or positive interactions can inspire people to spread the good word for animals.
 - Bad encounters move people to tell even more people what happened.
 - When you speak to someone or engage on social media, keep in mind that you may be reaching many more.
- Constantly focusing on the negative drains our energy, brings down people around us, and drives away those we want to influence. Though it may be challenging, choose a positive perspective to keep the emphasis on helping animals.
- Put on your own oxygen mask first. Taking care of yourself doesn't detract from your work for animals. It keeps you healthier, more effective, and in it for the long haul.

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Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. If you haven't already, complete the activity from Sherry Essig on talking about your day from opposite perspectives.
2. Choose one situation where you held negative feelings toward someone you were trying to influence or approached them in an off-putting way.
 - How did that person respond? What result did you get?

 - What might you consider doing differently in a similar situation?
3. Identify at least two ways you could create positive word-of-mouth.
 - Think about how you could delight people when they interact with you individually or in your organization.

 - Consider tangible items to give people to encourage them, such as postcards, coupons, or gear (for people or animals)
4. What one change could you implement to begin taking better care of yourself?

Chapter 10

Evaluate, Don't Guess

Our perspective of success is the entire city and the live release rate, so we can only use numbers and large numbers to deem ourselves successful. Of course, we focus on stories for warm and fuzzies and making people feel good, but it's the sheer numbers we report on at volunteer get-togethers, staff lunches, and board [meetings].

- Christy Counts, Central Oklahoma Humane Society

Key Points:

- "Let us ask what is best, not what is customary." By evaluating what's working – and what isn't – we can shift our approach to accomplish more for animals from the time, money, energy, and other resources we have.
- At a minimum, think about what worked best and what could have been better in your campaigns, programs, outreach, and personal initiatives. You might also want to include questions that are more specific.
- Quantifying outcomes for many animal protection issues can be challenging, but they're our ultimate measures of success.
 - HRC's *Humane Trends* report and the RSPCA's (UK) animal welfare indicators show many outcomes you might adapt.
- Calculating the money and time spent to achieve different outcomes allows us to invest our resources to produce the greatest result.
 - This information can also be useful to get support from governments, foundations, donors, businesses, and sponsors.
- If we're wasting time and money on unsuccessful efforts, that's really taking away from helping animals.
- Any monitoring and evaluation is better than none. Just try. Slow progress is still progress. -
Mariah McConnaughey

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Other Points, Ideas, and Notes from This Chapter

Achieve Impact

1. Choose one program, campaign, outreach effort, or personal advocacy activity and ask:

- What worked best?

- What could have been better?

Involve other people where possible to gain additional perspective and insight. Write down what you learn that you can use to improve your impact.

2. Define one outcome measure that you can begin to track to learn more about whether what you're doing is working. Refer back to the section Key Points entitled "what are the results" for some ideas to get you started.

Chapter 11

Putting it All Together

We need to meet people where they are, not expect them to come to us ... The foundation is greeting people in a non-judgmental way and with respect ... Then I can start talking about what we do ... Many people haven't ever thought how their personal decisions impact the population around them. It's really moving to people when they make the connection....

We can't just try to push our ideas on people. When you treat people as clients you get back what you put out.

- Amanda Arrington

Key Points:

A spay/neuter campaign and a compilation of efforts to persuade restaurants to offer more veg options demonstrate the ACHIEVEchange system in its entirety.

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Bring the Campaign to Your Area

Spay/neuter

The firm that conducted the research for the campaign believes the results would be applicable to low-income individuals across the U.S. Local organizations can undertake additional research, if desired, to validate findings in their own regions, as Stephanie Downs did in St. Croix.

Gulf Coast Pet Research Project: Phase 1

http://www.animalsheltering.org/programs_and_services/spay_neuter/hsus-gulf-phase-1-final-public.pdf

Messaging Spay/Neuter, Lessons from the Gulf Coast Spay/Neuter Campaign

http://www.animalsheltering.org/programs_and_services/spay_neuter/messaging-spay-neuter-report--final.pdf

The HSUS offers the campaign ads, posters, door hangers, and other materials at no charge for local groups to download and customize.

http://www.animalsheltering.org/programs_and_services/spay_neuter/spay_neuter_campaign_materials/

Veg options in restaurants

Many of the organizations mentioned have resources to help you work with local restaurants and other eateries.

COK

- Guide to Restaurant Outreach - <http://www.cok.net/lit/rest.php>
- To order the restaurant leave-behind cards - http://order.cok.net/restaurant_cards/

Chapter 12

Getting Started

You have to be stronger than your opponent, but strength comes in many different forms ... [I]t's not necessarily how big or strong you are, but how fast and how nimble... You've got to be willing to develop a good plan, be willing to shift as conditions change ... and always be tenacious.

Steve Hindi, SHARK

Key Points:

- **People.** Understanding and empathizing with our audiences is the precursor to success.
 - Revisit the shopping and eating examples in this book, spend time with or research your audience, and complete the *Choosing Your Perspective* activity if helpful.
 - Share these activities with other advocates who would benefit.
- **Priorities.** Focusing on fewer initiatives and using time management practices will create space for you to think more about enhancing your advocacy.
- **Process.** There are many ways to move forward, including developing ideas for a single effort, buddying up with friends, working with a group, or scheduling a retreat.
 - Organizations can consider a marketing committee to bring in additional expertise and resources.
- **Persistence.** Celebrate small victories as you go, and be tenacious in your follow-through.
- **Plan.** Different considerations can help you integrate the ACHIEVEchange system whether you are an individual advocate, organization staff member or volunteer, or an executive director.
- **Progress.** Use these tools to sharpen your advocacy and help others do the same

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Other Points, Ideas, and Notes from This Chapter

Next Steps

Animal Impact: Secrets Proven to Achieve Results and Move the World was written as a guide to effective advocacy that you can return to again and again to enhance what you do for animals. The seven-step ACHIEVEchange system provides immediate results, but you will also improve your impact over time as you become more experienced with it.

The book and this companion journal give you everything you need to transform your advocacy. If you would like to go deeper or move faster, you have several options.

Read more. The *Resources* section from the book follows here. You'll find links to learn about the materials. I've carefully selected each one based on my experience with what works.

Involve others. Both the book and this journal recommend getting other people involved. Even if you've taken a first pass through everything already, it's not too late to benefit from the power of many minds. Friends, colleagues, volunteers, board members, and others can both learn from **Animal Impact** and contribute to your putting it to work. If you need additional copies of the book, please visit <http://Animal-Impact.com>.

Arrange a talk or workshop. An in-person experience brings this information to life in even more compelling ways. Topics can include an overview of the ACHIEVEchange system, detail on an area that's most pressing, or focus on a specific issue. A talk or workshop is a great way to introduce staff, colleagues, volunteers, board members, or grantees to this approach.

Get assistance. I offer monthly retainer services for select clients wanting to access my expertise directly. I also take on a limited number of consulting projects to apply the ACHIEVEchange approach. If your program or campaign could be getting better results from my focused attention, let's talk.

For workshops and consulting, please contact me at cginsberg@priorityventures.com with a little background on what assistance your group might want. We'll set up a time to talk and explore in more detail.

Tell me what would help. I have many ideas for ways to help you use the ACHIEVEchange system that I might develop via websites, video, workbooks, and more. However, I'd love to hear what you think would be most useful, since I am not my target audience ;-)! Please stop by <http://Facebook.com/AnimalImpact> or email me. Let me know what topics, formats, etc. would be most valuable.

Best wishes in your important work!

Resources

For more information on books listed, please visit the [Animal Impact bookstore](#) powered by Amazon.com.

Social Marketing and Social Change

Philip Kotler and Nancy R. Lee, *Social Marketing: Influencing Behaviors for Good* (Los Angeles: Sage Publications, 2011)

Alan R. Andreasen, *Marketing Social Change: Changing Behavior to Promote Health, Social Development, and the Environment* (San Francisco: Jossey-Bass Publishers, 1995)

Chip Heath and Dan Heath, *Made to Stick: Why Some Ideas Survive and Others Die* (New York: Random House, Inc., 2007)

Chip Heath and Dan Heath, *Switch: How to Change Things When Change Is Hard* (New York, Random House, Inc., 2010)

Andy Goodman, *Why Bad Ads Happen to Good Causes: And How to Ensure They Won't Happen to Yours*, http://www.agoodmanonline.com/bad_ads_good_causes/

Animal Advocacy

Heidi Prescott and Caryn Ginsberg, *Building an Effective Campaign: Research and Planning*, Humane Society University online course, <http://humanesocietyuniversity.org/academics/sce/courseinfo/coursepage.aspx?id=131>

Nick Cooney, *Change of Heart: What Psychology Can Teach Us About Spreading Social Change* (New York: Lantern Books, 2011)

Hillary Rettig, *The Lifelong Activist: How to Change the World Without Losing Your Way* (New York: Lantern Books, 2006)

Josephine Bellacomo, *Move the Message: Your Guide to Making a Difference and Changing the World* (New York: Lantern Books, 2004)

Matt Ball and Bruce Friedrich, *The Animal Activist's Handbook* (Brooklyn: Lantern Books, 2009)

Peter Singer, *Ethics into Action: Henry Spira and the Animal Rights Movement* (Lanham, Maryland: Rowman & Littlefield Publishers, 1998)

Melanie Joy, *Strategic Action for Animals* (New York: Lantern Books, 2008)

Market Research and Evaluation

The Humane Research Council, <http://humaneresearch.org> and HumaneSpot, <http://humanespot.org>

Alan R. Andreasen, *Marketing Research that Won't Break the Bank* (San Francisco, Jossey-Bass, 2002)

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Social Media

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