

"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

## Sample Sections

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- Anthony Bellotti, Founder, White Coat Waste Project

**“Every activist should have a copy!”**

- Alexis C. Fox, Massachusetts State Director, The Humane Society of the United States

# ANIMAL IMPACT

**Secrets Proven to Achieve  
Results and Move the World**

**Caryn Ginsberg**



[www.priorityventures.com](http://www.priorityventures.com)  
Arlington, Virginia

# Animal Impact: Secrets Proven to Achieve Results and Move the World

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# Dedication

To you...

For believing in what's possible and doing everything you can to make it happen

To my husband, Michael Levitin...

Who believes in me and makes it possible for me to do what I can to help

# Acknowledgments

More than 80 advocates shared success stories and lessons learned that make what follows compelling and powerful. These participants contributed to help other advocates enhance their effectiveness. Thanks to all of them, especially to Heidi Prescott for her foreword. Many of these leaders were quick to mention that they had people working with them who were integral to their accomplishments.

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## Foreword

I wish I'd known then what I know now and what you're about to learn.

I'd been with The Fund for Animals for three years when we staged a protest at the Hegins pigeon shoot in 1992 in conjunction with many other organizations. At this horrific and cruel event, shooters took target practice on hundreds of birds as they were released from boxes. Many of them were killed instantly. Some fell to the ground injured. Local youth tore the heads off these birds to finish them off, or piled them in trash cans to suffocate. Other wounded birds flew into the trees to die over hours or days.

Our goal was to attract as many demonstrators and as much media as possible to bring public attention to this appalling practice. Along with the protests, acts of civil disobedience brought more visibility to the event.

Fifteen hundred protestors descended on the town. Over a hundred were arrested for running on the fields to free birds before they were shot. We met our goal.

Or did we? The event raised awareness. But the disorganized, angry crowd of demonstrators distracted attention from the birds and the cruelty of the shoot. The media coverage focused on the tension between shoot supporters and opponents. Few articles mentioned the birds and their plight.

More people attended the shoot the next year. Hegins residents and businesses enjoyed an economic boost as more attendees paid to watch the macabre festivity. People who hadn't come previously showed up to see what the fuss was about. Even the Ku Klux Klan showed up to support the shoot. As more animals suffered and we were not getting anywhere, it was time to reassess.

The protest was a tactic\* that emphasized conflict. To achieve our goal of stopping the shoot we needed a strategy,\*\* a more comprehensive, integrated effort. We developed a plan to appeal to people's decency and compassion. Our approach addressed not just the public and the media but also elected officials.

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\*Tactic: "the specific actions, sequences of actions, and schedules you use to fulfill your strategy."<sup>1</sup>

\*\*Strategy: "a plan of action designed to achieve a particular goal."<sup>2</sup>

For several years, we discouraged large-scale protests and instead focused on rescue and documenting evidence of violations of the cruelty statute. We sent trained veterinarians and volunteers to treat the wounded pigeons. They avoided any interactions with the crowd that could be perceived as violent or threatening. As a result, the media coverage changed significantly. Stories depicted the birds' suffering and violence by the shoot supporters. Reporters highlighted the senselessness of live pigeon shoots. Public sentiment began to shift.

We also strengthened our legislative outreach. Unfortunately, we may have actually missed opportunities to end the shoot earlier, because we didn't fully understand the needs of lawmakers. We didn't appreciate that inside negotiations and agreements are often essential to crafting a bill and garnering support.

However, our sophistication increased. We became very adept at targeting legislators who might have been on the fence by working with constituents and media in their districts. With more positive media, greater public support, and this thoughtful effort, we came within three votes of outlawing pigeon shoots in the state.

The campaign ultimately succeeded in the courts. Along the way, I gained experience about the importance of taking a strategic approach to make the very best use of our limited resources. It's not enough to *want* to do good for animals; we have to *do* good for animals. In addition to on-the-job training, I've read books about other movements, studied materials, and completed courses to discover the very best ways to affect change for animals.

In 2004 Mike Markarian, President of The Fund for Animals, and I asked Caryn Ginsberg to help us with strategic planning for our numerous campaigns and programs. At that time we felt like a great deal of our time and resources was spent "ambulance chasing" rather than proactively advancing an agenda. We certainly didn't have enough resources for everything we wanted to do, and we spread ourselves too thin trying to do too much.

Caryn guided a careful review of all our campaigns to determine which ones provided the best opportunities for us to help animals. In order to get the best results overall, we had to let go of some initiatives that were near and dear to our hearts. It wasn't easy. But just as we chose to abandon tactics that were unsuccessful during the Hegins campaign, we discontinued some

projects that weren't the best use of time, energy, and funding. The disciplined approach she brought did more than help us evaluate our campaigns and programs. It became part of our ongoing work to choose new initiatives and craft effective strategies.

What you're about to read will help you develop approaches that work. You'll learn how to create change with the public, businesses, elected officials, government agencies, and other organizations. The information draws on Caryn's business background to reveal what companies know that we as animal advocates must know to motivate people to help rather than harm animals.

There are so many strategies and tactics in this book that I wish I'd known earlier in my animal protection work – perhaps more animals would have been saved from cruel treatment along the way. Thankfully, today young activists beginning their careers have access to information that will help them become more effective, leading to greater strides protecting animals, and there is greater focus today on planning.

This book includes comprehensive information that will help you get from point A to point B much quicker. My staff and I have used these methods in hundreds of campaigns focusing on issues such as dogfighting, cockfighting, fox-penning, canned hunts, fur, factory farming, and more.

You will find the information in this book useful and easy to implement. Refer to it often to plan any program, campaign, communications effort, personal outreach activity, or other initiative. Whether you are an individual advocate or part of a group, new to animal protection or a seasoned veteran, the approaches here can help you be more effective.

We share a passion for animals. I'm delighted that Caryn has written this book to share with you some of the very best ways to make the world better for them.

- Heidi Prescott, Senior Vice President, Campaigns, The Humane Society of the United States

*Courtney L. Dillard originally recounted and analyzed the Hegins campaign in detail in "Civil Disobedience: A Case Study in Factors of Effectiveness," Society & Animals, Vol. 10, No. 1<sup>3</sup>*

# Introduction

You care deeply about helping animals. For all that you give and do, surely you deserve the very best help to be as influential as possible.

You can get better results from the time, energy, and money you already have. It doesn't matter where you're starting from today or which issue matters most to you. You can improve your impact whether you are a lifelong animal advocate or have gotten involved more recently.

Like many people new to animal protection work, I initially tried a variety of efforts: writing letters, staffing outreach tables, leafleting, helping in an organization's mailroom, visiting my political representatives, and occasionally attending a protest. Although I enjoyed taking action to spread animal-friendly messages, I didn't have the satisfaction of seeing much impact for my time and effort.

It wasn't that such activities are unproductive. Rather some of them seemed more useful than others. When I tabled to promote vegetarian eating at health fairs, for example, many people came to the table, eager to learn more about how they could take steps to eat more plant-based foods. When I spent time on Washington, D.C.'s National Mall, fewer of my interactions with passing tourists and residents were worthwhile. More often than not, it seemed, I ended up speaking with at least one animal-farmer here on vacation – not the most likely candidate for change.

While I enjoyed spending time with my fellow volunteers in both situations, I felt very differently about the two types of tabling. The health events were energizing. The time passed quickly and I was excited about the enthusiastic reaction I got. The Mall events left me drained.

I quickly decided that if I only had a certain amount of time to spend to help animals, I wanted to use that time as effectively as possible. I had a wealth of professional experience motivating people to take action. Could what I knew about strategy in the for-profit sector help people create more change for animals?

It could and it has. For over ten years I've had the privilege of helping people

use proven techniques to accomplish more for animals. Through projects, as a speaker, and in articles, I've reached individual activists, volunteers, staff members at organizations large and small, board members, and funders. They have used the approaches I've shown them to get better results faster.

Now I've created a simple, powerful framework called the ACHIEVEchange system that you can use again and again for your personal activism, local programs, online presence, or national campaigns. The system and the detailed explanations combine my strategy background, my insight from working with animal protection advocates, and lessons from leading thinkers on creating change. These ideas can transform the effectiveness of your advocacy ...and how you feel about the time you spend helping animals.

You'll see exactly how to work with these methods. I've included success stories from individuals, small groups, and leading organizations. These examples span the full spectrum of animal advocacy: sheltering, food issues, wildlife, and more. Although most of the stories are from the United States, some are from other countries. The principles apply around the world.

It doesn't matter if you agree with the issue in an example. Open admission shelters and no-kill facilities can learn from what the other does well. Promoting any form of vegetarianism shares much in common with advocating for more humane methods of raising animals for food. Advocates can use similar approaches to gain welfare reforms and to work toward abolition. Whether you refer to "pets" or "companion animals," "farm animals" or "farmed animals," I invite you to focus on lessons learned and how you can use them to create the change you want. As Timy Sullivan of PetFix Northeast Ohio notes:

**If we partner only with those who are already on the same page,  
we... miss valuable opportunities to teach and learn.<sup>4</sup>**

The people who contributed stories are not necessarily on the same page with each other or with me on every issue, tactic, or philosophy. Yet, they agreed to take part in this collaboration to help convey an approach that can have a profound impact on our progress.

Of course, it was not possible to include every effective organization and individual. There are numerous other groups and people whose work I respect and that could have provided additional examples of top-notch advocacy.

Sometimes we'll look at less successful endeavors and how using the ACHIEVEchange system could have made a difference. These situations can offer our most powerful learning opportunities, so I heartily thank the individuals and organizations that have shared them. They'll tell you how they think they could have done better. When I point out ideas, I am building lessons learned from their work, not criticizing it.

Nor should you infer any criticism or feel any guilt if you look back at some of your past efforts and think you might have approached them another way. The poet Maya Angelou said some variation of "when we know better, we do better."

I applaud you for your commitment to being the most effective advocate for animals that you can be. I look forward to your success stories from using these techniques.

## Chapter 1

# The Challenge

### In this chapter:

- 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 protection community need to harness social marketing’s power on a much larger scale if we want to see real results.



Every day advocates invest money, time, expertise, and energy to make the world better for animals. We achieve victories on some issues in some places, but experience setbacks elsewhere.

Have you talked to people, staffed a table at an event, handed out leaflets, attended a protest, used social media, advertised, run a campaign, or done other outreach? If so, you’ve probably experienced frustration when someone (or almost everyone) ignores or rebuffs your plea to help.

*You work hard to get people to be kind and compassionate to animals. Why don’t they always do what you ask?*

### **Big Problems Are Hard Problems**

It's very difficult to overcome societal norms and personal inertia. Unfortunately, animal suffering is vast and entrenched.

Consider these recent figures. In the United States alone:

- More than a million lab animals endured experimentation in 2009. Seventy-six thousand of them experienced painful procedures without receiving relief.<sup>5</sup>
- About 3 million healthy and adoptable cats and dogs were euthanized in shelters in 2010.<sup>6</sup> Others suffer in the streets or are victims of cruelty and neglect.
- 12.5 million people aged 16 years old and older hunted a variety of animals in 2006.<sup>7</sup> Over 100 million animals were killed for “sport” annually in the 1990s.<sup>8</sup>
- Nine billion-plus cows, pigs, sheep, chickens, turkeys, and ducks were killed for food in 2009.<sup>9</sup> For many of them, along with hundreds of millions of egg-laying hens, life pre-slaughter is a torturous existence with dark, crowded, unsanitary housing and terrifying, painful procedures.

These figures include only a few of the countless and varied ways animals suffer in just one country. Globally and for all types of animals, the magnitude of the problem is almost unimaginable.

### **We Face Powerful Opposition**

The people, industries, and institutions working against the humane treatment of animals typically enjoy significant advantages, including far greater resources.

Even the largest organizations in our field are quite small compared to the entities that oppose them. For example:

- Sales of animals in 2011, including by pet shops and breeders, will total more than \$2 billion, according to the American Pet Products Association.<sup>10</sup> That's over eight times the combined budgets that the American Society for the Prevention of Cruelty to Animals (ASPCA) and The Humane Society of the United States (The HSUS) had in 2009 to address a wide range of animal protection issues.<sup>11</sup>
- U.S. fur sales were \$1.3 billion in 2010.<sup>12</sup>

- The annual budget of the National Rifle Association was \$220 million in 2010.<sup>13</sup>
- The dairy industry has spent as much as \$180 million a year on milk promotion.<sup>14</sup> That's more than the combined 2009 budgets for Farm Sanctuary, Physicians Committee for Responsible Medicine, Compassion Over Killing, Vegetarian Resource Group, Farm Animal Rights Movement (FARM), and Mercy For Animals.<sup>15</sup>

As you know, money brings power and influence. Industry can afford big advertising campaigns, publicity efforts to reach the media, and lobbyists to sway legislators.

## We Have to Be Smarter

**Simply showing up and kicking the ball harder and running faster isn't going to make you a winner.<sup>16</sup>**

**- Chris Cade, Think Without the Box**

No matter how passionately we feel, how many times we repeat our arguments, or how strong the language we use, we may achieve little. We must become experts in how to create change. Many animal protection advocates are now employing more sophisticated approaches than in the past.

It's not all about money. Just like the story of David and Goliath, savvy animal protection advocates have moved giants like McDonald's, Trader Joe's, Hollywood celebrities, the U.S. Department of Agriculture, and the U.S. Congress to act for animals. In describing the historic campaign against Revlon by renowned animal activist Henry Spira, Peter Singer, author of Animal Liberation, asks:

**Could there be a more unequal contest than this one, which pitted a high school teacher working out of his own apartment against the flagship of the cosmetics industry?<sup>17</sup>**

**- Peter Singer, Ethics into Action**

Through careful strategy and persistent execution, Spira persuaded Revlon to provide \$750,000 for The Rockefeller University to launch a multi-year effort to find alternatives to testing cosmetics in the eyes of rabbits. The campaign ultimately yielded another \$1 million from Avon, Bristol Myers,

## 4 | Animal Impact

Estée Lauder, Max Factor, Chanel, and Mary Kay to create the Center for Alternatives to Animal Testing at Johns Hopkins University.<sup>18</sup>

While successes like these may garner widespread attention, equally important victories are happening at the local level. The shelter increasing adoptions, the activist winning a ban on circuses with animals in her community, and the person getting more veg options in his office cafeteria are all making important gains.

To do more with less, individual advocates, grassroots groups, community organizations, and national leaders have learned to work smarter. Many of them are borrowing from what businesses have known for years.



### Paul Shapiro Learns to Maximize Results

Paul Shapiro grew up in an animal-loving household where the dogs were considered part of the family. His mother served on the board of directors of a local humane society and helped out at the shelter several days a week. After seeing videos of slaughter plants when he was 13, Paul became vegetarian (and later vegan) and began volunteering for animal advocacy organizations.

In high school, Paul started an animal protection club. The group brought in speakers and videos, and offered veg feed-ins for classmates. The club soon grew beyond the school grounds to become the D.C. grassroots group Compassion Over Killing (COK).

Paul believes that some of COK's first work was not as productive as it could have been.

**There were several years that we did things that felt good to do, but weren't actually effective in helping animals. I'm thinking about some of the raucous protests. We also did various sit-ins that led to the arrest of some folks. The intent was certainly to help animals, but I don't think we were introspective about whether we were tangibly helping animals.**

Norm Phelps, former spiritual outreach director of The Fund for Animals, inspired Paul and his colleagues to become "teachers rather than fighters." COK shifted its focus to helping people in a more positive manner, such as through feed-ins and getting more veg options in restaurants.

Becoming less confrontational and more strategic gave Paul an edge in creating change. His successes have ranged from getting restaurants to put veg options on their menus to persuading Ben & Jerry's to switch to cage-free eggs. First with COK and now with The HSUS, his victories have helped millions of animals.

Paul hopes other animal advocates will learn from his early mistakes:

**Too often animal activists do things that we initially feel good doing, but aren't necessarily the most effective way to help animals. We should treat [our advocacy] as seriously as if we were doing this for our own business that was intended to make money.**

**Applying business principles is a good way to create tangible results for animals.**



## Learning from Business

You might think we're not anything like businesses. Our mission is to help animals, and a company's goal is to make money. You may feel motivated by a call to serve and believe corporate employees only care about salary, status, and other personal outcomes.

What we have in common, though, is the need to get people to take action. For example:

- Animal protection advocates want people to adopt from a shelter or rescue group. Pet shops, breeders, and other for-profit outlets induce them to buy instead.
- We ask homeowners and local governments to use non-lethal approaches to deal with wild animals. Wildlife control firms convince them to use lethal methods.
- Activists endorse eating a plant-based diet or at least more humanely produced food. The meat, egg, and dairy industries promote consuming their products without regard for animal treatment.

If you think about the statistics we reviewed on the pervasive use of animals, it's clear which side is winning – business. Fortunately, the same approaches that businesses use can help us help animals. We can apply these methods in a positive, ethical way. Leading advocates are already doing so and getting better results.

## “Good Marketing” Is Not an Oxymoron

One of the most important factors that separates business success from failure is effective marketing.

Many people equate marketing with advertising, especially with the advertising from enormous corporations. It's bad. Nonprofits can't afford to do it.

Advertising is part of marketing, but it's not all of it. **Marketing** is a process that businesses use to motivate people to enter into an **exchange**, usually spending money to get goods or services. Elements of the marketing process include:

- Setting goals
- Determining whom to serve
- Understanding what they want
- Developing goods and services (product)
- Setting charges (price)
- Selling through stores, online channels or other outlets (place)
- Creating and disseminating persuasive messages (promotion)
- Measuring results of campaigns and programs

We can use a similar marketing process to create an exchange. We want people to exchange their animal-unfriendly behaviors for animal-friendly ones. Using these marketing steps enhances our effectiveness with the money we have.

Isn't marketing about manipulation? Well, the company that makes the dog food you've chosen or promotes dissection alternatives is as engaged in marketing as are businesses that sell products you may dislike. Even a neighborhood lemonade stand engages in marketing.

Marketing is no more inherently “evil” than a knife. You can use a knife to whittle a toy, chop ingredients, or survive in the wilderness. But you can also slash a painting, kill someone, or cut the carelessly placed finger. In the same way, marketing is a neutral tool wielded for benefit or harm depending on the motivation and skill of those who use it.

**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....<sup>19</sup>

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

## Marketing Is a Tool for Social Change

In the last forty years, public health and environmental organizations have adapted what businesses know about marketing. They've prompted people to:

- Stop smoking
- Avoid driving drunk
- Recycle
- Exercise
- Vote

Individual advocates are also advancing exciting new initiatives based on principles of achieving behavior change.

- Canadian Shawn Ahmed left graduate school to start *The Uncultured Project*, an effort to reshape how people respond to global poverty and to bring concrete improvements to Bangladesh.<sup>20</sup>
- Mark Horvath, a former Hollywood insider who has also been homeless, created *Invisible People* to engage citizens, communities, and governments to take action to help the homeless in the United States.<sup>21</sup>
- Noha El-Bassiouny of Egypt markets to marketers! She launched *Ethics-Based Marketing* to influence people in companies, associations, and universities to use ethical principles to guide their marketing actions.<sup>22</sup>

There's a special name for marketing that's used to achieve societal good rather than to make money. It's called "social marketing." **Social marketing** means:

**The use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole.**<sup>23</sup>

- Philip Kotler, Ned Roberto, and Nancy Lee, Social Marketing: Improving the Quality of Life

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.**

“Influencing people to voluntarily adopt behavior” can include not only getting the public to make new personal choices but also...

- Moving businesses and government agencies to change policy
- Persuading legislators to vote for pro-animal measures
- Engaging media to pursue animal stories
- Motivating supporters to volunteer time and donate

### **Why Haven't We Done More Social Marketing?**

In their classic article “Social Marketing: An Approach to Planned Social Change,” Philip Kotler and Gerald Zaltman described social marketing’s purpose as “to help translate present social action efforts into more effectively designed and communicated programs that elicit desired audience response.”<sup>24</sup> That article launched social marketing as a discipline in 1971.

The animal protection movement in the United States at that time consisted primarily of small, local organizations, often led by animal care or control experts rather than people with experience motivating people to change. The HSUS was still a fairly small organization.<sup>25</sup> Best Friends Animal Society (Best Friends) and People for the Ethical Treatment of Animals (PETA) did not exist.

Leaders in the emerging animal rights movement in the 1970s and 1980s were often strong personalities more prone to “charge the barricades” than to study the subtleties of influence strategies.<sup>26</sup> That wasn’t necessarily all wrong. Alex Hershaft, President of FARM, describes three stages of issues within social movements. In the first, the Alert Stage, activities that draw attention are important to create public awareness. Heightening the visibility of animal issues was, therefore, valuable.

However, for a movement to succeed, it can’t simply continue to generate awareness. It must move on to the second stage, Discussion, where it builds agreement and then to the third stage, Reform, where it achieves action.

**The biggest pitfall [of the second stage, Discussion,] is that a lot of us are still stuck in the alerting stage.... We'll be in a situation where people want to come and learn more about our issues and we're still screaming, 'Meat is murder' and 'You're a puppy killer.' That's not very conducive to coming up and learning more about vivisection or eating animals. We have to be very careful. Are we trying to get a rise out of people or are we trying to inform them?**

....

**The purpose [of the Reform Stage] is to introduce lasting change, to actually bring about changes in behavior... the pitfall in our movement at this stage is that a lot of us lose interest...<sup>27</sup>**

**- Alex Hershaft, FARM**

Some animal advocates have been slow to adjust their approach. Passion for animals and conviction that we're "right" can obscure the need to refine our methods.<sup>28</sup> The mistaken belief that social marketing is only for large organizations with bigger budgets discourages individuals and local groups.

However, simply adopting a social marketing mindset can dramatically enhance your work. You'll soon learn more about animal advocates who are using social marketing to make a difference on their own and in organizations such as Albert Schweitzer Foundation (Germany), Animal Welfare League of Arlington, ASPCA, Compassion in World Farming (UK), Compassion Over Killing, Delaware Action for Animals, The HSUS, Mercy For Animals, PetSmart Charities, Save Animals from Exploitation (SAFE, New Zealand), Vegetarian Resource Group, and Wildlife SOS (India). Outcomes have included:

- Increasing spaying and neutering
  - Gaining veg options in restaurants and cafeterias
  - Securing safer passage for wildlife
  - Stopping plans to expand beaver hunting
- ... and much more.

## **Social Marketing Is Not Social Media**

These days many people confuse social marketing with social media. Social media includes Facebook, Twitter, blogs, and other online communications that enable user-generated content and peer-to-peer sharing, often in real time. That's only a small part of social marketing, which existed long before social media.

Social marketing consultant Mike Newton-Ward compares social media to a carrot in the stir-fry of social marketing.<sup>29</sup> Other ingredients come from business marketing, including defining:

- What behavior you want people to adopt
- Which people you're addressing
- What they want
- What to say and how to say it (promotion)
- What else you need to do (product, price, place)
- How you'll know if your efforts are working

Social media is part of promotion to support the success of programs, campaigns, and other outreach. Even if you are an individual who blogs or works largely through Facebook and Twitter, social marketing will help you get better results from your efforts.

**Social media without a strategy is a trick not a tool. So you have to present with excellence, and you have to have goals, reasons, and a strategy to make it effective.**

- Mark Horvath, *Invisible People*<sup>30</sup>

• • • • •

## **A Life-Changing Moment for Aimee St. Arnaud**

Aimee St. Arnaud knew as early as age six that she wanted to do something to help animals. As a teen, she volunteered at a shelter and for a wildlife ballot initiative.

To find work in the field, Aimee attended conferences and made sure to introduce herself to people. She landed a position with her local humane society after the executive director noticed her persistence in volunteering and attending events. Through additional networking and her ongoing work, she was invited to join Best Friends, where she was involved in the No More Homeless Pets campaign.

Conferences were the place not only to make contacts but also to get new ideas. At a Spay/USA gathering, Aimee heard Kathy Savesky talk about social marketing. When Kathy was executive director of the Peninsula Humane Society (PHS) in San Mateo, California, she read [Marketing Social Change: Changing Behavior to Promote Health, Social Development, and the Environment](#) by Alan Andreasen, another leader in the social marketing field. She used what she learned about social marketing to save more animals at PHS. She then

pioneered social marketing in the animal protection field, including through her breakthrough article “Selling Your Organization’s Messages.”<sup>31</sup>

Aimee described the session as life-changing. Social marketing offered a powerful new approach for helping animals.

**When we look at animal welfare, it seems big and overwhelming. We look at [it] as being so different from anything else. Sometimes we get paralyzed....**

**We don’t like to be thought of as a business. But if you look at the different social movements and businesses, they’re very aware of [what motivates people to change.] They do a lot of research. It’s important to start looking outside our field....**

**We can do all the programs in the world, but if we’re not reaching people with the right message in the right language, we’re never going to [achieve] what we want. If we were McDonald’s or Target, we’d know how to reach them.**

Aimee has put social marketing to work on many fronts, including as founder of the spay/neuter group Humane Ohio. Social marketing taught her and colleagues to ...

**re-think our judgments because we were operating on a premise from years in this field that people didn’t care and didn’t want to fix their pets. We’ve come to realize that the majority of people do want to fix their pets and are grateful for our services. They were facing barriers like cost and accessibility that made it hard for them. We’ve removed those barriers by doing special promotions, providing transport, and using a variety of ways to reach them from social media, such as Facebook and craigslist, to traditional media, including TV, radio and print.**

**We have realized we also need to get out in the community, so we do a lot of grassroots door to door and events in the areas we are trying to reach. If you aren’t talking to the people you are trying to reach, how do you get to know what motivates them?**

**It can be uncomfortable to step outside our [comfort] zone, but incredibly rewarding. As a result, we currently fix over 12,000 animals a year and have a three-month waiting list, with plans to expand to 15,000 a year because of demand.**



## Whatever You Call It, It Works

Some of the success stories you'll read in the pages ahead are from people who, like Aimee and Paul, think explicitly about using practices from social marketing or business. Other examples come from people who don't think that way about what they do, but go about their efforts with similar consideration and insight. The "Ten Ways to Make a Difference" that Peter Singer summarizes from Henry Spira in Ethics into Action are consistent with social marketing. Spira's approach came from experience in a variety of social movements.

Are you enthusiastic about marketing, especially social marketing, as a powerful tool to help animals? If you're still uncomfortable with the term, please don't let that stand in your way. I've taken key points from social marketing and organized them into an easy-to-remember ACHIEVEchange system. You can use it to plan and execute effective initiatives for animals. The chapters that follow explain the framework and how to put it to work to enhance your advocacy.



## The ACHIEVEchange System

### **A**ction and Audience

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

### **C**reate Benefits and Cut Barriers

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

### **H**ow to Say Something to Someone Instead of Nothing to Everyone<sup>32</sup>

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.

### **E**ducation 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.

### **V**oice Matters

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

### **E**valuate, Don’t Guess

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

If Madison Avenue can get us to buy things that are too expensive, don't taste good, and make us sick, why can't we use those same secrets to get people to do things that are good for them and animals?

- Kathy Savesky



## **Brad Shear Uses Business Savvy to Get the Job Done**

Brad Shear worked in restaurants after college to pay the bills, but quit because it wasn't fulfilling. He answered an ad for kennel and front desk help at a shelter. He worked his way up to front desk supervisor and later to director of operations at a larger shelter.

When Brad joined Mohawk Hudson Humane Society (MHHS) as executive director, he set about enhancing the organization's image, a key aspect of marketing. At the time, there wasn't a lot of attention paid to the experience visitors were having at the shelter. Facility odors and procedures that were normal for staff and volunteers were off-putting to would-be adopters.

With his early experience in the hospitality industry, Brad knew that customer experience was critical. In an earlier position with Boulder Valley Humane Society, he'd partnered with the Dumb Friends League (Denver) to become an instructor for a customer service training program that a pet food manufacturer helped develop. He brought this training to MHHS. He also made people skills a key criterion for new hires, favoring applicants with customer service backgrounds from any field.

As a result, the organization became more customer-focused and improved its reputation. In 2010 when the ASPCA announced its new \$100K Challenge, with a cash award for the U.S. shelter entrant that most increased the number of lives saved compared to the prior year, Brad felt MHHS was ready to tap into community pride and take its place among the leading humane groups nationally.

To do so, he once again turned to best practices from business. Brad and his team considered which local organization, in any industry, did the best job of marketing and advertising. They approached the law firm of Martin, Harding & Mazzotti LLP for advice on new ways to motivate adoptions. The partners not only agreed to help but also brought in their advertising agency and

worked with a TV station to produce and distribute a 30-second public service announcement. One partner visited area radio stations to talk about hosting an adoption clinic and urged other businesses to do the same.

Brad and his team even borrowed from the famous “Got Milk?” campaign. Soon their “Got Pets?” signs, like the ones you see for political candidates, were all over New York’s Capital Region.



MHHS adopted out nearly 400 more animals for August to October 2010 compared with the same period in 2009. Brad and his team finished in the top 10 for lives saved in the Challenge. MHHS was also among the three finalists for the \$25,000 community engagement prize, beating out many larger shelters on both dimensions.



## Achieve Impact

Please turn your new insight into action and impact by answering the following questions before you move ahead. I suggest you do this at the end of each chapter to make sure you capture what you think can best help you help animals. Remember you can request your free journal file at <http://Animal-Impact.com/gift> that lists the questions in each chapter.

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.

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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?

Also note key points or ideas you got from this chapter.

## About the Author



Caryn Ginsberg has spent more than a decade helping animal protection advocates utilize proven strategy and marketing approaches to get better results. She has worked with the ASPCA, The HSUS, PetSmart Charities, Farm Sanctuary, Humane Farm Animal Care, and RedRover, among others. She has served on boards of directors and advisory boards, including for the Institute for Humane Education and the Humane Research Council. Clients and colleagues appreciate Caryn's ability to get to the heart of what matters, focus on what's actionable, and generate new ideas.

As a classroom instructor, she has led marketing courses in the MBA program at Johns Hopkins University. She also taught social marketing and strategic management in a joint program of Johns Hopkins and Humane Society University (HSU). Her online courses for HSU include *Building an Effective Campaign: Research and Planning* (co-developed with Heidi Prescott); *Social Marketing: Statistics Surveys and Scorecards*; and *Measuring Effectiveness*.

A popular speaker, Caryn has presented at the *Taking Action for Animals* conference, the *Animal Rights National Conference*, and *Animal Care Expo* as well as meetings of Animal Grantmakers and the National Council on Pet Population Study & Policy. She is co-author with the ASPCA's Bert Troughton of *Making Plans to Make a Difference: Business Planning for Shelters to Inspire, Mobilize, and Sustain Change*. She has also written articles for *The Animals' Agenda*, *Vegetarian Journal*, and *Executive Update*.

Caryn holds an MBA from the Stanford Graduate School of Business and an A.B. in economics/mathematics from Dartmouth College, where she played varsity ice hockey. She earned an advanced certificate in marketing design from Sessions College for Professional Design. Her favorite animals are sheep, and her backyard is full of birds and squirrels who let her know when the feeders are empty.

To bring Caryn's expertise to your organization, program, campaign, or event, please contact her at [cginsberg@priorityventures.com](mailto:cginsberg@priorityventures.com).

*Photos of Caryn Ginsberg by Tomerlin Photography*

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