



**CORONA TO COLLABORATION,
INNOVATION TO INCLUSION**
**Issues and Opportunities in Farmed
Animal Advocacy**

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This report is based on interviews with 29 leaders in veg and farmed animal advocacy, including a few from the business sector.

- Participants were with national and international groups rather than local or grassroots. They were predominantly U.S.-based, but there were a number of international groups as well U.S. based groups with international operations. There were no local or grassroots groups.
- Interviews were approximately 40 minutes and held between mid-July and mid-September 2020

Jo Anderson, Faunalytics

Josh Balk, Humane Society of the United States

David Benzaquen, Mission: Plant

Jaya Bhumitra, Animal Charity Evaluators

Aryenish Birdie, Encompass

David Coman-Hidy, The Humane League

Rune-Christoffer Dragsdahl, Vegetarian Society of Denmark

Rachel Dreskin, Compassion in World Farming (U.S.)

Jill Eckart, Physicians Committee for Responsible Medicine

Stephanie Feldstein, Center for Biological Diversity

Alexis Fox, Lighter

Bruce Friedrich, Good Food Institute

Leah Garcés, Mercy for Animals

Che Green, Cultivate Insights

Jamie Harris, Sentience Institute

Kirsty Henderson, Anima International

Mahi Klosterhalfen, Albert Schweitzer Foundation

Tobias Leenaert, veganstrategist.org

Erica Meier, Animal Outlook

Dawn Moncrief, A Well-Fed World

Sharon Nuñez Gough, Animal Equality

Stephanie Redcross, Vegan Mainstream, VegFund

Ria Rehberg, Veganuary

Neta Rosenthal, Modern Agriculture Foundation

Jasmin Singer, Our Hen House

Jan Sorgenfrei, Anima International

Kim Sturla, Animal Place

Keri Szejda, North Mountain Consulting Group

Jens Tuidter, ProVeg

Michael Webermann, ProVeg (U.S.)

Thank you to all participants!

INTRO

HOW TO USE THIS INFORMATION



Understanding the text

- Participants' quotes are in teal. I've recreated them from notes, editing for readability.
- Resources are numbered with links at the end of this document.



Please keep in mind...

- Findings other than quotes and ideas except as noted are a mix of participant thoughts and my own. I've tried to show different opinions, but have also used some judgment on what to include.
- Some information may be more relevant to U.S. nonprofits, as that is where my experience has been. I am especially grateful to the non-U.S. participants for their contributions.
- Because I am board president for Faunalytics, I am more familiar with its resources. Therefore more are included here than from other research organizations I also respect.



This project's purpose is to create shared understanding for planning. Look for...

- Insight to refine your work
- Perspectives that could help you and your team think differently
- Ideas to explore more deeply
- Reminders of what to prioritize
- Action steps to evaluate or pursue

Key Findings



- **The state of the world demands flexibility, innovation, focus, caution and contingency planning.**

- Groups have adapted to Coronavirus, but many are pessimistic about impacts through 2021.



- **Interviewees cited plant-based products and cultivated meat (combined) most often as most exciting in moving away from eating animals.**

- Growth in alternative products is mainstreaming veg eating. Nonprofits have an extraordinary tool in the audience they speak to, who are the most effective voice for products.



- **The world's response to climate change and the pandemic has created new opportunities and cross-movement coalitions.**

- Participants noted this trend second most often as the most exciting development.



- **Diversity, equity and inclusion (DEI) was mentioned most often as the area where our movement should improve.**

- Interests included not only racial diversity but also class, country and thinking styles.
- Progress requires creating organizational cultures that enable success rather than focusing only on hiring people.

KEY THEMES

ENVIRONMENT

STATE OF THE WORLD

Demands flexibility, innovation, focus, caution, and contingency planning.

#1 Most Exciting Trend

GROWTH IN ALTERNATIVE PRODUCTS

Plant-based foods are mainstreaming veg eating, and cultivated meat looms

...some concern they won't end factory farming

#2 Most Exciting Trend

RESPONSE TO CLIMATE CHANGE AND THE PANDEMIC

Brings new interest from business and government plus cross-movement coalitions

CAPABILITIES

INNOVATION

Valued, but organizations may not be set up to support

MOVEMENT COLLABORATION

Has increased, supported by technology, but funding can prompt competitiveness

RESEARCH & MEASUREMENT

More integral, but current metrics may tradeoff innovation & longer-term results

CORPORATE CAMPAIGNS

Many ideas to build on success... caution on need for enforcement

OUTREACH

INDIVIDUAL DIETARY

Many skeptical, while others champion importance, especially when linked with business outreach

POLITICAL & LEGAL

Driving exciting change with potential for more impact... may be underfunded

MOVEMENT & ORGANIZATION DEVELOPMENT

DIVERSITY, EQUITY & INCLUSION

Mentioned most often as where our movement should improve... requires commitment

TALENT

Better approaches needed to hire highly-qualified personnel, including from science and other movements

LEADERSHIP

Our most admired organizations have strong leadership, a key to retaining staff

ENVIRONMENT STATE OF THE WORLD

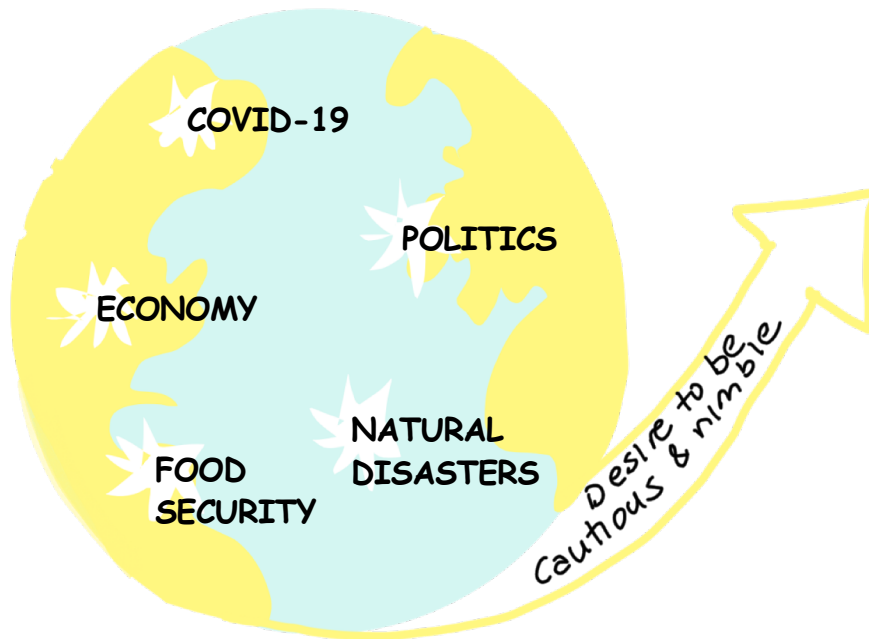
The state of the world demands flexibility, innovation, focus, caution and contingency planning.

Groups have adapted to Coronavirus,
but many are pessimistic about impacts through 2021.

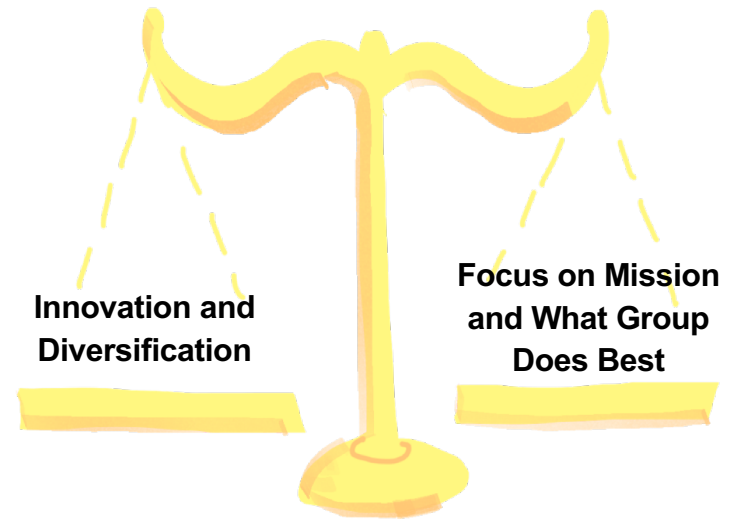
★ People's lives and incomes are affected. What we might have done two years ago is not going to resonate.

There will also be political shifts.

★ It's important to be flexible and adjust our outreach.



Need to Balance



● We need to be more diverse... not the goals, broader programs or aim, which could create mission creep. More the tactics.

See also Animal Charity Evaluators' blog on how top groups have handled COVID-19 (1)

ENVIRONMENT STATE OF THE WORLD

MACMILLAN MATRIX

It can be very difficult – especially for staff and volunteers – to accept restructuring, scaling back or ending programs or campaigns. The dramatic conditions of 2020 may make this a better time than ever to take a serious look to identify opportunities for optimization.

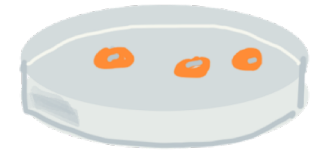
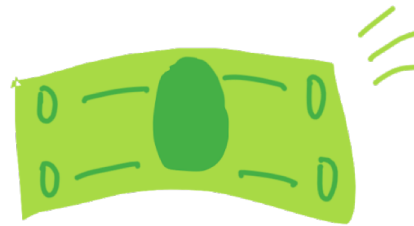
The MacMillan Matrix can help groups analyze programs and campaigns to determine the best mix (2). It considers four dimensions including alignment with mission, program attractiveness, alternative coverage, and competitive position. Depending how these factors align, the matrix provides different strategic recommendations such as grow, partner, divest and more. It’s a complex tool, but the insight and payoff can be significant.

		High Program Attractiveness: “Easy” Program		Low Program Attractiveness: “Difficult” Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	Strong Competitive Position	1. Compete aggressively	2. Grow aggressively	5. Support the best competitor	6. “Soul of the Agency”
	Weak Competitive Position	3. Divest aggressively	4. Build Strength or Get Out	7. Divest systematically	8. Work collaboratively
POOR FIT WITH MISSION AND ABILITIES		10. Divest systematically		9. Divest Aggressively	

MOST EXCITING TREND #1 GROWTH IN ALTERNATIVE PRODUCTS

Growth in alternative products is mainstreaming veg eating. Nonprofits help build markets.

- Interviewees cited plant-based products and cultivated meat (combined) most often as most exciting trend in moving away from eating animals.
- Nonprofits have an extraordinary tool in the audience they speak to, who are the most effective voice for products.
- Concerns: nonprofits will lose message control and funding, industry alone can't end factory farming



Nonprofits help companies see the potential for new products. They are connectors to other businesses and institutions, government and media.

Nonprofit support of the plant-based food space is essential. It does so much to accelerate progress. Direct advocacy, such as by the Good Food Institute, and corporate outreach to companies such as Aramark are important.

Nonprofits can use a mix of encouragement, support and pressure to help make plant-based products accessible and affordable, but must be careful not to hold plant-based companies to higher standards that make it hard for them to compete with meat.

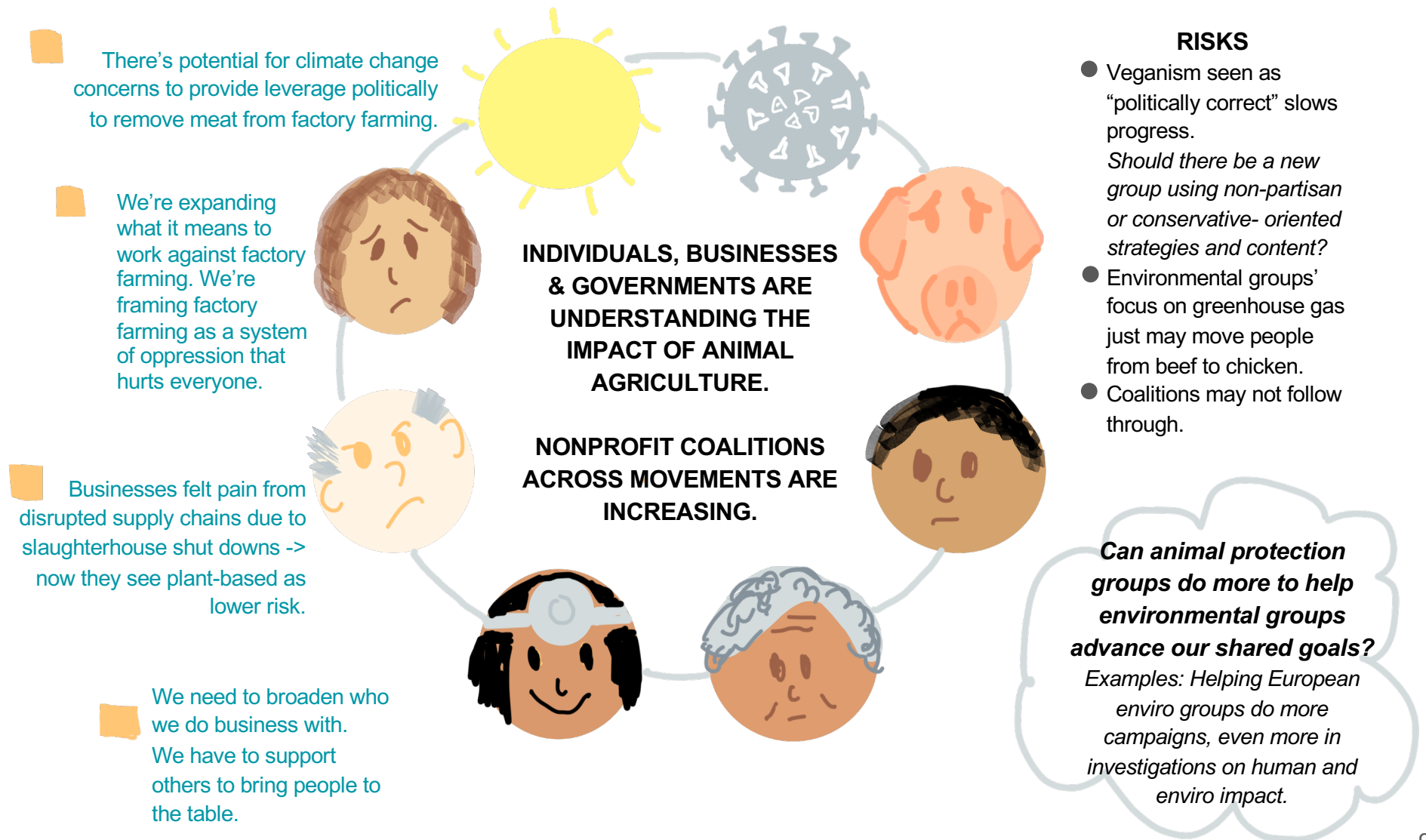
Working with businesses as well as other movements on plant-based foods gives opportunity to test approaches for cultivated meat in the future.

Convincing environmental, global health, poverty and food security nonprofits to add cultivated meat to their priorities is a winning strategy... Cultivated and plant-based meat will be what saves us.

Are there other mutually beneficial ways to increase collaboration between nonprofits and plant-based companies?

MOST EXCITING TREND #2 RESPONSE TO CLIMATE CHANGE AND THE PANDEMIC

The world's response to climate change and the pandemic has created new opportunities and cross-movement coalitions.



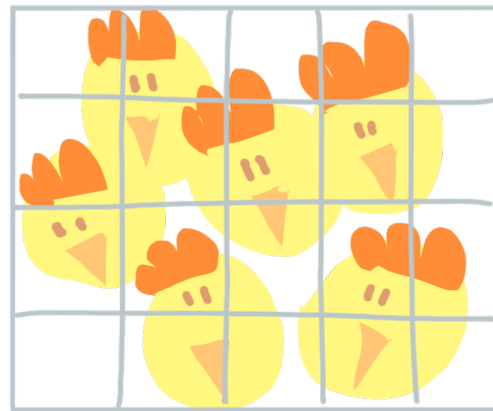
OUTREACH CORPORATE CAMPAIGNS

Participant ideas to build on the success of corporate campaigns include the U.S. campaign for chickens used for meat, more campaigns in Europe, quantification of impacts on climate change, farmer outreach, and more small group participation.

The capitalist world is governed by business decisions. I think the business sector is the force for development. You can approach the corporations and give them a proposal that works for them. They can drive change faster.

More animal groups around the world are working on global policies and succeeding on major commitments from retail chains in ways we've never seen before.

Will corporations **follow through** on their commitments? Are we set up for **enforcement**?



Farmer outreach brings compelling stories for the public and gets past our being mutual enemies.

It's critical to quantify the impact of food, showing how change affects emissions, land use goals, etc. It's a lot of work, but we can really scale impact at that point.

OUTREACH DIETARY CHANGE

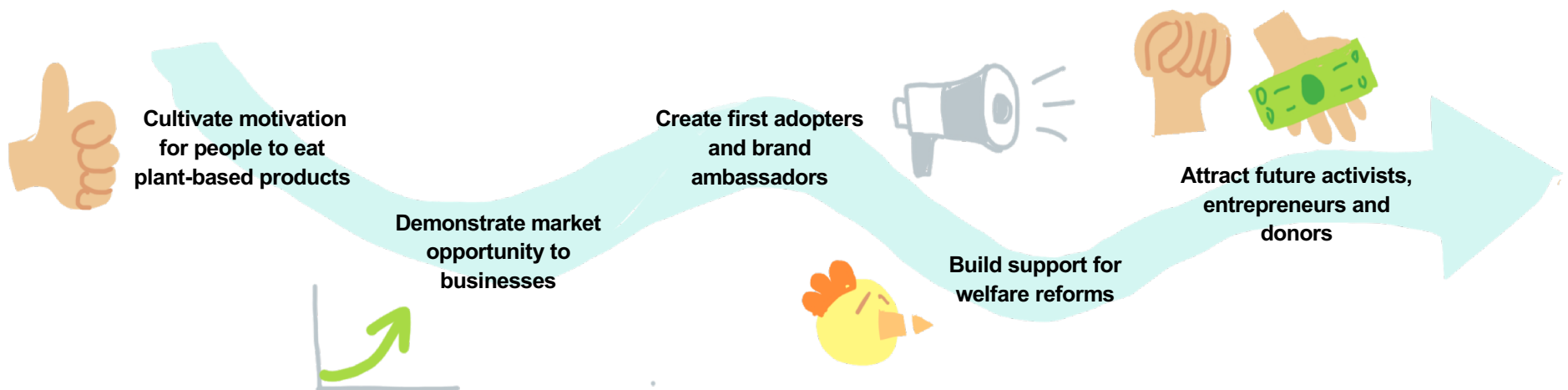
The role of individual dietary advocacy is in question given the success of plant-based products and institutional outreach.

- More integration with business outreach, innovative approaches, attention to developing advocates, and better measurement can enhance results.

Comments ranged from dismissing the impact of dietary outreach to championing it as integral to the field.

- Analysis from Sentience Institute favors institutional over individual advocacy, though not necessarily exclusively (3).
- Several participants noted that promotion for corporate welfare and political campaigns reaches individuals and can prompt dietary change as a secondary effect. It may also be a better way to cultivate activists and donors.

Opportunities to build on individual dietary outreach:



OUTREACH DIETARY CHANGE



Dietary outreach under COVID-19

A Veganuary **survey** showed people eating more vegan products due to seeing meat as more dangerous during the pandemic. U.S. tofu sales are up 40% in the first half of 2020 vs. 2019 (3). Research by Faunalytics found people slightly less likely to try veganism/eating plant-based foods and only slightly more likely to eat less vs. more meat (4). Varying results reinforce that **marketing efforts must be well-targeted**.



Collaboration

There are many valuable **collaborations** underway in individual outreach, including by Veganuary and Challenge 22, as they each work with advocates and organizations in other countries to bring in and adapt their programs.

There might be benefits to even more collaboration among Veganuary, Animals Now (Challenge22), PCRM (21-Day Vegan Kickstart) and other online programs. Even though each group's program has important differences, there may be opportunities to share data, determine best practices and identify other ideas to improve everyone's results.

An independent organization that analyzed data across organizations and delivered optimal message sequences to people on behalf of participating nonprofits could be an efficient way to invest in technology and expertise that would enhance individual dietary outreach results.



Supporting Gradual but Persistent Change

While there are many successful programs to try 100% vegan, longer efforts that support more gradual change could be complimentary.

The Faunalytics study on [retention](#) found that **people who transitioned quickly to vegan eating were less likely to persist**. Popular books *Atomic Habits* and *Tiny Habits* show people the value of adding new behaviors by starting small.

Atomic Habits also emphasizes the importance of **building systems to support ongoing behavior change**. For veg outreach, that might include helping people learn more about menu planning, recipes, food preparation, batch cooking, freezer meals and other ways to save time and money.

OUTREACH POLITICAL AND LEGAL

Political and legal outreach is driving exciting change in the U.S. and Europe, such as for battery cages, while new laws give hope in places with little history of animal protection.

- **There is potential for more impact, an opportunity that may not be receiving adequate funder attention.**

Many participants cheered gains.

➔ Because of the success in California, groups in other states came to ask for time to comply and then backed legislation (Oregon, Washington, Michigan, Colorado). We are on a path to eliminate battery cages in the U.S. and globally.



Others wanted much more work.

➔ If we don't put together a strong political strategy, we're not a very serious movement. Look at guns and abortion and how they came to power. It's clever local organizing. We need more on local and statewide issues.

➔ Mexico has its first law for farmed animals [establishing protections and criminalizing cruelty in Zapopan [the seventh most populous municipality in the country].



➔ More governments are reducing carbon footprint, but aren't including food. How do we address subsidies, advertising and checkoffs?

CAPABILITIES COLLABORATION

Collaboration within the movement, such as the Open Wing Alliance, has also increased substantially, supported by technologies that facilitate effective interaction. Funding pressures can prompt competitiveness, however.

We've done a lot of work to build more coalitions. We're seeing this in the private sector as well. It's pretty revolutionary.

There is more opportunity for collaboration.

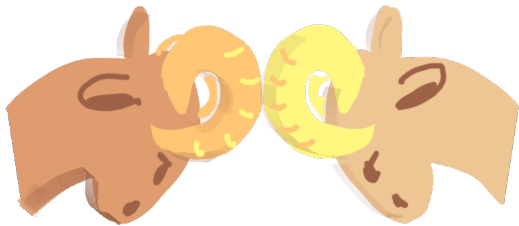


I would like to **share political processes among organizations** on different points of the journey. There would be forums for people to learn from and inspire each other.

Technology tools, such as Slack and Asana, are helping...



but not for networking and relationship building, especially as Covid has reduced in-person events this year.



Competition for funding can be an impediment.

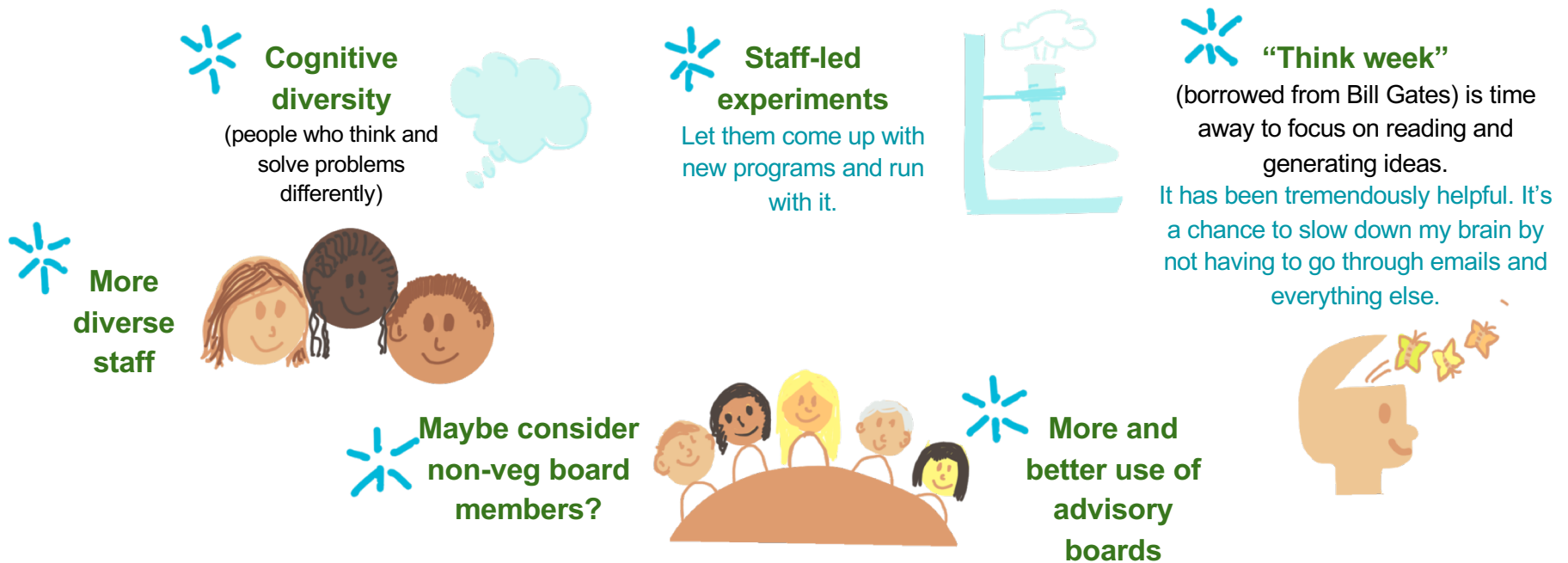
Groups don't share their best ideas because they're competing for grants. We need more open space for people to share early ideas, weaknesses, etc.

Divisiveness in the movement is discouraging even for leaders—judging, shaming, and turning on people, plus the subtle divide between those who believe only certain strategies are worthwhile and those who pursue other approaches.

CAPABILITIES INNOVATION

Innovation is valued, but organizations may not always be set up to support it.

Participant ideas on how to cultivate an innovative culture:

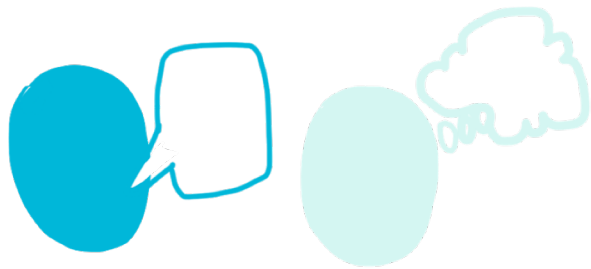


A strong innovation culture is a strong measurement culture.

You may be innovative but not effective.... [You] need to see if it’s working and what needs to be adjusted.

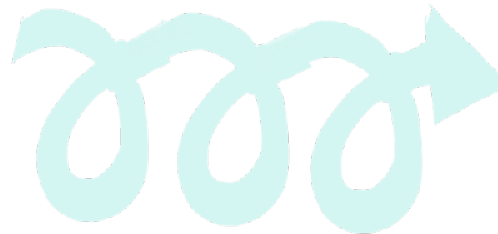
CAPABILITIES INNOVATION

New and refined processes used by leading businesses and nonprofits can help surface powerful new ideas and approaches.



Design thinking (5)

- Fosters creativity and innovation
- Helps program designers understand needs and generate more novel ideas by listening to and learning from the people they seek to influence
- Includes
 - Understanding the problem
 - Exploring a wide range of solutions
 - Iterating through prototyping and testing



Agile development (6)

- Part of or complementary to design thinking
- Focused on iterative development and testing. Replaces long design-build- rollout-feedback with short rounds of develop-test-feedback-enhance
- Improves outcomes by confirming the usefulness of the program/product/service
- Saves money by finding problems sooner



Piloting

- Rolls out something new on a limited basis
- Operates for a specific time period
- Measures results against success criteria defined in advance
- Includes more extensive feedback, both quantitative and qualitative
- May be easier to implement initially and motivate interest in design thinking & agile development

Examples of where to use:

New-to-veg programs/resources • Food service training and materials • Outreach to physicians • Engaging activists and volunteers • Websites

CAPABILITIES RESEARCH AND MEASUREMENT

Research and measurement are now more integral to much of farmed animal advocacy, but there is still room to improve.

A program may look great, but we don't know. Effective evaluation takes a long (elapsed) time and is expensive.

What's effective today may not be effective tomorrow. You always have to be reassessing what you're doing.

Some interviewees mentioned interest in movement analysis. Sentience Institute does some of this analysis (7).

We would benefit from understanding how climate change has influenced governments on animal agriculture to date, especially in Europe. We could use that to advocate based on climate change and the pandemic combined.

So many groups embrace what we can learn with research, but it's frustrating when others don't use data.

Current metrics may sacrifice innovation and longer-term results.

I worry about saying we have the perfect way to measure. That makes organizations maintain the status quo rather than experiment.

We're looking for one silver bullet, but it takes a collective effort.

Are there ways to maximize what we learn from coalitions with other movements?

Can we develop more shared assessments to increase evaluation and reduce cost per organization?

For example, a common survey for veg fests is being designed.

BIGGEST AREA FOR IMPROVEMENT DIVERSITY, EQUITY & INCLUSION

Diversity, equity and inclusion (DEI) was mentioned most often by participants as the area where our movement should improve.

- Interests included not only racial diversity but also class, country and thinking styles.
- Interviewees noted lessons learned on outreach and management.



BIGGEST AREA FOR IMPROVEMENT DIVERSITY, EQUITY & INCLUSION

Progress requires **creating organizational cultures that enable success** rather than focusing only on hiring people.



Research documents widespread harassment and discrimination that must be addressed.

According to a 2020 Faunalytics study (8), “Overall, 49% of paid advocates and 28% of unpaid advocates had experienced discrimination or harassment. This included 50% of advocates with disabilities, 33% of female and non-binary advocates, 29% of advocates of color, and 14% of LGBTQ+.” (Some groups with fewer respondents may not generalize well.)



Significant improvement requires commitment and budget to create organizational cultures where all staff can thrive.

Systems and policies need to change. DEI work [can't] be relegated to people of color or an HR committee or a DEI committee.



Encompass is developing a database to connect organizations with potential board members.

MOVEMENT AND ORGANIZATION DEVELOPMENT TALENT

We need better ways to hire and retain highly-qualified personnel, including with expertise in science, business, other movements and more.

It's a convoluted process to figure out how to get into this movement. We're not a major in colleges. We have limited ways to find the organizations, companies, and mentors. We are only as strong as our people.

We need to upskill individuals to fill gaps. Are people doing what they're best at? Doing this well vs. not is a very different movement.



We've reached a level of professionalism where we shouldn't be happy to have people join us from just any background. **We need to hire specialists** from various backgrounds and sectors that are relevant.

Animal Advocacy Careers is working to address this gap. **More campus outreach can help.** I love ALDF's student legal groups that create different infrastructure with people connected to the movement in all sorts of places.

Outreach to **mid-career switchers and older people seeking second careers** will require different approaches.

- Collaborative efforts or a new organization could work
- May need to watch for age discrimination

MOVEMENT AND ORGANIZATION DEVELOPMENT LEADERSHIP

Strong leadership is key to retaining staff, reducing the cost of turnover and supporting innovation.



Turnover is very costly when considering time to recruit, interview, train, and orient. Plus we risk losing valuable skills and experience.

“The most **common contributor to leaving a past advocacy organization was problems with leadership**, which was cited by 39.7% of advocates. Most often, these problems included unfairness or lack of transparency (22.1%) or a lack of professionalism (21.3%). Correlational findings also showed that for current advocates, satisfaction (or dissatisfaction) with leadership was a significant predictor of intentions to leave the movement.” - Faunalytics Advocate Retention Study (8)

Staff happiness is something that is very important. Work culture and satisfaction would be a very good source of innovation, along with pooling ideas and having people participate in creative processes. We need to be open to new ideas, new technologies, and new tools.

While this may seem like a difficult time to **invest in leadership development**, it may be more important than ever.

MOVEMENT AND ORGANIZATION DEVELOPMENT LEADERSHIP

Ideas to Consider



360 reviews. These reviews (9) solicit feedback from peers, subordinates and organizational superiors to develop a picture of strengths and weaknesses. Leaders could start with feedback just for themselves or implement the process for their direct reports to get feedback as well.

Keys to success include helping reviewers feel confident their comments are anonymous and being willing to implement change based on the results.



Coaching. During these stressful times, a good coach can help people sort through issues, focus on what's most important, take action and continue to produce the best results. Three survey respondents mentioned working with coaches. They included Phyllis Levinson and Alan Heyman, who have backgrounds in the animal protection movement beyond their coaching work. Both offer individual and organizational services (10).



Officevibe. Suggested by one participant, this system builds organizational teamwork by giving staff an ongoing safe place to share anonymous feedback with leaders. Leaders can see how staff opinions change over time in response to actions they take.

It's a way to increase innovation, motivation, and impact.



Leadership Training. Animal Advocacy Careers offers an extensive list of resources that could benefit not only current leaders but the up-and-coming heads of our movement (11).



Retention Measures. Track forced and unforced turnover, and conduct exit interviews to monitor potential leadership issues.

About Caryn



I'm passionate about using analytical and visual approaches to help leaders make better strategic decisions. People comment on my ability to ask thought-provoking questions and identify key issues to define ideas and actions that make a difference.

My work since 2001 has focused on helping **animal protection groups** achieve **better results**. Clients have included ASPCA, Farm Sanctuary, Clean Research, PCRM and White Coat Waste, among others. I'm board president for Faunalytics and on the advisory boards for Institute for Humane Education and Jewish Veg.

Leaders call on me to visually facilitate important meetings, including for webinars and collaborations. I can also bring **insight and recommendations** in areas such as organizational strategy, campaigns or programs, outreach, innovation processes, and outcomes measurement.

I hope this report contributes to your success! If there are other ways I can be of assistance, please email me at caryn@priorityvisions.com. We'll set up a time to talk about your unique situation and how I can help you and your team create the world we want to see for animals.

RESOURCES

State of the World

1. Blog article from Animal Charity Evaluators detailing how nine top charities have adjusted to turbulent times, both strategically and financially
<https://animalcharityevaluators.org/blog/how-our-recommended-charities-are-adapting-to-coronavirus/>
2. The MacMillan Matrix
<https://www.dummies.com/business/business-strategy/define-business-competition-with-the-macmillan-matrix/>
https://www.icl.org/wp-content/uploads/woocommerce_uploads/2015/10/MacMillan-Matrix.pdf

Dietary Change

3. Analysis from the Sentience Institute on the role of institutional vs. dietary outreach
<https://www.sentienceinstitute.org/foundational-questions-summaries#individual-vs.-institutional-interventions-and-messaging>
4. Research by Faunalytics showing plant-based food vs. meat consumption during COVID-19
<https://faunalytics.org/covid-19-poll/>

Innovation

5. Design thinking and agile development explained
<https://mitsloan.mit.edu/ideas-made-to-matter/design-thinking-explained>
6. Background of agile development
<https://www.planview.com/resources/guide/agile-methodologies-a-beginners-guide/history-of-agile/>

Research and Measurement

7. Analysis of other movements by Sentience Institute
<https://www.sentienceinstitute.org/research>



RESOURCES (continued)

Diversity, Equity and Inclusion

8. Faunalytics study on advocate retention
<https://faunalytics.org/advocate-retention/>

Leadership

9. Sample of 360 review process
<https://leadershipcircle.com/en/products/leadership-circle-profile/>
10. Coaches with animal protection backgrounds
Phyllis Levinson, <http://phyllislevinson.com>
Alan Heyman, <https://www.peacefuldirection.com>
11. Animal Advocacy Careers' list of leadership training resources
<https://www.animaladvocacycareers.org/blog/management-and-leadership-resources-for-self-development>

