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## ANIMAL ASSOCIATION'S COMMUNICATION

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*While shock advertising is more and more used in communication, are controversial methods successful for Animal associations or should they stick to traditional legal methods to raise their brand awareness and generate funds?*

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**Jade Serradell**

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**Tutor:** Ms Albrych

**Thesis Director:** Thierry Hély, Communication Officer at the FLAC

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## ACKNOWLEDGMENT

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I have always been attracted to the animal cause and involved in the animal sector. During my stay in India, I volunteered in an animal shelter to help street dogs, I was involved in the South of France SPA and I am also carrying out my 6-months internship at Royal Canin. Besides, I casually smile every time I see a dog. Thus, when I started thinking about a subject of communication for this mémoire, it seemed logical for me to focus on the animal cause. I would like to thank all the people who helped me through this mémoire. First, I would like to thank M. Thierry Hély, my thesis director who has helped me through my thinking and given me advices and Ms. Tracy Zaparanick, PhD at the Humane Society University who has answered my interview. I am grateful to Elliot M. Katz, DVM Founder, who has given much information on the on his association and M. Stéphane CUZIN, president of VICKY who has given me guidelines about the associative sector. Finally, a special thank to Ms. Albrycht, who has directed me in my thinking.

## INTRODUCTION

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*The animals of the world exist for their own reasons. They were not made for humans any more than black people were made for white, or women created for men. - Alice Walker*

Some men consider animals as their resources or property and tend to abuse them. Today NGO's<sup>1</sup> act more and more for the wellbeing of animals and expose the reality of the situation. But how do they communicate to the public and how do they reach their target to raise an actual interest? What are the best methods?

On the one hand, some associations stick to legal methods to inform the public but struggle to make a difference and on the other hand, others prefer shocking campaign that will stay in mind of the public but are illegal. Which method is the most efficient? In this mémoire I will answer the question: *While shock advertising is more and more used in communication, are controversial methods successful for Animal associations or should they stick to traditional legal methods to raise their brand awareness and generate funds?*

Firstly let's define the animal rights and protection sector. It is a large cause and complex sector. There is not only one and unique type of association of animal protection.

There are the animal welfares and the animal rights associations. We can say that the difference between the two views is, according to BBC, that "*animal rights advocates are campaigning for no cages, while animal welfarists are campaigning for bigger cages.*"<sup>2</sup> In other words, animal rights advocates believe that it is ethically wrong to exploit animals while animal welfare defenders believe that it is acceptable for human beings to use animals, as long as they suffer as little as possible because there is no practicable way of achieving the same end without using animals. Most of these associations militate for the protection of all animals in general. But some others are more specific. There are associations that protect a certain category of animals (wild, domestic, stock, farms) and certain species of animals (dogs, cats, birds...) or even certain breeds. And finally hunting associations are also considered as animal protection associations.

To understand the setup of nonprofits all over the world, here is a brief description of few countries' law: in France, all voluntary charities are non-profit and are unincorporated or

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<sup>1</sup> Non Governmental Organization

<sup>2</sup> BBC, *Introduction to animal rights, an overview of animal rights and how 'rights' differ from 'welfare'*, [www.bbc.co.uk](http://www.bbc.co.uk)

incorporated, public or private, and are created in terms of the loi 1901, there are also foundations that do not result from a group of persons to realize a common project, but from a financial engagement to realize a charitable project. In Australia, laws allow non-profit associations to become legal entities with a few liabilities of their members. Many of them start by being unincorporated and wish to turn into incorporated status to seek financial help from the government. In Germany, the German Civil Code establishes different rights for unincorporated associations with legal identity and incorporated associations with complete legal personality, which are treated as partnerships by the law. Finally, in the US, for example in Texas, state law concerning unincorporated non-profit associations allow them to operate as entities independent of their members, with the right to own property, make contracts...with limited liability for their members. Now, the law concerning animal protection is different depending on the country but generally, laws protecting animal rights proscribe certain forms of cruel and pitiless treatment of animals in medical and scientific research and in the handling of slaughter of animals for human consumption. It is not respected everywhere.

With the crisis, the tough market and the new demand of the current generation, the charity sector is getting harder and nonprofits need to reevaluate their means and methods of communication. Therefore we will see the efficiency of traditional tools and new tools that are emerging due to these changes. We will see that every structure has a different way to communicate according to its values, objectives and resources. For example nonprofits with big resources use poster's campaign, TV shows and many other important means to convey their message. However for charities with fewer resources, press relations, Internet and social networks will be more appropriated. Some others will use controversial methods, such as shocking posters, videos, direct events to communicate. Some even take the extreme part of this communication and are considered as terrorists in certain countries.

Therefore, we will discuss traditional means employed by associations and their use in the first chapter according to three goals: Raise awareness, inform about the cause, and create a reaction. This means will be backed up with cases and different methods used by animal associations in a second chapter. Then, controversial methods will be argued in a third part, classed according to the same goals. Different methods will be given in a fourth chapter. I will then compare and discuss the efficiency of such methods in a fifth part, make my recommendation and conclude in the two last chapters.

## I. BACKGROUND ON TRADITIONAL AND LEGAL METHODS

Many associations stick to traditional methods to educate the public, businesses and governments on how we can generally help reduce the suffering of animals. We will see what tools charities usually use according to the three most essential goals for charity (raise awareness, inform about the cause and create a reaction<sup>3</sup>) and according to their resources. You cannot reach goals the same way with few or large resources.

### 1) Raise awareness

To sensitize the public to its cause and attract new adherents, a charity needs to make itself known. Raising awareness is a necessity in order to mark the mind and have a political weight towards different government organizations. Even if the public will not always become a member or donate, more people will be aware of the cause and it will have a global impact.

#### 1.1. Basic and traditional means for less expenses

##### a) Advocacy, Lobbying and Political activities: the basis of the communication

According to the MNA<sup>4</sup>, “advocacy is simply speaking up for what one believes in. For non-profit organizations, advocacy is speaking up for the mission of the organization and the people they serve.” Lobbying concerns contacting an official public on a regional or national level to push legislative changes or telling the public to contact decision makers. Almost every charity uses this method. For instance, we will see that the FLAC (Fédération des Luttes pour l'Abolition des Corridas) asks the deputies to abolish bullfights. Political activity involves campaigning for candidates or engaging in politics.

##### b) Partnerships: Stronger together

Non-profits can work together in different ways, from informal relationships to official coalitions and alliances. A well-planned partnership will give certain advantages to charities: The charity will show a bigger group and it will **increase its credibility**. If the partnership is coherent it will increase the efficiency of the campaign in the media, government and among the public. For national or worldwide organizations, partnering with a local group can

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<sup>3</sup> Take into account: it is a generality; some means classed in one goal could sometimes be used for another goal.

<sup>4</sup> Michigan Non profit Association, *lobbying/advocacy*, [www.stayinglegalmi.org](http://www.stayinglegalmi.org)

**increase its awareness** in a sector where it was missing influence on the government. For local groups, partnering with other local groups on a common cause can help to increase their impact amongst the regional national public and decision makers. They can also show a **united side** and represent a unified voice. It can add legitimacy and strength to the campaign and make people pay attention. Plus, nowadays, the voluntary sector is incessantly in lack of money (for small and large NGO's), a partnership allows to **use resources efficiently** because they can share costs. It enables to do things that would not have been possible.

Finally it can enlarge the **supporters and the contacts** because each new partner involved can bring new supporters; and therefore put more pressure on decision-makers.

However, there are some downsides such as differences of personalities or values between partners for instance. It is important to be well-organized and clear on roles to be efficient.

c) **Ads in local press: arouse the attention of the local population**

This mean has been used for a very long time by charities and it proved its efficiency. It is efficient to make itself known to the **local** (or national) population with **little information**. Even if it does not lead to an action, the public will have the NGO in mind and might make a move the next time they see it.

d) **Social medias: limited costs for a good visibility**

Social media is essential for small charities to raise awareness. They can use social medias to find their audience or a **specific group of interest** about a particular cause. It is a good method to connect with a community that is already formed. Being **present** on one of the **top five sites** on the Internet where people are frequently visiting is a good move. It can also help charities connect and cooperate without even having a website.

## **1.2. Important deployments for effective results**

Large nonprofit organizations will act like a company rather than a charity and will use heavy medias to raise awareness. Here are some examples of means they usually use:

a) **Celebrity involvement: a choice of personality for the charity**

Certain large charities use celebrities to represent their cause. It can have a positive impact on the image of the NGO's, but many things must be considered first. **The choice of the celebrity** is significant because the celebrity has to match with the image the charity wants to give to the cause. For example, an association should not choose a star to represent the



protection of animal who wore a fur coat two months later. **The risk of scandal** also has to be considered. Any incident happening to the celebrity can **affect the cause**. A celebrity is **expensive**, they can agree to promote the cause for free but others may not. In both cases, there will be costs to consider (Airline tickets, hotel...). Certain big charities like the ASPCA (The American Society for the Prevention of Cruelty to Animals) use American celebrities in its TV ad to add more legitimacy to their communication.<sup>5</sup>

#### b) TV ads: lot of impact but lot of criticism

TV ads can be really efficient to **raise awareness**. For instance, as said previously the ASPCA uses TV ads for promotion. It has a **large impact** and it will reach millions of people in few seconds. But there are also some downsides. People can **criticize the useless expenses** of the charity and it can give a “company” image. It must be carefully thought and planned.

#### c) Websites: few expenses for a huge advantage

Websites are generally more used to inform the public. But a website can still raise the awareness because it will multiply its presence on the net. The charity must have a **good ranking** on sites like Google in order to be found easily. Associations with more resources can also create **games, quizzes** and other **interactive applications** to attract users on the net. Placing **banners** in strategic places like *30 Millions d'Amis* for its “Coupable” campaign can attract the target onto the charities’ website or on the Facebook page.<sup>6</sup>

Non-profits have several efficient means at their disposal to raise awareness. Some have been used for many years and proved their efficiency and some are emerging but are becoming indispensable and will go down in history.

## 2) Inform about the cause

Once the organization has made itself known, it needs to give information, proofs that people can trust you and engage themselves. 84% of French people say they already felt untruthful towards certain charities.<sup>7</sup> Afterwards, it can lead to new members and donations. Entertaining its adherents should be one of the main objectives of the charity. If the public or the adherents don’t feel like the charity brings them interesting content, they will get bored.

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<sup>5</sup> See appendix III.6, p. 12

<sup>6</sup> See appendix I.2, p. 3

<sup>7</sup> TNS Sofres, *Baromètre de confiance des Français à l'égard des associations et fondations*, 2011, [www.tns-sofres.com](http://www.tns-sofres.com)

## 2.1. The Internet: an unavoidable mean for informing the audience

The Internet has become an essential mean for every charity to communicate and inform. It is **indispensable** nowadays to build a **closer relationship and engage** with members. A charity must have a **conversation** with its members. It might be even more important for an association than a company, because its cause rests on community and having a conversation with the community is the essence of the cause. Members should become true **participants**. If an association is not on the Internet, it misses huge opportunities to communicate and inform the public.

Every charity must be present on the Internet because it **doesn't require a lot of resources** and it's an easy way to communicate with the target and a larger public. NGO's with more resources will probably have a more elaborated website with more possibilities to interact.

However, there are many things an association should do in order for people to listen. Even if it is present on the Internet, it does not mean that the target will automatically listen to the association. In order to succeed and reach its goals, the association must engage. The intentions of the charity will be **interpreted** by the net users. As Brian Solis says in an article, "Social Media is about **sociology** and **psychology** more than technology<sup>8</sup>". The charity should analyze the market and answer the needs of its supporters. The challenge is to be at **the good place at the good moment** to find the target. According to Ben Martin, a consultant for many associations, the first step is to know thy market. Of course "If your market isn't tweeting, Facebooking, Foursquareing, or whatever, your association probably shouldn't be putting too much time and energy in communicating through social media.<sup>9</sup>" The Internet allows charities to reach an audience that they would not be able to reach otherwise. For example they can reach **a younger generation**, an audience that was difficult to reach before for the charity sector.

It is also possible to use the Internet to gain supporters beyond frontiers. If the charity is local-based, it can organize a contest and reach people all over the country. It increases the **speed** of communication. Mails and phone calls cannot spread a message to a large audience as quickly as charities need to. However, sending a Twitter update or a Facebook status before action is needed helps to reach a large public at no cost. Certain **costs** of managing a charity (employees, petitions, phone calls...) **can be avoided** by using emails or SMS. However the Internet should not be used alone and should come as a support of printed and traditional media. Here are the means a charity can use to communicate with its target:

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<sup>8</sup> Brian Solis, *Social media is about social science not technology*, 2012, [www.briansolis.com](http://www.briansolis.com)

<sup>9</sup> Ben Martin, *Don't speak French to me: A social media marketing lesson for associations*, [www.benmartincae.com](http://www.benmartincae.com)

a) Website: personalization of its own content

The association should consider having a website to have a real personality and a true place on the net. It is not always compulsory: a Facebook page can sometimes contain all the needed information and avoid many costs. A website is useful when the organization wants to **personalize** its page, **control** its image and communicate with **large audiences**. The charity can choose the **content** needed in the site can increase **online donations**. People will find it easier to donate through the Internet, by a simple click.

To build a relationship with the supporters on the long term, it is essential to give a **feedback**. Reporting when goals are reached, how the money is spent, including success stories is important. For instance, The ASPCA includes success stories of their members on its website and The HSUS (The Humane Society of the United States) publishes infographics about its Facebook fans.<sup>10</sup> Besides the website, as an ambassador of the charity, should give easy ways for the visitor to **act** in favor of the cause. The FLAC has an "acting" section to become a member, donate or militate.<sup>11</sup>

b) Social medias: a conversation maker around the cause

Social medias have now been **democratized** and have become **required** for organizations. Social networks and charities are both about members' engagements. It is made for the nonprofit sector. With platforms like Twitter, YouTube or Facebook, anyone can connect with its **most important cause** through a community. It is also a great way to connect with other organizations. Feeding the movement with true content (video, surveys, quizzes, games) can make the difference in the eyes of supporters.

c) E-mails & e-newsletter: personalized letters

E-mails are largely used by associations to communicate with their members. Many associations included the one interviewed<sup>12</sup>; the FLAC and the HSU (Humane Society University) place it as one of most used tool. It can be used to give **weekly news** or major news happening. It should be used wisely; the audience can be bothered quickly. Like e-mails, newsletters are largely used in the nonprofit sector. It is a mean of regular communication with current and future members. They can include brief articles on specific subjects or news with links to articles on the Website, blog or a digital magazine for example.

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<sup>10</sup> ASPCA, *Your stories*, [www.aspc.org](http://www.aspc.org) & see appendix II.2, p.7 for the example of infographic

<sup>11</sup> FLAC, *agir*, [www.flac-anticorrída.org](http://www.flac-anticorrída.org)

<sup>12</sup> See appendix II.4, p.10 for HSU & appendix IV.5, p.17 for FLAC

d) **Blog: a warm place for discussion**

It is an **online journal** with comments on one or many topics. Blogs can give a non-professional image of the NGO but it can also bring a **warm tone** and allow to express a **strong point of view** which fits perfectly the nonprofit sector. It can be an **alternative** to a website and differ from a "commercial" image. **Updated** and **linked** content easily found by search engines should be published. The audience can be included and **experts** can be invited as guests to discuss specific issues. For instance, Oceana<sup>13</sup> includes reports from international marine biologists and readers are invited to participate in the discussion.

e) **Video blog: words, sounds and visual for a unique personality**

It is a dedicated site with videos on **different topics** or **series of videos** about one subject. The HSUS has a video blog linked to its website<sup>14</sup> about different subjects (Rescue, Fur, Wildlife Abuse, Puppy Mills...). Treating videos with **humor** can be a good way to diffuse information and attract users. It must be well-planned because it is a **long-term** engagement. The combination of words, sound and visuals gives a true opportunity to the charity to build its own **personality**. Videos can be used for different goals: The Foundation 30 Millions d'Amis created a video about the urge to stop abandoning pets for the "coupables" campaign and ASPCA shows why people should boycott pet stores to stop puppy mills.<sup>15</sup>

f) **Discussion forum: a real conversation place**

It allows people to **exchange** thoughts about the cause and the charity and creates a **gathering place** around the cause that positions the association as a **participant** in the sector. It is a good way to find out what the public think through its comments and adjust some elements. 30 Millions d'Amis has a discussion forum on their website to discuss varied subject.<sup>16</sup>

## 2.2. Important means for effective results

People usually have less trust in less transparent NGOs using expensive means of communication. Yet, French people feel like they need to receive proofs about financial transparency and results of actions (mainly the youth, at 71%<sup>17</sup>). Here are some examples of methods a charity can use when it has resources:

<sup>13</sup> Oceana's blog, [www.oceana.org/en/eu/blog](http://www.oceana.org/en/eu/blog)

<sup>14</sup> HUSU's video blog, [www.video.humanesociety.org](http://www.video.humanesociety.org)

<sup>15</sup> 30 Millions d'Amis, *Nos actions, Les Coupables*, [www.30millionsdamis.fr](http://www.30millionsdamis.fr) & ASPCA, [www.nopetstorepuppies.com](http://www.nopetstorepuppies.com)

<sup>16</sup> 30 Millions d'Amis, *forum*, [www.30millionsdamis.fr/acces-special/forums.html](http://www.30millionsdamis.fr/acces-special/forums.html)

<sup>17</sup> TNS Sofres, *Baromètre de confiance des Français à l'égard des associations et fondations*, 2011, [www.tns-sofres.com](http://www.tns-sofres.com)

a) **Print and digital magazine: places the charity as the expert**

It is a sponsored magazine produced and issued by an association. The advantage is that the NGO can talk about the **subjects it wants**. However, the audience should not have the feeling that it is too focused on a subject. The charity should be broad enough to treat **diverse subjects**. If it is an anti bullfight charity, it might not be a good idea to release a magazine only on that subject. There should have a real reason to edit a magazine because it is a time and money consuming method. HSUS is a global NGO on animal protection and has a magazine *All Animal* that talks about diverse subjects. A **digital** magazine can be an **alternative** or a back up, and integrates **print content** with a **Web touch** by adding videos, podcasts... The audience will check on the charity's site often to look for the magazine.

b) **Print Newsletter: a condensed information in a document**

Print newsletters offer attractive content meant for rapid consumption. It reminds the members every month that the association exists, what are the **main issues about the cause** and maybe push to donate. The Foundation 30 Millions d'Amis sends a quarterly newsletter with important issues and **new progress** to its members and a reminder to donate.

c) **Mobile application: path to a big source of information**

Organizations can also create a mobile application to **diffuse information** and **attract** people on **other platforms** (Website, Facebook...). An effective application must have a **regular reason for use**, especially considering the cost of launching. The organization should integrate all types of content (videos, pictures...) For the animal sector, it could for example indicate the nearest refuge around and where you can adopt an animal, like 30 Millions d'Amis' app<sup>18</sup>, or videos like The HSUS<sup>19</sup> did, or games.

### **2.3. Traditional means for less expenses**

To convey information about its cause, smaller NGO's will have to back up their Digital communication with different methods:

a) **Press relations: informing at no cost**

PR are often used in support of a campaign. More than raising awareness, having an article published in a magazine is a real opportunity to talk about **specific issues and concerns**

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<sup>18</sup> 30 Millions d'Amis, [www.30millionsdamis.fr/la-fondation/appli-iphone-30-millions-damis.html](http://www.30millionsdamis.fr/la-fondation/appli-iphone-30-millions-damis.html)

<sup>19</sup> See appendix II.5, p.11

without spending a lot. It is better to send press releases to diverse medias (in print media and the Web) to have the best coverage. According to the CMI, “an ongoing article publishing campaign, complemented with a roster of speaking engagements, has been the traditional tool for establishing thought leadership in numerous industries.<sup>20</sup>” It can also relay information about an event so people will learn about the event and the cause at the same time. The way of donating must be explained in order to make it easier. PR can replace other means of communication and limit the costs (ads in a local newspaper, banner...). Moreover, an article can give more credibility than a direct communication of the charity.

### 3) Create a reaction

Once the public knows about the cause, the charity should give them elements that will make them react in a positive way. Even if they feel concerned, they can still hesitate and not dare to make the first move. An “action” includes becoming a member, donating, taking part of the fight or can be specific to the campaign such as boycotting Pet stores or adopting shelter pets... The advantage is that these methods are adaptable with few resources with different amplitude but it is still possible to create a reaction at its own level.

#### 3.1. Actions / Events: Best way to motivate the public

Events are often used by charities in order to push supporters to take part of the fight. They include fundraising parties, conferences and are not always controversial (direct events, manifestations...). The event is often the “big” mean that will be at the center of the campaign and be surrounded by back up medias.

##### a) Direct events: Manifestations & Tracts distribution

Direct events include all the actions that will allow activists to meet the public and relay the message directly to an **external audience** (people who are not present on purpose for the cause). It can include peaceful manifestations or tract distributing. Leaflets can be distributed on the event to convey information about a **specific subject** and come in support of a whole campaign. It can also concern other events with direct contact with people. For example the FLAC organizes actions in school to sensitize children to the negative sides of bullfights<sup>21</sup>. Manifestations will be discussed more in depth in the third chapter because these kinds of events are often controversial.

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<sup>20</sup> Content Marketing Institute, *Content Marketing Playbook*, [www.contentmarketinginstitute.com](http://www.contentmarketinginstitute.com)

<sup>21</sup> FLAC, [www.flac-anticorrida.org](http://www.flac-anticorrida.org)

### b) Passive events: Presence on fairs, Conferences & Fundraising parties

Passive events include the presence on fairs, with information stands, organizing conferences or a fundraising party. It allows passing a message to an **interested audience** that came on purpose to be informed and see how to help. For instance, The HSUS organizes the TAFA conference with workshops and speakers.<sup>22</sup> Activists and people new to the world of animal protection are brought together and can discuss together.

Conferences allow informing about the cause, making people **react and confront some problems**. People present at the event will donate, maybe become member, take the decision to take part of the fight or become **activists**. Means discussed previously to inform about the cause must be used to inform people about the event (PR, newsletter, social medias...).

## 3.2.Traditional means: proved their efficiency

Certain means have been used for a long time to create a reaction from supporters:

### a) Posters/ Billboards: a large geographical impact

Posters are one of the oldest and most effective promotional tools available. It can be a very effective mean to reach a **targeted audience** if it is well placed. If the poster is placed where potential members pass, it will **arouse interest** in their mind and convinces them to act **in the long term**. The effectiveness of a poster campaign depends on **its placement**. The HSUS, in its campaign "Adopt a Shelter Pet", included billboards to invite to act and adopt more shelter's pets and take part of the action.<sup>23</sup>

### a) Radio spot: an audible call to action

A radio spot, on a local radio or on a national level can easily **grab attention** and make people react. According to The NY Times, it is more and more used by nonprofits<sup>24</sup>. It can be used to spread awareness like The Foundation 30 Millions d'Amis that used a radio spot for their awareness campaign about abandons<sup>25</sup> but is mainly used to make people react in front of a **complicated situation**. The HSUS used a radio spot to push people to adopt shelter pets instead of other dogs.<sup>26</sup> Having a radio spot can be quite expensive but costs can be altered by choosing a local radio or by having prices adapted to charity.

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<sup>22</sup> HSUS, *Taking Action For Animals*, [www.humanesociety.org](http://www.humanesociety.org)

<sup>23</sup> See appendix II.3, p.8/9

<sup>24</sup> The New York Times, *Nonprofits Are Buying More Air Time*, [www.nytimes.com](http://www.nytimes.com)

<sup>25</sup> 30 Millions d'Amis, *Nos campagnes*, [www.30millionsdamis.fr](http://www.30millionsdamis.fr)

<sup>26</sup> HSUS, *ads*, [www.theshelterpetproject.org](http://www.theshelterpetproject.org)



### 3.3. New technologies: new ways to create a reaction

New methods have arisen lately and are slowly proving their phenomenal efficiency:

#### a) Micro-blogging: make supporters react quickly

Micro-blogging sites like **Twitter** allow posting very short messages in a **real time speed**. People can react **very quickly** in real time and the information can cross the world in **few minutes**. This new kind of communication fits the non-profit world where people can get **mobilized** for an action in few hours. It is primordial for associations to be on twitter to make people react because most of **the hot issues** and **emerging concerns** are first seen on twitter.

#### b) Donations and text-alerts by mobile phones: easy and fast

Mobile phones can be used to send text alert or allow donating. According to a 2009 report, 83% of adults have cell phones or smartphones and 35% of users have accessed the Internet via their phones.<sup>27</sup> It is adapted to the **new society**, people are used to do everything **fast and easily** and the fundraising sector must adapt. Donation by mobiles must be supported by a **multi-channel** plan to spread the word. For example, it is possible to use emails with a shortcode and keyword, and include a share button to social medias. It allows the new generation to give more easily and can generate more funds. For instance the ASPCA, installed a mobile donation system and text alerts.<sup>28</sup>

#### c) E-petition: spreading the word easily

As seen previously, new medias allow to reach a larger audience. It is then very useful to spread petitions online, allowing charities to be seen by a **greater number** of people. It is also easier to just "click on a button" and fill a petition online. Moreover charities will be able to **email, link, and share** the petition with others on their platforms (website, Facebook page, blogs, forum), to interact with the supporters and pass the information to educate the public. It also increases **the speed of the spreading** because signatures will come quicker. Nowadays, it is benefiting from big **media coverage** nowadays. Like mobile donations, online petitioning must be combined with an online and offline campaign (Social medias and print medias). For instance, WWF launched an online petition for its campaign "Our Oceans are in crisis" against overfishing in Europe.<sup>29</sup>

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<sup>27</sup> Pew Research Center's Internet & American Life Project, *Nonprofits: Time to Get Mobile*, 2009, [www.pewinternet.org](http://www.pewinternet.org)

<sup>28</sup> ASPCA, *Get involved*, [www.aspc.org/get-involved/online-activism](http://www.aspc.org/get-involved/online-activism)

<sup>29</sup> WWF, *Nos Océans sont en crises*, [www.wwf.fr](http://www.wwf.fr)



## II. CASES/SURVEY <sup>30</sup>

### 1) 30 Millions d'Amis: a traditional foundation close to the French

30 Millions d'Amis is a foundation for the protection of animals. The foundation gives a sense of responsibility and sensitizes the public. It has been creating actions in favor of the defense of animals for 30 years.



#### • A TV show & a magazine

The adventure began in 1976; Jean Pierre Hutin, press and TV journalist launches the first TV show completely consecrated to animals, with the mascot, the famous **Mabrouk** (see picture)



*The old logo*

a German Shepherd. Two years after the creation of the TV show, the magazine is launched. In 1982, the ADAC (Association de Défense des Animaux de Compagnie) is created to defend animal cause outside TV. Actions multiply very fast towards public authorities and the general public. Respect and protection of animal start to be heard at a higher level. Years later, the ADAC took the name of the TV show to become The Foundation 30 Millions d'Amis.

#### • Different actions with concrete results<sup>31</sup>

- In 1998, through a **petition** of 90 000 signatures, a **lobbying**, and with a European pressure, the foundation successfully achieved to make the European parliament to adopt a law to ban cosmetic tests on animals when there is a substitution.
- In 2008, after a **petition** of 200 000 signatures collected through a **traditional way** and **the net**, Switzerland voted for the interdiction to commercialize and export cat's skins.
- In 2010, 3 lions detained illegally in a circus were saved. Through a **partnership** with the association Tonga Terre d'Accueil, they created a place to shelter the lions.
- Today, they successfully spread their action beyond the frontiers through a **website** and relay their action.<sup>32</sup> Their **Facebook page**<sup>33</sup> is very frequently adapted with different actions and fans are very active. They have a **forum**<sup>34</sup> on their website, enabling to have a conversation with the public, create a community and resolve problems. The charity also

<sup>30</sup> Take into account: not all the communication tools of charities are listed but the ones that seemed coherent and useful.

<sup>31</sup> 30 millions d'Amis, *Nos campagnes, sensibiliser*, [www.30millionsdamis.fr](http://www.30millionsdamis.fr)

<sup>32</sup> 30 Millions d'Amis, [www.30millionsdamis.fr](http://www.30millionsdamis.fr)

<sup>33</sup> 30 Millions d'Amis, [www.facebook.com/30millionsdamis](https://www.facebook.com/30millionsdamis)

<sup>34</sup> 30 Millions d'Amis, *forum*, [www.30millionsdamis.fr/acces-special/forums.html](http://www.30millionsdamis.fr/acces-special/forums.html)

informs its members regularly with a print **newsletter** sent to its members with the achievements. Sometimes they send **stickers**, or **agendas** at the same time. They have also created a **mobile app** (see icon below) that allows to see the news, the adoption in our



department, lost and found pets, extracts of the TV show and Holiday places that accept pets. It has a real value-added and brings support to their campaign about abandons. In 2012, the charity has also been involved in the campaigning of candidates. Through **political activities**, it helps to improve the protection of animals by interrogating all the candidates to see what they proposed for the protection of animals.



*The poster ad of the campaign*

• **Example of a successful campaign: “Les coupables”**

This campaign was launched for the 2011 summer, where a lot of abandon happens. In the French law, abandons are worth 2 years of prisons and a 30 000 € fine. But in reality, culprits are not always judged, and pets are condemned to the worst suffering.

This is the theme of the campaign. The goals are to reveal the injustice to the biggest number and show the consequences of this behavior. The awareness campaign was backed up with **posters**, **radio spots**, **banners**, a video placed in strategic places and a **tweeter** campaign<sup>35</sup>.

The Foundation 30 Millions d’Amis has a huge notoriety amongst all the French generations. Through its **TV show**, its **magazine** and its **different means** of communication, the charity gives another image of the animal to the public; insists on its benefic role it has on us and denounce our cruel behavior towards them.

The Foundation 30 Millions d’Amis’ communication seems to be efficient thanks to its **wide range of traditional** means and its diverse and various way to communicate. It seems that combining different mean of communication wisely on different fronts could be one of the solution to have an efficient communication. Of course this requires resources and a careful management of resources.

<sup>35</sup> 30 Millions d’Amis, [www.twitter.com/#!/30millionsdamis](http://www.twitter.com/#!/30millionsdamis)

## 2) HSUS: educates the public through a wide range of means

The HSUS (Human Society of the United State) is one of the US's largest and most effective animal welfare organization. It celebrates the human-animal bond, and fights animal cruelty and abuse in all its forms. It has 11 million supporters in the U.S. and around the world.



### • Different actions to educate the public<sup>36</sup>

The HSUS **advocates** for the animal cause through pushing governmental reforms and major campaigns. The association uses **digital methods** a lot:

It sends a **newsletter** every week to its members with the latest news and invitation to react. Their communication on **social medias** is pretty effective, it has reached 1,308,250 likes on Facebook. They update their post frequently, post **infographics, news and useful content**.



They have a **Humane TV app** (see icon on the left) that allows to see videos of pets, wildlife, animal rescue. They also have a **video blog** with many videos and slideshows. It also has a **blog** hosted by Wayne Pacelle, the CEO of The HSUS where people can exchange and get different views.

The association also participates and organizes many **congress** and **conferences** to inform its supporters. For example, “Taking Action for Animals 2012 “ will take place in July 2012 at Washington, with **workshops, speakers** and famous **congressman**. It is an annual conference that offers ideas and tactics to **take action** and allows to connect with other activists and people new to the world of animal protection. The HSUS publishes three **magazines**: *All Animals* for members, *Animal Sheltering* for shelters, and *Kind News* for kids. These magazine places the charity as an **expert** in the field.

Through these means, we can see that education has been an integral part of their mission. And it continues: the HSUS has a department called **Humane Society University**. It is a dedicated educational support to help achieve The HSUS’s mission. In 2007, these programs reached 15,000 students on different topics: humane law enforcement and regulation, advocacy, shelter management, humane education, animal behavior...

According to the interview of Tracy Zaparanick, PhD at the university, they use the Internet a lot to communicate with its students and stakeholders through **emails, newsletters**, their **website** and **their Facebook page**.

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<sup>36</sup> See appendix II, p.6 for the HSUS communication and interview

• **Example of a campaign: “The Shelter Pet Project”**<sup>37</sup>

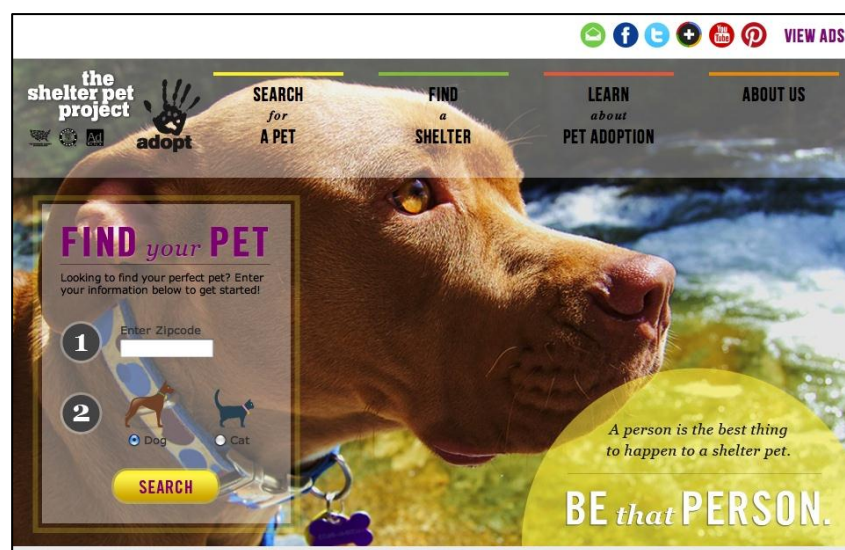
The first campaign was launched in September 2009 and has not stopped then.

It is a vast national advertising campaign that aims to **encourage the public to adopt a shelter pet**. The target was to adopt 3 million animals that are destined for euthanasia in U.S. shelters. The ad campaign targeted approximately 41 million people in the United States and was pushed to 34,000 media and relayed by social medias.

The Shelter Pet Project put in place a **partnership** with the Ad Council, Maddie's Fund and Draftfcb (a consumer advertising firm).

The campaign has a dedicated **website** which a database of animals who need homes and an index of approximately 13,000 animal shelters across the US. Therefore, net users can **search for a pet** from a local shelter, read adoption **success stories** and learn information about pet adoption.

Besides **TV ads, radio spots, print and outdoors** and **Web** public service **ads** are used in the campaign and direct audiences to visit the website.



*Theshelterpetproject.org*

The HSUS is a great example of association that uses different traditional means and diffuses valuable information through coherent and well chosen means in order to educate the public. They are innovators and use the latest tools available on the market for NGO's like their mobile app or their university.

<sup>37</sup> See appendix II.3, p.8/9

### 3) ASPCA: Big resources used efficiently



The ASPCA (The American Society for the Prevention of Cruelty to Animals) is a perfect example of an association with resources that uses many traditional means. It was founded in 1866, Their mission is to provide effective means for the prevention of cruelty to animals throughout the United States. The ASPCA works to rescue animals, change laws and share resources with US shelters.

#### • Use resources to act effectively:<sup>38</sup>

They put in place a **Mobile phones** donation. That way it is easier for people to donate. They simply need to text ASPCA to 25383 to donate \$5 to ASPCA. On their **well designed website**, the ways of participating to the action are very clear, and many **success stories** are highlighted that allows supporters to feel useful. Supporters can also download **banners** to place on their website. (see picture)



*Free banners*

There are also many campaigns, like a **photo contest** on Facebook linked to the website or a **contest for shelters**. **On their Facebook page**, they update net-users on new rescue and new campaigns.

*A banner on their website*



Their **TV spots** seem to be effective. One of them plays on the emotional side. It is supplemented with a sad song and with pictures of dogs and cats with shocking statistics (every 10 seconds a dog or cat is abused or beaten).

It is pretty memorable and it is easy to remember the facts. Elements of a successful commercial are present: an

**emotional pull**, a **soft appeal**, saddening **statistics**, and a **famous person** to bring legitimacy to the cause. It pushes towards the donation.

But these TV ads could be controversial because it often seems like a useless way from the eyes of the supporters to spend money.

<sup>38</sup> See appendix III, p.12 for the ASPCA means of communication



- **The ASPCA Rachael Ray \$100K Challenge:**<sup>39</sup>



*Rachael Ray*

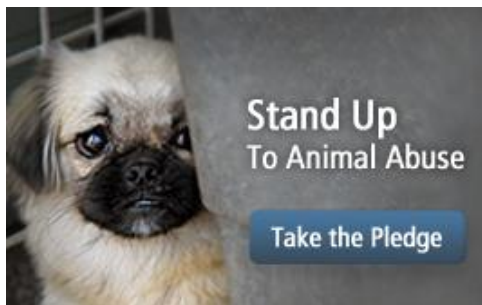
This campaign has been in place for 3 years and has been very efficient. Shelters across the US have to save the most additional lives in the country.

This challenge is great idea for communicating to shelters. It motivates them, makes them participate, helps the cause and places the ASPCA as a leader in the sector.

In 2010, shelters in competition increased lives saved by 7,362 in just three months. Last year's contestants increased lives saved by 8,977 more cats and dogs. It is possible that this year contestants will reach a higher result.

- **Example of campaign: "Stop puppy mills"**<sup>40</sup>

ASPCA Launches National "No Pet Store Puppies" Campaign that raises awareness about puppy mill cruelty and aims to reduce the demand for puppies that comes from puppy mills.



*A banner on their website*

The ASPCA encourages supporters and advocates to support its campaign by **pledging** not to shop at their local pet stores for any items if the stores sell puppies. Consumers are asked to share **the online pledge** with others via **social medias**.

The pledges will be sent to select pet stores in order to pressure them to stop selling puppies. Additionally, a **dedicated site** is created composed with **a blog** and a **series of videos**. It can be shared online via **social medias** to engage consumers and spread the message. As part of the campaign, **outdoor billboards** have been places in several US cities that make the connection between pet store puppies and puppy mills, and **targeted online ads** are created and provide a call to action.

The ASPCA is an example of a charity with resources that uses many tools available strategically and efficiently to raise the awareness about many topics and engages with its members and adapts to its supporters through multi-channel strategy with contests, social medias, mobile phone systems...

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<sup>39</sup> ASPCA, *about the 100k challenge*, [www.challenge.aspcapro.org](http://www.challenge.aspcapro.org)

<sup>40</sup> ASPCA, *Stop Puppy mills*, [www.nopetstorepuppies.com/](http://www.nopetstorepuppies.com/)

#### 4) FLAC: federates the public with few resources



The FLAC (Fédération des Lutttes pour l'Abolition des Corridas) is an anti-bullfight federation that has 250 000 federated members. It regroups different associations (Brigitte Bardot, The SPA, 30 millions d'Amis...). Its goal is the extinction of the cruelty in arenas.

##### • Different actions for a limited cost<sup>41</sup>



**Conferences** and **medias** are the most efficient means according to Thierry Hély, in charge of communication at the FLAC, in his interview.<sup>42</sup>

They also use the **Internet** a lot. On the Internet, they weekly send **newsletter**, they have a frequently updated **Facebook page** and have a **website** in order to reach the greater number of people. The website is well organized with the **latest news** and a call to action very clear, with the different steps: become a member, donate or militate.

The association does not use controversial methods. They use a lot of **videos** to show the disaster of the situation but it is not considered as controversial methods because it is a must for them to show the reality.

*A FLAC manifestation – « Corrida = death culture »*

Concerning the events, they are present on different **manifestations, fairs, information stand, school events** and organize **conferences**. For instance, they were present on the **Anti bullfight manifestation** on February 11<sup>th</sup> in Paris where 2000 persons were present. They sent emails to their supporters before the event. They also use **advocacy** and contact government organizations to make things change, like we will see in the next part. They also have a lot articles published in different **newspapers** (see links in the bibliography) such as the Midi Libre, Hérault Tribune, Metro and on the Fogiel **TV show** on M6.



<sup>41</sup> See appendix IV, p.13 for the FLAC communication means

<sup>42</sup> See appendix IV.5, p.17

• **Example of a campaign: “Action deputes”**<sup>43</sup>

There are several debates at the Assemblée Nationale and at the Sénat about bullfights and the suppression of the authorization to commit violence of animals in the name of “a tradition”. This campaign aims to talk to the deputies to have signatures for the law proposition.

Today, 100 deputies have signed it. Recently, thanks to the efficiency of its campaign, Cécile Dumoulin, UMP deputy in the Yvelines, signed the proposition of law of Muriel Marland Militello and Geneviève Gaillard.



Since its effort in reorganization and communication in October 2011 and its implication on the web and on the filed, the FLAC is obtaining concrete results. Having articles published in the local press allow them to spread the word, adding value to their manifestations.

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<sup>43</sup> *Campaign Action députés*, [www.flac-anticorrida.org/nos-campagnes/deputes/](http://www.flac-anticorrida.org/nos-campagnes/deputes/)



### III. BACKGROUND ON SHOCKING METHODS

Organization of manifestations and shock events are means that have been used for a long time to sensitize to a cause. Some organizations use shocking and direct methods to have more impacts and more repercussion on the public, the government and the medias. It allows the group to create the buzz.

Nevertheless, these methods also have some downsides. We will see what means are used and discuss the efficiency in the cases.

Associations that use such methods can be counted on the fingers: there is basically the Sea Shepherd Conservation society, the Earth first!, PETA (People for the Ethical Treatment of Animals), ALF (Animal Liberation Front) and The SHAC (Stop Huntingdon Animal Cruelty). We will notice that they also use traditional means, unavoidable.

The methods used are not classed according to objectives because they are all basically all the same: create an impact and attract activists. There are also less extremists association and less means available to shock the public.

#### 1) Direct actions: in the center of the communication to impact the minds

As we will see in the case studies, these associations use direct actions and manifestation as their main means to create a reaction.

For radical environmental and animal rights groups, direct action can go to pressure tactics, such as letter writing and petitioning to protests and breaking in facilities. The shocking part of the event will depend on the interaction people will have with the public. It is difficult to set a line between shocking or not shocking.

For instance, traditional organizations create generally pacifist events like sittings or manifestation but sometimes the frontier to violent is close. These actions organized by tradition organization can turn wild with the agitation and the global atmosphere.

We have seen that happens in October 2011, in a Couth of France city, Rodilhan where activists from different organizations organized a sitting in an arena before a bullfight. The event was supposed to be pacifist but pro-bullfighting became violent and violently hit the activists to get them out of the arena. <sup>44</sup>

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<sup>44</sup>Christophe Marie, *A Rodilhan, les pro-corrida ont montré l'étendue de leur violence*, 2011, [www.leplus.nouvelobs.com](http://www.leplus.nouvelobs.com)

We can assert that the limit between shocking actions and pacifist is very thin.

Direct actions can also include extreme events such as arson, bombings, vandalism and harassment causing sometimes more than \$100 million in damage.

Most of time, these actions are very efficient to mark the mind and have an impact. They allow to notice a immediate change. They justify their acts because they are tired of waiting and things not going faster.

But then, one has to weight the pros and the cons of such methods: rapid change and strong damage or pacifist acts and changes in the long term.

## **2) The Internet: Best mean to speak and change minds**

The Internet has still a restraint impact excepted on the young ones. The general public still has difficulties in trusting associations. But next to the young generation, the relation built upon the web. They are more sensitive to the information circulating and the buzz from forums and blogs. ¼ of them declared they made a donation after a visit to one of these sites and 43% of them estimated the buzz around these associations impacts their confidence. Association using shocking and direct means succeed more in doing **the buzz** and reach more young people. PETA with its "Boyfriend Went Vegan and Knocked the Bottom Out of Me" campaign (BWVAKTBOOM.com), addressed to the young generation, created a huge discussion and indignation on the web.

The Internet also plays an important role for the radical environmental and animal rights groups. The increasing levels of ecoterrorism in recent years and the growth of the Internet are linked. **Electronic message boards, list services and chat rooms** link virtual communities of likeminded persons regardless of location. Several **Websites** supply information on how to make bombs and realize attacks, and also offer philosophical explanation. Activist cells **report their actions** to these sites, and **news** of these acts circulates widely. Some of the sites also provide activists **with encryption keys** so that e-mails cannot be traced. For example SHAC has put in place a very effective campaign online "HLS leaks" where activists can get information on the HLS investors and harass them.

### 3) Videos and Films: an amotional pull

#### a) Videos: image, word and sound to create a reaction

Associations often use this mean to make people react. It has all the elements to create a reaction: Image, words and sounds to create a real emotion and reaction for the viewer. Almost every association present on the Internet uses videos to create a reaction and some can be harsher than others specially in the animal protection sector. In this sector, showing animal suffering is widespread and can make people react.

#### b) Films: an informative mean to change people minds about extremists

Certain associations are so well known that film directors decided to make movies about the cause. Thus, ALF will soon have a movie talking about their cause *Animal Liberation Front* made by Minotaure Films and the film director Jérôme Lescure.<sup>45</sup> This director made another famous movie in the sector, *Alinéa 3* about the bullfights horrors. Another NGO, Nation Earth made an online movie called *Earthlings*<sup>46</sup>. It is a strong, informative and shocking documentary about society's treatment of animals and the suffering of animals for food, pets, medical research... It is narrated by Joaquin Phoenix and soundtrack by Moby. The film is widely spread up by associations like ALF and PETA. Even if they are not the initiators of these movies, they use it as their communication and spread up the message. The multi-award winning film is so powerful that is called the "vegan maker". It is a must see for people who ware about the protection sector. However it is not adapted to every public as it contains graphic images and can shock a lot of people.

### 4) Books: huge content of the expertise of the charity

Associations like PETA and the ALF both published books about the cause. These charities often need to explain themselves to the general public and to spread their message. Despite the emergence of new technologies, a book still conveys an image of **THE expert** and leader. PR will be essential in the promotion of the book. Even if it seems logical, the charity should have a **real expertise** and not write a book on any subjects. Besides, in lack of a book publisher or money, the charity can use an **eBook**, in constant growth on the Internet.

## IV. CASES

<sup>45</sup> A.L.F. *Le film, Interview du réalisateur*, 2012, [www.icezine.wordpress.com](http://www.icezine.wordpress.com)

<sup>46</sup> *Earthling*, [www.earthlings.com](http://www.earthlings.com)

### 1) PETA: bias to use shocking methods to attract the public <sup>47</sup>

PETA (People for the Ethical Treatment of Animals) is one of the largest animal rights charity in the world with 3 million supporters. It works on four areas: factory farms, the clothing trade, laboratories, and the entertainment industry; through public **education**, cruelty **investigations**, **research**, animal **rescue**, **legislation**, special **events**, **celebrity** involvement, and **protest campaigns**. They also use traditional tactics but their communication is based on shocking methods.



#### a) **Controversial means: a bias for success**

PETA relies on free "publicity" through media coverage. But medias do not consider this subject exciting enough to cover. It is sometimes necessary to **shake people up** in order to **initiate discussion**, **debate** and **acting**. Thus, their intriguing and controversial actions with naked activists or shocking image are made to grab headlines around the world. This approach seems to be **extremely efficient**:

*A poster ad*



In 20 years, it has grown into one of the largest animal rights group in the country, with more than 3 million supporters all over the world. Moreover, its successes include the **closing of the largest horse slaughterhouse** in the US, the closing of a **military laboratory** where animals were shot, or convincing more than 200 cosmetics companies to permanently abandon animal tests.

*A poster ad*



Although it has a significant impact on the animal protection field, its tactics have been quite criticized. According to PETA, it is a legal activist organization that has a principle of nonviolence and does not support terrorism. But they always seem to be at the **border of the line**: Their protests have gone from **advocating the bombing of a New Jersey laboratory** that uses animals for research to **vandalizing fur coats** at a Macy's outlet in Boston to leading the legal defense of someone who set fire to a research lab in Michigan.

<sup>47</sup> See appendix V, p.18 for PETA communication means

Moreover, **they support the ALF methods openly**: “other groups have different methods and we try not to condemn any efforts in behalf of animals in which no one is harmed.”<sup>48</sup>

## b) Famous campaigns

### • The “Rather Go Naked Than Wear Fur” campaign<sup>49</sup>

PETA frequently uses nudity in its campaign in order to pass the message to as many people as possible. It can be particularly difficult with this campaign: medias are often reluctant in fear of losing some ads of furriers.

The "Naked" Campaign began several years ago when a group of persons **marched** behind a huge banner proclaiming that they would "rather go naked than wear fur." More **demonstrations** were held all over the world. Then they started receiving offers from **celebrities** to participate (Kim Basinger, Eva Mendes and Pamela Anderson...).



Celebrity participation helps reaching more people since they received complaints only after celebrities joined. The campaign has been incredibly successful. It has been featured in nearly every major **newspaper**, (The Wall Street Journal, The Los Angeles Times, USA Today, and The Washington Post), **magazines** and **television shows** (Us, People, and Entertainment Tonight). The campaign is also spread up with **banners on the web** and **TV ads**, including the famous ones with Pamela Anderson or the award-winning "Stolen for Fashion" PSA featuring the voices of Ricky Gervais and Pink. You can also find a game on their website to dress up the Olsen twins in bloody fur.



### • The “vegan” campaign<sup>50</sup>

Over the years, PETA has helped introduce, influence, and infuse vegetarian eating into 12 millions vegetarians in the US. Their campaign reaches a large number of people because all

<sup>48</sup>PETA, *FAQ*, [www.peta.org/about/faq/Whats-PETAs-position-on-the-Animal-Liberation-Front-ALF.aspx](http://www.peta.org/about/faq/Whats-PETAs-position-on-the-Animal-Liberation-Front-ALF.aspx)

<sup>49</sup> See appendix V.3, p.22/23

<sup>50</sup> See appendix V.2, p.19/21

their communication tools are connected. They put **Videos** on their home page directly linked to their video site. There also created several **harsh games** on meat eaters accessible on their website. These games are very controverted on the web because it is related to a child universe and kids could actually play these games innocently.

The campaign is frequently updated **with several actions**. It campaigns to **boycott KFC** and **Macdonald's** through **flyers, poster's, stickers** and all the possible printed media available and a **dedicated website**. At the beginning of the year 2012, PETA released a new **Web ad** promoting veganism that featured a virile young vegan who so passionately makes love to his girlfriend that she ends up in a neckbrace. A **dedicated website**, BWVAKTBOOM.com (Boyfriend Went Vegan and



*The website bwvaktboom.com*

Knocked the Bottom Out of Me) was launched. A number of critics felt the ad and the website crossed a line, but in the same time the video went **viral**, created a huge buzz on the net and were relayed by **social medias**. The goal was to address a young audience and have **humorous approach** to warn people about the side effect of the cholesterol in animal products: impotence. They also organize **shocking events** in order to mark the mind of meat eaters. During a manifestation, PETA features women in meat containers to protest against the meat industry.

But more than changing minds, PETA also gives advices to change lives, from **recipes** to the **online shopping guide** and "**Vegetarian Starter Kits**"<sup>51</sup>. A PETA survey revealed that 90% of the meat-eaters who ordered the "Vegetarian Starter Kit" changed their eating habits after reading the guide.



*During a manifestation*

There are plenty of other campaign that uses a network of medias to spread many messages and uses the same controversial like the "Canada's shame"<sup>52</sup> that denounce the commercial seal slaughter in Canada. The communication consisting of **lobbying, a website, a Facebook page, shocking pictures** of seals being killed, **a poster's campaign** with celebrities, a **game**, selling **tee-shirts** and **infographics** (allowing the have concrete facts) also seems to be efficient. The Canadian senator has introduced a historic bill, Russia joined the fights with the US, the EU. There will be soon no more markets for this fur.

<sup>51</sup> *Vegetarian starter guide*, [www.peta.org/living/vegetarian-living/free-vegetarian-starter-kit.aspx](http://www.peta.org/living/vegetarian-living/free-vegetarian-starter-kit.aspx)

<sup>52</sup> See appendix V.4, p.24/26



c) Traditional means: Equilibrates the debate?

The association also uses traditional means to accompany the campaign. As said previously, their **website** is very complete. There is a **Video section** (Vegetarianism, Skins, Celebrities, Comedy, Animal Experimentation...) linked to different campaigns. There are educative videos, celebrities talk but also shocking videos like the "what will you do with the shelter dog you kill?" where we can see scenes of people playing with bags of dead dogs. The association also sends **newsletters** signed by Ingrid Newkirk, the president of the association to make it more personal. The charity has a **blog**, *The PETA files*, where hot topics are discussed and where supporters can exchange their views. The association follows all the rules of an interactive charity. PETA details its "**victories**" on its **website**, to see the efficiency of its action. It also provides "**action alerts**" that identify instances that the group believes constitute animal cruelty. They have **living animal friendly tips** about parenting, beauty, food, fashion and a guide to become activist helps to act. This is a very good point to give directions to people who don't always want to donate and feel useless. There is also a section to connect to with **Facebook** and other **social medias**. The website contains a **shop section** where you can buy different kind of goods. There is an interactive section with **many games** on the subjects of animal protection. Finally, PETA also has a **magazine** *Animal Times*. Ingrid Newkirk, PETA president also wrote **two books** about the cause.

PETA claims that they need to be more creative in order to be heard against large and powerful groups. These methods seem to be efficient considering they are **known all over the word** especially for their **veg and skins campaign**. The fur industry seems to be struggling a bit with their actions and more and more people are going veg.

However, I think that their communication might be confusing; it looks like they want to use all the possible means available. The public loses itself in the maze of communication tools. Their most important campaign might drown in an ocean of information and it could penalize them. We will discuss these issues in the fifth part.

## 2) ALF: choosing the extreme to make the difference

The Animal Liberation Front (ALF) is the most active extreme animal rights movement along with Earth Liberation Front (ELF) the ALF equivalent for environmental issues, and the Stop Huntingdon Animal Cruelty (SHAC).



ALF is composed of "anonymous underground cells" that contest any form of animal experimentation and maltreatment. It aims to rescue animals from places of abuse and to "inflict economic damage to those who profit from the misery and exploitation of animals".

### a) Direct actions

They especially make themselves trough direct actions. They have claimed responsibility for hundreds of them consisting of freeing animals from laboratories and property destruction. Medias say that ALF started acting around 1979 when people **broke into the NY University Medical School and released five animals**. From then, hundreds of **break-ins, vandalism, burning and thefts** committed in the name of animal rights were reported. For example, they set **fire** the University of California-Davis veterinary laboratory causing damages of \$3.5 million, and firebombed the animal research laboratory at Michigan State University.

### b) Public representatives for their communication

ALF has no official membership and runs under the "leaderless resistance" model of activism. Several supporters have volunteered to speak openly for the movement. These representatives **publicize communiqués** from anonymous cells claiming responsibility for illegal actions and recruiting. Rod Coronado convicted for a bombing was one of them. He has **lectured** many times around the US and gave many **interviews** to different newspapers. Before it established **a press office** in the U.S., ALF activities were frequently **publicized by PETA**. PETA has openly supported ALF (e.g. It gave \$45,200 to the legal defense of Rod Coronado). After a US press office was founded, ALF began to make its own publicity. The office **publicized the details of direct actions**, received from anonymous cells via **mail, fax and e-mail**. In 1999, David Barbarash was an established figure on the extremist scene and became a representative. He **released cats from an University of Alberta laboratory** and he along with other activists **sent letters filled with razor blades** to 22 hunting trip guides. In 2000, he gave an **interview** with the **magazine No Compromise**, he said that the only contact with ALF cells was "one-way" and that it "is not a group or a club you can join, but a concept





which is only realized when an action takes place under that name." After that, ALF released a **"Direct Action Report"**<sup>53</sup> for 2002, containing a list of "illegal direct actions for animal, as well as earth liberations." It described **their actions and** listed businesses targeted during the year and statistics. The press office continues to publicize direct actions on its **Web site**<sup>54</sup>.

### c) Few means to communicate

The communication of such organizations is specific. Formed with anonymous, they do not communication trough their own direct means but through **press medias** or **Internet Medias**. Those websites regroup *No Compromise*, *Earth First! Journal*, *Green Anarchy*, *Bite Back Magazine*. *Bite Back Magazine* is a resources to activist activities and publishes anonymous latest actions (fur shop vandalized, hunting house burnt...). The *Earth First! Journal* has a political prisoners section that gives contact information for extremists, "ecological resistance," and anti-capitalist convicts. The ALF **website** is not very well designed like other associations we have seen but it has many information for the supporters and activists. It is very important because it is one of the few means they have to communicate with the public. On their website, supporters have the possibility to download **banners**, **articles** with tips about activism. They also have a **video section** with all kind of videos from the showing of direct actions with no animal cruelty to the Earthling movie, showing animals' mistreatment. There is also a section destined to students with a guide on how to create a group and what they can do, explaining how to use traditional means (**meetings, speakers, planning campaigns, demonstrations, flyers, letter writing...**). But this seems like a pacific side to attract a larger number of supporters and enroll activists as a first contact. But it is also possible to find hazardous publications like the *ALF Primer*<sup>55</sup> that provides operational instructions and advises activists and offers instructions on gluing locks; damaging vehicles, telephone lines and security cameras; conducting surveillance; arson; and creating timers for incendiary devices. Another manual, *ARSON-Around with Auntie ALF*<sup>56</sup> (see picture on the right), can also be found and provides step-by-step instructions for preparing incendiary devices and home-made napalm. "Ars on is not always used by ALF in the course of an action, but when it is, it can be devastatingly effective" says the guide. ALF and ELF information is also circulated on the **Frontline Information Service (FIS)**, an e-



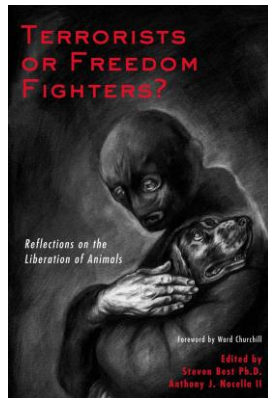
<sup>53</sup> ALF, Direct Action Report, [www.scribd.com/doc/6169550/Animal-Liberation-Front](http://www.scribd.com/doc/6169550/Animal-Liberation-Front)

<sup>54</sup> ALF, [www.animalliberationfront.com/](http://www.animalliberationfront.com/)

<sup>55</sup> *The ALF Primer*, [www.animalliberationfront.com/ALFront/primer3.pdf](http://www.animalliberationfront.com/ALFront/primer3.pdf)

<sup>56</sup> See appendix VI.2, p30

**mail-based initiative** that offers an "uncensored clearing house for information and news about animal liberation activities and activists." Their website also contains a list of **books**



net-users can read like *Terrorists or Freedom Fighters?*<sup>57</sup> (see picture of the left) where they talk about their history, ethics, politics and tactics. They often **publish books** in order to equilibrate the debate and to clarify their thoughts and actions, where it started, why it is important. It can be efficient considering they are facing a general public that does not understand and completely reject the debate. Yet, the book is still meant for people sensitive to the cause, not everyone might buy it, you have to be interested by the subject.

The ALF does not have the communication of a normal charity with means accessible to the general public. The only way to hear about them is through the newspaper, in an article talking about a direct action. To know more about them, people will have to go and look for the information. Nowadays, several animal terrorists are active and the total number of direct actions increases. The complexity and severity of the attacks is also growing. They are extremely difficult to identify and it is unlikely that this growing movement will disappear soon.

Their communication essentially based of direct actions is very controverted but seems to be efficient since they are known all over the world and actually succeed in changing things. But despite its efficiency, it might not be necessary. We will see that in the next part.

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<sup>57</sup> *Terrorists or Freedom Fighters?*, Reflections on the Liberation of Animals by Steven Best, Ph.D., Anthony J. Nocella, II

### 3) SHAC: a very effective campaign online

The SHAC is actually a campaign against the HLS (Huntingdon Life Sciences), Europe's largest animal testing



facility. Stop Huntingdon Animal Cruelty was set up at the end of 1999 by a group of activists who had successfully closed down two lab animal breeders, Consort kennels and Hillgrove cat farm. Following these victories, they launched a global campaign against HLS which are detaining 70,000 animals in their laboratories.

SHAC is an inventive campaign and has received **worldwide media coverage** for the efficiency of its methods and tactics. 2 million members of the public have signed a **petition** to have HLS closed and thousands have **protested**. According to the group, HLS are responsible for animal cruelty and law breaking. SHAC campaigns against three targets:

*The website HLS Leaks*



- Customers who provide HLS with an income and profits
- Suppliers who provide them with tools to carry out research
- Financial links like shareholders or banking facilities

SHAC has called on a mass **boycott** of HLS and calls all companies that do business with Huntingdon to turn their backs. They also call supporters to take part to **letter writing, email campaigns** and **peaceful protests** to make companies working with HLS aware of their history of animal cruelty. Many companies **have already vowed** not to deal with HLS. SHAC is an example of NGO that uses the **Internet** effectively. On its **website**<sup>58</sup>, it provides activists with information on specific targets through a link, HLS Leaks<sup>59</sup>. The group posts names, addresses and even spouses' names, social security numbers and bank account information. Once the information is relayed electronically, SHAC activists protest outside the homes of targeted employees. They yell, set off sirens and leaflet the neighbors. Another SHAC site offers tips on how to gather and leak personal information about customers of HLS.

SHAC is another example of a campaign using controversial and illegal methods. The campaign seems to be working and gets advancements. They claim it is the only way possible to change things; we will discuss these questions in the next part.

<sup>58</sup> SHAC, [www.shac.net](http://www.shac.net)

<sup>59</sup> HLS Leak, [www.shac.net/2012\\_leak/index.html](http://www.shac.net/2012_leak/index.html)

## V. COMPARE AND CONTRAST

### 1) The sector of associations using traditional means

From the different case studies we analyzed, three main observations arise:

- **Traditional organization, with large or few resources, generally never use one type of mean:**

They mix all the most effective means to reach different goals according to the resources available and the importance of the campaign.

Whether it is the FLAC, a small French federation or the ASPCA, a well-known American association, they never use only printed means or only digital tools for their campaign. It is all about an arrangement of tools: lobbying, a website or a Facebook page, some banners to attract net users, petition, printed outdoors or billboards and a reminder of the campaign in a printed or web newsletter, or e-mails.

So, we notice that it is not only about the efficiency of one tool but the efficiency of the whole campaign.

- **The difference of methods between large and small associations:**

We have seen that small and large association cannot use the same means because of their difference of resources. But does it really impact the efficiency of their communication?

The ASPCA, the HSUS or The Foundation 30 Millions d'Amis thanks to their efficient communication with TV, radio and billboards are known in a national or worldwide level and have many adherents.

But the size of the association does not always mean success. People would say it is logical that the more members a NGO has, the more it has power to make things move. But for instance, a large association with big resources can communicate badly and mobilize few people on a cause while a smaller one can mobilize almost all of its members even if they are few and have more impact. The FLAC for example, with few resources, lobbying and targeted emails successfully make things change slowly for its "Action Députés". Moreover, certain big associations undoubtedly passed by being small and used the same methods than small ones. That is why both of their communication is efficient.

The FLAC has also a good method to mobilize the maximum of persons. They federate several associations to assemble many members for a specific cause rather than creating a

umpteen anti bullfight association. It might be more efficient than PETA (that also uses traditional means along with shocking methods) that is on all fronts and tries to treat every subject.

- **Big associations that tend to act like companies.**

Some big and powerful association we have analyzed might sometimes cross the line and give a “commercial” image.

The HSUS has a shop section in their website. Having a shopping section can be a good idea for supporters who do not want to donate directly and are looking for a useful purchase for them and for the cause at the same time. But to me, it can also give a bad image.



*The ASPCA store online:*

*[www.aspcaonlinestore.com/](http://www.aspcaonlinestore.com/)*

The ASPCA has a huge shop section, from necklaces to umbrellas to mother's day special items. They make promotion on certain items (15 to 20%) and gives a “commercial” image of the association (see pictures).

Even if NGO must mobilize the greatest amount of donation to make things change, they must not forget their values. That might be a problem for some supporters that sees the association with a commercial image and will not want to give money to see its donation pay communication expenses.

That is where it is difficult to draw a line between what is useful to gain more donations and what is not. That is why it is essential to be transparent to the supporters and publish an annual report to say where it is going and the success<sup>60</sup>. Concerning this part, the HSUS is pretty transparent and tells openly the advances it made.

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<sup>60</sup> see bibliography to see the link to annual reports

## **2) The sector of associations using controversial methods**

Using controversial methods seems to be also efficient and get results faster, concerning members, changing minds, or legislative changes. There is the case of PETA that uses shocking methods but stays in legality, although they are always near the frontier. And other associations like ALF or SHAC, that have the bias to cross legality border to make things move faster. Let's compare the controversial sector:

- **PETA** methods are efficient. They help more and more people go vegan everyday through effective means, fur companies seems to have more trouble to commercialize their goods, and the bias of shocking methods might bring many criticisms but at least people are talking about them. To me, there are two main downsides to their communication:

- PETA's mission is to get the animal rights message out to as many people as possible. But reaching the maximum of people does not mean using the maximum of means. They tend to use too many means, the public could get lost. It might be confusing for someone who is new to the subject. For example, their website is filled with many information, there are different campaigns launched about different subjects: factory farms, the clothing trade, laboratories and the entertainment industry.

Concerning the "Canada shame" campaign, they put in place all the means available: **lobbying, website, Facebook page, shocking pictures and videos, poster's campaign** with celebrities, **game, tee-shirts, infographics...**<sup>61</sup> It is dangerous because the public might get lost in the maze of communication tools. The principle of communicating is choosing the **right tools** to reach **the right target** and **goal**. However, this method allows them to be the reference for all animal's fight all over the world. Supporters can manifest for any subject concerning the animal cause in their name and spread the world internationally.

- The negative part about using controversial methods is that people might turn their back on them because they are asking for too much. According to Ingrid Newkirk, everyone should be becoming vegan, not drinking milk, not wearing leather or eating eggs... This is too much to ask at once for people new to the subject and some might just reject these values directly and not adhere to PETA's cause for this.

However, contrary to ALF or SHAC, PETA also use traditional methods to equilibrate their communication and make themselves more accessible to the public.

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<sup>61</sup> PETA, canadashame.org

- **The ALF and the SHAC** are the most extreme organization in the sector. One of the advantages of their methods is that they get huge press coverage in major newspapers and public attention. One of the downsides is that they cannot really use other means of communication considering they need to remain secret. This handicaps them in order to make themselves public and get more supporters. It is a vicious circle.

Moreover like the downside of PETA's methods in a larger scale, there is a huge risk the public rejects these kinds of thoughts and will not understand the illegal actions, breaks in and crimes. There is a risk to get more opponents than sympathizers.

- **SHAC** also has its own bias, different from ALF and PETA and it can bring them a huge advantage. They concentrate all their resources, means and supporters for **one** cause and target: the HLS. So the global cause of fighting animal testing might not make an enormous progress worldwide but it will be a small victory. It will probably have made more changes in this particular sector rather than fighting on different fronts and not winning anything.

The difference between PETA and ALF or the SHAC is that PETA, being legal and non-violent can be less scary, seem more accessible and attract more supporters.

However, PETA are less active than the other and even if it is a famous organization for its shocking ads, it always has to stay at the edge of the legality. They must be careful with this, because there are some histories that have proven their borderline implication that might scare the general public.



### 3) The global sector

Extremist associations justify their acts by saying if they waited for governments to act, all the animals rescued would still be in laboratories. PETA says it has to shocking to have their ads published in magazines. So they both argue saying shocking methods enables them to push things forward and get what they want. Traditional organizations also get to move things in their own way. Let's compare the efficiency of both methods.

In this part, I will not say that one method is more efficient than the other but rather compare both advantages and downsides.

- **Extremists have a particular communication in the edge of the system:**

Extremists are often criticized because they break the law. In their book, *"Terrorists or Freedom fighter?"*<sup>62</sup> activists argue that their methods are a bias for non-compromise that is engendered by a non-serious realization of the government. They say that nothing would ever change if they let the government act and that the millions of rescued animals would still be suffering in laboratories. They also argue that they are non violent towards humane, that they never hurt anyone and that it is ethically justified destruction of property and violence toward life. But is any reason good enough to break the law? In the democratic system of government, it is a given that people will not always agree but that is why laws exist, to set a balance. If breaking the law were okay for this case, it would be for people breaking in stores "because they are hungry" or because "they did not hurt anyone". But then again, there are many examples in the history of people braking law that made things progress. The liberation of India is an example. Breaking an unjust law to make a point has been accepted and that is how we make advancements. Martin Luther King and the Civil Rights in the US is another example. It has caused very important social changes.

- ALF and SHAC "raids" have been efficient in the animal protection sector. It already made many changes and provided proof of cruelty. On the other hand, they have made many damages and lost a lot of money. Pacifists claim it is a vicious circle of violence and destruction from both side. Acting is okay but there are some limits, their communication is dangerous. For instance, when they publish guides to arsons or vandalism on certain sites, it could arrive in the hands of malicious people. Even worse, children could fall on these sites, now that the Internet has been democratized and is accessible to everyone.

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• <sup>62</sup> BEST Steven and NOCELLA II, Anthony, *Terrorists or Freedom Fighters, Reflections on the Liberation of Animals*



- So where does the activism stop and the terrorism start? Some say that it is when there is violence on live being. Some will say it is more justifiable on one side and others the contrary. The pros and the cons could actually go on forever

- **Traditional vs. controversial methods**

More generally, traditional methods allow association to communicate with the public without risks. However, it might not reach the estimated target because it is not enough creative to make people react and not enough creative to be placed for free and interest the medias.

Controversial means allow to mark the mind and be remembered on the long term. However, even if people remember the cause it might not be in a good way and they might reject completely the NGO and its cause. The association takes more risks and might be asking for too much from the general public. There are some down sides and upsides to both methods and the sector needs a variety of actions.

Shocking associations claim that traditional organizations are passive and lean on them to make some change. I would say that it is not true. The sector needs all kind of associations and a variety of actions to reach as many people as possible. The cause need direct actions to make things progress but it is important to have traditional organization to equilibrate de debate.

## VI. RECOMMENDATIONS

In this part I will not recommend one method more than the other. There is actually no good or bad method.

Here are some recommendations that arise from the analysis of these different associations:

- **Have a balanced communication between controversial and traditional:**

The efficiency depends on the association, its goals and the balance between tools.

We have seen that most of the associations never use one or the other methods. The Foundation 30 Millions d'Amis uses mainly traditional means but puts small touches of shocking images to play on the motional side by showing pictures of abandoned dogs for example. PETA uses mainly controversial means but still uses traditional to reach a larger number of people. Each association has its own different balance of each method. Extremist associations are on the edge of the sector and particular in this case. What is important is to consider the main goals and the target of th association and use means accordingly.

- **Use traditional methods to raise loyalty on the long term:**

Traditional methods such as newsletter, e-mails, discussion forums or website will enable the charity to raise loyalty on the long term because it will allow the supporter to interact with the charity frequently and remind him about the cause from times to time. Like 30 Millions d'Amis, the charity can send useful present to its loyal members like agendas or stickers to build a long-term relationship. However, as we have previously noticed, it should be reasonable and stay coherent with a charity sector.

- **Use Controversial methods to suddenly raise awareness:**

If the association is struggling to make itself known to the public with traditional means or has a very important campaign it wants to spread, then a solution is to create a shocking method for the specific campaign.

The association can use posters ad or videos with content that will attract and shock the public and make people talk about it on the short term. If the campaign goes viral, the association will have reached a larger public and raised its awareness. Some people might remain skeptical, so the second step is to switch to traditional methods on the long term to raise

loyalty, with social medias, newsletters etc. Again, both traditional and controversial are required.

- **Use controversial methods to reach the youth:**

We have seen that controversial methods are often used to reach the young generation like PETA with its campaign BWVAKTBOOM. This campaign has been a success in the young public because it was about a controversial subject that interested them. The youth is more sensitive to these methods because they are looking for a different content that will change from usual. If the association is looking to especially reach a young population, the best is to mix controversial means that will attract them and digital means to multiply the chances to be seen. Yet, the campaign should be shocking but with a touch of humor, and not completely frightful.

- **Mix traditional methods to provide a multi-channel communication:**

We have also seen that campaign can only be efficient if the tools are well chosen and mixed efficiently together. The traditional charities taken as examples never used one tool for their campaign. It is about an assorted choice of tools. On the opposite, we have also notice that the charity should not use all these means available; firstly, for a money management reason, but also for a sake of image. The association that uses too many tools can give a confusing image and might not reach the desired target at the end. Charities like PETA can afford to do it because they are well known all over the world and have become an ambassador of the sector. But it is a dangerous game.

- **Use contests to reach the greatest number of people:**

Again, in the principal of creating a multi-channel communication, a contest is a very efficient mean for a charity. It is very easy to construct and every association can put it in place thanks to the Internet. A contest enables to attract people that will first participate to win something. It is not always for money, it can be for pride, for fun or for competition... Mixed with social networks, it can mobilize a great number of persons. Like the ASPCA, it can simply be a photo contest for supporters that will simply allow people to be present and take part of the charity activity.

It can also be created to reach another target like shelter, like the ASPCA did. It can be interesting to care about other stakeholders of the charity sector and show the public you are

improving the whole sector and not only trying to get donations. For example, an association could image a contest where people have to find a house for a dog in

• **Be transparent towards stakeholders:**

A charity should also retain from this argumentation that the tie between the NGO and its members is the trust.

An association builds its communication on trust. This happens through its communication towards its engagement and activities but also through its transparency. This is a growing issue in the sector. The association should not forget their first goal and their nonprofit status. Moreover, with the growth of the internet and the increase in the information available, the public wants to know everything and has less and less trust in companies. This is even more applicable to the charity sector considering supporters are the one that finance the activity. So the charity should frequently report to its members and make the information available.

This concerns annual reports but also more frequent information like success stories (animal rescued, direct events that were successful, changes in law...) to show the public that all the mobilization was useful. It will mobilize people even more and they will realize they are useful to the cause. It will only have a positive impact for the charity.

Besides, if the NGO does not want to publish anything, people will automatically it is hiding something and will loose its trust.

In general, associations do not give enough feedback about the efficiency of the campaign. For example 30 millions d'Amis with its campaign to decrease animals' abandons in the summer, never publishes any information about decrease or stagnation of abandon which would be very interesting. However association tend to be more and more open about their expenses and issue annual reports on their website more habitually.

## VII. CONCLUSION

We have seen the efficiency of animal association's communication is relative to the objectives, the size and the target of the association.

In general, the most effective associations are the ones that found the right balance between controversial and traditional methods and adapt their campaigns with a wide range of adapted means.

Globally, most charities will keep to the straight and narrow and have impacts at their own level and other association like PETA will stand out. The sector needs all these kind of association to progress.

Now, that we have made several observations on the animal associations' sector, will they be useful for another sector?

It seems that the observations arisen in the argumentation reflect on a more global sector, yet linked to the animal cause: the ecological association sector.

First, let's take a leader charity in the sector: Greenpeace, a worldwide known ecological association that made itself know through controversial actions to save the ocean in the first place. Nowadays they are still famous for their activist actions all over the world and are well known for their shocking methods. They keep frequently appearing in the news, like lately when they entered French nuclear facilities to prove the pooriness of the security.

They have adopted many methods analyzed in the argumentation. On the model of SHAC (on a less controversial level) they regularly take one company as a target and put so much pressure on it that it abandons. This has been the case lately with Mattel, the largest toy company in the world. Greenpeace put in place a very efficient campaign with a humorous concept of Ken dumping Barbie because she participates in the deforestation, spread up with a website linked to social medias, videos and actions on the field. The campaign was successful: Mattel recognized that toy packaging shouldn't come at the costs of rainforests and tiger habitat and took measures.<sup>63</sup> So Greenpeace also uses well-balanced campaigns. After forty years of existence, it adapts to the current society with multichannel strategies and constantly finds new ways to be efficient with a controversial base supplemented by

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<sup>63</sup> Laura Kenyon, *Success: Barbie and Mattel drop deforestation!*, [www.greenpeace.org](http://www.greenpeace.org)

traditional means. The efficiency of an animal association's campaign could also be applied to a more global sector.

Then, we can also imagine that the growth of extremist associations in the animal sector could be applied in the ecological charity sector. This makes sense considering the growing importance of ecology in our lives and the urge to act that arises. Ecology has become one of our most important issues. We can imagine that in few years, this sector will be more animated by extreme controversial methods like we have seen for the animal sector.

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#### - 30 Millions d'Amis:

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- *Présidentielle 2012*, [www.30millionsdamis.fr/presidentielle2012.html](http://www.30millionsdamis.fr/presidentielle2012.html)
- *Campaign « Les Coupables »*, [www.30millionsdamis.fr/la-fondation/nos-campagnes/sensibiliser/les-coupables/les-elements-de-la-campagne.html](http://www.30millionsdamis.fr/la-fondation/nos-campagnes/sensibiliser/les-coupables/les-elements-de-la-campagne.html)
- *Iphone application*, [www.30millionsdamis.fr/la-fondation/appli-iphone-30-millions-damis.html](http://www.30millionsdamis.fr/la-fondation/appli-iphone-30-millions-damis.html)

#### - HSUS:

- *Website*, [www.humanesociety.org](http://www.humanesociety.org)
- *The Shelter Pet project website*, [www.theshelterpetproject.org](http://www.theshelterpetproject.org)
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- *Annual report*, [www.online.qmags.com/HSUS10](http://www.online.qmags.com/HSUS10)
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**- ASPCA:**

- *Website*, [www.asPCA.org](http://www.asPCA.org)
- *Photo contest*, [www.asPCA.org/news/photo-contest](http://www.asPCA.org/news/photo-contest)
- *Shelter contest, The ASPCA Rachael Ray \$100K Challenge*, [www.challenge.asPCapro.org](http://www.challenge.asPCapro.org)
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**- FLAC**

- *Website*, [www.flac-anticorrída.org](http://www.flac-anticorrída.org)
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**- PETA**

- *Website*, <http://www.peta.org>
- *Annual Report*, [www.features.peta.org/Annual-Review-2011/](http://www.features.peta.org/Annual-Review-2011/)
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- *Shop section*: [www.peta.org/shop/default.aspx](http://www.peta.org/shop/default.aspx)
- *Canada Shame campaign website*, [www.canadashame.com](http://www.canadashame.com)
- *Vegan dedicated website*, [www.meat.org](http://www.meat.org)
- *Vegetarian starter guide*, [www.peta.org/living/vegetarian-living/free-vegetarian-starter-kit.aspx](http://www.peta.org/living/vegetarian-living/free-vegetarian-starter-kit.aspx)
- PETA, *FAQ*, [www.peta.org/about/faq/Whats-PETAs-position-on-the-Animal-Liberation-Front-ALF.aspx](http://www.peta.org/about/faq/Whats-PETAs-position-on-the-Animal-Liberation-Front-ALF.aspx)

**- ALF:**

- *Website*, <http://www.animalliberationfront.com/>
- *ALF Primer*, <http://www.animalliberationfront.com/ALFront/primer3.pdf>
- *ALF, Direct Action Report*, [www.scribd.com/doc/6169550/Animal-Liberation-Front](http://www.scribd.com/doc/6169550/Animal-Liberation-Front)

**- SHAC:**

- *Website*, [www.shac.net](http://www.shac.net)
- *HLS Leaks*, [www.shac.net/2012\\_leak/index.html](http://www.shac.net/2012_leak/index.html)

**- Oceana:**

*Oceana's blog*, [www.oceana.org/en/eu/blog](http://www.oceana.org/en/eu/blog)

**- Greenpeace:**

Laura Kenyon, *Success: Barbie and Mattel drop deforestation*, [www.greenpeace.org](http://www.greenpeace.org)

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- *Earthling*, [www.earthlings.com](http://www.earthlings.com)

**5) Magazines**

- 30 Millions d'Amis Collection

## **IX. APPENDICES**