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**REPOSITIONING THE MUSTANG HORSE
TO INCREASE ADOPTIONS
WITHIN THE U.S. HORSE INDUSTRY**

**A Cooperative Plan for the
Bureau of Land Management and the
National Wild Horse & Burro Foundation**

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SECTION ONE: BACKGROUND

A. SITUATION ANALYSIS

The Bureau of Land Management (BLM) is an agency within the U.S. Department of the Interior that administers 261 million surface acres of America's public lands, located primarily in 12 Western States. The BLM sustains the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations. As part of its mission to maintain healthy resources on public lands, the BLM administers the Wild Horse & Burro Program to protect, manage, control and promote wild horses and burros. Supported by the Wild Free-Roaming Horse and Burro Act of 1971, the BLM has placed over 200,000 wild horses and burros into private care over the past 32 years.

These placements are necessary in order to reach appropriate management levels (AML) as mandated by law and to ensure the health and well-being of herds remaining on public lands. Since its inception, the BLM has adopted an average of 83% of the wild horses and 93% of the burros removed from public lands. Each year about 5400 horses and 1000 burros are placed with qualified adopters under private maintenance and care agreements through the Adopt-a-Horse and Burro Program. Those animals who are not placed are held in BLM corrals or long-term holding facilities. Each year the gap widens between the numbers of wild horses removed vs. numbers adopted. As the gap has widened, the cost to maintain increasing numbers of un-adopted animals in long term holding has also escalated. The BLM has received sharp criticism for its management of the wild horse and burro program as a result.

In addition, congressional appropriations, and most recently the adoption of the 2005 Appropriations Bill Wild Horse Rider has focused increasing attention on the program. This has put additional pressure on the BLM to develop new markets for wild horses and show progress toward achieving AML or face the loss of political support and funding.

To this end, the BLM has formed an alliance by way of a Memorandum of Understanding with the National Wild Horse and Burro Foundation. The purpose of this alliance is to increase the number of successful adoptions primarily of wild horses and to build a viable market for wild horses moving forward.

In order to maximize their efforts, the BLM and the NWHBF commissioned the development of a plan to reposition the wild horse as a viable, useful animal within the existing U.S. horse industry and to create guidelines for working cooperatively to increase adoptions within this market.

In developing this plan it was necessary to have a clear understanding of each organization, how the market views wild horses, the barriers and attractors to adoption and how to identify the best candidates for adoption and successful long term ownership. Insight in each area was gained through interviews, literature reviews, product assessment and customer profiling. Following are the conclusions drawn from our background work.

 

B. ORGANIZATIONAL OVERVIEW

The Bureau of Land Management

As mentioned above, the BLM is a government agency mandated to care for public lands. The WH&B program is just one functional area. In understanding the workings of the BLM as it pertains to the WH&B, we spoke with key program staff both in Washington and in the field. We also reviewed hundreds of pages of documents including the 2001 Fleishman-Hillard National Marketing Plan for the Bureau of Land Management's Wild Horse and Burro Program.

What we found in our review was a complex organization spread out over a wide variety of program areas and teams. The WH&B program involves experts from field staff, national program staff and public affairs staff. Functions are not centralized, although efforts are being made to standardize both functional and marketing areas. Still the program, how it's run and marketed is somewhat dependent on the region and the people involved. This makes putting forth consistent, uniform branding and communications difficult at best.

Adding to the challenge is the fact that there is a lack of staff with a deep understanding of the horse industry as well as few individuals trained in marketing. Those who do have some background in these areas are also responsible for other areas, diluting their ability to focus on critical marketing task. In order to increase the number of adoptions, the product has to be good, the audience carefully chosen and the marketing well-executed. As it exists today, the BLM is fighting a losing battle. Without proper staffing, control and training, it will be very difficult to achieve desired success unless it partners with outside sources.

To their credit program management recognized this need and in 2004 signed a Memorandum of Understanding with the National Wild Horse and Burro Foundation which is tasked with:

- Identifying opportunities to increase adoptions
- Making recommendations on how to capitalize on opportunities
- Communicating with the horse industry and other corporate and public entities in support of adoption

National Wild Horse and Burro Foundation

The National Wild Horse and Burro Foundation is a 501(c)(3) charitable, nonprofit organization dedicated to facilitating successful adoptions for America's excess mustangs and burros. Founded in 2001 it's mission is to help promote the Bureau of Land Management's National Wild Horse and Burro Program and increase the number of successful adoptions. For its part the National Wild Horse and Burro Foundation is committed to:

- Supporting and advancing the repositioning of wild horses (hereafter referred to as mustangs) as a positive horse owning experience in conjunction with the BLM;

- Assisting in creating a more marketable product through improved selection and expanded and enhanced training programs for critical mustang age groups;
- Attracting potential adopters and assisting the BLM in turning prospects into adopters.
- Providing information and education about mustangs and burros, their care, nurturing and use as athletes and companion animals;
- Identifying and providing opportunities to become involved in the mustang and burro experience through adoption, volunteering, sponsorship and philanthropy.

The challenges that the Foundation faces are securing adequate staffing to carry out its mission and/or finding suitable partners or outside recourses to augment staff. In addition, funding moving forward will be an issue unless it can develop viable fund raising opportunities along with other long term revenue streams not dependent on philanthropy or cause related marketing. It should also be noted that the Foundation, because it is a private organization, has the best opportunity to develop community among mustang owners and enthusiasts. Community building programs may also help generate needed funds to ensure success of the organization.

C. LITERATURE REVIEW

In addition to the FH material, we also reviewed materials provided by the BLM, looked at horse industry trends, cause-related marketing and current marketing communications from both the BLM and the NWHBF and monitored websites dedicated to mustangs. From this review we found the following to be relevant to plan development:

BLM and the Activists

1. There is no lack of information on mustangs, however much of what we found is laced with such passion and misinformation that it creates a false "rescue" mindset. This has escalated with the adoption of the 2005 Appropriations Bill Wild Horse Rider which allows for the sale of horses ten years or older or those who have been through at least 3 adoptions unsuccessfully. This proliferation of activism tells us that it is critical to have a comprehensive, ongoing, structured communication with the public in order to counteract the emotionalism that defines wild horse activism. In order to increase successful adoptions, **people have to see the mustang as a viable candidate for horse ownership as well as an opportunity to preserve an important part of our national heritage.** What they don't need to feel is that mustangs are in imminent danger of extinction or destined for the slaughterhouses.
2. **BLM has a credibility issue.** The WHB program has not reached mandated goals despite its best efforts. In addition, activists exploit anything at all negative and/or distort facts to support their own thinking. **It is critical that sources outside the BLM communicate the success of adoptions and BLM efforts to reach mandated goals. This would serve as a positive balance to the information continually coming out of the activist community.**

3. In the past there has been an **inconsistency in the image and communications** coming out the BLM. This was addressed in the Fleishman-Hillard project and progress has been made. It is critical moving forward to maintain uniform image and messaging from all sources considered to be official voices of mustangs and burros. Any entity with a Memorandum of Understanding or other such partnership arrangement should be considered an "official" voice and efforts should be made to coordinate messaging and image.

The Horse Industry

In reviewing potential markets the best opportunity for increasing adoptions can be found within the existing horse industry. In addition to the findings from the FH report¹ in November, 2004 PRIMEDIA conducted a survey of horse owners on equisearch.com on behalf of the Foundation. The purpose of the survey was to gain further insight into the attitudes, perceptions, barriers and attractors of mustang adoption within the horse industry. In addition, we also took into consideration 1) horse ownership trends identified through research conducted by DLA over the past five years² and 2) secondary research by breed associations and equine publications. The following are relevant to this project.

1. **There are two major sectors of the horse industry: the amateur market (breed/sports) and the enthusiast or recreational market.** In the past it was thought the amateur market would prove to be a challenging outlet for adoptions because of breed loyalty. While breed loyalty is certainly a factor our studies show that among owners of registered breeds, 45.5% said they bought their horse(s) based on the individual, regardless of breed and 34.6% bought based on suitability for their intended use. In addition, the PRIMEDIA survey found that **only 5% of respondents would reject adoption based on the breed preference.**
2. Unlike the amateur market, which can be easily reached through trade and breed publications, breed and sport associations and shows, **the larger enthusiast market defies categorization and organization. We literally have to go to them where they live and shop.** Developing uniform and reliable local marketing is critical to penetration of this segment. Initially this might be tied to the trainer network and event geographics through both equestrian and general local and regional media.
3. The average age of horse owners in the US is forty-three with over 60% having owned horses for 5 or more years³. The age and experience of this group makes them an ideal candidate for successful adoption, however there will be challenges. Because they are accustomed to working with domesticated horses their expectations are somewhat skewed. This is especially true when it comes to

¹ Fleishman-Hillard, "A National Marketing Plan for The Bureau of Land Management's Mustang & Burro Program" January 12, 2001, 8-9.

² Diana LaSalle & Associates, research studies conducted for the Paso Fino Horse Association, Iron Spring Farm and BioPlastics, Inc.

³ U.S. National Horse Enthusiast Study, PRIMEDIA 2000

training, conformation and health. **In all surveys of potential adopters⁴, a horse having some gentling or training greatly increased the interest in adoption. The PRIMEDIA survey also indicated a desire for a clean vet check prior to adoption.**

4. There is significant number of businesses and media companies supplying products and services to the multi-billion dollar horse industry. By targeting this market for increasing adoptions, we have the opportunity to enlist the help of these companies through sponsorship and in-kind support.

Cause Related Marketing

1. There is a very real interest within the horse industry to help the mustang. The PRIMEDIA survey found that **65% of respondents considered helping the mustang "very important" and 27% found it "important" to their decision to adopt. Another 36% said it was "very important" and 30% found it "important" to help conserve range lands.** This indicates that there is significant opportunity for companies supporting the horse industry to successfully engage in well-executed cause related marketing.
2. In addition to directly targeting the horse industry, **there is a large enthusiasts population that could respond favorably to an association with the preservation of land and horses. This group may not be targets for adoption but rather represent an opportunity to help engage corporate sponsors who wish to reach this audience through cause related marketing.**
3. In support of this approach we found the following relating to the impact of cause related marketing. The 2004 Cone Corporate Citizenship Study⁵ shows that eight in 10 Americans say that corporate support of causes wins their trust in that company, a 21% increase since 1997. The report further states that Americans have grown to expect companies to play a more active role in addressing the needs of society and that **86% are likely to switch from one brand to another that is about the same in price and quality if the other brand is associated with a cause they believe in.** In addition association with a cause influences:
 - Which companies they want in their local communities (85%)
 - Which products and services to recommend (74%)
 - Where to work (81%)
 - Which stocks or mutual funds to invest in (70%)

⁴ Pacific Consulting Group for the BLM, September, 2000; Mustang and Burro Adopters 2003 Survey, (BLM), PRIMEDIA survey, 2004.

⁵ Cone Corporate Citizenship Study, 2004, conducted by Opinion Research, <http://www.causemarketingforum.com/page.asp?ID=330>, 12/27/2004

 

What's more

- 86% want companies to talk about their cause related efforts but most feel that only about 10% do a good job of it.
- **18-25 year olds are significantly more likely to consider a company's citizenship** when making purchasing, employment and investing decisions. The report says that "cause-related activities will influence not only buying habits, but also gain their loyalty and trust."
- Cause related corporate contribution or support is most believable when people find out about it from:
 - Family and friends (59%),
 - Government agencies (38%)
 - News organizations (37%)
 - Internet (31%)
 - Religious organizations (29%)
 - Charities (26%)
 - The company itself (23%)

When hearing directly from the company however, they like it easy to digest with 41% preferring advertising, 38% product packaging and 36% brochures .

The following causes are most important to people (from the 2002 Cone report):

1. Education
2. Medical Research
3. Poverty
4. Environment
5. College scholarships
6. Hunger

Since 1993, the only year the environment was not among the top five social issues was October, 2001 when national tragedy was considered the number one social issue and support for military and crime made their only appearance on the list. We should consider ways to align the land conservation/wild horse cause to the environment and help companies develop cause related marketing for sympathetic markets (horse, western enthusiast, country music) who can identify with environmental issues. Cone studies also show that Post 9/11 America has become more patriotic and this should also increase interest in the "Our Land, Our Horse" appeal.

4. At the Horse Industry Leader's Summit conducted by the Foundation in September, 2004, participants indicated that they would be in favor of developing a cause-related approach to supporting mustang adoptions and fund-raising. All indicated that they would want the latitude to develop individual programs that worked best for their company and their audience.

BLM Marketing Communications Audit

As noted in the Fleishman Hillard. National Marketing Plan, one of the greatest challenges the BLM faces is overcoming the perception of the mustang as a “worthless” animal with little to contribute to the domestic market. They further stated that a major task of the marketing communication plan was to elevate the perception of the mustang to create some form of value where there is currently perceived to be a deficit.⁶

To that end the BLM has revised their communications message and images to show wild horses in use as competitors, companions and for recreation. In reviewing ads, other print collateral, website, internal communications and support material for the field, we found the following:

1. Trends show that there is less value placed on association with the West or western lifestyle than in the past. All literature should be revised when appropriate to change the heritage message from one that depicts mustangs as “living legends of the historic and pioneer spirit of the West” to one that portrays mustangs as symbols of our American heritage of freedom, spirit and resilience. This is supported by post 9/11 studies⁷ that show these qualities to be of great importance to American’s today.
2. The new adoption facility brochure does a nice job of showing the mustang as a viable candidate for domestic ownership. However, some of the language is misleading. It states that “Whichever animal you prefer, wild horses and burros are quiet, dependable partners.” This sets up false expectations of the early relationship with their new horse. Unless an animal has gone through gentling, it is likely to be frightened, difficult to approach and possibly dangerous for unskilled horse owners when performing tasks such as checking feet and even putting on a halter. It’s imperative that we paint a realistic picture of what a mustang is like when it comes off the range. People can then make informed decisions, arrange for training or take on the training commitment themselves understanding the challenges. While this might scare some people off initially, in the long term it will ensure a greater number of successful adoptions.
3. Visually the ads and print collateral have improved, especially in terms of the photography being used, however the typography dilutes the impact of both the visual and message components of the ads, primarily because it’s large type size and spacing seems to be “filler” rather than a message. It would be more effective if traditional headline/body copy fonts and sizes were used. Also focuses too much on the “west” and “legend” rather than values gained by owning a mustang. It is “heritage” not “legend” that people respond to, and in the long run, what horse industry people want is a horse they can use, be proud of and bond with.

⁶ Fleishman-Hillard, “A National Marketing Plan for The Bureau of Land Management’s Mustang & Burro Program” January 12, 2001, 14

⁷ Studies

4. The wild horse and burro website (a link from the BLM site) is informative and does a good job of explaining the challenges and rewards of adoption but visually it's unsophisticated and somewhat complicated to work through. We recommend a full review of the web site with a design rework to bring it in line with the repositioning plan once it is adopted.

In addition the WHB site was a real challenge to find from the BLM site. It's located in a list of other sites at the bottom of the scroll down home page. Advertising should send people directly to the WHB website, but we must understand that many people will simply go to the WHB site initially. This being the case, the link should be more accessible near the top of the BLM home page.

5. **The National Wild Horse and Burro Adoption Plan** is at present an internal working document which outlines adoption best practices, and includes an adoption action item checklist, pre-adoption marketing guidelines and samples and guidelines for a volunteer program. **This is an excellent start to a much needed document. It should be revised and refined based on the repositioning plan and adopted as quickly as possible.**
6. The general language and demeanor of communications coming out the BLM is steeped in regulatory and government "speak". These animals evoke an emotional response in most people and this decidedly intellectual language approach does nothing to enhance the image of the BLM as a caring and nurturing entity committed to the well-being of the animals. Attention should be given to soften language of press releases, web site content and non-legal documents to reflect this attitude.

NWHBF Marketing Communications Audit

As a fairly new entity, the NWHBF has a modest communications program consisting mainly of an identity package (stationary, business cards, etc.), a website and a informational brochure. In reviewing communications we noted the following:

1. The name of the Foundation is long and somewhat cumbersome and does not adequately communicate the purpose of the Foundation. **We recommend a name change and with that a new identity package.**
2. **The current web site should be redesigned and content expanded to support the repositioning plan. As is, it is merely informational at best. We recommend bringing in a web company familiar with the equestrian market to review and recommend the best course of action.**
3. The information brochure does an adequate job of providing basic information about ways to become involved with mustangs and burros. This should be revised however as soon as possible after a new identify package is completed. If a number of these brochures will remain in circulation, it will be important to have something on the website that let's people know the name has been changed.

4. The Foundation should develop a design platform to be used consistently throughout all marketing communication elements and is compatible with the design platform developed by the BLM. This should include type, color, logo use and core message standards.

D. PRODUCT REVIEW

In reviewing the mustang as a marketable product we considered the following: Public perception of the mustang, adoption targets and actual placements provided by the BLM, interviews with adopters, BLM staff and trainers. The following was considered relevant to the development of the Repositioning Plan.

Perception, Barrier and Attractors⁸

When asked, how well each of the following described mustangs respondents thought the following described them "very well."

- Part of our heritage (88%)
- Needs saving (86%)
- Versatile (67%)
- Attractive (67%)
- Exciting (62%)
- Natural mover (57%)
- Easy Keeper (54%)
- Suitable for competition (41%)

They did not see it as

- Easy to train (17%)
- A family horse (25%)
- Easy to bond with (27%)
- Good temperament (29%)
- Romantic (39%)

In reviewing communications coming out of the media and the BLM, it's clear both have had an influence on what people think about mustangs. **BLM marketing has strongly supported the heritage and versatility message and the activist contingent has obviously had an impact on the perception that mustangs need saving. It's this "savior" message that we must try to control to a greater degree.** While it can be a strong motivator for adoption, because it's based purely on emotion, once the animal is home and reality sets in, there is a greater potential for disappointment and even failure. It would be much more beneficial to try and focus on the characteristics of the horse that people find to be positive such as "natural mover" and "easy keeper." These are desirable traits for the target audience and give experienced horse owners a reason to work through some of the other issues such as training. These findings lead us to believe that it would be beneficial to refer to horses placed into the adoption program as

⁸ PRIMEDIA survey, November 2004

“mustangs” rather than “wild horses.” “Wild horses” sound like they need saving, the word “mustang” has a greater connection to heritage and use in today’s world.

This approach is further supported by the fact that while only 29% of respondents had the perception that mustangs have a good temperament, 70% list that as very important when considering adoption (this tied with “saving the horse as the #1 consideration for adoption.) Part of our heritage (47%), versatility (46%) and easy to bond with (45%) rounded out the top five considerations, but clearly were not as important.

This also supports the need for a more refined selection process so that animals with temperaments unsuitable for domestication can be culled out before they are put into the adoption process. Putting a greater number through basic gentling will also be helpful since training surfaced as the number one barrier by a wide margin (54%) with the next closest detractor being “not good with children” (14%). Supporting this, 55% of respondents said that halter training would increase their chances of adoption along with a clean vet check (69%).

Reality

In interviewing adopters, trainers and BLM staff, we found that **perceptions about adoption and the reality of the work and risk it involves are often far apart.** While there have been many successful adoptions, the truth is, bringing a mustang into one’s life can be very challenging. Nearly everyone we spoke with said they did not fully understand what they were getting into and nearly half said they would not have adopted if they had known. It is also true that trainers who take these horses on are surprised at the amount of work it takes to gentle and train many of the animals. Once gentled, however, many feel their mustang adds a great deal to their lives. We believe the following points should be considered in an attempt to bring perception and reality closer together.

1. Surveys and interviews alike tell us that training is central to increasing the numbers of successful adoptions. It is essential that the **training** program be expanded to include as many horses over the age of two as possible. The long range goal ideally should be to have as many eligible horses over the age of two either minimally gentled before going to adoption or placed with individuals with enough experience and awareness to work successfully with these horses. **This will allow people a more positive initial experience with their mustang and bring it closer to their perception that this is a special animal.**
2. **Central to the success of the BLM program is creating a public desire to have these horses viewed as special horses—not victims needing rescue.** To that end each horse taken from the range should be carefully evaluated for suitability for adoption. Those who are not suitable because of physical, mental or emotional reasons should be placed into alternate living situations. (It should be noted that with the adoption of this appropriations bill, the term “holding” takes on a different meaning since at some point horses will have to be moved into “alternate living situations”.)

3. There are approximately 9,000 horses currently in long term holding that are either 10 years old or older or have been presented unsuccessfully for adoption three times. Passage of the 2005 Appropriations Bill Wild Horse Rider which allows for the sale of these horses can potentially have an adverse impact on the adoption program. Short term the impact could be to draw potential adopters away from the younger horses. Long term it could further solidify the perception that these horses are wild and therefore difficult if not impossible to train and therefore not to be considered as a useful horse. *It's critical that there be a distinction made between these horses and those who make good candidates for adoption. Consider calling the first group "wild horses" and the others "mustangs."* Approaching them with a name difference will also help in marketing the adoption program. We believe there are two distinct audiences for each group of horses and marketing efforts should be carefully directed to guide audiences to the best advantage of the program.
4. Traditionally horses of color tend to be more desirable than solid color horses. This may be due in part to the greater focus on the western market where Paints and Pintos are considered very attractive. Since these horses represent a very small percentage of the adoptable population and are usually easy to place, effort should be made to elevate the desirability of the more average looking horse.

E. PRODUCT VALUE

The first step in developing a product's brand identity and position in the market is to understand what it offers the consumer. To do this in the past, most marketing focused on features and benefits. For example a product is easy to clean (feature) therefore it saves time (benefit). To really reach today's experience-conscious consumers however, we have to take it one step further and identify the impact a benefit has on a customer's life—in other words its value. For example, the fact that a mustang is a herd animal (a feature) means that a horse owner will have the opportunity to become the new "herd" leader and form a very close bond with his mustang (benefit). This translates into, a sense of belonging and connection and for many feeling valued. So ultimately what a prospective adopter cares about is not the fact that the horse is easy to bond with, but those emotional values that this relationship brings to her life. In examining mustangs as a product we found a number of values that people can identify with. These values were identified through interviews, survey⁹ and applied expertise.

⁹ Interviews conducted with mustang owners and prospects. PRIMEDIA survey, November, 2004

Feature	Benefit	Value
Part of our national heritage	Connection to history and patriotism	Belonging, connection, social consciousness
Natural mover, Versatile	Can be used for a variety of sports	Performance, accomplishment, fun, recognition, choice
Easy keeper	Longer useable life Less costly	Efficiency, convenience, performance
Needs "saving" or assistance	Makes people feel good	Social consciousness, belonging, caring
Attracts similar people	Community	Belonging, fun, social connection
Herd animal	Easy to bond with	Connection, belonging, feeling valued

This translation from features to benefits to values is extremely important for everyone to understand because this is how people experience the value of what they are buying. When you can lead the consumer to the value you offer, rather than leaving it to him to discover, your chances for success are much greater. It is recommended that all those involved in the program receive instruction on how people recognize the value of mustangs and how to communicate that value to adopters, prospects and supporters of the program.

Messaging

Creating messages that reach the consumer on an intuitive level is critical. In order to do this, however, we first have to understand how people recognize value, i.e. on an emotional, intellectual, physical or spiritual level. (Note: Spiritual in this sense does not mean religious, rather it is our conceptual self that houses values such as our beliefs, creativity, sense of justice, etc.) For example, performance is something we determine based on set standards. A horse has to jump a fence at a certain height and in a certain amount of time and when it does we determine it has performed up to set standards. This is an intellectual process so when we talk about performance we use words that appeal to the intellect. (i.e. It is a proven fact...) In the chart below, we matched the values we identified earlier with the level on which people experience those values.

Value	Level
Belonging	Emotional
Connection	Emotional
Caring	Emotional
Recognition	Emotional
Feeling valued	Emotional
Social consciousness	Spiritual
Performance	Intellectual
Accomplishment	Intellectual
Efficiency	Intellectual
Convenience	Intellectual
Fun	Physical

As the customer profile is defined below, it will be apparent that some groups respond more to intellectual value while others may more highly value the sensory or emotional aspects of the product. By identifying these groups and how they experience value we can fine-tune the message accordingly.

F CUSTOMER PROFILES

While it is important to have a unified and consistent brand identity across all markets, it is also important to identify groups of prospects based on the values they share in order to determine the best use of marketing resources.

For instance professional horsemen, whether they are competitors or trainers, place a high value on product performance. They seek products that contribute to their success and perform as promised. It doesn't really matter what discipline they're in, how old they are or what geographic area they live in. Horses are their business and they take a businesslike or more intellectual approach to their horses. On the other hand someone who owns a horse for trail riding has a much more emotional relationship with her horse so value that impacts her on this level is more likely to appeal. Again, breed is not important. We are looking for groups of people who appreciate similar values.

To identify our value groups we gathered information from reader profiles of leading equestrian publications. We also conducted interviews with riders/owners in many of the vertical markets and drew on twenty years of field experience. The chart below outlines mustang value groups and what is most likely to appeal to them. Estimated market size is indicated in parentheses under each group designation. These numbers are based on an extrapolation of American Horse Council research as well as breed and sport association resources.

Value Group	Markets	Primary Value	Approach	Access
Influencers Professional competitors Large breeders Trainers Veterinarians Farm Managers Wranglers Stable Managers	Racing Rodeo English Sports Western Sports Veterinary Riding stables Movies/TV	Performance Efficiency Choice Recognition	Intellectual Intellectual Intellectual Emotional	Professional and trade publications Sport and breed associations Local equine suppliers
<i>Adopters</i> Individual horse owners/riders Seasonal competitors Small breeders	English sports Western sports Driving Endurance Comp. Trail Breed Assoc. Sport Assoc. Pleasure	Performance Efficiency Connection Recognition Belonging Connection Caring Feeling valued Social consciousness Efficiency Fun Exhilaration	Intellectual Physical Emotional Emotional Emotional Emotional Emotional Emotional Spiritual Intellectual Physical Physical	trade publications and local community print Sport and breed associations Local suppliers Local trade and community publications
Affinity Those who feel an emotional or spiritual bond with horses, heritage and/or land conservation	Environmentalists Land conservationists Horse lovers Country music fans Rodeo spectators Displaced ranchers Displaced cowboys	Connection Feeling valued Caring Respect Social consciousness Belonging	Emotional Emotional Emotional Emotional Spiritual Emotional	Best reached through cause related marketing

Based on the information above and industry experience we drew the following conclusions:

1. The Influencers Value Group is made up of professional horsemen and other professionals serving the industry. These people highly value performance and quality and are less likely to be drawn to the mustang as a whole, although they may selectively value individuals of exceptional talent. Professionals can and do influence the other two markets, however, so we should look to them as potential endorsers and build this market through a select group chosen primarily for their ability to influence others.

2. **The Adopters Value Group** which comes partly from the **amateur market** is traditionally the market most organizations and companies target because it is not only large, it is easy to access through publications and associations. This market has also demonstrated the ability and inclination to bring in “add-on” horses and certainly has a connection with the heritage message. Amateurs then are an obvious choice; however there are various barriers to success in this market.
- They perceive the mustang as a horse that needs to be saved and therefore do not fully appreciate the usefulness of the horse nor its ability to provide a close and valued emotional bond.
 - This is a tight knit community that often finds its social life tied closely to breed and sport disciplines. There is no such community within the mustang world.
 - Many in this market have some experience with training or working with horses yet they are not really equipped to deal with the challenges of a horse just off the range. They also have preconceived ideas of what “should be” in terms of training time, techniques, etc. This often sets up unrealistic expectations and can result in failure due to lack of patience and understanding.
 - They have expectations about health, conformation and condition that require professional evaluation.(i.e. a clean vet check).

In spite of these barriers, however, the market is large and lucrative enough to warrant serious attention. Success will be dependent on understanding barriers, clearly communicating the value of mustangs and soliciting the endorsement of influential trainers and celebrities.

3. The **enthusiast market** makes up the rest of the Adopter Value Group. It is significantly larger than the amateur market and more in tune with the emotional value provided by mustangs but it has two major barriers to success—access and experience.
- Unlike the amateur market, which can be easily reached through trade and breed publications, breed and sport associations and shows, this market defies categorization and organization. We literally have to go to them where they live and shop. In order to overcome the access barrier it is critical that to develop the brand through the channel, i.e., dealers, feed stores, local community, etc. While breaking new ground in this way does present a challenge, we believe that if successful there is a unique opportunity to create a new and sustainable market for mustangs today and in the future.
 - The experience factor is also of some concern. These people often own fewer than five horses and while they’ve ridden or owned for some time, they don’t have the experience to train a horse right off the range. In order to tap into this market, it’s essential that horses have at minimum basic gentling to allow their new owners to care for them and bond with them as quickly as possible. Once the emotional value is realized, it’s easier to be patient and bring the

horse along in a nurturing way. This also helps the owner to feel valued both by the horse and society by caring for this horse. Education on the training, care and nurturing of mustangs is also very important for this value group.

4. **The Support Value Group** can be defined as the affinity market. Its size is unknown, but potentially huge. They are not candidates for adoption but can be targeted for raising the funds needed to support programs designed to increase adoption, providing training and education and fostering community. This audience is a prime target for cause related marketing through companies who can benefit from the emotional and social appeal of this cause.

Additional findings we believe to be relevant to plan development from people who indicated that they were "very likely" or "somewhat likely" to adopt are as follows:

- Those who have a friend or know someone who has adopted are more likely to adopt.
- The internet played a significant role in forming their perceptions about mustangs, followed closely by word of mouth and media reports/documentaries/TV.
- When looking at community issues, respondents who were most likely or somewhat likely to adopt chose the following ways to be part of the owners community
 - Web site for owners (28.2%)
 - Group activities (27.4%)
 - Ability to track ownership and performance (20.3%)
 - Local club for mustangs (19.9%)
 - Opportunities to show mustangs (17.8%)

Based on these results and the importance of building community among mustang owners, it is recommended that the Foundation enlist the help of adopters in determining the best direction for community building programs and functions. It is critical that there be buy-in from existing owners in order for community to build as quickly as possible.

SECTION TWO: REPOSITIONING PLAN

A. REPOSITIONING STRATEGY

This Repositioning Plan focuses solely on the horse industry as the most viable target for increasing successful adoptions of wild horses, thereby assisting the BLM in reaching their mandated appropriate management levels. It is based on a solid Foundation of research carried out not only for this project by DLA, but by the BLM, Fleishman Hillard and various other groups and agencies both within and outside the horse industry. **Key to the plan is utilizing the strengths of both the BLM and the National Wild Horse & Burro Foundation to address and change current perceptions.** Some of these perceptions have made reaching BLM Wild Horse & Burro program goals challenging at best. Chief among them are:

1. **The Savoir Syndrome.** When we asked horse owners and riders what they think of when they think about mustang horses, 96% responded that it "needs saving." When asked why they would consider adopting a mustang, the number one answer was to "help the horse." The reason for this is threefold:
 - Animal activists and the media have long portrayed the wild horse as an animal in danger of extinction while consistently portraying the government as being inept in addressing the "plight" of wild horses.
 - Many people have a strong emotional connection to horses and are therefore easily drawn to supporting this savior message.
 - Congressional funding and recent changes in the law have brought heightened negative awareness to the program.
2. **Second Class Citizen Status.** In addition to the perception that wild horses need saving, people within the horses industry, especially those influencers such as trainers and veterinarians, believe that wild horses are not as good as domesticated horses; that they are much harder to train, and less useful in the long run. This mindset also leads to the perception that mustangs are worth less in terms of dollars than domesticated horses.
3. **Two Animals, One Perception:** In addition to adoptable mustangs, there are approximately 9,000 horses currently in long term holding that are either 10 years old or older or have been presented unsuccessfully for adoption three times. Passage of the 2005 Appropriations Bill Wild Horse Rider which allows for the sale of these horses can potentially have an adverse impact on the adoption program if not carefully managed. Short term the impact could be to draw potential adopters away from the younger horses. Long term it could further solidify the perception that these horses are wild and need to be kept free-roaming. *It's critical that there be a distinction made between horses who make good candidates for adoption and those who will always need to be free-*

roaming. We should consider calling the first group "mustangs" and the others "wild horses." Approaching them with a name difference will also help in marketing the adoption program. *We believe there are two distinct audiences for each group of horses and marketing efforts should be carefully directed to guide audiences to the best advantage of the program.* It is also important to *create terminology that distinguishes living situations.* Mustangs are adopted into home life, wild horses are placed in "alternative living situations." This is a term that, if acceptable to the BLM should become part of the BLM language. It would be necessary to clearly define "alternative living situation" which we believe means privately funded situations where horses would remain free roaming in a natural setting.

In order to address these challenge, we developed a strategy that is designed to reposition the two groups of horses in the mind of the horse industry by:

1. **Overcoming the existing mindset** that younger, adoptable horses need to be saved and that they are not as useful as other horses and thereby **establishing "mustang" horses as a cherished and desirable choice for horse ownership.** It is **imperative that we not try to compete with other breeds** in terms of usefulness, it's a losing battle. They have a longer history, established performance records and better organization. Rather we need to establish a **stronger motivator** to bringing a mustang into one's life **brings higher levels of value in addition to its usefulness.** *We need to make this more than a horse—it has to be a mutually rewarding experience.*
2. **Allowing people to act on their desire to help** by providing opportunities for financial support for both long term living situations for "wild horses" and education/awareness of the value of mustangs and wild horses as a part of our American heritage.

To effect the desired changes in perception and resulting benefit to the WH&B program, we looked at six key areas:

- Awareness
- Product Development
- Fund Raising, Education
- Support
- Community

Goals and objectives were developed to enhance and grow these areas . Both organizations will have more or less functional responsibility in each area based on their strengths and ability to drive change.

The remainder of this document lays the Foundation for the plan and includes identification of audience, the experience theme and communications strategy, and provides recommendations on messaging and uniform communications. It also presents plan goals and establishes a framework from which both organizations can work

cooperatively to achieve their mutual objectives. We also provide recommendations and guidelines for implementing plan tactics based on objectives.

Finally we present an overall view of the program with recommended priorities set out in phases for each organization individually and as a whole. This is a cooperative plan. In the end it will be the ability of the two entities to act synergistically in pursuit of a common goal that will determine its ultimate success.

It should also be noted that this plan is intended to support and enhance rather than replace the National Marketing Plan developed by Fleishman Hillard in 2001. Our six areas of focus closely follow their plan elements. In addition there are areas of the FH document that are not addressed in this plan, most notably, BLM structure, staffing, training and support, crisis preparedness, adoption and event logistics and Public Affairs. We felt we could not significantly add to the excellent work they have already done in these areas and strongly recommend that the BLM continue to implement FH plan recommendations.

B. EXPERIENCE THEME/COMMUNICATION STRATEGY

In order to be successful, it is critical to control the experience people have with mustangs and wild horses. To do this every experience or interaction a person has with the organizations, the horses and the people involved with mustangs should be directed by an underlying theme. In talking with people and reviewing primary and secondary research we believe **that the experience people are seeking overall is a connection with the spirit of their country (enduring and resilient) and each other as a people.**

This feeling of wanting to connect as a nation has intensified because of the troubled times of the last several years beginning with the tragedy in New York in 2001, the recession, the war in Iraq and now the terrible natural disaster in Southeast Asia. Even those who are not candidates for adoption, have this sense of wanting to be a part of who we are as a nation. **The chief secondary value is what the horse can contribute emotionally to the primary adopter market. Particularly those values of caring, and feeling valued.**

It is this connection, sense of belonging and feeling valued people can achieve through a relationship with mustangs and association with wild horses that we believe are the core values that can set it apart from other horses and should serve as the foundation theme of the experience.¹⁰ (Connection should not be confused with nationalism, patriotism or pride which are more ideal focused and less people focused and therefore harder to sustain.)

¹⁰ Theme conclusions are supported by the Fleishman Hillard research reported in "Overarching or Umbrella Theme for the Wild Horse & Burro Program", November 27, 2001 and interviews conducted by DLA, November, 2004.

To support this theme **every experience** controlled by the BLM and the Foundation, no matter how mundane, **should be measured for its ability to provide a sense of connection, belonging and feeling valued.** Basic to this experience are:

- Language used in all communications should be personal, warm and reflect a sense of community and belonging.
- Means of contact, transactions and customer service should be easy, friendly even “neighborly.”
- Horses should be carefully selected for their ability to bond and thrive in domestication and should be given as much training as possible prior to adoption.
- Visually there should be a sense of connection, not just with the horse but with other people as well.

Communications Strategy

All communications to the public should support the experience theme and :

- Create and enhance brand equity (mustang and organizational)
- Portray the mustang as an enrichment to life and a connection to our heritage
- Portray the mustang community as accessible and supportive
- Create the feeling that we are all doing something important

Since we are dealing with two organizations for this plan, we are not suggesting that each carry the same tag line or visual communications, but rather that they both reflect the spirit of the experience theme and communications strategy.

BLM

In previous work FH conducted research to test several communications themes which resulted in keeping the existing logo and the “living legend” theme. Since the BLM is primarily concerned with adoptions and alternate living situations for wild horses and all the logistics, legalities, and operational aspects of each, we believe the logo still works although it might benefit from a little updating or possibly the addition of an enclosing circle to signify being surrounded by community. The “legend” message we believe should be altered to “legacy” to reflect the tie to our heritage and since it’s not used as a tag line, this shouldn’t present a problem. What is used consistently is the “Adopt a Wild Horse or Burro” tag and changing the words “Wild Horse” to “Mustang,” this works. It’s direct, simple and a to-the-point call to action. This change also makes the 1-800-4Mustangs telephone number more relevant. The Experience Theme of *connection, belonging and feeling valued* can adequately be conveyed through the copy message and photography. The web site should be updated and more closely reflect the experience theme, be easy to use and language friendly. ***Central to all interactions needs to be the sense of connecting, belonging and feeling valued.*** (For example, all communications should be acknowledged quickly. When possible respond using the person’s name rather than a generic greeting. Another example might be to have a mentor contact new adoption applicants to answer questions, etc.) Any interaction that does not support or enhance these values should be changed where possible. ***It is also imperative that the BLM institute and carry out on a regular basis, customer service training for all personnel to ensure that everyone is delivering products and services that support your***

core values. Everyone contributes to the customer experience and each should be well acquainted with their role within the experience.

The Foundation

The name of the Foundation is lengthy and does not adequately convey the Experience Theme. Since it is a fairly new organization the opportunity still exists to change the name without sacrificing brand equity. We recommend that the Foundation be renamed as soon as possible. The name should not only key in on the core value of connection but also set the expectation that this organization is committed to preserving American heritage and its enduring and resilient spirit.

When the name is determined, the Foundation should create a brand identity package based on the Experience Theme. This should include logo, graphics standards and associated stationary and collateral materials. Possible names: ***The Mustang Heritage Foundation, The Mustang Foundation or The Wild Mustang Foundation.*** Possible tag line: ***Our Land. Our Horse. Our Heritage***

Audience, Message and Testing

There are three audiences who play a key role in the success of this plan. Messaging for both the BLM and the Foundation should be consistent and clearly communicate the Experience Theme with refinements for specific value groups as follows:

Influencers: these are the trainers, veterinarians, media, past adopters, club and association members and supply chain people who help horse owners form their opinions and ultimately take action. The more we can involve them in telling the mustang story, the more they will help us identify and convert prospects into adopters. Messaging for this group should be intellectual, focusing on what their support of the mustang adoption or wild horse programs can do for their business and their standing in the community. The message is "everyone wins".

Adopters: those individuals who are qualified candidates for adoption because of interest, experience and situation. Their message is emotional, conveying a sense of belonging, connection with the spirit of our country (enduring and resilient). It's also important to convey the bond between horse and adopter that not only brings connection but a sense of feeling valued by the animal, their country and those who share their commitment to mustangs. The message here is connection on a more personal level.

Supporters: Those individuals and groups who can support goals and objectives through volunteering, mentoring, philanthropy, sponsorship and community building. Their message is also emotional but focused more on the connection between the mustang and our country's heritage, and our connection to each other as a people. Land conservation message may also be appropriate here. The message is "Our Land. Our Horse. Our Heritage".

A contractor could work closely with both the BLM and the Foundation to develop tag lines, messages and logo ideas that can then be tested either in focus groups or possibly by email using the people who responded to the PRIMEDIA survey.

C. BRAND CONTROL

Once a brand identity is established for the organizations or as sub-brands such as those developed for individual programs, it is critical to control how they are used both internally and by others such as manufacturers, dealers, suppliers, the press, advertisers, sponsored events, and so on. In order to communicate brand control, both organizations should develop a *style guide* which should include:

Internal Brand Control

Brand control begins internally with strict adherence to standards, which support the value of the brand. If an organization does not maintain standards themselves, it becomes increasingly difficult to enforce control externally. Without these controls, the value of the brand is greatly diluted. Therefore it is recommended that each organization begin by developing an internal brand style guide. This style guide should include but not be limited to the following:

- Guidelines for using the logo with and without the tag
- Standardized font and type sizes to include the tag line, headlines, subtitles and body copy for advertisement, collateral, promotions, and so on.
- Guidelines for use of celebrity photos, quotes, and so on in advertising and promotions.
- Guidelines for in store displays including posters, counter cards, and promotional materials.
- Guidelines for use of logos on merchandise—these should include placement, size and quality of reproduction.
- Logo sheets for black and white and two-color reproduction which include Pantone colors, spot process colors and RGB colors for use on the web
- Print mechanicals or electronic files for all materials to be used by anyone other than the organizations.

Any and all materials created should be archived and maintained for periodic brand audit.

External Usage:

It is the right of an organization to control how any third party, including manufacturers, dealers, media, and those engaged in the advertising and promotion of products uses its brand. If this control is not strictly exercised, the value of the brand is diluted. These guidelines are not meant to be restrictive or impose unreasonable standards on those who wish to help promote adoption or support programs. However, it should be clearly understood that the brand can be irreparably damaged if it is used in a way that is contrary to its value message and that both organizations intend to protect its investment in their respective brands. To that end, the following guidelines should include, but not be limited to:

- Usage guidelines of the names, logos and tag lines, alone and together by anyone other than the organization
- Sizes of the logo and tag in relation to each other and other surrounding material.

- Establishment of a color pallet for logo and tag, including guidelines for color and black and white use
- Guidelines and standards for celebrity, influential and corporate endorsement including, morals and ethics clauses
- Guidelines, standards and approval procedure for use of the brand in conjunction with advertising and promotions by anyone other than the organization. This would include catalogs, ads, PR, collateral, stores and dealer special events.

The Brand Style Guide for external use should include language that allows an organization to review and approve all materials. If standards are not met it should be clear that the organization has the right to immediately withdrawn use of its brand and logo and that if it is determined that improper use has caused damage to the brand, legal action may be taken.

C. GOALS AND OBJECTIVES

As stated earlier, goals and objectives were formed by looking at the six focus areas of *Awareness, Product Development, Fund Raising, Education, Support and Community*. Each is represented in some way in the following goals.

Goals

1. Create demand for adopting mustang horses and supporting wild horses.
2. Drive philanthropy to support Foundation programs.
3. Establish a direct relationship with the horse industry.
4. Build a community of mustang horse owners to increase the enjoyment of owning mustangs and provide an advocate base to encourage adoptions.

Objectives

To meet these goals we identified several objectives for the repositioning plan. These objectives will be used to drive plan elements and measure their effectiveness. The objectives are as follows:

1. Make the horses more marketable
2. Improve and enhance the perception of mustangs
3. Establish and create awareness of educational, volunteer and philanthropic opportunities within the horse industry and supporting business community for both mustangs and wild horses
4. Organize and support a community of mustang owners and enthusiasts

D. IMPLEMENTATION TACTICS TO ACHIEVE OBJECTIVES

The objectives set forth above are critical to the success and growth of the adoption program, the wild horse program and the Foundation. Because of this, tactics were approached by objective rather than area of focus or marketing tool (i.e. public relations, advertising, etc.). This was done to allow for a clear understanding of what needs to be

done to reach defined goals. This will also help each organization better understand their role in meeting objectives, foster cooperation and identify opportunities where collaboration is appropriate. The marketing tools needed to execute tactics are identified in each section. It should be understood that execution of these tactics will be an evolving process that will take several years. Each should build on and support the whole.

Objective 1: Make the horses more marketable.

Critical to the success of any enterprise is having the best possible product. Good products that offer the value people are looking for sell themselves. For this plan we considered two primary products offerings by the BLM: horses that are candidates for adoption and those removed from the range who will always need to live in a free-roaming situation. The primary goal of Objective 1 is to immediately begin to improve these horses as a product, making suitable horses more adoptable and in essence the heart of the marketing program and the others supportable through philanthropy. To accomplish this objective it is critical that the following issues be addressed.

Product Development/Selection

Key to presenting an adoptable product is selecting animals for the adoption program that have the physical and emotional constitution for domestication. The current method of gathering makes this difficult. We do appreciate the challenges both logistically and politically that exist, however this is so critical to success that it warrants a full review of the process and a commitment to finding a better way. It is further recommended that a grading system be developed to help identify the trainability level of horses. This should be done using qualified people familiar with horses, training and horse keeping. Consider doing this as a pilot program, perhaps attached to the training initiative recommended below.

Product Development/Training

The BLM currently has little trouble finding suitable placement for horses under the age of three directly off the range. However it has been shown that adoptions of mustangs three years old and older are much more successful with 30 – 90 days of gentling. Since these horses have spent their entire lives in the wild, it takes a certain level of expertise to produce the best training results.

Currently most of the gentling/training is conducted through several BLM prison programs. These programs result in approximately 500 horses receiving halter gentling or 90 days of under saddle training each year. This number falls far short of the numbers needed to significantly increase adoptions of select 5 years olds and animals in the critical 3 – 4 year old age group. Unfortunately, while the prison programs have been very successful, setting up facilities, training inmates and ramping up new programs is costly and time-consuming. In order to make a greater number of mustangs more adoptable, we propose the development of a training program utilizing organized training networks. This program would be developed, managed and administered by the Foundation.

The goal of this program is to place as many 3-4 year old and select 5 year old horses into training to facilitate their adoption as quickly and successfully as possible. Ideally during the first year, 400-500 horses would go through the program with the number increasing each year until all adoptable horses above the age of two are either trained prior to adoption, adopted by experienced horse owners or other appropriate adopters.

There are a number of trainers using the natural horsemanship techniques best suited for gentling untamed horses. Of these trainers, the program would identify those with organized certification or training programs, which adequately prepares trainers to work with mustangs. It is proposed that mutually beneficial relationships be established with these organizations to place mustangs in short term training prior to adoption. (*See the full plan proposal in Appendix A*)

Product Development/Presentation

With such distinct products (mustangs and wild horses) it is imperative that each be presented correctly to target value groups. Currently when one looks at photographs of mustangs being presented for adoption, particularly as part of the internet adoption, one can see why the perception exists that they need saving. Fully understanding the difficulty of photographing individual wild horses, some effort should be made to present the horses in a more desirable way. Horses going into the training programs of course should be photographed after training is near completion.

We also recommend some refinement of how horses are grouped. People should be able to look at prospective adoptees by age as well as training status. At events trained horses should *always* be presented in hand or undersaddle. If possible there should be trained horses at every adoption event. People need to see the potential.

Wild horses on the other hand should not necessarily be shown as individuals, but rather in their free-roaming state. "Wild horses" are defined as those horses which have been gathered and placed in long term holding, but are not deemed to be candidates for adoption. The BLM should take care not to portray them as needing to be rescued. Rather they should be characterized as enduring and resilient symbols of our heritage. Naming herds or creating some kind of group identity will also help people relate to these horses, much the same way we can relate to an individual horse. The goal is to create a mystique that is supported by how they are presented to the world.

Objective 2: Improve and enhance the perception of mustangs.

The primary goal of Objective 2 is to immediately begin to "repackage" mustangs as multifaceted animals capable of enriching the lives of adopters and creating a connection to our country's heritage. To accomplish this we recommend the following:

Awareness/Advertising

Because the message is controlled, advertising can be an effective way to guide perceptions if properly executed. The goal here is to show connection, belonging, and a

sense of feeling valued. This can best be accomplished by letting actual people tell their story. To execute this message, the following campaigns are recommended.

Print

Image Campaign

Concept A: Three ads which focus on the core values of connection, belonging and feeling valued for the Adopter Value Group. It is recommended that these ads capture a scene or "slice of life" (i.e., people sitting around a campfire on an overnight ride with horses nearby). They should not just be a collection of photos. Copy should talk about what people feel as an adopter of a mustang and how this relationship has enriched their lives. Recommended subjects for the ads:

- Recreation (groups, couple or family sharing a moment)
- Companionship (close in, showing bonding between horse and owner)
- Competition (behind the scenes, friends getting ready for a show)

These ads will be the backbone of the image enhancement effort and should be produced in various sizes. It is strongly recommended that photography be taken specifically for these ads. Consider doing these ads jointly (BLM and Foundation).

Concept B: Develop 4 advertorials featuring real horses and people. Designed in an editorial format, these stories would key in on the core values of connecting to our heritage (for example: a former cowboy turned sales manager with a Quarter Horse and a Mustang at his farm in Illinois) or community (mustang owner(s) riding for charity), bonding and partnership (an endurance rider or competitive trail pair) These could run alternately with the image ads or be used as a complete campaign in a general magazine.

Use Ads:

To address the amateur segment of the Adopter Value Group and provide exposure to the Supporter Value Group/business segment. A series of small space ads (1/3 to 1/4 page) which illustrate individuals riding mustangs in various competitive or recreational situations. Emphasis in these ads should be on versatility although care should be given to avoid conveying that mustangs are great for all sports or that they are the "best" with the possible exception of the endurance market. Copy should talk about what people can get out of the experiences (exhilaration, recognition, self-esteem). These ads could also provide an opportunity for business affiliates to display logos showing their support of the adoption program. Ads would be placed in appropriate national and regional publications and run seasonally (May through August), possibly alternating with general image ads. Existing photography may be used provided photographs conform with the overall image of portraying life experiences. If sponsor logos are permitted these ads should be initiated by the Foundation.

Event Ads

The Fleishman Hillard plan clearly outlines an excellent strategy and execution for advertising adoption events. Relevant pages can be found in Appendix C.

We recommend the following mix for each campaign type with a frequency of 3 to 4 ads in each publication on an alternating schedule (i.e. run in EQUUS one month, Western Horseman the next, etc. so that not all ads are running at the same time.) *Twenty percent of the overall BLM promotions budget may be devoted to image and use advertising, however if co-op money is available from the Foundation this should be reduced to fifteen percent. The overall combined expenditure should not exceed \$75,000 annually at current media rates.* When possible, explore Foundation sponsorship opportunities with publications that would allow for reduced rates or other benefits in exchange for clearly defined sponsor benefits.

Image Ads: EQUUS
Horse Illustrated
Western Horseman
Trail Rider
Trail Blazer

Use Ads: Horse & Rider
Practical Horseman
Trail Rider
Trail Blazer
Rocky Mt. Rider
The Perfect Horse

Event Ads: There are approximately 60 adoption events scheduled for 2005 that should be advertised in targeted regional publications (see Appendix B) Ideally these ads would run for the three months prior to an event in conjunction with public relations efforts. *Twenty five percent of the BLM promotions budget should be allotted to supporting the field in adoption event advertising.* There may also be additional advertising dollars spent promoting non-adoption events. These dollars would be included in event or program budgets. Regional and local publications are usually very tightly run and seldom participate in sponsorship for reduced rates.

Cause Related Ad: In addition to ads to encourage adoptions, it may be beneficial to use advertising to encourage philanthropy for the Foundation or other partner entity. For a cause-related marketing program, media would be developed in conjunction with sponsors. For a grassroots effort the following can be considered but final selection should be made in collaboration with sponsors.

Wild Horse: American Cowboy
Cowboys & Indians
The Bugle
Wild West
Cowboys & Country

This would be a new budget category which should be supported by sponsorship or an increase in the Foundation budget specifically for this purpose.

All ads should:

- Evoke emotion and visually portray a horse and rider enjoying an activity, companionship or community (mustang only)
- Care should be taken to vary gender and age. (mustang only)
- Use a consistent type face and logo placement. It is important to create recognition that these ads are about mustangs.
- Always use the tag line.
- Always have consistent use of contact information including web site address(s).
- Have a call to action mechanism (call or write for something specific)
- Be coded by publication for tracking purposes to determine effectiveness of the program in recruiting adopter prospects and converting them adoptions.

Radio

The BLM currently has a contract with *Horseman's Radio Weekly*. This relationship should be explored for further expansion to include surveys and a more formal adopter recruitment program. There is an inoperable BLM link on the *Horseman's Corner Radio Show* which needs to be updated. *The Horse Show* radio show with Rick Lamb should also be considered. All radio relationships should be multi-dimensional if possible, i.e.: used for advertising, placement of human interest stories, recruiting adopters and volunteers and gathering market research data. When possible explore sponsorship arrangements with stations that would include reduced fees to the BLM in exchange for clearly defined sponsor benefits. ***Budget for radio should not exceed 10% of the annual BLM promotional budget.*** The Foundation may allocate additional budget to radio to support program promotion. Track responses to determine effectiveness of the program in recruiting adopter prospects and converting them to adoptions or in the case of philanthropy, in securing donations.

Internet

The internet has become a valuable part of the equestrian lifestyle and the PRIMEDIA survey and positive response from the Horseman's Weekly program internet site has proved that internet users are interested in learning more about mustang adoption. However there are hundreds of sites of varying levels of quality and care should be given to selecting the best sites for the message. We recommend developing a pilot program that combines some advertising, posting of articles both human interest and educational in nature an data gathering. Select two to three sites that cater to different audiences and keep track of responses to determine the effectiveness of the program in recruiting adopter prospects and converting them to adoptions. We recommend that Equisearch.com be included in the pilot. ***The BLM budget for an internet pilot program should not exceed ten percent of the annual budget.*** This should be reduced to five % if co-op money is available from the Foundation.

Collateral Material

All collateral material for both organization including identity packages, information brochures, applications and other forms, educational materials and press materials should present a consistent and cohesive image of the mustang. In addition to sharing brand

control guidelines, it is recommended that a set of mutually acceptable image guidelines be developed which would include:

- Nature and quality of photography
- General look and feel
- Language that is personal, warm, reflecting a sense of community and belonging
- Means of contact, transactions and customer service that is easy, friendly, even “neighborly.”
- A visual sense of connection not just with the horse but other people as well.

Public Relations

Public relations will be an important marketing tool in helping to improve and enhance the image of the mustang. Each organization should have a staff member or contractor assigned to this important task to make sure that opportunities are identified and acted upon. PR will be an ongoing effort, but some specific programs should be implemented as soon as possible.

- **Experience Stories.** A series of human interest articles about people and their mustangs should be developed. These should be carefully chosen to evoke emotion, portray heroics, community and a sense of being part of something larger than the individual. These articles should be disseminated on a regular basis to regional/local equine press and local press where adoption events are being held. These stories can then be reprinted or used as Experience Success stories for press kits, as PDFs on the web sites and as hand outs at events. It's important to repurpose this kind of work to maximize effectiveness and dollars.
- **Community Outreach.** Develop display materials suitable for community events, libraries, schools, trade shows, etc. and make them available to clubs and organizations to use in these venues. This would be turn-key to help ensure a consist marketing message. Materials should be educational in nature and have a call to action response mechanism. (Sponsor opportunity if done through the Foundation).
- **Media Awareness.** Develop a press kit as a joint project to provide media with ideas and information to help create awareness about the horses, programs and events. Press kits should be available at all events, in field offices, and on line from both organizations. Each organization would be able to add some focused pieces, but basic information should include:
 - Press releases announcing events or any timely news
 - Schedule of upcoming events with photographs of adoption horses
 - Profiles of local/regional success stories with good quality photographs
 - Story ideas with interview contacts
 - Short (500 word) articles that can be easily dropped in as a side bar or filler. (Example: “What to look for when adopting a horse” or “Is Adoption for Me?”)
 - Background fact sheet on both organizations including contact information.

Public relations is a critical component of increasing adoptions. We recommend that a PR pilot program be developed as part of the Memorandum of Understanding with the Foundation and tested in the Eastern States region. This program should be contracted out to an equine public relations specialist. Budget to be determined based on recommendations.

Note: Because of the critical nature of the tactics in this objective and the necessary operational responsibilities that the BLM manages to ensure success of the adoption program, we recommend that a pilot program be developed whereby the Foundation assumes greater responsibility for implementation of marketing tactics. The Eastern States region would be an excellent candidate for the pilot because of its size and population density.

Objective 3: Establish and create awareness of adoption, volunteer, educational, and philanthropic opportunities within the horse industry and supporting business community for both mustangs and wild horses

The primary goal of Objective 3 is to identify market needs and opportunities to support mustangs and wild horses through means other than adoption. Once needs are identified, organizations must build and publicize programs and services to provide information, education and opportunity to participate as individuals, groups or businesses.

Focused Programs

Several focus areas have been identified which would benefit from organized programs. These programs are designed to create awareness and help change perceptions about mustangs and wild horses and recruit participants especially in areas such as education and philanthropy.

Volunteers

- *Umbrella Volunteer Program.* Volunteers can play a vital role in the success of both the organizations and the programs themselves. In fact 74% of people who don't feel they can adopt, would like to participate as a volunteer either at an adoption event (74%) by mentoring someone who adopts a mustang (47%) or by volunteering to educate the public on the mustang program (59%)¹¹.

In order to maximize the benefit of volunteers in general and provide a structure for future growth of a volunteer movement, a Memorandum of Understanding (MOU) between the Bureau of Land Management's (BLM) California State Office and the National Wild Horse and Burro Foundation (NWHBF) was established in 2004. The following is excerpted from an update memorandum in August, 2004:¹²

¹¹ PRIMEDIA Mustang Survey, 2004

¹² "California Volunteer Pilot Project Update," Memorandum from Janet Neal, Volunteer Pilot Project Coordinator to Sally Spencer, BLM WHB program Marketing Director, October 20, 2004

Established as a pilot program, “the goal of the MOU was to develop, evaluate and implement the processes necessary to expand volunteer participation in the WH&B Program and the NWHBF initiative to increase the number of successful adoptions, reduce program expenses and increase public ownership in a successful adoption program”.

Several first steps were identified to address current California volunteers, recruit new volunteers, and to establish position descriptions to ensure accurate and complete volunteer agreements. In addition, a variety of specific tasks were identified in the Outline and Timeline summary document).

One of the key aspects to the success of the Volunteer Pilot Project is to recruit individual volunteers to BLM rather than organizations or those volunteers only associated with organizations.

Volunteer position descriptions are complete for several of the identified volunteer areas. These descriptions are currently in review by the Washington Office volunteer program. After the review is complete, volunteer position descriptions will be incorporated into the wild horse and burro intranet page for access by other BLM offices.

Work has begun on an integrated date retrieval system utilizing GIS and IRM technologies. The volunteer CA wild horse and burro web site will include this data. The site will incorporate information on all volunteers: their locations and capabilities. In addition, the site will have both internal and external capabilities.”

It is very important to continue to refine this program and expand the pilot program and we recommend that this expansion begin with Eastern States in conjunction with the marketing pilot recommended in Objective 2. By organizing in this manner, the BLM and Foundation can provide a rich volunteer experience which in turn can:

- o Reduce expenses
 - o Positively impact perceptions of the horses and organizations
 - o Build a direct link to the horse industry
 - o Identify and recruit potential adopters
 - o Build grassroots support for fund raising efforts
 - o Build an accessible base for corporate sponsors
 - o Build community
- *Mustang Mentors*: As part of an overall volunteer program experienced horse people and mustang owners can provide a valuable service by serving as mentors to new and prospective adopters. The program can be administered as part of the volunteer program or as a stand-alone program through the Foundation.

Education

- *Mustang University*: Horse owners are knowledge seekers. They have a thirst for information and know-how about horses, horse keeping and training—just

about anything related to horses. The Foundation in cooperation with the BLM should review existing learning materials and develop new materials for adopters, enthusiasts, trainers, and other professionals on the care, development and enjoyment of mustangs. In addition to practical material, there is an opportunity to promote the heritage and connection aspect of the mustang story. The University concept could begin as a library and develop into course work, certification as so on. The goal is to become the primary resource for information, education and opportunity to fully experience mustangs. (Sponsor opportunity)

- *Speakers Bureau:* Recruit knowledgeable volunteers to serve on a Speakers Bureau. These individuals would speak on topics such as;
 - Wild horse heritage/history
 - Match making—finding the right horse for you
 - Is adoption right for me?
 - Mustangs: Myths and Realities
 - Transitional nutrition for mustangs
 - Mustang Boot Camp: The first 30 days

As this is a volunteer driven program, costs would be minimal. (Sponsor opportunity)

- *Tidbits:* One-two page information sheets available on line as PDFs, at events and by mail on topics such as:
 - Safe trailering
 - Equine dentistry
 - Proper tack care
 - Nutrition (by age and use)
 - Grooming tips
 - Barn safety check list
 - Safe trail riding
 - Saddle fitting
 - Communicating with your horse
 - “Trail-Gait” recipes
 - Introducing a new horse to your barn.
 - How to organize a “fun show”

These could also be part of the Mustang University library and serve as topics for speakers at events, club meetings and for organizations such as 4H and Pony Club. These topics do not necessarily have to be restricted to mustangs, but if presented by the Foundation and/or the BLM, would help enhance their image and citizenship within the horse industry. (Multiple Sponsor Opportunity)

Educational Tour: There are several large horse fairs and events that provide an excellent opportunity to present the mustang in a new light to the general horse owning and enthusiast market. But rather than directly promote mustangs through

a showcase performance, it is recommended that an educational pilot program be developed that is of value and interest to all horse owners such as "Communicating With Your Horse." A program of this type should appeal to many horse owners and could tie in with the trainers program or possibly a nationwide event such as the Purina Mills educational seminars held each spring through hundreds of dealers. This might also be a way to recruit support from individuals of influence, including recognized competitors, trainers and horse health practitioners. (Sponsor opportunity)

- Philanthropy Wild Horse Heritage Fund: It is critical to develop a fund raising program to assist in the support of alternative living situations for wild horses impacted by the 2005 appropriations bill. We believe the best way to approach such a program would be to focus on the connection value, tying it to our heritage and honoring the spirit of our country (freedom, endurance, resilience). If you *target this program to the Supporter Value Group it would allow them to act on their desire to help*. In addition it would keep the focus of the Adopter Value Group on providing homes for mustangs. *For this program to be a success the BLM needs to clearly identify alternative living situations and how these animals can be supported by a caring public. We recommend that an advisory board be established (or an existing advisory board be additionally tasked) which includes, concerned groups from the horse industry, business and animal welfare community to help determine program parameters and the basic guidelines for the Wild Horse Heritage Fund.* We recognize the fact that the BLM cannot accept donations and that the Foundation is committed to increasing adoptions, therefore, part of the focus of the group should be to identify a partner, such as Take Pride In America to act as the fund raising entity for the program. Once this is completed, corporate sponsors can be approached and a grassroots effort launched.
- "Our Land Our Horse" Corporate Support Program: This would be a custom designed caused related marketing program targeting companies whose philosophy and values demonstrate a synergy with the values represented by mustangs and wild horses and their connection to our heritage and preservation of our lands. While each program would be custom designed, it is necessary to develop materials to help sell the benefits of the program. *We recommend that the Foundation work with the companies currently on the Foundation Advisory Board and a qualified agency with cause related marketing experience to develop the base package and target one or two synergistic candidates to work with. There is tremendous potential for this program if done correctly. Key to success is clearly identifying benefits and allowing companies the freedom to co-create a program that is right for their audience.*

Objective 4: Organize and support a community of mustang owners and enthusiasts.

Long term success of the mustang adoption program depends on building a strong, direct relationship with the horse industry. This is something both the BLM and the Foundation should strive for although each will approach community building in different ways.

The BLM will be most successful in building relationships and good will through efficient and effective communication and execution of the adoption program. The Foundation will be most successful through community building and facilitating interaction between adopters and their support system. It is important to note however, that the product development, perception and awareness goals outlined in the first three objectives should be addressed first in order to ensure the greatest success in community building efforts. Too much too soon will only help perpetuate poor perceptions. At the present time we recommend a moderate community building program focused primarily on building a community-centric web site and exploration of the following:

Adopters Network

Appoint an advisory board comprised of adopters and Foundation representatives to recommend ways to enhance the mustang owning experience. *Serious consideration should be given to a Mustang Futurity as a way to further organize and engage the mustang community, enhance the training program and generate ongoing revenue for the Foundation. This would enhance the already existing programs and help build exposure and participation in all such endeavors.* In addition the Foundation can facilitate interaction on its web site and consider holding regional meetings/conferences with social and learning opportunities. This would also offer an opportunity to recruit adopter prospects. (Sponsor opportunity)

Adoption Support Network

There is a strong business and professional community supporting the horses industry through the sale of products and services. Many of these companies and professionals have direct contact with horse owners and influence their thinking to varying degrees. The current Foundation horse industry advisory board should be tapped for suggestions on how to bring this network together to help support adoption awareness, education and recruitment. Consider adding a representative from the American Association of Equine Practitioners and someone from the trainer community to the advisory board.

E. COOPERATIVE STRUCTURE/RESPONSIBILITIES

Because this is a joint effort it is imperative that both organizations work closely together to ensure success. This will take a clear understanding of the responsibilities each will assume and a willingness to allow, within agreed upon parameters, some autonomy in executing tasks. While it is recommended that the two organizations sit down and work out specific tasks and responsibilities, we offer these suggestions as a starting point for discussion.

The Bureau of Land Management

In general the BLM will be responsible for all aspects of the plan that are directly involve with the adoption of mustangs and managing wild horse programs to find suitable alternative living situations. This would place the BLM in the lead on the following plan recommendations: (listed in order of priority)

- The National Wild Horse & Burro Adoption Plan
- Advertising/Events
- Product Development/Presentation
- Product Development/Selection
- BLM Media Awareness/Press Kit materials
- Wild Horse Heritage Fund
- Public Relations/Wild Horses
- BLM Collateral Material
- BLM Web Site

The Foundation

The Foundation is responsible for supporting adoption efforts through awareness, education and philanthropy. They will take the lead on the following plan recommendations. (listed by priority)

- Product Development/Training
- Foundation renaming and identity package
- Web Site
- Foundation Media Awareness/ Press Kit materials
- Public Relations/Mustang
- Futurity
- Foundation Collateral Material
- "Our Land, Our Horse" Corporate Support Program
- Adopters Network
- Pilot Volunteer Umbrella Program
- Adoption Support Network
- Mustang Mentors
- Mustang University
- Mustang Speakers Bureau
- Tidbits
- Educational Tour
- Horse Industry Advisory Board

Joint Efforts

We recommend co-operative efforts in the following areas to help conserve budget dollars and ensure the presentation of a cohesive image.

- Eastern States Pilot Program
- Image/Use Advertising
- Press kits
- Radio promotion/adopter recruitment/market research
- Internet promotion/adopter recruitment/market research

In addition collateral should be shared when possible and all materials created by the Foundation for education and awareness should be available through the BLM and its field offices and events as well.

APPENDIX A

MUSTANG HERITAGE FOUNDATION TRAINING INITIATIVE

Situation

It has been shown that adoptions of mustangs three years old and older are much more successful with 30 – 90 days of gentling. If horses are not adopted by the time they are four years old there is a high probability that these horses will remain in the long term care of the government for an average of ten years. Since horses cannot be returned to range lands, this means a life in long-term holding with an average expenditure of \$10,000 per horse—an expense bourn by taxpayers.

Currently most of the gentling/training is conducted through several BLM prison programs. These programs result in approximately 500 horses receiving halter gentling or 90 days of under saddle training each year. This number falls far short of the numbers needed to significantly increase adoptions of select 5 years olds and animals in the critical 3 –4 year old age group.

Challenges

Since these horses have spent their entire lives in the wild, it takes a certain level of expertise to produce the best training results. While the prison programs have been very successful, setting up facilities, training inmates and ramping up new programs is costly and time-consuming. Enlisting the help of private trainers is a viable alternative for expanding the training program, however several challenges need to be addressed before this can be done.

1. The Bureau of Land Management is charged with the care and management of public lands. The management of the wild horses and burros maintained on public lands was subsequently delegated to the BLM via federal legislation. As a *land* management entity, the gentling/training of horses is not available programmatically through the agency and it would be difficult to justify the costs to create and implement such a program.
2. Ownership of the horses does not pass to individuals until an adopter has had the horse for a year. During that year the adopter must meet compliance standards to receive title to the horse.
3. Transporting horses to a trainer and then to an adopter or adoption event after training may be difficult and extremely costly.

Solutions

In order eliminate the above challenges the following is proposed:

1. The BLM and Mustang Heritage Foundation are currently operating under a Memorandum of Understanding which was created specifically to increase the number of successful adoptions. It seems feasible that a gentling/training program administered by the MHF could be created to increase the number of successfully adopted 3,4, and select 5 year olds. A pilot could be developed to test and refine the program with the intention of expanding it to a full program in the future.
2. Place selected horses in a "Foster Care" program administered by the Mustang Heritage Foundation. The Foundation can then set and monitor standards, recruit trainers and manage administration of contractual agreements.
3. Funds would transfer to the Foundation through a co-operative agreement with the BLM to pay for the training program.
4. The trainer will not take ownership of the horse, but serve as a temporary "Foster Home" for the animal until the horse is halter or saddle trained, or is possibly adopted during the training program. Prospective adopters will submit application for adoption to the BLM for acceptance and once the horse is placed with the adopter, the trainer is no longer responsible for the animal.
5. The BLM would arrange for transportation of the selected animals in one of two ways: 1) Select horses will be sent to a BLM facility where trainers can go at a specified time to pick out their horse (some travel reimbursement would apply) or 2) the BLM will select horses for the trainer and arrange transportation to his or her facility. All transportation of trained horses that are adopted, whether it is from a training facility or from an adoption event, will ultimately be paid for by the adopter either via their own transportation, as a shipping fee or by setting the minimum price for the horse high enough to cover costs.

Proposed Program

The goal of this program is to place as many 3-4 year old and select 5 year old horses into training to facilitate their adoption as quickly and successfully as possible. Ideally during the first year, 400-500 horses would go through the program with the number increasing each year until all adoptable horses above the age of two are either trained prior to adoption, adopted by experienced horse owners or other appropriate adopters. A key factor of program success, especially in the early stages, depends 1) on adequate compensation, both financial and in-kind (i.e. discounts on feed, horse-keeping supplies, etc.) to attract qualified trainers and 2) marketing exposure that portrays the mustang as a trainable, talented and desirable choice for horse ownership to attract adopters.

Trainer Recruitment

There are a number of trainers using the natural horsemanship techniques best suited for gentling untamed horses. Of these trainers, the program would identify those with organized certification or training programs, which adequately prepares trainers to work with mustangs. It is proposed that mutually beneficial relationships be established with these organizations to place mustangs in short term training prior to adoption.

Proposed Benefit to Training Organization

1. Financial and tax incentives for establishing program parameters, recruiting trainers and monitoring program standards and results. Terms to be negotiated and secured by contract with the Mustang Heritage Foundation (MHF).
2. A way to increase the value of an organization's certification by providing trainers with the opportunity to participate in the program.
3. Positive press exposure through BLM and MHF marketing efforts.
4. Recognition as a MHF sponsor, level and benefit to be determined.
5. Editorial opportunities to document training experiences and methods best suited for "Training the Untamed Horse."

Proposed Benefit to the Trainer

1. Guaranteed business. Fees could range between \$600 and \$900 per horse. There is no limit on the number of horses a trainer can accept in a given year, however there may be limits as to how many an individual may have in training at any given time. A portion of this fee (\$50-\$100) would remain with the MHF to help support program costs. *Guidelines need to be established to determine fee payment schedule and verification of minimum training standards.*
2. Increased revenue. In addition, if horses are adopted out from a trainer's facility after meeting minimum training standards (brushing, foot care, lead, tie load and trailer), he or she will be credited the adoption fee, less \$250, which would be returned to BLM. For example, if a trainer were able to adopt out a trained horse for \$1,000, the adopter would pay by separate check a fee of \$250 to the BLM with the remaining monies paid to the trainer. This revenue would be in addition to the training fee received from the MHF.

Trainers would also be able to turn trained horses over to adoption events, thus ending their responsibility for the animal. In this case, the trainer would not be eligible to receive any monies paid for the horse by an adopter. Horses that prove to be incompatible with the gentling/training program can be returned to the BLM.

3. Positive marketing exposure. BLM and MHF publicity and advertising programs will generate both national and regional exposure for the training program and include local elements to help promote the work of certified trainers working with Mustangs.
4. Prospect Access. The BLM and MHF will list these trainers separately as special trainers participating in the program (Neither the BLM nor MHF can directly refer trainers because of liability, etc) Trainers will also be provided access to the MHF adopter recruitment program.
5. The opportunity to increase their business by keeping adopters on as clients.
6. Positively impacting the lives of mustangs and their adopters.

APPENDIX B

Regional/Local Equine Media Recommendations

The following equine publications currently service area where adoptions are scheduled for 2005. This list should be updated and media kits reviewed annually.

Publication	Type of pub	Circulation	Areas Served	Web Site	Phone
Arizona Horse Connection	All Breed	25,000	Southwest	azhorseconnection.com	928-636-7602
California Horse Trader	All Breed		California, etc	horsetrader.com	760-546-1184
California Riding Magazine	All Breed	20,000	California, etc	ridingmagazine.com	858-268-0397
Cascade Horseman	All Breed		Oregon, West		800-275-0788
Central Oregon Horse Journal	All Breed	10,000	Oregon	cohj.com	541-549-9941
Central States Horseman	All Breed	11,000	MO, etc.		314-638-0682
Equestrian Central	All Breed		MO, etc	eqcentral.net	573-445-7999
Equestrian Connection	All Breed		California, etc		916-723-7452
Equestrian News			California, etc	theequestriantimes.com	323-822-1864
Equiculture	Gen. Interest		PA, VA, WV, etc		717-642-6836
Equine and Bovine	Gen. Interest		Southeast	equinebovine.com	877-258-8363
Equine Journal	All Breed	25,000	Northeast, Midwest	equinejournal.com	603-357-4271
Equine Times	All Breed		IN, MI, Ohio		517-368-0365
Fence Post					
Florida Horseman	Gen. Interest		Florida	horsemenonline.com	561-793-7606
Hackamore	Gen. Interest		IL, etc.		309-446-3741
Horse and Pony	Gen. Interest	10,000	FL, GA	horsepony.com	813-621-2510
Horse Exchange	Ads	16,000	Southeast	horse-exchange.com	877-864-6773
Horse Gazette	Gen. Interest		TX	horgazette.com	210-641-9928
Horse N Around	All Breed		MN, IL, IA, WI	horsenaround.com	800-657-4663
Horse Talk	All Breed	42,000+	Virginia	horsetalkmagazine.com	540-548-4613
Horseman's News					
Horseman's Voice	All Breed		NM	horsemensvoice.com	505-565-3222
Horseman's Yankee Pedlar	Gen. Interest	22,000	Northeast	pedlar.com	508-987-5886
Horsemen's Corral	All Breed	12,353	OH	horsemenscorral.com	419-929-8200
Horsemen's Roundup	All Breed		AR, TX, OK, MO		479-229-2504
Horsepower	Midwest	21,066	IA, midwest	horsepowermagazine.net	513-532-2105
Lariat Newspaper	Gen. Interest		OR, Northwest		503-644-2233
Lone Star Horse Report	Gen. Interest	11,000	TX, OK		817-877-3050
Mid-South Horse Review	Gen. Interest		TN, MS, AR	midsouthhorsereview.com	901-465-4042
Northwest Horse Source	All Breed	21,000	WA, OR, ID, NoCA	nwhorsesource.com	360-332-5579
Northwest Rider	All Breed		Northwest	nwrider.com	877-904-1890
Record Stockman	Livestock		Midwest	recordstockman.com	877-832-6166

APPENDIX C

Excerpts from

**A National Marketing Plan for
The Bureau of Land Management's Mustang & Buro Program"**

January, 12, 2001

Fall

Sept.		October				November						December				
21	28	5	12	19	26	2	9	16	23	30	7	14	21	28		
CT	RI	ME	NC	AZ	NoCal	GA	TX	SoCal	FL	MS	NV	TX				
NE	WY	SC	ID	UT	CO	NM	LA	TN	OK	SoCal	AL	AR				
MI	MN				VA											
		State Fair, SC	State Fair, NC	AZ State Fair	Grand Nat. Rodeo, SF, NoCal	Steeple chase, GA			NRHA Futurity, OK		Nat. Rodeo, NV					

Volunteer Support

As we note in post-adoption event support, a formal system to facilitate adoptions through volunteer efforts will provide both efficiencies and greater promotional outreach. The National Marketing Team will provide a nation-wide data base and support system to engage the volunteers in appropriate tasks and to reward them through praise and pride. The volunteer efforts throughout the years has been extremely important to the success of the adoption program, yet in some instances, regional officials are reluctant to use untrained and over ambitious volunteers. Specific task assignments and volunteer training will go a long way in maximizing the value of this passionate group of people. A program that outlines where and when volunteers should be used on a standardized basis must be initiated.

2. Promotions

Throughout the course of our research for this program we have heard from people outside and inside BLM, "If you promote it, they will come."

The successful promotion of adoption events hinges on notifying the public well in advance that an adoption is going to be held. A decision to attend an event, and possibly adopt a horse, requires a fair amount of preparation on the part of the potential adopter: preparing home facilities, getting pre-qualified, arranging personal schedules to attend the event, and so on. BLM must get the word out early – a minimum of 12 weeks in advance – and with enough frequency to attract interest, and allow our target audience enough time to prepare to attend an event.

All possible channels of communication must be used, from media outlets to direct mail, flyers, posters and the Internet. Below we outline a turnkey kit of press materials, and a step-by-step process to execute promotion activities in the field. The recommended list of promotion activities should be viewed as a template. We know from responses to our survey of Public Affairs Specialists (PAS) that what works well in one market may not always apply in another.

In our view, the key to successfully promoting an event lies in using the expertise of local PAS to tailor this template to suit the uniqueness of the market in which the adoption is being held. We recommend the National Marketing Team work with and help local PAS modify this template to meet local needs.

Adoption Event Promotions – A National Template of Activities

Turnkey Kit

A standard kit of press materials should be on hand in the field offices and customized as needed for specific opportunities with the media and community organizations. For example, B-roll videotape can be added to the standard press kit for use with television producers/reporters. Because B-roll is expensive and time consuming, we recommend the National Marketing Team produce the footage and send copies to the local field offices. For outreach to community organizations such as horse clubs and agricultural councils, the basic kit of materials can be augmented to include brochures, and posters/fliers with details of the adoption event.

The turnkey press kit should include:

- Press release announcing adoption event
- Schedule of upcoming adoption events
- Profile of local/regional success stories of previous adopters with photographs
- Photographs of horses available for adoption at the event
- Background fact sheet on WH&B program
- Contact information for questions on how to adopt a horse
- A list of frequently asked questions

Promotion Activities Template

The following is a step-by-step process for field office PAS to follow when planning promotion activities for an upcoming adoption event – Levels I, II and III. Again, these activities are meant as a guide and should be customized to fit the particular needs of each market, based on local knowledge of what works best in a given market.

Timeline	Activities
14 weeks out	<ul style="list-style-type: none">➤ Develop print and broadcast lists of media in local/regional area surrounding the adoption event➤ List should include metro, lifestyle, consumer, animal and agricultural writers, and editor of calendar section➤ Contact information should include phone, fax and email address of appropriate contact➤ Make telephone calls to verify accuracy of information (lists should always be updated before each use)

12 weeks out	<ul style="list-style-type: none"> ➤ Announce/post adoption schedule <ul style="list-style-type: none"> ▪ Issue Media Advisory targeting calendar sections of local newspapers, and events broadcasts at radio outlets ▪ Media Advisory should include information on: <ul style="list-style-type: none"> ▪ Who, what, when and where of event ▪ Show and/or demonstration at the event ▪ Description of horses available for adoption ▪ Free home delivery ▪ Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products. <ul style="list-style-type: none"> ▪ Contact name/number of PAS ▪ WH&B Web site address ▪ Post adoption schedule on the WH&B Web site; include pictures, age, characteristics, lineage, etc. ➤ Order flyers, B-roll, posters, brochures from Denver distribution center; print all information listed in Media Advisory on materials ➤ Identify local events with possible tie-ins to adoption event: <ul style="list-style-type: none"> ▪ Farm bureaus, county fairs, horse clubs, 4-H, FFA, state Department of Agriculture and Tourism, state Horse Council, schools, etc. ➤ Contact the above organizations/offices and explore interest in tie-in with adoption event, and possibility of distributing event materials through them. ➤ If interested, send letter and appropriate promotion materials with event details, including contact information. ➤ Contact volunteers and solicit help in distributing flyers and posters to appropriate local outlets, such as feed and tack stores, grocery stores, mini-marts, fair grounds. ➤ Contact successful past adopters and solicit their interest in being interviewed by media, and/or holding a demonstration at the event. ➤ Compile basic information on those past adopters willing to conduct media interviews, including when they adopted, how long it took them to gentle the horse, what they love about their wild horse, and any unique/interesting bits of information for a story. ➤ Contact wild horse organizations in the region about holding a horse show before the adoption event.
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8 weeks out	<ul style="list-style-type: none"> ➤ Create e-mail flyer on the adoption event and send to local officials, i.e. state secretaries of agriculture and resources, U.S. Fish & Wildlife Service, other DOI offices. ➤ Ask these agencies to mention the adoption event in their employee newsletters, post a notice on bulletin boards, etc. ➤ Call local officials/celebrities, i.e. mayors, secretaries of agriculture and resources, farm bureau heads, beauty pageant queen, Member of Congress, state representatives. Starting with the person who has the most local appeal and working down the list, call and invite the person to attend the event and offer them a speaking opportunity or a master of ceremony role. ➤ Pitch regional equine publications a feature piece on the WH&B program in that region; for example, pitch a story profiling successful past adopters and dedicated BLM staff and volunteers.
6 weeks out	<ul style="list-style-type: none"> ➤ Follow up with local officials and nail down speaking opportunity ➤ Begin assembling press kit materials ➤ Issue radio news release in regional market ➤ Follow up with local tie-ins ➤ Check on existing posters/flyers in area stores, replace if needed
4 weeks out	<ul style="list-style-type: none"> ➤ Develop story angles of local interest – think “fresh, new, different.” For example: a local citizen’s personal adoption success story; a feature piece on a local wild horse volunteer; a feature piece on a local BLM wild horse specialist; an area therapeutic ride program. ➤ Develop a list of other third parties to offer media for positive view on the program. For example, local/state officials, local businesspersons, members of agricultural organizations, etc. ➤ Draft press release. If a local official/celebrity has been secured, use this as the press release lede. Seek to be as creative as possible and grab a reporter’s attention in the lede. ➤ Package press kits for distribution to media
3 weeks out	<ul style="list-style-type: none"> ➤ Mail/overnight deliver press kits to media ➤ Pitch print reporters – metro, lifestyle, consumer, animal, agricultural – and offer interviews with local official/celebrity and/or past adopters. Also provide names of other third parties and contact information.
2 weeks out	<ul style="list-style-type: none"> ➤ Issue second Media Advisory to wire services, print and broadcast outlets; include date when animals arrive and encourage coverage of their arrival. ➤ Continue pitching print reporters, arranging interviews. ➤ Confirm attendance with local Members of Congress, other officials; invite them to come when the animals arrive.

1 week out	<ul style="list-style-type: none"> ➤ Issue third Media Advisory (same information as listed above and add any new information on dignitaries confirmed to attend). ➤ Continue pitching print reporters, arranging interviews. ➤ Offer reporters interviews with third parties who have agreed to speak on behalf of event/program. ➤ Pitch TV stations including morning shows, news programs and cable stations. Offer an interview and B-roll, invite to cover arrival of animals.
Day of the Event	<ul style="list-style-type: none"> ➤ Staff the event and facilitate media interviews, photo opportunities with BLM officials, local officials, etc. ➤ Set up table at the event displaying informational materials ➤ Strengthen relationships by chatting up the local media
Post Event	<ul style="list-style-type: none"> ➤ Post pictures of adoption event on WH&B Web site ➤ Draft story on event success for WH&B Web site ➤ Track media coverage ➤ Write thank you notes to dignitaries who attended event

National Marketing Team – Advertising

The WH&B program will greatly benefit from advertising that directly targets potential adopters and lets them know about upcoming adoption events well in advance. Because our target audience is not the general public, we recommend that BLM's advertising focus solely on those publications read by potential adopters; namely, national equine publications and newspapers in regional/local markets where adoption events are scheduled. This laser-like approach will ensure BLM homes in on potential adopters and gets the biggest bang for its advertising buck.

Because advertising requires a coordinated national approach, as well as resources, time and perhaps expertise not available in field offices, we feel strongly that this is an area where the National Marketing Team must take the lead. Specifically, the National Marketing Team will be responsible for the following advertising activities in support of adoption events.

National/Regional Advertising

- Maintain a list of advertising opportunities in national equine publications, including rates, schedules and lists of regional ad opportunities for each
- Coordinate the buy and placement of ads in national equine publications; on a quarterly basis, advertise 12 weeks in advance the schedules for all upcoming adoptions
- Group adoption events by region and coordinate ad buys in those national publications offering regional ads; run ads at least 12-8 weeks in advance of the events
- Work with a graphic artist on ad layout and design
- Ad copy should include information on the following:
 - Who, what, when and where the adoption events will be held
 - Show and/or demonstration at event
 - Free home delivery of horses and combine with pre-compliance checks
 - Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products
 - Contact name/number of local PAS
 - WH&B Web site address

Local Advertising

- Maintain a list of rates and schedules for newspapers (dailies and weeklies), agricultural and other related publications in each local area where an adoption event is scheduled
- Coordinate the buy and placement of advertisements in local publications
- Run ad 8 weeks in advance of a scheduled adoption; run again at 4 and 1 week in advance of event
- Work with a graphic artist on ad layout and design
- Ads should include information on the following:
 - Who, what, when and where of the local event
 - Show and/or demonstration at event
 - Pictures of horses that will be up for adoption
 - Specific characteristics of the horses and herd management areas
 - Free home delivery of horses
 - Frequent referral program for adopters, i.e. if you get a friend to adopt, you win points toward Farnam and/or other equine-related products
 - Contact name/number of local PAS for more information
 - WH&B Web site address

National Marketing Team – Promotional Activities

To ensure consistency in messaging and better manage resources, we recommend the National Marketing Team be responsible for certain public relations activities to promote adoption events, principally in the area of broadcast media outreach.

Working in close coordination with field office PASs, the national team will be responsible for developing and executing audio news releases (ANR) for airing in regional markets to publicize upcoming adoption events and any show or demonstration associated with the event. ANRs are an effective tool for reaching our target audiences because they are almost always picked up by radio stations to fill airtime. And, ANRs are cost-effective and relatively easy to develop and distribute. We recommend the national team contract with an outside vendor specializing in radio outreach to execute ANRs. These ANRs would include all the elements of a paper press release, including mentions of free home delivery, shows and/or demonstrations and the frequent referral program for adopters.

The national team will also identify opportunities to set up radio media tours to promote Level I Adoptions, where a national trainer will conduct weekend-long demonstrations. The trainer or a BLM official could serve as the spokesperson for the tour. Again, we recommend using an outside vendor to set up these tours.

For television outreach, the national team will assist local PASs in their outreach efforts in local markets. This includes B-roll development and distribution to the field offices, advice/tips for developing a story pitch, help identifying local stations and reporters to contact, and media interviewing tips. Where appropriate, the national team will be responsible for identifying Members of Congress to participate in certain local outreach activities, and arranging television interviews in local markets for the Member. An appropriate opportunity to invite a Member of Congress to participate might be in conjunction with a Level I Adoption.

Additionally, the National Marketing Team will be responsible for the following.

- Posting adoption schedules for all events on the WH&B Web site
- Centralizing the location of all WH&B program materials in the Denver distribution center
- Drafting and sending a direct mail piece, such as a post card, with details of the event to past adopters in the region
- Answering local PAS questions about media outreach, third-party identification and event coordination
- Overseeing local PAS media outreach and troubleshooting problems

Finally, we strongly recommend the national team conduct a thorough inventory of all materials currently used at the national and field office level to promote adoption events. They should be reviewed to make sure each field office has at its disposal a full array of materials needed to promote adoption events as described in this plan. The materials should be consistent in their messaging, format and look. The national team should identify any deficiency of materials available in the field offices and rectify the situation.

APPENDIX D

Budgets and Timelines

Budget and timelines will be completed after approval of the Mustang Repositioning Plan. It should be noted however, that the BLM budget will not be significantly impacted unless it funds programs through the Foundation. In fact, the BLM budget could be reduced through co-operative programs with the Foundation.

APPENDIX E

**America's Wild Horse Survey
Conducted by PRIMEDIA
November , 2004**

Survey Results (Included Responses)

America's Wild Horses

Report created on: January 3, 2005

The results of your survey are displayed below. If your survey includes text responses, click the "View" button to read individual results. To exclude a particular response, click the Included Responses button. You can then view the set of individual responses that are currently included and select those you wish to exclude. Results below contain only included responses

Go to Individual Complete Responses:

☐ Show respondent's emails.

INCLUDED RESPONSES

EXCLUDED RESPONSES

Included Responses: 104

Excluded Responses: 0

EXCLUDE RESPONSES

Launch Date 10/20/2004 - 11:22 AM

Modified Date

Close Date

Email Invites 0

Visits 1167

Partials 9

Completes 1044

- ☐ Cross Tabulate
Cross reference multiple questions
- ☐ Download Results
Receive results in spreadsheet format

Responses: ☒ Completes only ☐ Partials only ☐ Completes & Partials

How aware are you of the Bureau of Land Management (BLM) wild horse and mustang adoption program?

	Number of Responses	Response Ratio
Very aware	607	59%
Somewhat aware	343	34%
Not very aware	55	5%
Not at all aware	17	2%
Total	1022	100%

2. If you are aware of the BLM program, how did you become aware?

	Number of Responses	Response Ratio
Ads in national horse publications	269	26%
Ads on the radio	42	4%
Ads in local horse publications	161	16%
Articles in horse publications	423	41%
Media reports or documentaries on TV	326	32%
Information at local tack or feed store	76	7%

Word of mouth	323	32%
Was not aware	15	1%
Other, Please Specify	285	28%

When you think of the mustang horse, how well do you think each of the following describe
3. these horses?

	The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option				
	1 Very well	2 Somewhat well	3 Not very well	4 Not at all well	Don't know
1. Easy keeper	54% 558	35% 364	6% 61	1% 14	4% 43
2. Family horse	25% 255	44% 459	23% 238	5% 54	3% 30
3. Easy to bond with	27% 277	41% 425	24% 244	5% 53	4% 37
4. Natural mover	57% 584	31% 322	7% 75	2% 21	3% 31
5. Romantic	39% 404	29% 299	15% 158	7% 74	9% 94
6. A horse suitable for competition	41% 424	37% 384	14% 144	4% 44	4% 39
7. Easy to train	17% 180	40% 417	29% 300	8% 83	5% 51
8. Easy to handle	62% 638	27% 281	7% 68	2% 20	2% 22
9. Mature horse	31% 312	39% 395	18% 184	4% 45	8% 82
10. Good temperament	29% 297	47% 480	15% 157	3% 29	6% 60
11. Part of our heritage	88% 906	9% 90	2% 17	1% 9	0% 4
12. Versatile	67% 682	24% 242	7% 70	1% 9	2% 21
13. Needs saving	86% 887	10% 104	2% 19	1% 11	1% 8
14. Attractive	67% 687	23% 239	8% 77	2% 17	1% 6

4. If you were considering adopting a mustang, how important would each of these be to you?

	The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option			
	1 Very important	2 Important	3 Somewhat important	4 Not at all important
1. Easy keeper	31% 316	35% 359	26% 269	8% 83
2. Family horse	33% 340	31% 315	24% 247	12% 120
3. Easy to bond with	45% 462	39% 398	13% 134	3% 28
4. Attractive	33% 333	40% 403	20% 203	6% 61

4. Natural mover	339	410	205	63
	11%	15%	23%	51%
5. Romantic	116	151	232	521
	16%	23%	30%	31%
6. Horse suitable for competition	167	232	307	319
	36%	40%	20%	4%
7. Easy to train	368	414	207	38
	22%	22%	27%	29%
8. Exciting	227	222	274	293
	19%	1%	27%	23%
9. Mature horse	12	0	276	239
	73%	24%	6%	1%
10. Good temperament	711	241	59	9
	47%	19%	17%	17%
11. Part of our heritage	475	197	171	178
	46%	36%	14%	5%
12. Versatile	466	366	138	46
	70%	18%	7%	5%
13. Needs saving	715	185	69	50
	30%	35%	24%	11%
14. Attractive	305	360	246	110

Have you or anyone you know ever adopted a mustang? Please
5. check all that apply.

	Number of Responses	Response Ratio
Yes, I have	282	27%
Yes, a family member	72	7%
Yes, a friend(s) has	334	32%
Yes, my trainer has	47	5%
Yes, someone else I know has	401	39%
No, no one I know has	301	29%

If you have never adopted a mustang, how likely are you to consider
6. adopting a mustang in the future?

	Number of Responses	Response Ratio
Very likely	300	34%
Somewhat Likely	377	43%
Not very likely	174	20%
Not at all likely	36	4%
Total	887	100%

If you were considering adopting a mustang, how important would each of the following be in
7. your decision?

	1	2	3	4
Very important	Important	Somewhat important	Not at all important	
<i>Through percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>				

	65%	27%	7%	1%
1. I want to help the mustang	664	280	71	13
	29%	28%	26%	17%
2. I see a challenge	297	290	268	171
	36%	24%	24%	17%
3. I love the idea of owning a mustang	364	245	241	171
	36%	30%	21%	12%
4. I want to help conserve range lands	373	312	215	123
	23%	26%	23%	23%
5. I want an affordable horse	234	269		
	35%	26%	23%	
6. I want to own a piece of America's heritage	354	269	235	

If you decide not to adopt a mustang, how important would each of the following be in your 8. decision not to adopt a mustang?

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Very important	2 Important	3 Somewhat important	4 Not at all important
	22%	23%	25%	29%
1. Too hard to train	213	223	243	283
	34%	30%	18%	18%
2. Not enough time to train	325	290	178	170
	3%	6%	20%	72%
3. Not an attractive breed	26	54	192	688
	3%	2%	8%	87%
4. I would only buy a registered horse	26	23	73	833
	15%	16%	24%	45%
5. Don't plan to buy any more horses	142	152	233	429
	9%	19%	30%	43%
6. Too wild	82	177	284	411
	3%	4%	13%	79%
7. I only want horses I can compete	33	42	125	757
	14%	16%	22%	48%
8. Not good with children	135	150	209	456
	13%	20%	22%	45%
9. I don't have enough space for a mustang	128	188	207	433

If you are uncertain about adopting a mustang, would any of the following make you more 9. likely to adopt?

<i>The top percentage indicates total respondent ratio; the bottom number represents actual number of respondents selecting the option</i>	1 Much more likely	2 Somewhat more likely	3 Not more likely
	55%	31%	14%
1. Halter trained	545	308	142
	69%	24%	7%
2. A "clean" vet check	689	236	69
	26%	31%	43%
3. To record ownership and to track pedigree	255	307	432
	23%	24%	53%
4. Opportunities to show mustangs	231	235	527

	26%	33%	40%
5. A local club for mustang owners	261	329	400
	35%	39%	26%
Website for mustang owners	346	385	260
Group activities for owners (trail rides, shows, etc.)	335	350	304

If you are not able to consider adopting a mustang, would you support the mustang program in any of the following ways? Please

10. check all that you would consider.

	Number of Responses	Response Ratio
Mentoring someone who adopts a mustang	415	47%
Providing foster care, through halter training (30 days)	372	42%
Providing foster care through under saddle training (90 days)	216	24%
Volunteering at an adoption event	652	74%
Sponsoring an adoption event	95	11%
Donating to a foundation to help increase adoptions	273	31%
Donating to support a horse who is not adoptable	338	38%
Volunteering to help educate the public on the mustang program	519	59%

11. How many horses do you and members of your household own?

	Number of Responses	Response Ratio
None	124	12%
1-2 horses	396	38%
3-5 horses	309	30%
6 or more horses	206	20%

12. How many years have you owned horses?

	Number of Responses	Response Ratio
Less than one year	43	4%
1 to less than 3 years	98	10%
3 to less than 5 years	99	10%
5 to less than 10 years	176	17%
10 or more years	527	51%
Don't own horses	89	9%

13. How old are you?

	Number of Responses	Response Ratio
Under 18 years old	63	6%

18-24 years	95	9%
25-34 years	140	14%
35-44 years	259	25%
45-54 years	294	28%
55 years or older	183	18%
Total	1034	100%

What was your approximate household income, before taxes, in 2003? Please include income from all members of your household.

	Number of Responses	Response Rate
Under \$25,000	118	13%
\$25,000 - \$49,999	284	31%
\$50,000 - \$74,999	273	30%
\$75,000 or more	233	26%
Total	908	100%

15. What state or province do you live in?

VIEW 1020 Responses

If you would like more information on the BLM Adoption program, please fill in your name and address.

VIEW 1044 Responses