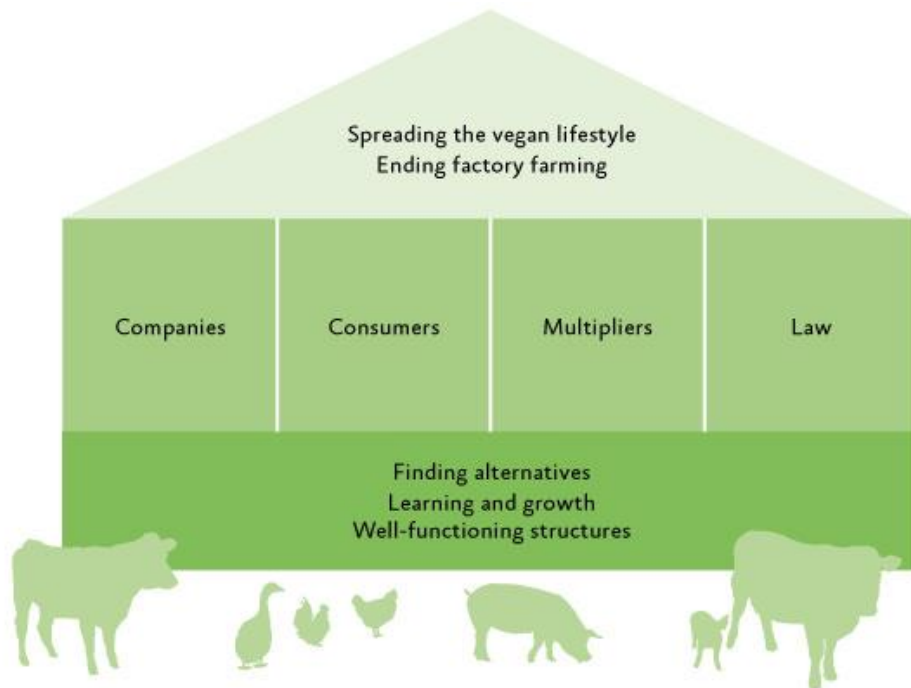




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Note: the "roof" of this picture will soon include meat reduction.

The basics of our strategy

Step by step, we are approaching our vision of ending factory farming and spreading the vegan lifestyle via the four pillars shown in our strategy diagram and their basis.

To achieve this, we focus on levers that are likely to bring particular success over the short to medium term and that offer considerable additional benefits the animal welfare and animal rights movements in the countries we operate in (i.e. in many cases these are high-impact areas that are not already aggressively addressed by these movements). Long-term approaches that have convincing "theories of change" play a smaller but nonetheless relevant role.

Outlook for 2018-2020

Focal points: Corporate outreach and legal action

The Executive Board currently sees the pillars "Companies" and "Law," which receive relatively little attention from other NGOs, as especially promising over the short to medium term:

Every year in Germany and Poland, several dozen large companies raise their animal welfare standards, resulting in tangible improvements. The ASF plays a significant role here. The plant-based offering among companies is also becoming bigger and better, with the following multi-faceted results: Consumers are purchasing fewer animal products (whether they want to or not); plant-based food is becoming more of a norm; and its market share is increasing (even if it is still at a low level). When it comes to animal welfare issues, the animal industry – despite its lobbying



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strength – has no choice but to fulfill the requirements imposed by food companies. This can even help to influence politics (see the political discontinuation of small-group housing for laying hens which happened after campaigns made these cages economically irrelevant).

In the legal field, the combination of routine violations of animal protection law and the relatively recent introduction of class action in some federal states has resulted in wide-ranging possibilities for raising animal welfare standards over the medium term and ending many particularly cruel practices. We will address these opportunities more strongly in the future. Follow-up campaigns may be necessary here to ensure that court decisions are actually implemented in practice. We will not only pursue lawsuits for the benefit of a wide range of farmed animal species, but also bring identical legal proceedings in multiple federal states in order to increase the chances of rulings from the highest court (revisions are not always admitted).

Consumers

Using traditional and social media channels, we can currently potentially reach each consumer around once per year on average. This is nowhere near sufficient for bringing about large-scale attitudinal and behavioral changes, and the Board currently sees few opportunities for extending our media reach. We therefore mostly see our consumer-related work via traditional and social media as a way of making our foundation more widely known and popular which helps us acquire new contacts (newsletter subscribers), some of whom we can influence in terms of attitude and, potentially, behavior. Reaching out to consumers via our various media channels is an activity that we pursue in parallel with our other work: We use the content generated through our other work and invest our efforts in spreading this content. We do this without investing significantly in our media work. This strategy allows us to achieve relatively large benefits with limited resources. Further investments would likely have a much smaller marginal utility.

The Vegan Taste Week (VTW) is designed to help our contacts change their attitudes and behaviors. The success rate among active participants is high (the evaluation on this provides a more detailed insight). That said, up until 2017, only a very small proportion of participants acquired offline became active participants. In 2018, we are looking at whether and how we can significantly increase participation among our subscribers we attracted during our street actions. The results of this will guide us in deciding how much we will invest in offline acquisitions. Facebook ads for the VTW have yielded some highly promising initial results (costs per participant are around €1, and the opening and click rates are very high), which means that we are looking to expand this area a little more. Both online and offline, it seems possible that the acquisition of VTW participants can be more or less self-financed through donations from VTW participants. We will monitor this situation more closely and base our decisions on the results. We are investing a small proportion of our budget in the further development of the VTW, whereby we are focusing our efforts on the aspects that are likely to have the biggest impact (the evaluation provides important data here).

Multipliers

Our work with multipliers over the past few years has yielded some encouraging initial results. Overall, we are well positioned to influence multipliers. The long-term effect is unclear, but the potential is very high. We invest a small proportion of our budget in this kind of “high risk, high



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return” work. Before taking on bigger projects, we seek to clarify the “theories of change” with the Board. Our target multipliers include NGOs, politicians and journalists (more in-depth work).

Basis

Well-functioning structures

At our basis, well-functioning structures currently have the highest priority. Clear weaknesses have recently been identified here, which means that we are seeking to implement both organizational and IT-related improvements. These solutions will bring about financial costs which our budget will cover. We will also assess the potential for structural improvements.

Learning and growth

We want to grow both in Germany and abroad so that we can have an even bigger impact for animals. Most of all, we seek to increase our international impact through corporate outreach, which is why we are investing more in fundraising to make our international expansion possible.

By evaluating our work and through knowledge management, we want to increase our effectiveness and enable other organizations to learn from us. This is why we continuously invest a small proportion of our budget in evaluation and knowledge management measures.

Finding alternatives

We also continuously invest a small proportion of our budget into finding as-yet-underused but highly promising alternatives such as cultured meat or vegan agriculture. Here, too, the long-term results are unclear but potentially highly promising.

What This Means for the Individual Departments

CEO and administration

The CEO is initially focusing on the structures: We are developing and implementing a "foundation culture", finding and implementing new IT systems and creating improved communication and project management structures (including a project management handbook from the scientific department). As part of our review of 2018, we will also be checking whether project management and/or other operational tasks should be combined in one place (e.g. a COO). *Note to ACE: The COO part has been moved forward and the COO will be responsible for most of the topics mentioned above.*

The CEO is also responsible for growing our international impact. In this respect, we are looking at how we can grow our international team from around 2019 onward: establishing more organizations; employing individual persons or small teams in other countries etc. We will also look for projects that can help the international movement such as giving other groups input on how to ensure that the egg industry invests in relatively high-welfare cage-free systems.



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The CEO will still be running the broiler chicken campaign throughout 2018, although responsibility for this campaign is scheduled to be handed over in 2019 to the corporate outreach leadership. *Note to ACE: Mahi took the launch of the broiler campaign into his own hands because Silja was too busy with other projects such as getting team Poland up and running.*

The overall workload of the CEO needs to be reduced. To assist with this, the CEO and senior managers are identifying which current CEO projects and tasks could be assumed by other persons and where it would be sensible to take on new recruits.

In early 2018, we strengthened our fundraising work by establishing a full-time position. We are also investing in our growth, for example via Facebook ads highlighting petitions as well as the generation of further leads via Care2 (if this proves to be as cost-effective as Facebook ads + labour costs). We are also focusing on some especially promising fundraising work such as speaking to major donors.

The administration team has recently been overloaded with work, and it is unclear whether the recent addition of a half-time position will reduce the workload far enough.

Corporate outreach

In this field, we are focusing on expanding our team and the scope of our work. We clarify internally which companies take priority (sales, influence, share of animal products, probabilities of success etc.) and seek to engage more closely with the highest-priority companies. For lower-priority companies, we create effective tools that can be applied without any excessive investment of time and resources on our part (e.g. general animal welfare policy recommendations). These measures will lead to greater collaboration with the scientific department.

By the end of 2017, the focus of our work with companies was more on animal welfare issues and less on plant-based projects. This will most likely remain the case through 2018. The idea behind this is that addressing animal welfare issues helps us build good relationships which we can then use to speak about plant-based options and meat reduction which is a lot easier to do when we have warm corporate contacts.

The animal welfare reforms that we are seeking will also raise the price of animal products and, in turn, not only reduce the demand for animal products but also improve the price competitiveness of plant-based products. We are also seeking further effective ways for promoting plant-based products and meat reduction.

In our work with companies, we will stick to the principle of being "as friendly as possible," but will not be afraid to be less patient than in previous years. This will lead to an increase in pressure and in the actual number of campaigns that we run against companies. These measures will lead to greater collaboration with our street campaign team. Experience has shown that extra pressure exerted for properly justified reasons does not in fact diminish the chances of engaging in constructive partnerships with companies but actually means that we are often taken more seriously.



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Street campaigns

In 2018, we will establish whether or not our efforts to acquire VTW participants through street actions have a viable future. This will likely be closely linked with our decision concerning the future of our regional coach concept. *Note to ACE: regional coaches have small work contracts to help our activists groups to become more active.* Our goal is to increase the level of activity – a click rate of at least 10%, ideally approaching 15% – among the subscribers we have acquired (*this is based on all subscribers not just on subscribers opening the emails*). We will implement a number of measures to achieve this, including technical improvements (use of CleverReach), fine-tuning how we conduct discussions and revising the content of emails.

The plan is for both the street campaign team and volunteer groups to provide greater support for the foundation's corporate outreach. This could prove essential for putting pressure on companies. It will also be important in other campaigns, too, to show our presence on the streets. The NGO Campact could provide a useful model here.

A potential challenge here is striking the right balance between plant-based and animal welfare campaigns: Street-based campaigns against companies usually address animal welfare issues. The street campaigns team and volunteer groups have expressed their justified desire to be active in plant-based work, too. We will therefore spend some time in 2018 and 2019 finding effective concepts and the right variety of topics.

Scientific department

The biggest developments in the scientific department will involve expanding capacity to develop concepts for partnerships with food companies and, in certain cases, working together with top-priority companies.

In addition, with the launch of tierschutzwissen.de (*a website with key information about animal activism and our learnings*), we are helping to strengthen the animal welfare and animal rights movements both in Germany and abroad and, not least, will develop inputs for our own work.

We will be further professionalizing our evaluation work by applying our evaluation guidelines. We will also decide which projects are set to benefit most from evaluation.

In the scientific department, we will also be looking at long-term, high-impact approaches that we can pursue with a small proportion of our budget. We will formulate “theories of change” for these and discuss these with the Board.

Communications department

With regards to the communications department, we are planning to shift some of our key areas of emphasis. In terms of the expansion of the VTW, we will be focusing on those aspects that are expected to offer an optimal optimal cost-benefit ratio (increasing engagement of our subscribers and actual support in changing dietary habits). The primary focus here is on the development of VTW for Facebook Messenger, which could potentially result in very high click rates and probably



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also greater engagement with VTW content than in the e-mail version (we will further check this before investing). Responsibility for maintaining the recipes database and product guide and for moderating the VTW Facebook group will be largely handed over to volunteers.

We also want to establish the extent to which one or more Facebook Messenger newsletters could be beneficial (e.g. for petitions and campaigns as well as for general news). We will likely require additional capacity for setting up Facebook Messenger, especially if the initial trial runs prove promising. Further capacity (to a lesser extent) could be required as soon as responsibility for handling Zendesk inquiries is shifted from the administration to the communication team (envisaged, but not yet scheduled).

A further focus will be on acquiring new leads (newsletter subscriptions by e-mail and probably via Facebook Messenger) as a basis for our continued growth: It has so far always been the case that around 3% of our recipients became regular givers. For this reason, and to increase our influence via petitions, we want to ensure that the "500,000 Voices for the Animals" campaign is a success (*i.e. we want to reach 500k email leads*).

Regarding petitions, we are endeavoring to increase the number of petitions that actually go hand in hand with our work (*in the past we've launched some petitions on topics we didn't do much work on*).

By using a new newsletter tool, we want to be better able to track which channels provide our new subscribers and how well their engagement rates develop depending on the channel.

Our communication team will also be responsible for organizing a wide variety of translations into English: Report on Effectiveness, tierschutzwissen.de, expansion of albertschweitzerfoundation.org etc. It would likely be sensible to find an external translator who has enough capacity to regularly take on translations.

Law

Our legal work is currently overseen primarily by the CEO and the Board. This arrangement does not appear to be ideal, but no viable solution is evident. In 2018, we will attempt to find the most effective structural integration - this includes processes to inform the entire team about our legal activities which hasn't always gone well in the past.

The number of lawsuits and legal projects (specialist articles, conferences) we can pursue has always been limited by the very little free capacity available to Hans-Georg Kluge (*board member with great legal expertise in animal welfare*). The fact that we have been able to finance lawsuits and legal projects has improved the situation somewhat, but we still experience bottlenecks. Rectifying this situation (either by aborting other projects that Hans-Georg Kluge is involved in or seeking greater support from other top legal practitioners) will constitute a key priority of 2018 and beyond. *Update: This has been resolved - Hans-Georg Kluge can now work on animal issues full-time.*



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As mentioned above, we want to pursue lawsuits for the benefit of a wider range of farmed animal species as well as identical legal proceedings in multiple federal states. The scientific department will provide occasional assistance by conducting preliminary research.

We also want to influence the prevailing legal opinion regarding farmed animal welfare issues. This will sometimes be necessary for bringing about positive rulings from courts and, in particular, public prosecutors. To accomplish this goal, we could organize conferences and release specialized legal publications over the next few years.