

Bureau of Land Management

September
2016

Wild Horse & Burro Program

GLM 15112

Demand and Private Placement Research

**GREAT LAKES
MARKETING
RESEARCH** 

Project Objectives

-  *Develop robust estimates of future demand for animals through both the adoption and sales programs*
-  *Develop an implementation strategy for efficiently and effectively placing animals into private care*

Executive Summary

GLM conducted in-depth research to analyze the private placement elements of the WH&B program. Barriers to increased private placement include the following. Recommendations to address these issues are detailed in this report.

- WH&B staff are responsible for handling integral elements of private placement and are not equipped to handle the tasks. These deficiencies range from technical skills, logistical expertise, marketing expertise, crisis management, etc. The statement is not meant to criticize but is meant to create awareness that **staff members have been put in positions in which they have received no training**. It is illogical to attempt to train staff members when outsourcing and contracting for the skill sets would be significantly more cost effective. This allows the staff to focus on resource management (which is more likely within their skill set).
- The WH&B brand has not been managed and now has no equity. A marketing program must have a defined brand and market position.
- The MHF has significant potential to be agile and responsive—what the WH&B program cannot be as a federal agency. This relationship, and its highly committed constituencies, need to be leveraged. New programs, such as adopter clubs, additional storefronts, and trusted trainer programs should be created within their structure.
- The WH&B program is a marketing organization, and as such needs to hire an event management firm, advertising agency, website developer, and other technical assistance. Marketing is being confused with advertising and is not focused on growing the market. The cost of these contracts, relative to boarding animals for their lifetime is clearly justified.
- Successful partnerships exist and the model can be extended to other potential affiliates. BLM needs to utilize staff who understand how to develop partnerships and identify other opportunities. Priority needs to be given to programs that train animals and create demand for animals.
- All staff working with the public need ongoing customer service training.
- All BLM and WH&B staff need to be prepared to answer questions from the public about the program. Given the controversial nature of the program, talking points need to be given to staff. BLM staff and MHF constituents (as well as other partners) need an access point so their voices can be heard. Many staff members and other engaged with the program want to offer input but do not have a channel to do it.

Summary of Recommendations

Recommendation	Background	Goal
1. Separate Management of Resources and Marketing of Animals (P. 17)	Structure needs to match two distinct missions and limited crossover skills of staff. Staff who are assigned market, public relations and customer service roles are not trained or adept at those roles.	To create a structure to align staff with resource management obligations or marketing obligations with professionalism and accountability.
2. Treat the Brand Like an Asset (P. 24)	Inconsistencies in marketing materials and unauthorized use of the WH&B logo is creating confusion that negatively impacts the brand.	To create a brand strategy and awareness of the importance of branding among field personnel. To formalize and control use of the brand, brand marks and positioning statements.
3. Concentrate Placement and Marketing Efforts (P. 30)	MHF is a highly valuable partnership with excellent success rates and a cost effective structure, which includes the TIP program.	To increase the efficiency of partnerships by streamlining processes and to encourage continued growth of the MHF.
4. Mandatory Briefings and Q&A Sessions (P. 33)	Staff members are not being properly educated to consistently explain the priorities of the WH&B program, adoption specifics, etc.	To develop and create a commitment among staff to the program objectives through proper education, training, information sharing, and two-way communication.
5. Create an American Mustang Companion Club (AMCC) (Adopter Support Group) (P. 36)	Adopters are the greatest advocates of the adoption program, but they do not receive necessary support after adopting an animal. Therefore, they become disengaged with the program.	To provide a support network for adopters to make resources available to them, encourage networking, and create valuable marketing initiatives.
6. Create a Trusted Trainer Program (P. 39)	The sale authority program is underutilized. Experienced trainers are not engaging with the WH&B program due to unnecessary limitations.	To increase private care placement, increase the number of trained American Mustangs available for placement, and retain interest among proven supporters.

Summary of Recommendations

(continued)

Recommendation	Background	Goal
7. Remove All Barriers to TIP Trainers Creating Storefronts (P. 42)	Allowing storefronts to be established by TIP trainers is an untapped opportunity to support program initiatives; 70 are interested in establishing storefronts.	To build the WH&B program's support network and increase access to adoptable animals across the US.
8. Subcontract for Internet Adoption Services (P. 44)	The current internet adoption/auction site is missing important information about the animals and is in need of updates and regular maintenance. It is significantly inferior to other auction sites, creating missed opportunities.	To modernize and optimize the adoption/auction website in a cost effective manner and help increase access to animals to those who are too far from current venues.
9. Subcontract for Event Management Services (P. 47)	Satellite adoptions are poorly managed by a staff with little to no customer service skills, which ultimately limits the number of animals being adopted.	To create well-organized adoption events that facilitate effective communication with the public and maximize the number of animals placed into the private sector.
10. Require States to Set Goals for Adoption Events (P. 50)	Field personnel are not held accountable for the success or failure of adoption events, which has lead to complacency.	To create incentives for successful adoption events and encourage staff to work toward improving adoption numbers.
11. Create Sources of Valuable Marketing Information (P. 52)	No data currently exists to profile attendees of adoption events, which prevents the development of an effective marketing plan.	To develop partners to collect data so that an appropriate strategic marketing plan can be implemented for the target market and increase attendance.

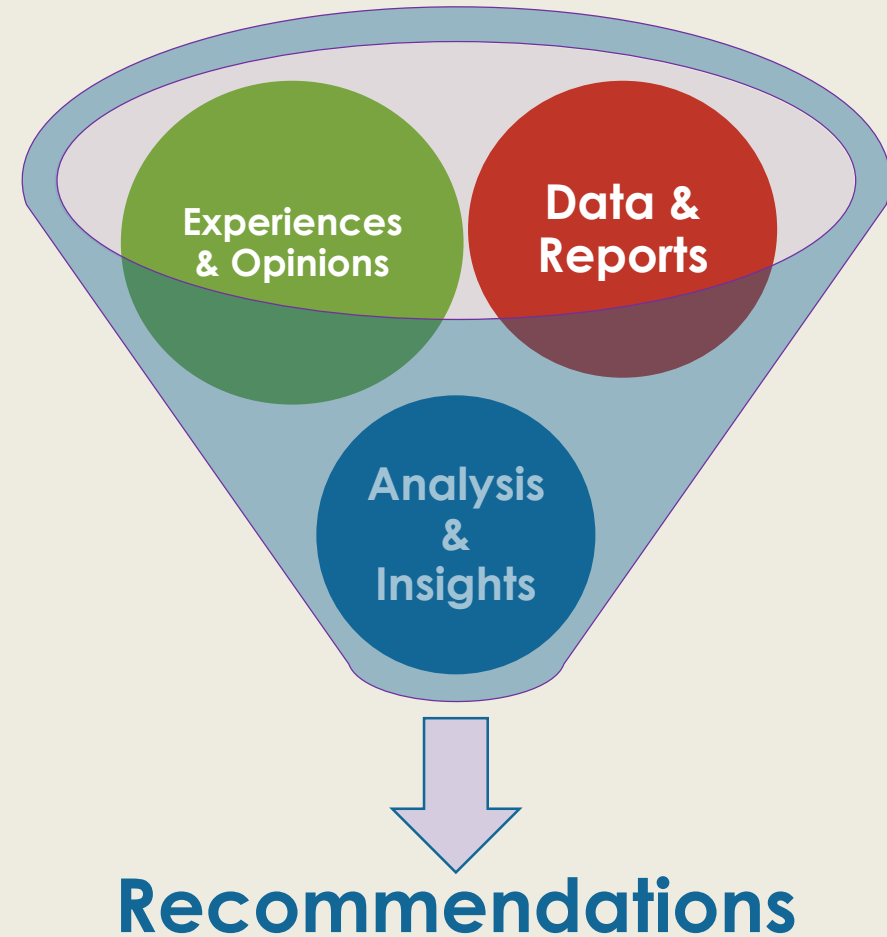
Summary of Recommendations

(continued)

Recommendation	Background	Goal
12. Create a Site Selection and Approval Process (P. 56)	No formalized site selection or event promotion criteria exists, resulting in poor adoption numbers.	To effectively locate and promote events, reach new audiences, accommodate animals, and optimize TIP trainer locations and storefronts.
13. Create a Ready Market (P. 60)	The current mentality of staff members is that wild horse adoption is an impulse decision, resulting in event advertising and not market development.	To create anticipation and interest in American Mustang adoptions and support the American Mustang image by promoting the event for a sufficient amount of time before it takes place.
14. Build Relationships that Increase Exposure (P. 63)	Horse enthusiasts who are exposed to Mustangs at an impressionable age are more likely to adopt later.	To increase interest in owning a Mustang by exposing Mustangs to potential adopters through meaningful partnerships.
15. Create (Streamlined) Decision Making (P. 65)	Many WH&B staff members and MHF constituents have suggestions that require minimal effort to implement. However, they feel that they do not have a mechanism to offer suggestions.	To expedite decision making processes and “outsource” activities that cannot be handled by staff or do not “fit” the WH&B model/constraints.
16. Share Information with Staff (P. 67)	Existing data needs to be shared with the staff and public to populate the conversations with fact. The activists have the loudest voice.	To create awareness that the BLM must establish a voice to compete with that of activists. This type of public communications effort requires skillful management of a professional communications expert. And, it requires a long-term commitment to develop the message.

Research Methodology

- Analyzed the adoption database
- Reviewed prior reports prepared for the WH&B program
- Attended several events (adoptions, leadership meetings, public meetings, Mustang Makeovers, etc.)
- Conducted telephone and personal interviews with about 65 BLM staff members
- Conducted online research with WH&B staff and about 186 affiliated with Family Horses, Inc., and MHF



Increasing Private Placement

Warning

- No silver bullet exists; the impact of implementing any of these recommendations requires acknowledgement that **changes throughout the organization are needed.**
- Each new recommendation does NOT need a committee, it needs to be tried for at least six months.
- Accountability needs to replace autonomy. Somebody needs to be empowered to say, FIX IT.
- BLM/WH&B program limitations make it necessary for **outsourcing nearly every creative solution** (i.e., get out of the way and subcontract).
- The role of the WH&B staff (on the private placement side) needs to be to manage contracts and agreements.
- **Remember, that during the hour in which you review and discuss this report today, the American public will be responsible for two more wild animals.**



Basic Concerns

UNITED STATES DEPARTMENT OF THE INTERIOR BUREAU OF LAND MANAGEMENT APPLICATION OF WILD HORSE(S) OR BURRO(S)				FORM APPROVED OMB NO. 1004-0042 Expires: February 28, 2011	
First Name LENNON		Middle Initial M			
City SWANTON		State OHIO		Zip Code 43558	
State OH		Birth Date 4/10/1962		Social Security Number or Tax Identification Number	
Alternate Phone (Include area code)		E-Mail Address lennon_mitch@yahoo.com			
Horses (Older than 18 mos.) _____ Geldings _____ Trained Animals _____					
and transportation:					

UNITED STATES DEPARTMENT OF THE INTERIOR BUREAU OF LAND MANAGEMENT APPLICATION OF WILD HORSE(S) OR BURRO(S)				FORM APPROVED OMB NO. 1004-0042 Expires: March 31, 2014	
First Name		Middle Initial			
City		State		Zip Code	

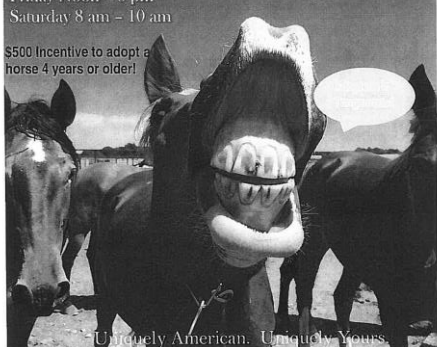
Note that the form expiring in 2017 was not at events GLM attended.

Basic Concerns

Wild Horse and Burro Adoption
Tonganoxie, Kansas - July 24-25, 2016

Friday Noon - 6 pm
Saturday 8 am - 10 am

\$500 Incentive to adopt a horse 4 years or older!



Uniquely American. Uniquely Yours.

Free and Open to the Public!
Adoptions are first-come-first-serve
\$125 Adoption Fee
Leavenworth County Fairgrounds
02031 US
One 1821 49th Tonganoxie, KS on 49th
down 1 mile to fair grounds on right



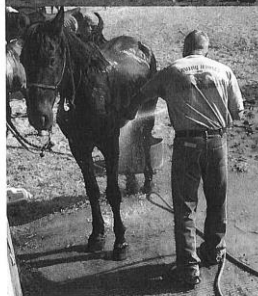
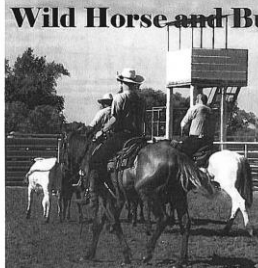
Wild Horse and Burro Adoption
Hutchinson, KS
June 3-4, 2016

Hutchinson Correctional Facility
5001 W. 10th St.
Hutchinson, KS 67502
(785) 931-4600 or (785) 931-5151

Open House
Friday 10 am - 6 pm
Saturday 8 am - 4 pm

Admission is free and open to the public.
Adoption Fee: \$125

Uniquely American.
Uniquely Yours.

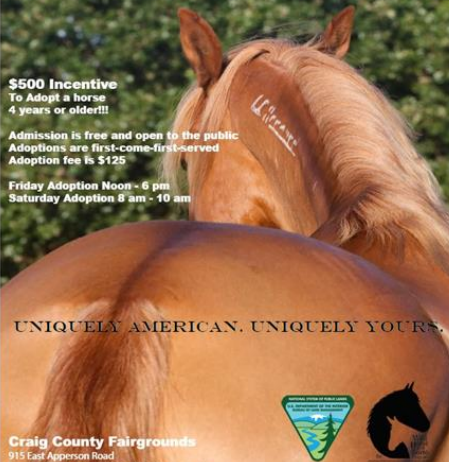


Wild Horse & Burro Adoption
Vinita, OK ~ July 15-16, 2016

\$500 Incentive
To Adopt a horse
4 years or older!!!

Admission is free and open to the public
Adoptions are first-come-first-served
Adoption fee is \$125

Friday Adoption Noon - 6 pm
Saturday Adoption 8 am - 10 am



UNIQUELY AMERICAN. UNIQUELY YOURS.

Craig County Fairgrounds
915 East Apperson Road
From E. Illinois Ave. to Vinita (Rte 66), go South
on 7th St. over I-44 to Facility on left.



BLM.GOV 866.468.7526

Wyoming Honor Farm - Wild Horse Adoptions
Fall 2016



Wyoming Honor Farm
40 Honor Farm Road
Riverton, Wyoming 82501

Fall Adoption Schedule
Friday, September 9: Preview
1 pm to 3:30 pm - Preview of horses available for adoption.
Approximately 30 saddle-started and halter-started horses and burros will be available for adoption.
Saturday, September 10: Preview & Adoption
7:30 am - Gates open for previewing horses.
10:30 am - Competitive bidding auction starts.
Coffee and rolls will be available. Lunch concession available on-site on Saturday.

BLM and WDOC representatives will be available to answer questions regarding the BLM and Wyoming Honor Farm Wild Horse Program.

Wyoming Honor Farm Rules
All cell phones, cameras, video equipment, and tobacco products must be kept locked in one's vehicle while on site. In order to maintain positive environment for visitors, a reasonable clothing standard must be adhered to. Clothing that is unduly suggestive, form fitting, or exposes an undue amount of flesh is prohibited. Wearing shorts is not allowed on site.

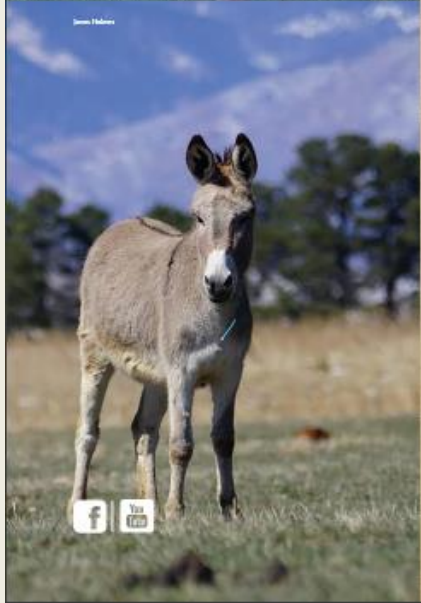
For more information:
www.blm.gov/wy/st/en/programs/Wild_Horses.html
1-866-4MUSTANGS (1-866-468-7826)



BLM Wild Horse Adoption Rules
For all adoptions: Only stock or slant load style covered trailers will be authorized.
Please remember: no firearms, alcohol, drugs, or dogs are allowed at any time.

All horses to be offered have been haltered, led, trailered, had their feet handled and have been through the "gentling program."

These flyers do not have uniformity. The public needs to recognize the flyers and associate them with the program. A consistent format and professional appearance are mandatory to establish and protect the brand. Photos of the backside of a horse or a dirty set of teeth do not encourage adoptions. Photos need to show a horse with an owner, together.



Join us at
EWING
**Wild Horse and
Burro Adoption**
September 10, 2016

Saturday
9 am - 5 pm

Preview animals and submit applications.
Animals will be available for \$125 to approved
adopters on a first-come, first-served basis.

**Wild Horse Facility
in Ewing, IL**

22295 Sheep Farm Road, Ewing, IL 62864

Directions: The facility is located about 20 miles south of Mt. Vernon, IL. Traveling south on I-57, take Exit 77 for IL-154, and turn east onto IL-154 just briefly. At the stop, turn Left (north) onto IL-37. Go about 1 mile, and turn Right (east) onto Ewing Rd. Continue for about 6 miles, passing through the town of Ewing. Turn Left (north) onto Sheep Farm Rd and go about 1-1/2 miles. There will be a fence line on the Left. At the T-stop, turn Left (north) onto Bobtail Rd, then Left again into the facility. If you use Google Maps, Mapquest, or other GPS, you can use these coordinates as your destination and it will give you directions right to the facility: 38.097011, -88.742673.

For more information visit
BLM.gov or call **866.468.7826**

UNIQUELY AMERICAN. UNIQUELY YOURS.



Wild Horse and Burro Program
Bureau of Land Management
U.S. Department of the Interior



Website

A concerted effort is needed to constantly manage messaging so it is all consistent. All communication tools should be aligned.

Riverton

Missing:
WH&B
Poster

Basic and obvious marketing opportunities are missed because nobody is held accountable for the marketing.

Public can view the horses Saturday at Cornell



Horses and donkeys are in Ithaca looking for new homes, and visitors have come from all over the East Coast to look at them.

The Bureau of Land Management, of the United States Department of Interior, has brought 30 wild horses and donkeys to the Oxley Equestrian Center at Cornell University, hoping to have them adopted and taken to new homes.

Ithaca, New York



Note the improper use of the logo and additional tagline, "Do something wild...adopt"



Volunteer table in Ithaca, NY.



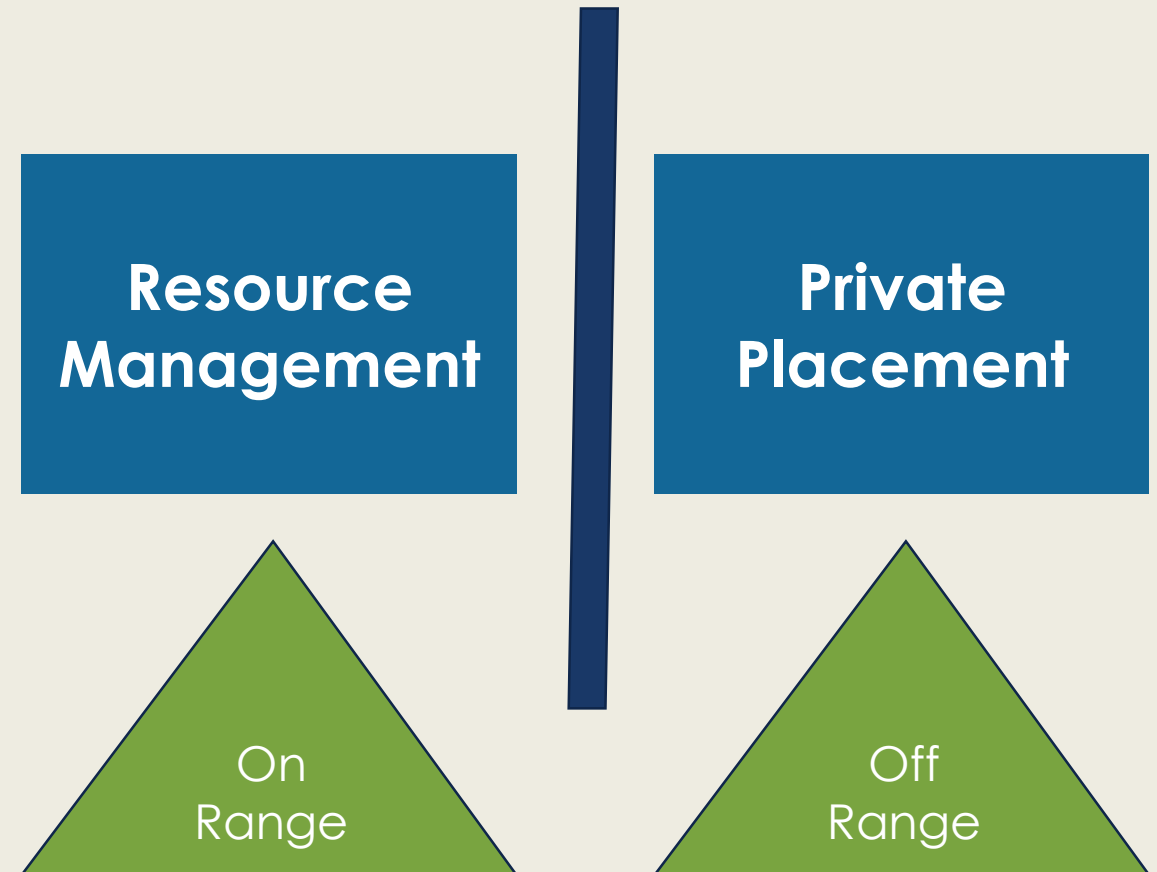
List of Recommendations

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15. Create (Streamlined) Decision Making
16. Share Information with Staff

1 WH&B Program Structure

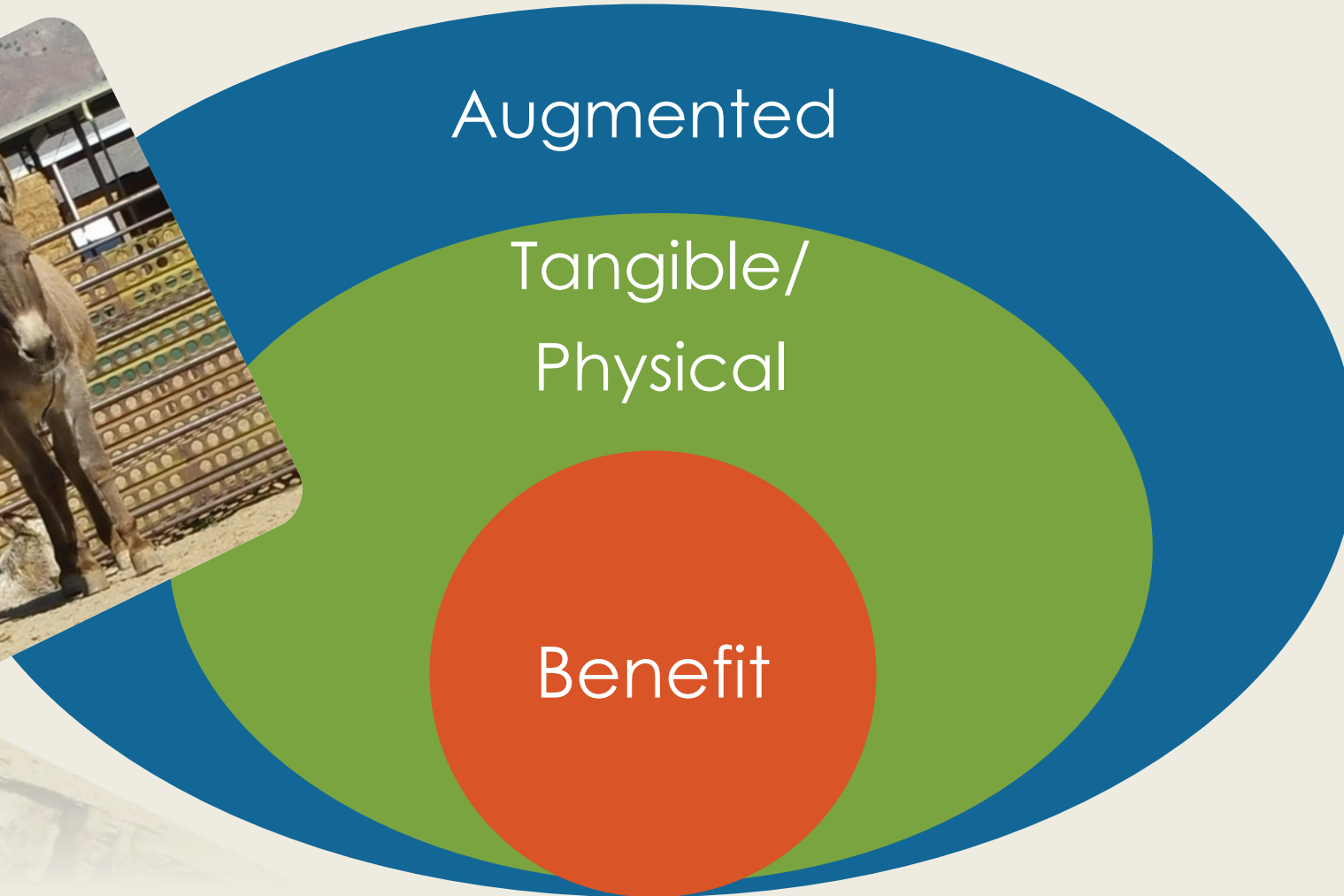
Fact

- The WH&B program was structured to handle the priorities that were relevant in the seventies. The structure is no longer relevant.



Marketing is a way of thinking

**Marketing
requires a
fundamental shift
in how you think.
The WH&B
program needs to
think about
marketing in a
whole new way**



Restructure

Separate Management of Resources and Marketing of Animals

Background

- The WH&B program has two distinct and somewhat incompatible missions with respect to the expertise and responsiveness needed:
 - Manage the animals and range lands
 - Place animals into private care
- The two missions require completely different staff skill sets.
- The two missions require completely different public relations and marketing strategies (i.e., the resource management side requires crisis management, and the placement side requires advertising and marketing).
- The WH&B program has controversial elements; however, the adoption program appears to be an acceptable element of the program.
- Some WH&B field staff do not fully accept the marketing and partnership initiatives created by the WH&B program and have not supported important marketing initiatives.
- Some staff members in key positions are tasked with marketing and public relations jobs but do not have the ability to perform the jobs correctly. WH&B staff are typically hired because of their skills related to equine or resource management and **not** marketing, but they are required to perform marketing and event planning tasks that require specialized education and skills. Thus their performance is not acceptable and works against increasing private placement.

Separate Management of Resources and Marketing of Animals

Background (continued)

- Marketing, which is comprised of branding, market development, site selection and event planning, crisis management, customer service, social media marketing, advertising development and placement, and digital marketing, needs to be executed **by professionals**.
- The current WH&B staff of marketing professionals is not sufficient (or empowered) to coordinate a national marketing program.
- A uniform marketing strategy does not exist, so the public is exposed to a variety of messages, flyers, brochures, etc., which are confusing. (It would be like going to McDonalds in Oklahoma and being offered lasagna at a table with a checkered table cloth, then going to a McDonalds in Washington D.C. and getting fries and a burger in a bag. The brand begins to mean nothing.)
- This confusing and lackadaisical approach to marketing will continue unless a commitment is made to marketing on a national level. (Those performing marketing activities at the local level **do not know** they are underperforming or creating brand image confusion, so no change will occur.)
- Marketing effectively requires access to data. The WH&B program is not able to acquire marketing research data in a timely manner.
- Marketing effectively requires timely responses. The WH&B program is not structured and staffed to respond quickly.
- At every event GLM attended, at least one person said he/she has an “idea” and wants to engage with the WH&B program. They implied that they “tried” to contact the BLM but were not able to get through or they left messages and did not get responses. (Ideas included: making a calendar for sale, making a documentary, riding across the US on a Mustang, etc.)
 - The existence of the 800 number does not mean public will use it; one person emailed an advisory board member.

Restructure

Separate Management of Resources and Marketing of Animals

Goals

- To integrate change into an existing structure quickly and cost effectively (if only a mental change of focus).
- To focus attention on the public burden of boarding thousands of animals at an estimated \$50,000 for the lifetime of each animal.
- To create a structure that is able to perform resource management obligations and marketing obligations professionally, with accountability.
- To work within the current structure of field offices, staff skills, and “bureaucracy” that exists for a government agency.
- To create a structure that acknowledges that the WH&B program is a marketing agency and accepts the responsibility of marketing animals in a professional manner.
- To create a data-driven marketing organization.
- To create systems in which field personnel are not required (or allowed) to create their own marketing materials and are supported with timely responses to marketing support requests.
- To create a structure that is able to manage the WH&B brand strategy.
- To create access points for the public to engage with the WH&B program.

Separate Management of Resources and Marketing of Animals

Implementation

- Hire a FULL SERVICE marketing agency and allow that agency to map out the entire **marketing** program for the WH&B program.
 - It is unlikely that one firm could provide all of the needed services; however, one firm should develop the plan and be responsible for sub-contracting other needed services (i.e., crisis management, developing sponsorships, etc.).
- Identify the marketing needs of the program by conducting a marketing audit (i.e., identify all of the materials used in the field so a comprehensive set of materials can be created).
- Collect any existing marketing materials from the field and begin to replace them with new materials.
 - Determine the role of each marketing piece.
- Allow the marketing agency to create the communication channels.
- Give the field direct access to the marketing agency. (In essence, the agency needs to be empowered to move quickly and make decisions.)
- Internally market the brand strategy. The marketing, at every touch point, needs to answer the question “Why adopt an American Mustang?” (Note that the goal is not to market wild horses and burros; untouched animals are “in addition” to the core product, which is now American Mustangs.)
 - A brand audit is essential to move from messages that position the animals as needing a home
 - For example, change **from**: “The BLM offers wild horses and burros for adoption. Could your family give one a home?*” **to** “The BLM offers you the opportunity to have an American Mustang as your companion. Are you ready?” (*From the children's coloring book.)

Restructure

Separate Management of Resources and Marketing of Animals

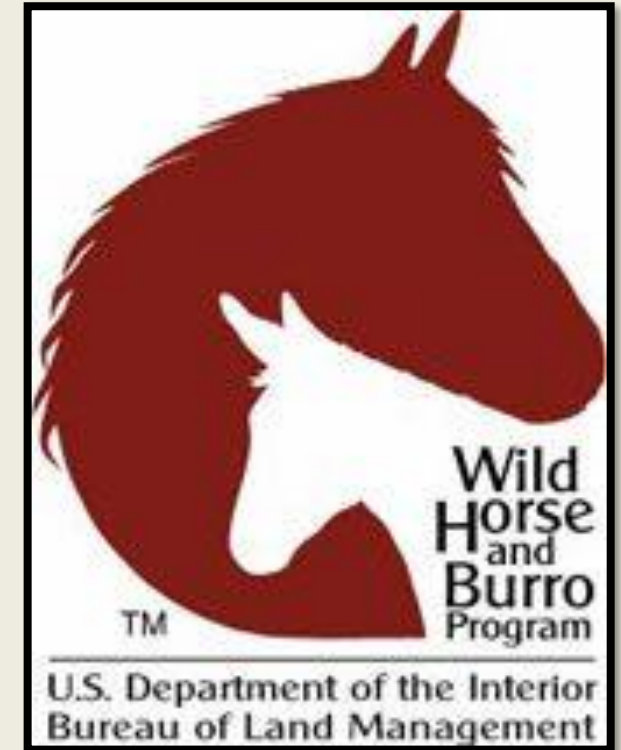
Implementation

- Several marketing taglines and slogans exist now. It will be important that the agency take ownership of creating a **marketing position** and supporting taglines. All partners will need to follow the lead of a single marketing message.
- Be aware that a disconnect exists between the concept of “free and wild” and “adopting and harnessing.” The marketing position needs to speak to the benefit of ownership, not the characteristics of the animals. The “attributes” of the animals are extolled in other messages.
- The marketing agency will need to take a firm stance on the use of the existing logo and any other created logos. Allowing unauthorized use of the logo, or not taking action against groups that misuse the logo, will undermine the branding efforts. It will require all WH&B staff to “respect the brand” and treat it like a valuable asset.
- Have the marketing agency train the state PIO/PAO so the efforts of the BLM staff are consistent with those of the agency. The state PIO should be refocused on resource management issues; however, the story still needs to be consistent.
- Allow the marketing agency to establish the advertising schedule. Some staff believe adopting is an “impulse” decision and believe marketing a few weeks in advance is acceptable. This hypothesis needs to be proven. The transportation and housing requirements alone suggest the need to plan ahead. This mentality may keep new adopters from being able to participate.
- Create opportunities for the public to engage with the WH&B program and get timely responses.

2 Brand Management

Fact

- The majority of horses adopted are trained. Greater public interest exists in trained animals.
- A brand is an asset and must be controlled and managed.
- The horses shown at adoptions create the brand image.

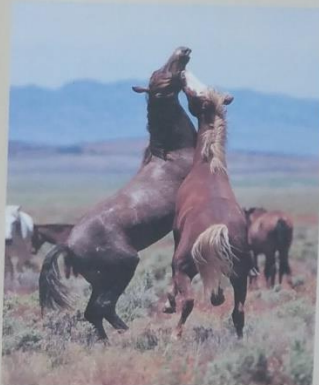


These were available at several locations but are outdated; creating brand confusion.

WILD HORSES AND BURROS — AMERICAN LIVING LEGENDS



By the early 1800's, there were probably more than two million wild horses in western North America. Over the next century and a half, the open range shrank as cattle, sheep, fences, farms, ranches, towns, and roads proliferated. Many animals were rounded up for use as saddle stock, draft animals, or food.



By the late 1940's, wild horses had begun attracting professional mustangers — people who rounded them up and sold them to slaughterhouses. Public awareness of their often brutal methods of capture and transport led Congress to pass the Wild Horse Annie Act of 1959 and the Wild Free-Roaming Horse and Burro Act of 1971. These acts placed wild horses and burros under federal jurisdiction and imposed criminal penalties for harming them.

The public lands of the western United States are diverse, ruggedly beautiful, and majestic — as are the horses and burros that live there. Wild horses are born with the colors of the land upon them — the browns, reds, blues, dapple grays, and snowy whites — all of which reflect nature's paintbrush.

Today's free-roaming horses (*Equus caballus*) and burros (*Equus asinus*) are descendants of domestic animals brought by 16th-century Spanish explorers and of later animals that escaped from or were released by Native Americans, U.S. Cavalry units, and immigrants. Modern free-roaming horses and burros are, therefore, technically described as *feral* — descended from domestic animals but no longer under human control — rather than *wild*. Many people also refer to the horses as mustangs, which is 1800's Americanized slang for the Spanish word *mesteño*, meaning "stray."



Wild horses and burros come in a range of shapes and sizes, and each animal has its own personality. They are of no particular breed, although some exhibit characteristics associated with certain breeds. A typical wild horse stands about 52-60 inches tall and weighs about 700 to 1,000 pounds. Wild burros average 44 inches tall and weigh about 500 pounds.



Free-roaming horses and burros are not considered endangered species. These animals reproduce quickly with herds increasing by up to 20% per year — herds can double in size every 3-4 years. Also, as a species, there are millions of these animals domesticated by man. Selected individuals could easily be turned loose and the herds would reestablish very quickly. Under-population is not the current problem.

"Wild Mustang"

*He's desert bred, he's underfed, and tough as a piñon tree.
No cowboy pals or pole corrals, just wild and runnin' free.
No thing of beauty, most would say, but beauty's hidden there.
It's in the blood of a rangy stud, and the heart of a mustang mare.*

Robert Wagoner



U.S. Department of the Interior
Bureau of Land Management



As the marketing position is updated, it is vital that all locations (all touch points) are updated and consistent with the marketing plan.



So many images, logos, messages, and market positions exist at one event that the public is confused. Is it an adoption? A celebration? Where do I go for factual information?





Some events are “shows” but the ultimate goal is to showcase the American Mustang. Make the mission of the EMM events clear so it fits the mission of the adoption program (i.e., is “Train. Adopt. Attend.” the role of the public or the trainer. Maybe the role for the public is “be amazed then adopt.”



Commit to Brand Strategy

Treat the Brand Like an Asset

Background

Would McDonalds allow a franchiser to use **Green Arches?** Would Coke allow bottles to use a square and not a circle? **BRANDS HAVE VALUE.**

- The WH&B logo is currently used on a variety of marketing materials, publications, and promotional items.
- Taglines and messages are inconsistently associated with the logo.
- Unauthorized use of the logo on apparel occurs today.
- Unauthorized logo use on apparel creates confusion between volunteers and staff members. The problems that can (and do) arise from this confusion are detrimental to the program. BLM currently has no control over how volunteers treat potential adopters or what they say to the public.
- Several prior research studies suggested the need for a brand or style guide for the WH&B program, logo, and a positioning statement. This task is still a priority and needs to be completed by a professional advertising agency (a recommendation made in this report).
- Prior recommendations from the Advisory Board suggested that BLM should assess horses to predict adoption potential. This is still an extremely relevant recommendation.

Goals

- To create an immediate brand strategy that sets the foundation for the development of longer-term strategy developed by a professional marketing firm.
- To require field personnel to monitor and report unauthorized use of the logo.
- To immediately create awareness of the extremely important role of branding to set the foundation for a national marketing program.
- To encourage BLM to create a screening process so only the most desirable horses are presented to the public for adoption.

Commit to Brand Strategy

Treat the Brand Like an Asset

Implementation Strategy

- The WH&B program must make all partners (official and unofficial) and staff members aware that the WH&B program name, logo, and other brand elements are valuable assets and, like all assets, must be managed and protected.
 - Require staff to report improper use of the logo.
 - The field staff will be hesitant to confront volunteers' misuse of the logo, so their role should be to report the improper use and a person from HQ must handle it.
- **“American Mustang”** must stand for a horse that is gentled to some level. (The level does not need to be standardized.) A “wild Mustang” should be considered an oxymoron. An American Mustang should be reserved for a horse that has been gentled, and a wild horse should refer to a horse that has not been handled. Once an advertising agency is in place and can serve as a “clearing house” for advertising and communications, these inconsistencies can be removed from the language used by the WH&B program staff and that of the partners.
- As long as untouched horses are transported to events for public adoption or pick up by TIP trainers, BLM staff should be tasked with selecting the horses with the highest potential to be adopted. This will require educating the staff on the importance of upholding the brand as well as the common sense logic that it is expensive and increases unnecessary stress on the animals during transport.
- A brand strategy that both promotes the positive attributes of the American Mustang and that it is the “responsibility” of the American public to help maintain the rangeland and take responsibility for American Mustangs (i.e., a board recommendation in 2015) is inconsistent and confusing. The marketing agency should position the American Mustang as the best match for an American horseman, not a burden we must accept.
 - Note that the “responsibility” message may be appropriate when marketing the resource management duties of the BLM, which is why the adoption and management functions should be kept separate.

3 Develop MHF Relationship

Fact

- The market demand is for trained animals.
- The BLM is not agile and cannot respond to market demand. It must optimize partnerships.
- The MHF is meeting the objective of moving animals in private care.



Grow MHF Relationship

Concentrate Placement and Marketing Efforts



Background

- The MHF is successfully moving trained animals into private care.
- It is creating unparalleled public relations opportunities. It is cost effective. Is already structured.
- In an effort to find ways to get animals adopted, new programs are being added; however, the most cost effective program has been the TIP program and it is not at capacity.
- From a program lead: “The paperwork is a bit more confusing and explaining all these programs to the public is daunting.” (In reference to her adoption in which she had Youth, TIP, BIP, and VIP programs.)
- About 20 “partnerships” exist (per WH&B state lead meeting).
- GLM identified 24 organizations focused on wild horses (via an internet search). The public is going to be confused if the WH&B program does not make it’s relationship with each organization clear. An internet search by a person wanting to be involved with the “real” WH&B may lead them to the wrong site. This is further reason why the use of the logo must be managed.



Goals

- To create efficiencies by vetting all partnerships through a single, **streamlined** organization.
- To promote the positive impact of the MHF so staff support its efforts.
- To encourage the MHF to continue to create program proponents across the US.
- To create uniformity and consistency.
- To formalize educating the many partners.

Grow MHF Relationship

Concentrate Placement and Marketing Efforts

Implementation Strategy

- Evaluate each need in terms of whether it can fit within the structure of the MHF.
 - If not, be cautious about adding additional partners, programs, and creating confusion.
- Several organizations with overlapping goals exist and it creates confusion in the market.
- Fund the MHF so it can hire staff, contract with consultants, etc., to meet marketing objectives.
- Continue to reinforce the value of the MHF.
- Create a feedback loop in which TIP participants can file complaints or offer suggestions so barriers to success can be removed.

4 Information Sharing & Staff Development

Fact

- Several examples exist that reinforce the need for a PR professional to interface with the media.
- From a BLM staff member at an adoption event:
- Staff are not able to answer the question: What is the equity in the WH&B brand? What does it stand for?

"I hope the horses get adopted today because if they don't, the WH&B folks could kill them, and they don't want to have to do that."

Background

- Staff telephone interviews and online survey results collected during this research study confirm that staff members have not received formal training on how to interact with the public and are not given talking points in advance of events that historically have created significant public feedback.
 - 73% of the staff surveyed said their role with satellite adoptions is customer service/talking to public.
- Staff members are not consistent in their commentary or understanding of how elements of the adoption program work.
- Many staff members do not believe they have a channel to communicate feedback or suggestions “up” the ranks to those who can make changes.
- The success of the adoption and sales programs is directly correlated with staff engagement.

Goal

- To prepare (develop) staff to interact with the public at all events, **OR EXCUSE THEM FROM THAT ROLE.**
- To ensure that **all BLM** and WH&B staff understand the program and can populate conversations with facts.
- To create an environment in which staff are motivated and committed to the program objectives.
- To educate staff so they understand the reasons for actions taken by the WH&B program and can explain the role of the WH&B program to those who ask questions.
- To provide information that creates a sense of urgency.
- To encourage upward feedback so staff members have a voice and feel engaged.

Implementation Strategy

- Network with program leadership in other BLM programs to identify best practices for communicating with staff.
- Contract for a WH&B employee communications audit and communication plan.

In preparation for a formal communications plan

- Create an employee portal so BLM and WH&B staff can find information quickly*.
- Field leadership should be required to hold monthly meetings using the agenda and information provided by HQ. (If necessary, tie this action to their budget.)
- Create an employee suggestion/feedback box in an employee portal.

*(*It is assumed that documents exist but are not shared with staff.)*

5 Adopter Development

Fact

Adopters are the best advocates.



Adopter Development

Create an American Mustang Companion Club (AMCC) (Adopter Support Group)

Background

- Previous research reports have recommended providing more support to adopters.
- The Board of Advisors recommended instituting a volunteer strategy in 2015 and reconfirmed their recommendation in 2016.
- The recommendations are still extremely relevant.
- Those who have adopted an animal through the program are the greatest advocates of the program; however, the WH&B has no consistent and formalized means of supporting these adopters, creating advocates of these important constituents, or marketing to this extremely important audience.
- **It is not feasible for the WH&B program to undertake this essential task. Too many actual and perceived limitations exist in collecting and sharing information.**
- **Some staff do not believe it is the role of BLM to provide support, others think enough support exists.**
- **Currently, adopters leave the event with an animal and no support.**

Goal

- To create a bond between all adopters
- To promote networking that leads to successful adoptions
- To provide a national network to support WH&B events
- To have ready access to a group that can support marketing initiatives
- To have a ready source of potential trained volunteers

Adopter Development

Create an American Mustang Companion Club (AMCC) (Adopter Support Group)

Implementation Strategy

- Coordinate the club through the MHF (they already have the emails of a few hundred adopters).
- Develop a “Volunteer Information Packet” that explains the WH&B program. This needs to be a dynamic document that is updated regularly and housed on the MHF website or a unique microsite.
 - This task needs to be coordinated by the MHF, but some information needs to be provided by the WH&B program.
- All AMCC members need to have a huge button to wear that says, “I have an American Mustang.”
- Invite everyone who has adopted or purchased an American Mustang to join the club. **Membership can be free, but membership should be required.**
- Promote membership at all events (which requires an AMCC member to be at each event promoting the club and how it provides support to all adopters).
- Task the AMCC with:
 - Having information at every event (a formal packet of materials for each adopter or adopter-to-be).
 - Serving as the greeter at each event to welcome the public, explain the process, etc.
- Fund the MHF so it can reimburse the travel expenses of AMCC volunteers.

6 Sale Authority Program

Fact

- The sale authority program is underutilized.
- The sale program vs. the adoption program is illogical. The animals needing the most protection are given the least protection (i.e., are sale eligible).*
- Training and buyer reputation are the greatest safety nets.

BLM>Wild Horses and Burros>Adoption Program>Sale Program

Wild Horse and Burro Sale Program

Under a December 2004 amendment to the 1971 wild horse law, wild horses and burros over 10 years old – as well as younger ones that have been passed over for adoption at least three times – are eligible for sale, a transaction in which ownership passes immediately from the Federal government to the buyer. Since that amendment took effect, the BLM has sold more than 5,800 wild horses and burros. **(Note: It has been and remains the policy of the BLM not to sell or send any wild horses or burros to slaughter.)** Proceeds from the sale of eligible animals are used for the BLM's wild horse and burro adoption program, as directed by Congress under the sale-authority amendment.

*For example, three-strike and older horses are more likely to be taken to slaughter but are given the least protection because they are sale eligible. Trained and young horses are adopted, rather than sold, to “protect” them for a year. However, these are the most desirable animals already and least likely to be taken to kill barns. The age and training are enough protection. These are the animals that should be sale eligible.

Use the Sale Authority Program

Create a Trusted Trainer Program

Background

- The compliance process is not adding a justifiable level of security given the burden of the program.
- In-person compliance checks are neither required or being conducted in most cases.
- TIP and EMM participants are drastically underutilized and not given the respect they deserve from some BLM staff members, as evidenced by how they are received at facilities and adoption events.
- **Only 40% of the staff respondents said they have sale authority horses at their adoption events.**
- Many BLM staff are concerned about the sale authority program because of a problem (a *major* problem) that occurred in the past. *(Get over it; the problem was analyzed, staff have been educated, the problem was resolved.)*
- The titling process is a barrier for some adopters.
- Compliance checks are not being used as part of an adaptor support program.
- The Advisory Board endorsed the concept of a “Trusted Trainer” program.

Goals

- **To mirror the private sector equine market and allow participants to earn a reasonable return on their investment.**
- **To encourage those who have the skills, capacity, and desire to gentle wild horses an opportunity to make a living while saving the program thousands of dollars.**
- **To capitalize on the relationships developed by the MHF.**
- To increase the number of animals placed into private care.
- To increase the number of properly trained American Mustangs available for adoption.
- To reduce the burden on compliance checks in situations that the quality of care is not a viable concern.
- To allow known trainers and the training process to serve as the safety net for the security of the animals.
- Continue to train staff to report “strike data” correctly and to use this information.

Use the Sale Authority Program

Create a Trusted Trainer Program

Implementation Strategy

■ Phase I

- Create the program through the MHF.
- Recruit a few EMM winners, tenured TIP trainers, BLM staff members with equine experience, etc., to develop reasonable qualifications to be accepted into the Trusted Trainer Program.
- Educate BLM staff regarding the role of Trusted Trainers. Issue Trusted Trainers identification cards.
- Create a portal on the MHF site for Trusted Trainers to be listed and facilitate networking with each other.
- Allow all Trusted Trainers immediate access to visit any BLM holding facility and purchase animals of any age for \$25 (to handle proper titling, paperwork, etc.).
- Advertise through the MHF to develop the pool of Trusted Trainers.
- Require Trusted Trainers to submit a form annually that lists the Freezemarks of the animals and their current status (in training, sold, etc.).

■ Phase II

- Allow the MHF to purchase the horses that will be used in the EMM events. The trainers purchase the horses from the MHF.
- Trainers receive the full amount of money raised by their horse at the event or, if no bids are offered/accepted, retains ownership. (The goal is to increase the number of horses in private care, increase the level of training invested by EMM contestants, increase word-of-mouth and social media advertising efforts of the EMM contestants, etc.)

■ Phase III

- Create a funding mechanism (agreements, grants, foundation, etc.) to reimburse Trusted Trainers for feed, transportation, veterinary bills, etc.

■ Phase IV

- Use the onsite visits of the Trusted Trainers to help sort the animals (i.e., determine which ones should go to auctions, which ones should be sent to pastures, etc.).

7 Establish Store Fronts

Fact

- 23 TIP trainers have used their facility as a pick up location or store front.*
- 70 TIP trainers said they could (and would) establish a store front.

**From the survey conducted with TIP participants*



Support MHF Store Front Initiatives

Remove All Barriers to TIP Trainers Creating Storefronts



Background

- Storefronts could be used to support satellite adoptions, internet pickups, and increase access for TIP trainers.
- Immediate opportunities exist to create additional storefronts.



Goals

- To increase access to animals across the United States.
- To build the network of individuals supporting the WH&B program.
- To recognize this incredible opportunity and move quickly to increase the number of store fronts.



Implementation Strategy

- Review the current MHF store front program.
- Remove barriers that are not absolutely required, OR rename the program (MustangLodge) and start over.
- Fund efforts for the MHF to increase storefronts.
- Allow (*encourage/demand*) the MHF to market store fronts at all events.
- Evaluate the real costs of holding animals and reimburse storefront operators appropriately.
- Coordinate the Storefront and Trusted Trainer Programs.

8 Internet Adoptions

Fact

 The internet adoption software is outdated and limits the potential of placing animals into private care.

Wild Horse & Burro

Bureau of Land Management - Internet Adoption Program



Home Online Gallery Facility Adoptions HMA's How To Adopt Login

An Act Of Congress

"Congress finds and declares that wild free-roaming horses and burros are living symbols of the historic and pioneer spirit of the West; (and) that they contribute to the diversity of life forms within the Nation and enrich the lives of the American people ..."
(Public Law 92-195, December 15, 1971)



Internet Adoption Program:

- Online Adoption Gallery
- How to Adopt From the Internet
- Requirements
- Log into Adoption System

Phone: 1-800-370-3936
BLM_ES_Inet_Adoption@blm.gov

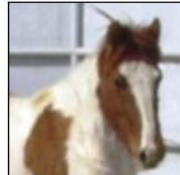
National WHB Adoption Program:

- National WHB Web Page
- National Adoption Schedule
- BLM WHB Directory
- BLM Holding Facilities
- Herd Management Area Descriptions

Mailing Address:

BUREAU OF LAND MANAGEMENT
EASTERN STATES OFFICE
ATTN: WILD HORSE AND BURRO
PROGRAM (DEB ALLEN)
20 M ST, SE, SUITE 950
WASHINGTON DC 20003-3503
Phone: 800-370-3936
Fax: 202-912-7186
BLM_ES_Inet_Adoption@blm.gov

The August Internet Adoption Ends on September 13



The August Internet Adoption will start on August 30 and end on September 13. Applications are open August 29 - September 12. You will not be able to submit your application, until that time. New gallery photos will be posted during the week of August 15. Bidding is August 30 - September 13. ** Applications will close at 11am Mountain time, Monday, September 12. **

Animals in the gallery will be from Northern Nevada Correctional Center; Ridgecrest, CA; Canon City, CO; Ewing, IL; Fallon, NV and Palomino Valley, NV. Burns, OR horses have been added.

Optional Eastern pick ups are Ewing, IL (by appt); Waterloo, IA (October 21); and Unadilla, GA (November 4).

Commit to a True Online Auction

Subcontract for Internet Adoption Services

Background

- The current internet adoption/auction site is not optimized. More animals could be moved into private placement if this site were enhanced.
- TIP and Trusted Trainers should utilize the site to market trained animals.
- 51% of the internet adoptions have been to adopters in “eastern states.”
- In a June 2016 internet adoption, 138 animals were up for bid, of which 31 received bids. Typical high bids were in the \$500 to \$1,000 range.
- Data collected on internet adoptions is informal (i.e., reports include the number of horses up for adoption, a few high bids, and the number sold). The data do not generate the excitement that it could if it were packaged and communicated correctly.
- Health status is missing as a descriptor field for Internet animals.
- Transportation issues exist within the internet adoption program.

Goals

- To increase the availability of animals to those who live too far from current venues.
- To utilize available technology cost effectively.
- To offer an internet auction experience that is commensurate with today's technology.
- To integrate a transportation solution into the internet adoption program.

Commit to a True Online Auction

Subcontract for Internet Adoption Services

Implementation

- **Work with a logistics specialist to determine the best way to move the animals from the holding facilities to the storefronts. (Keep in mind the cost per day of holding animals in BLM facilities.)**
- Subcontract for a fully interactive auction site. The money saved by increased placements clearly justifies the expenditure.
 - A very rough estimate is about \$150,000 to build the site (about the lifetime cost of three horses) and \$1,000 a month.
- The site would require photographs and video. Potentially, GMCC members may be able to support the effort. TIP and Trusted Trainers could provide video for their horses.
 - Volunteers can provide video support if the field would be open to this engagement.
- While the site is being built, the TIP network of storefronts needs to be developed.
- If BLM is not able to move quickly on this initiative, this task should be shifted to the MHF and allow their team to hire a short-term contractor to develop and populate the site. BLM staff would still be needed to maintain the site (or this could be subcontracted).
- Evaluate the current process of how states are credited with Internet adoptions (i.e., 1/3 to each party involved). The goal is to increase the speed in which animals are moved into private care. If incentives exist to avoid using the internet adoption program, remove the incentives.
- Reimburse travel expenses/transportation expenses for those picking up horses (or provide subsidized contract haulers). (In essence, provide an incentive for those adopting online.)

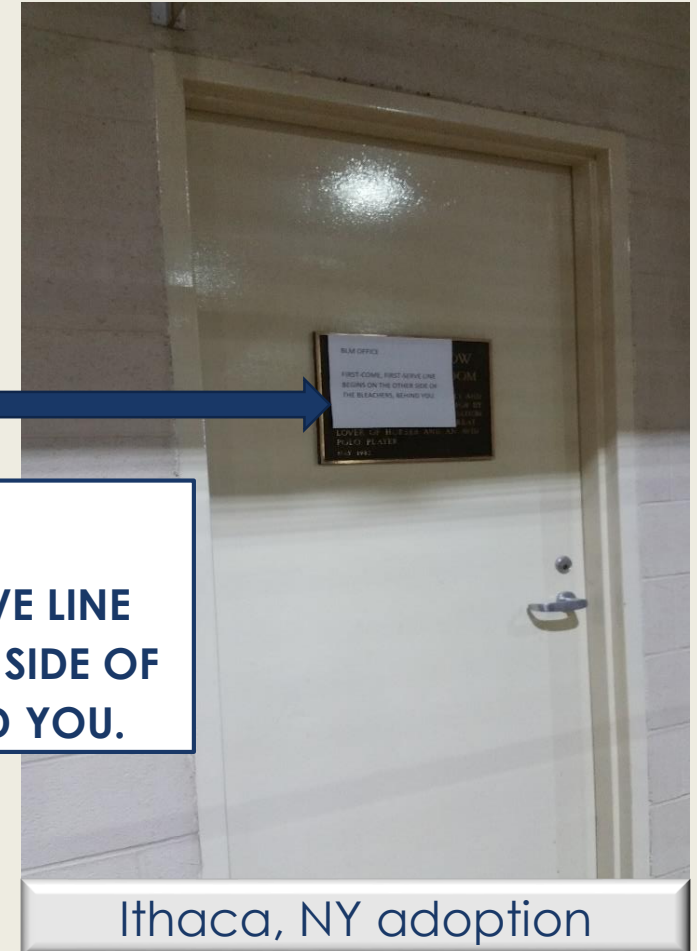
9 Customer Service

Fact

- No customer focus, or serving the public mentality, exists at satellite adoption events.
- The skills needed to create an acceptable customer experience do not exist within the teams handling the satellite adoption events.
- The number of animals adopted is not optimized because of this deficiency.

BLM Office

FIRST COME, FIRST SERVE LINE
BEGINS ON THE OTHER SIDE OF
THE BLEACHERS BEHIND YOU.



Ithaca, NY adoption

Create Adoption EVENTS

Subcontract for Event Management Services

Background

- The customer experience at satellite adoptions is **unacceptable**.
- The number of objectionable, but commonplace procedures significantly limits the number of animals adopted, word-of-mouth promotion, and repeat visits.
- The staff handles the animals well and the facilities are designed to house animals for a short period of time, but no effort is made to welcome the public, educate the public, problem solve, etc.
 - Many WH&B staff are uncomfortable talking to the public.
 - Some WH&B staff detract from the brand by being unprofessional (chewing tobacco while talking to the public, dressing unprofessionally, etc.).
- Events are two days, but do not offer two days worth of content. Nothing occurs at the adoption event other than:
 - Day one—view the animals in the pens
 - Day two—wait for the opportunity to complete the forms, load the animals, etc.
- (Note: these observations reflect BLM events and not EMM events or those at the correctional facilities.)

Goals

- To place the maximum number of animals into the private sector.
- To create adoption events worthy of the public attending.
- To optimize every touch point with the public.
- To support the American Mustang Brand.

Create Adoption EVENTS

Subcontract for Event Management Services

Implementation Strategy

- The WH&B program must take control of satellite adoption events and **NOT** allow states to host satellite adoptions unless they coordinate through the WH&B event coordinator.
- Starting now, for the upcoming events, a BLM staff member or sub-contractor needs to be onsite and focused on the customer experience. This person needs to be wearing a huge button that says, “adoption specialist.” This specialist should be empowered to “solve problems” that arise for potential adopters (i.e., transportation, fences, etc.).
- At a minimum, satellite adoption events need:
 - A greeter at the door (and signage to indicate the main door)
 - A brochure (flyer) describing the adoption process and schedule
 - Staff wearing appropriate clothing
 - All volunteers in clothing that distinguishes them from the staff
 - A BLM staff member at the BLM table explaining the adoption forms and making sure the potential adopter has transportation and meets all criteria
 - Tables for the public to use while completing the forms
 - Access to concessions or water
- In addition, the adoption event should provide for some level of education about the adoption process, compliance process, role of the WH&B program, etc.
- For the public who is interested in horses and has come to learn more about American Mustangs, some type of demonstration should be offered to stimulate word-of-mouth advertising, Facebook posts, a television station covering the event, etc.
- As quickly as possible, a process should be put in place in which states must submit a check list indicating that they have met the above criteria when they “order” the animals to be shipped.

Set Goals for Satellite Adoptions

Fact

- The cost per horse adopted at a satellite adoption ranges by state. Some multi-day events result in less than 10 animals adopted. States need to be accountable for their budget.



Set Goals for Satellite Adoptions

Require States to Set Goals for Adoption Events

Background

- Currently, adoptions are not evaluated based on their success levels, cost per animal adopted, number of citizens involved, etc.
- This leads to complacency since no accountability exists.
- Field personnel are relatively autonomous which is inconsistent with a national program.

Goals

- To create an environment that rewards innovation and effort.
- To encourage BLM staff to welcome and work with partners (i.e., MHF).
- To redefine a satellite adoption so it is an event that not only moves animals into private placement at that event, but sets the foundation for future adoption events.

Implementation Strategy

- Require an analysis so satellite adoption events can be compared to other options.

11 Become a Data Driven Program

Fact

-  The BLM is not using data to understand the adoption program and develop programs.



Become a Data Driven Program

Create Sources of Valuable Marketing Information

Background

- An essential part of this research contract is to collect primary data to help understand the target market and develop strategies to increase the number of animals placed into private care. Data were also to be collected and used to estimate future demand.
 - In January 2016, GLM began submitting forms for OMB clearance to conduct the two studies required in the statement of work:
 - 1) Visitor information card
 - 2) Visitor questionnaire
 - **At this point in time (August 2016) neither request as been reviewed.** (The request for a visitor questionnaire was dropped in hopes of getting at least one project approved).
- The reasons for the delay are irrelevant. The outcome is that no data exist to profile who is attending events, who is adopting, reasons for attending and not adopting, etc. Furthermore, no data exist to help determine which aspects of the marketing and advertising budget are effective.
- Contact information for adopters exists, yet no research can be conducted with them. Therefore, no profile exists of who is adopting animals through the BLM, who would like to adopt more animals, adopter experiences, adopter suggestions on how to improve the program, etc.
- It is unacceptable to be tasked with marketing a product in which supply significantly exceeds demand, but have no data to create marketing plans.
- State leads do not provide (and are not required to provide) formal feedback about adoption events to the WH&B marketing team. This is unacceptable because it leads to allocating funds with no substantiation of how the funds are used or the effectiveness of the expenditures.

Become a Data Driven Program

Create Sources of Valuable Marketing Information



Goals

- To develop partners that can collect information and support the efforts of the BLM to use data to drive marketing and program development initiatives.
- To allocate promotional dollars and efforts to activities that generate attendance at events.
- To identify the target market so strategic marketing initiatives can be directed to those with the greatest likelihood to adopt or buy an American Mustang.
- **To require summary reports from adoption events to be submitted at the conclusion of adoption events. (Note that this is not a suggestion. It should be required and those who do not comply should not be given marketing dollars or access to BLM horses.)**

Become a Data Driven Program

Create Sources of Valuable Marketing Information

Implementation Strategy

- Use the newly developed AMCC (through the MHF) to collect information at events. The data will be owned by the MHF.
- Require the MHF to partner with the advertising agency to share data and develop marketing plans.
- Create a form that is required to be completed at the conclusion of each adoption event.
 - How marketing dollars were spent (specifically)
 - How many attended
 - How many adoption applications were received
 - How many adopted
 - Why a person did not complete a form and not adopt
 - Etc.
- Enter all data in a database to be used to develop marketing strategies.
- The site selection application (referred to in a different recommendation) will accompany this and help complete the story.

12 Site Selection

Fact

-  Adoption sites are selected for reasons that may not align with the WH&B program goals.

Prepare Site Selection Criteria

Create a Site Selection and Approval Process

Background

- The locations selected for satellite adoptions are chosen by the local field personnel.
- No formalized site selection criteria exist.
- A successful 3-day adoption (11 horses; 8 burros) was held on the Nevada County Fair grounds. The program manager attributed the success to several factors, but details do not exist:
 - Advertising the week before the adoption
 - Support from a local television station
 - Good use of social media
 - Being situated near a metro center but livestock friendly area
 - Active TIP trainers and EMM winners promoting the animals (**ambassadors**)
- The number of factors that need to align for success is substantial and requires a commitment to promoting the event.
- Another event in Edinburgh, IN resulted in 4 animals adopted outright (the rest were pickups) and of the 39 animals, 28 were returned. This is clearly unacceptable, but no information on why it did not work is available.

Prepare Site Selection Criteria

Create a Site Selection and Approval Process

Goals

- To ensure that adoption events are located in venues that meet all of the objectives of a satellite adoption:
 - Reaching new audiences
 - Accommodating enough animals
 - Providing services for the public
 - Internet access (as needed for public relations events)
 - Convenient access to the highways and convenient parking
 - Etc.
- To effectively locate events to optimized TIP trainer locations, store fronts, and logistics.

Prepare Site Selection Criteria

Create a Site Selection and Approval Process

Implementation Strategy

- TIP trainers should be surveyed and asked to recommend satellite adoption sites.
- TIP trainers and others associated with the MHF need to be included in the promotion of the events.
- Prior marketing research studies have suggested eliminating satellite adoptions. GLM does not advocate reducing the number of locations available to the public. (Note that about 31% of the adoptions still occur at satellite adoption events per the adoption database.) The goal should be a more scientific approach in selecting satellite adoption locations. This does not mean secondary data analysis as much as an evaluation of specific opportunities related to the WH&B program (i.e., proximity to TIP trainers, store fronts, university equine programs, etc.).
- The Fleishman-Hillard report listed 27 potential sites. Many of these are still valid but may not be optimized for the relationships that exist within the MHF/BLM network.
- **Satellite adoption locations need to be selected a year in advance, vetted through an established approval process, then promoted to the local equine industry and TIP trainers.**
 - It may take some potential adopters a year to ready their property, network for services, etc.
- **Auction locations are needed in the eastern states (proven by the database analysis showing overall horse population in comparison to BLM horse population). However, potential adopters in the eastern states will require more advanced notification so they have time to learn about the program, consider adoption strategies, network with trainers, etc. (Obviously, not an impulse decision.)**
- **Major events should occur in May (based on the adoption database that May is the most popular month to adopt animals).**

13 Pre-Adoption Readiness

Fact

- The public needs more information about the adoption process before attending an event.
- The public needs more information about the horses to be shown before the event.

Understand the Adoption Process

Create a Ready Market

Background

- Advertising for satellite adoptions is not creating a ready market.
- Many WH&B staff members believe that adopting a wild horse is an “impulse” decision. This cannot be proven or refuted due to the lack of information available about adopters and how they made their adoption decision. However, common sense dictates that adopting a wild horse is not an action done on a whim. In addition to the requisite skills, the adopter needs transport, appropriate fences, etc.
- Those who want to adopt a horse need information about which horses will be shown prior to the event. Some are driving hundreds of miles and need to know if the trip will be worth their substantial investment. (The adoption fee is probably the smallest cost.)
- **An adopter at the Riverton event said he did not know what horses would be available, which is highly unusual for a auction. He felt the quality of the animals shown would have brought a significantly larger audience if more marketing of the animals occurred. He also said that the WH&B program should not rely on word-of-mouth because potential bidders do not want a large crowd (which generates more competitive bidding).**
- At every event GLM attended, nearly every attendee had not seen advertising in the community. They learned about the event from a friend related to the WH&B program, through the venue, or were checking online to find a convenient location.
- GLM visited equine supply shops in several cities hosting events. No signage appeared at any of the locations and local shop owners did not know about the event. (Some said they “used to get posters.”)
- A BLM staff member commented that she had heard nothing about the adoption event occurring in Ft. Collins and assumed she would have at least seen “something.” An Advisory Board member (Jen) had seen nothing about the Riverton event (and she is an integral member of the equine community.)
 - In essence, local advertising does not exist.

Understand the Adoption Process

Create a Ready Market

Goals

- To create a pool of **ready** adopters prior to the event.
- To create anticipation and interest in the horses prior to the event.
- To support the image of the American Mustang.

Implementation Strategy

- The adoption schedule needs to be prepared a year in advance. State offices that do not provide the date one year in advance should not be allowed to hold events.
- Once the event schedule is created, a marketing plan needs to be developed for each location. (Until a marketing agency is hired, a template needs to be created by the WH&B marketing team.) At a minimum, require the local site to:
 - Contact TIP trainers and create a database for ongoing communication.
 - Create a list of entities in the equine industry within a 60-mile radius and communicate with them seeking marketing support.
- Local organizations will choose to engage and help promote the event if they are given an opportunity.

14 Long-Term Partnerships

Fact

- The market for all horses is shrinking. The WH&B program needs to “take” its share.



Background

- Many adopters were exposed to Mustangs at an impressionable point in their life. Several years later they adopted.
- Several trainers at Riverton asked family to adopt the horse they trained or will adopt a wild horse.
- The PR value of training programs at correctional facilities is phenomenal.

Goals

- To increase interest in owning a Mustang by exposing Mustangs to potential adopters.

Implementation Strategy for Prison Program (example)

- Develop the “prison program” by:
 - Figuring out how to make it work/creating a model (i.e., **REMOVE THE BARRIERS**)
 - It works in enough locations that it can work and is too valuable to shrink.
 - Use existing programs to create them model.
 - A staff member/contractor should be dedicated to identifying every possible prison/women's facility/juvenile detention center, etc., that has the potential to be engaged with a training program at any level.
 - Use a service agreement if needed in the marketing research phase.
- Commit to a long-term investment with personnel and program dollars.
- Invite interested parties to Riverton to an event/meet and greet.
- **REPEAT** for other institutions (educational institutions, therapy programs, etc.)

Create Response Mechanisms

Fact

- Countless recommendations for minor “fixes” exist within BLM/WH&B/MHF constituencies.



Create Response Mechanisms

Create (Streamlined) Decision Making

Background

- Staff and MHF survey results produced numerous recommendations (i.e., support with emergency veterinary care, transportation, working with BLM staff, etc.).
- Many suggestions are minor changes that would have an immediate impact on increasing employee engagement and commitment.
- Most recommendations fit within the framework of this set of recommendations.

Goals

- To create a sense of urgency in the decision making process.
- To “outsource” (in the short run) all activities that cannot be handled by the staff/do not “fit” WH&B model/constraints.

Implementation Strategy

- GLM to provide staff and TIP feedback.
- GLM to hold webinar to review findings.

Fact

-  The simplest estimate says that the herd increases by about two animals every hour.



Become a Data Using Program

Share Information with the Staff

Background

- The BLM has startling data to indicate that the number of animals on public land far exceeds the number that can be absorbed by the public.
- These data are rarely shared with the public.

Goals

- To create an awareness that the BLM must make decisions and move quickly.
- To compete with the voice of the activists.

Implementation Strategy

- Build a strong PR component into the marketing plan.
- Consistently share information with MHF trainers and other partners so they understand the issues.
- Consistently share information with staff members so they value the role of the MHF.
- Consistently share information with staff members so they understand the urgency of moving animals into private care.

Comments

- The number of horses that need to be moved into private care exceeds the number that can be reasonably absorbed by the public. At some point, this sentiment needs to be shared so the public understands the challenges. Today, the only voice is that of the activists who challenge every strategy that BLM evaluates.
- If 67,000 animals live on public land today, and the herd doubles every four years, the simplest estimate indicates that 16,750 animals will be added to the herd this year. **That is about two animals per hour.**
- The estimated cost of \$50,000 per lifetime of a horse needs to be constantly shared with staff so they understand the value of each horse being put into private care.

End of Report

Other deliverables related to this contract are:

- Literature Review
- Demand Evaluation
- Staff Survey Results
- MHF Online Survey Report (courtesy of MHF)

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