

# **Breaking the Brand of Rhino Horn in Viet Nam**

## **The First 12 Months**

Lynn Johnson PhD

The document summarises the first 12 months of the Breaking the Brand project. This project was created to address the spiralling demand for rhino horn from Viet Nam, which is the primary driver of the current killing spree in Africa and Asia. Our sole focus is on demand reduction by targeting the primary users of genuine rhino horn in Viet Nam. We do not attempt to target the groups that are most likely using fake rhino horn. Similarly, our approach is not targeted as an awareness raising campaign or an education campaign. There are many other organisations doing awareness raising and education incredibly well. We are a team of volunteers based in Melbourne, Australia and auspiced by the Perth based SAVE African Rhino Foundation.

This work has been undertaken with the support of many individuals around the world who we will attempt to thank at the end of the document. However, before we go any further we must single out some individuals for a special mention.

With special thanks to:

**Nicholas Duncan, Founder of The SAVE African Rhino Foundation**

Together with

**An and Tuyen**

Without the support of these 3 people, we could not have achieved so much so quickly and we are extremely grateful to them for giving us access to their networks.

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## Executive Summary

The document summarises the first 12 months of the Breaking the Brand project. Our sole focus is on demand reduction by targeting the primary users of genuine rhino horn in Viet Nam.

We have achieved the following milestones in the first 12 months of operation:

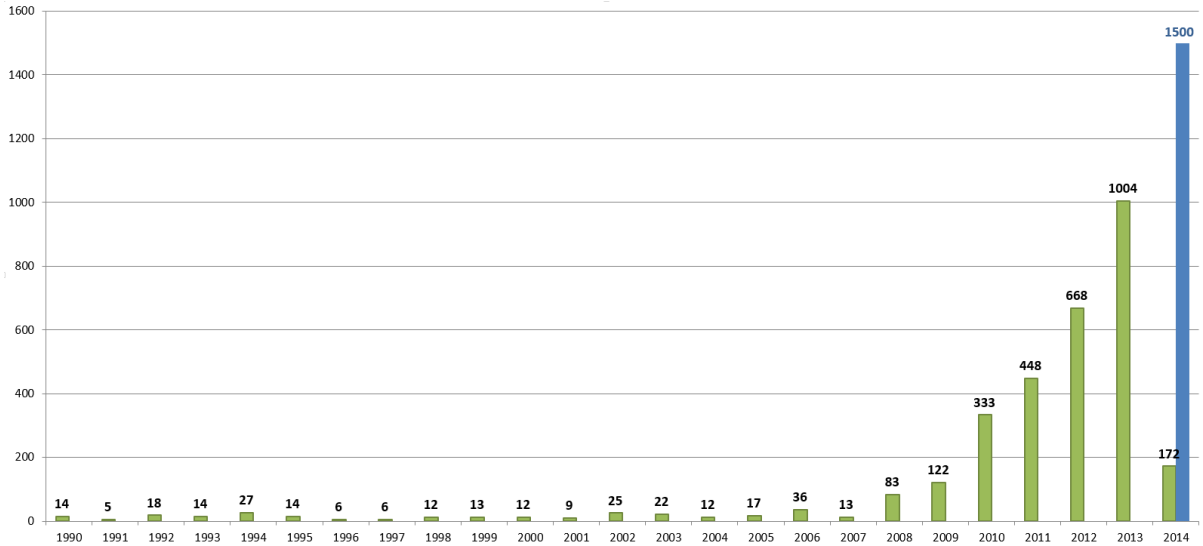
1. Established clear user profiles of the primary groups using genuine rhino horn in Viet Nam through telephone interviews with several users in Hanoi and Ho Chi Minh City and gained further insight through the support of individuals in the Vietnamese community in Melbourne.
2. Analysed and established the motivations to use rhino horn.
3. Analysed and established the motivations to stop using rhino horn.
4. Shared and cross-checked our analysis and findings with representatives of established conservation organisations – including TRAFFIC, FFI, The Rhino Rescue Project together with independent conservationists and zoologists.
5. Translated the motivations to use and stop using rhino horn into designs for adverts to directly target the two primary user groups.
6. Established a relationship with an international advertising agency (Grey Group) who are doing pro-bono work to help create behaviour-change adverts to target the primary users.
7. Completed the process of creating the first 5 adverts including photo shoot and translation into Vietnamese.
8. Selected target publications for the adverts and established relationship with media buying agency in Viet Nam.
9. Raised over USD\$ 20,000 via donations, two crowd-funding campaigns and fundraising events.
10. Established an internet presence by creating a website: [www.breakingthebrand.org](http://www.breakingthebrand.org) and a social media presence on Facebook, Twitter and Pinterest.
11. Built a strong relationship with the key people in the SAVE African Rhino Foundation.
12. Invited to present pilot campaign and the behaviour change model at annual Zoos and Aquarium Association Conference in Auckland in March 2014 to over 120 representative of zoos and aquariums worldwide.
13. In response to several requests, created workshop on the behaviour change model and methods used in creating the Breaking the Brand campaign to help other conservation organisations deliver effective and targeted behaviour change campaigns
14. Built relationships with conservancies, conservation groups and individuals committed to saving the rhino in South Africa, Kenya and Zimbabwe.
15. Started the process of gaining mainstream media exposure with the help of freelance writers, authors and other supporters together with recent commitment from MacGregor Public Relations to do media strategy and support pro-bono.

Our focus for the next 12 months is going to be on fundraising and increased media profile. We are aiming to raise USD\$250,000 to keep the adverts running in Viet Nam over at least a 6 months period. We are aiming to launch the pilot campaign as soon as we have raised USD\$30,000 and once we have secured market research support from TRAFFIC in Viet Nam to track the effectiveness of the ads. As a volunteer organisation, 100% of funds raised go towards the campaign.

## Defining the Problem in 2013/2014

The project was launched in February 2013 with the document 'Project Proposal - Breaking the Rhino Horn Brand in Vietnam' which was sent to several people working in the conservation space for comment and feedback.

Before going in to detail about the project outcomes to date, it is necessary to look at what has happened to rhino poaching rates since early 2013.



By the end of 2013, 1,004 rhino had been killed in South Africa alone, another 50% increase over the prior year. As a result of the exponential rise in poaching, awareness of the problem has reached a tipping point. Large funds have now been donated to protection, raising awareness, education and conservation. This has enabled many conservancies to run 24x7 armed guard protection for each and every one of their rhinos. As yet this increased focus and funding has not impacted the poaching rates significantly.

There has also been an increase in focus on the demand reduction side. Most current demand reduction campaigns fall under awareness raising and education campaigns. Whilst these are great for changing values and beliefs in the long term, they are unlikely to create the rapid behaviour change required given the critical situation. When considering the primary users of illegal and endangered wildlife products, three of the best campaigns developed that are likely to impact users and move beyond a general public awareness are:



Education for Nature Viet Nam - Killing tigers will not impress anyone - Video

This is a perfect example of a campaign to target users of the product. Peer pressure and rejection by your peer group for using illegal or endangered wildlife products is the best way to get a more rapid behaviour change.

<http://www.youtube.com/watch?v=AclmhJ6lhp0>

## 拒绝购买象牙制品 个人承诺信

为保护大象，由野生救援协会中国理事会长、全球理事黄怒波先生在企业界发起号召，联合三十六位著名企业家及学者签署了以下拒绝购买象牙制品承诺信：

近年来，研究表明非法象牙贸易导致的大象偷猎行为严重威胁大象生存。我了解到：

1. 据统计，每年大约有25,000头非洲大象因为象牙被猎杀；
2. 十年来大象数量比过去减少了62%；
3. 猎杀的大象偷猎给非洲很多国家的经济、旅游和国家安全等带来巨大的负面影响。

因此，我承诺：

1. 个人不购买和使用象牙制品，不将象牙制品作为礼品送人
2. 鼓励和劝告亲戚朋友和公司员工不购买象牙制品



谢星 著名文艺评论家

曹国伟 新浪董事长

李东升 TCL集团董事局主席

王均豪 均瑶集团董事长

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刘东华 正和岛创始人兼首席执行官

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张博超 著名经济学家



### WildAid Ivory Pledge

Similarly, a higher status group will influence the behaviour of people who aspire to this group and who currently purchase ivory products. This campaign was launched by WildAid in China recently and is a great way of supporting government efforts and curbing the ivory trade and demand.

<http://www.wildaid.org/news/china%E2%80%99s-top-business-leaders-say-no-ivory>



Humane Society International training with Hanoi Women's Association and business groups

[http://www.hsi.org/news/press\\_releases/2014/04/vietnam-business-and-womens-groups-receive-wildlife-training-040214.html](http://www.hsi.org/news/press_releases/2014/04/vietnam-business-and-womens-groups-receive-wildlife-training-040214.html)

The program aims to educate businesspeople in Viet Nam.

Whilst there have been tentative steps to influence demand, not all have been successful.

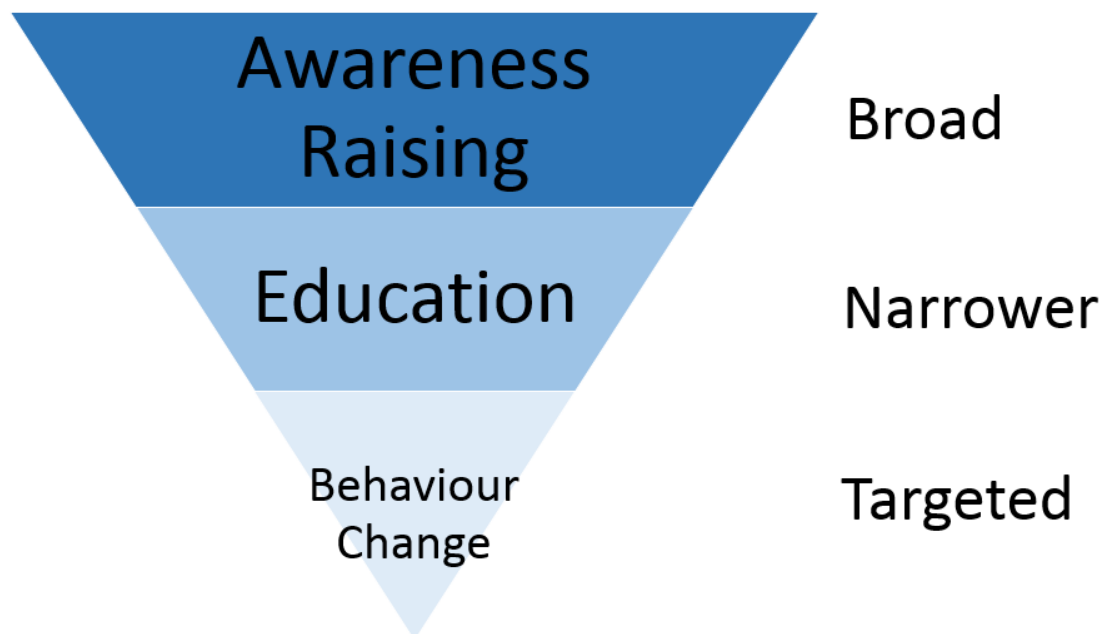
To understand what is likely to work in terms of demand reduction, we need to contrast the different approaches and analyse the consumption behaviour based on a suitable model.

## Behaviour Change vs. Education vs. Awareness Raising

One of the things that has become apparent is that there is a lot of confusion about what constitutes a behaviour change initiative, education initiative and awareness raising initiative when it comes to targeting the users of illegal wildlife products.

The current situation with rhino poaching means, in the first instance, that a rapid demand reduction strategy is required. When a campaign requires rapid results it must speak to the people causing the problem in a currency they will respond to. The campaigns designed must speak to each specific type of user and not focus on anyone else beyond that user.

Too many campaigns calling themselves behaviour change could be more accurately classed as education or awareness raising campaigns. These campaigns tend to highlight the problem of rhino poaching (often but not always assuming an affinity with the animal) or they focus on the fact that rhino horn has no efficacy in treating fevers, cancers, hangovers etc.



Targeted behaviour change campaigns are constructed on an entirely different premise – they focus on what the user is really purchasing. In the case of rhino horn our analysis has concluded that the users are purchasing status in the eyes of their peers and superiors.

Targeted behaviour change campaigns can quickly change the purchasing behaviour of the user at which the campaign is directed, especially if they utilise the proven trifecta of generating fear, uncertainty and doubt about for example the safety of the product being consumed.

However, this immediate impact is not sustainable without ongoing campaigns educating future potential users and maintaining awareness with the general public that this could easily become an issue once more.

We have two great historical examples of this approach where immediate behaviour changes occurred, but there has been some reversal of what was once achieved - the fur trade and HIV/AIDS campaigns.

For the behaviour change message to be effective with the actual user they need to elicit an immediate emotional response in the person; to do this they are generally controversial. A perfect example of this is the anti-fur campaign of the 1980s by Lynx (now Respect For Animals). These campaigns were accused of being sexist, which they are not. They simply target the people wearing fur coats and, in the main, they are women.

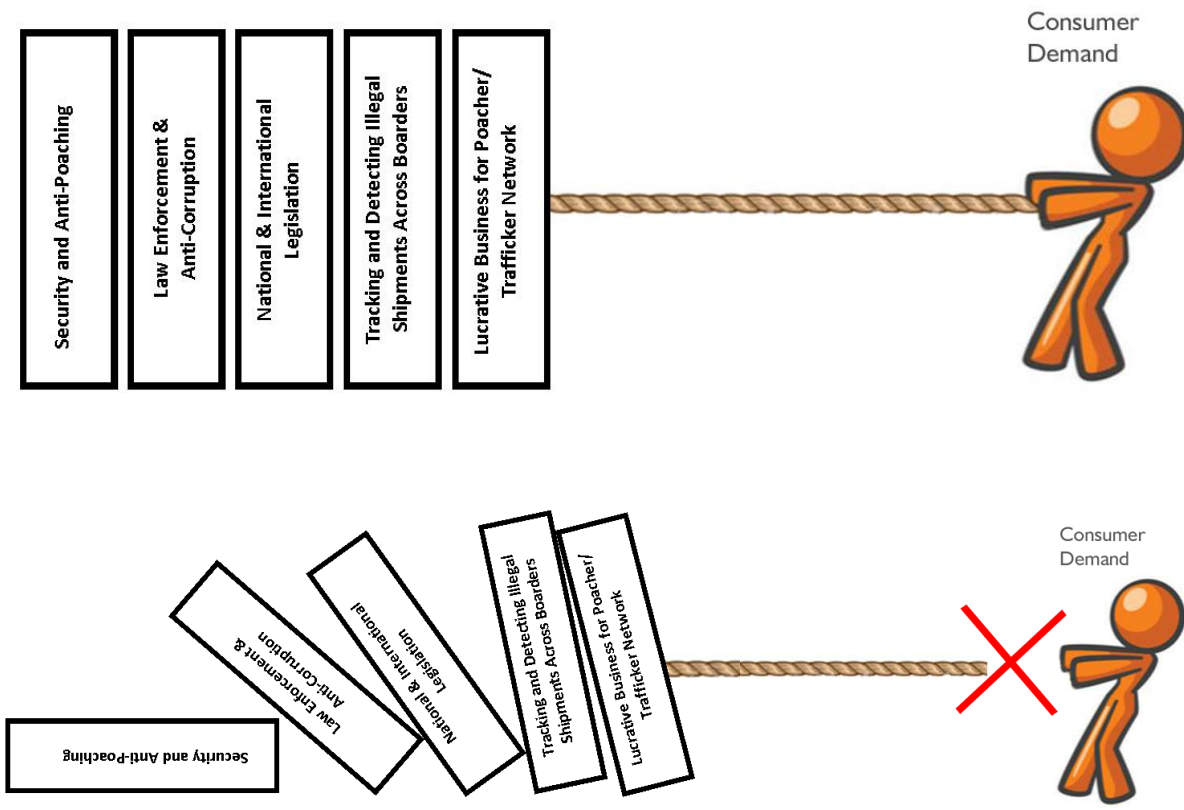
Initial advert 1980's



Recent advert



### Going After The Users Not Only The Poachers



The rhino horn supply chain is complex (Appendix A) and awash with money. This is unsurprising and mirrors other illegal wildlife products and illicit drugs. Any good that is of such high value on a per-gram basis will

attract a continuous stream of willing poachers, traders, middlemen and smugglers hoping to become rich or simply escape poverty for a few years.

It should therefore come as no surprise that law-enforcement, anti-poaching or anti-smuggling measures alone rarely work, even if they manage to apprehend significant players in the supply chain. Whilst millions of dollars are being spent on the ground in Africa on anti-poaching units, drones and even military interventions, they have not managed to dent the exponential rise in the poaching rate observed over the last 5 years. Given previous experience from the war on drugs it can be expected that the recent massive injection of funds will temporarily slow down poaching in 2014/2015 before the traders and smugglers can build up their poaching tactics to counter those measures.

Because the amounts of money being made are so high (a single rhino horn weighs 3-4 kg and can cost up to USD\$500,000 on the black market) it would be unreasonable to expect that the smugglers are quietly going to give in to high-tech anti-poaching measures such as drones and 24x7 armed patrols that have already been rolled out across many conservancies.

From our perspective, this spending needs to be augmented urgently with targeted demand-reduction measures that will address the exponential increase in demand coming out of Viet Nam. If demand can be reduced or even halted, the supply chain collapses instantly, as it relies on the end users being willing to pay ever-escalating prices.

We know from TRAFFIC and our own research that the rhino horn users constitute an ideal target group for a behaviour change campaign:

1. **Target Group Very Small:** number of primary users of genuine rhino horn only 5,000 - 10,000 high status males
2. **Concentrated in Tiny Area:** they live and work in Hanoi and Ho Chi Minh City
3. **Homogenous in Socio-Economic Composition:** newly wealthy Vietnamese businessmen and government officials, mostly men in their 40s and 50s
4. **Reachable Through Advertising:** the primary users can be reached through advertising in selected locations and publications
5. **Non-Addictive Product:** consumption of rhino horn does not cause addiction as in the case of illicit drugs
6. **Clear Reason for Consumption:** the primary reason to consume rhino horn is to attain and maintain status within the peer group; any alleged health benefits are a secondary consideration
7. **Only 2 potential factors to Stop Using Rhino Horn:**
  - 1) Impact on personal health/wellbeing – creating Fear/Uncertainty/Doubt campaign as pilot based on rhino horn being poisoned in Africa to deter poachers
  - 2) Impact on personal status – if the peer group or a higher status group were to reject rhino horn, the desired status gain would not eventuate and usage would decline

From a behaviour change perspective this situation is close to an ideal scenario. It mirrors the anti-fur trade campaigns of the 80s very closely, including the motivation to consume (status gain). We know from the anti-fur ads that they were successful in reaching the target group and changing the behaviour, so we know that similar results are achievable for rhino horn. Obviously, the target group is quite different in our case and the advertising needs to take those differences into account.

## Behaviour Change Model and Campaign Design

As individuals we are not fixed in our nature, we evolve and adapt due to different life circumstances and are able to deal with greater intellectual and emotional complexity. Spiral Dynamics is one of the models used to describe this evolution. This model is the most applicable to the situation involving the users of rhino horn, as it is sensitive to both the reason to consume (status) and the underlying cultural drivers. It can further describe why the demand has exploded in response to recent economic growth.

According to developers of Spiral Dynamics, Graves, Beck and Cowan, our core values progress and regress over time depending upon the life circumstances we find ourselves in. The research undertaken over many years has uncovered that this model works on the individual level and also on the level of a group or even whole societies; it also established that this model is independent of culture, which led them to believe that it is associated with the 'deep structure' of our consciousness.

### Spiral Dynamics Levels

<b>Turquoise</b>	<b>Holistic</b>	Collective individualism; Cosmic Spirituality; Earth Changes
<b>Yellow</b>	<b>Integral</b>	Natural Systems; Self-principle; Multiple Realities; Knowledge
<b>Green</b>	<b>Consensus</b>	Egalitarian; Feelings; Sharing; Caring; Community
<b>Orange</b>	<b>Strategic</b>	Materialistic; Consumerism; Success; Image; Status; Growth; Winners and Losers
<b>Blue</b>	<b>Authority</b>	Meaning; Discipline; Traditions; Morality; Rules; Live for Later, Saints and Sinners
<b>Red</b>	<b>Egocentric</b>	Gratification; Glitz; Conquest; Action; Impulsive; Lives for Now, Heroes and Victims
<b>Purple</b>	<b>Animistic</b>	Rites; Rituals; Taboos; Superstitions; Tribes; Folk Ways and Lore
<b>Beige</b>	<b>Instinctive</b>	Food; Water; Procreation; Warmth; Protection; Stay Alive

The diagram shows different value levels. Each colour corresponds to a values level. The diagram should be interpreted as 'transcend and include', meaning that as a person gains access to the next level, they don't lose access to the values of the previous levels.

Within the model, individuals (and cultures) do not fall clearly in any single category (colour). Each person embodies a mixture of the value patterns. At the same time it is useful for a person to understand the highest level of values development that they have reached.

In Australia, for instance, it is estimated that about 50% of society has evolved primarily in to orange, 25% primarily in to green and 20% primarily in to blue. Similarly it is estimated that approximately 1% of the world's population is sitting primarily in yellow and less than 0.1% is the percentage given for turquoise.



Spiral Dynamics is not a linear or hierarchical model; stages of progress and regression over time are dependent upon the life circumstances of the person. Attaining higher stages of development is not synonymous with attaining a 'better' or 'more correct' values system. All stages co-exist in both healthy and unhealthy states, whereby any stage of development can lead to undesirable outcomes

## Application of Spiral Dynamics to Conservation

From the above descriptions of the values levels we see that conservation is firmly rooted in green. The conservation movement coincided with the large-scale emergence of the green values level in the 1960s. Yet at the same time the dominant move in values at the global scale today is from blue to orange, not from orange to green. The big transitions in countries like China, India and Viet Nam are all from BLUE (Confucian/Communism or caste system) to ORANGE (capitalism). This needs to be taken into account when addressing conservation and illegal wildlife trade issues in those countries.

The basic emotion the conservation movement aims to elicit is empathy. This explains why most campaigns use animals because an empathetic response is anticipated. Yet the orange and blue value systems place humans above all other species on the planet. This is reflected clearly in charitable giving in OECD countries, with over 90% of funds donated going to human causes.

What works in each values system for conservation:

Blue	<p>Law enforcement measures and appropriate penalties (jail terms)</p> <p>Link to religious or national identity (e.g. panda in China)</p> <p>Linking charity with human causes to animals (e.g. prison inmates working with dogs to ensure they are suitable for adoption)</p>
Orange	<p>Market mechanisms to profit from conservation (e.g. eco-tourism)</p> <p>Regulation with market choice (e.g. FSC for timber)</p> <p>Undermining business licence to operate</p> <p>Undermining an individual's status in business/society (lynx anti-fur campaign)</p>
Green	<p>Appeal to empathy with the animal</p> <p>Appeal to ecological sensitivity and 'one earth' spirit</p> <p>Appeal to harmony with the group and 'animal we relate to'</p>

Breaking The Brand was informed by this model when creating our pilot rhino campaign.

### Rhino Horn Users

- Rhino Horn Customers  
Status Conscious = **ORANGE**
- Society in Viet Nam is in transition Confucian/Communist (**BLUE**) to Unregulated Capitalist (**ORANGE+RED**)
- Still different from Western **ORANGE**:
  - Male dominated
  - Peer Group oriented, not purely individualistic can't lose face by standing against group
  - **GREEN** fledgling
  - No cultural affinity with animals
- Result:
  - Conservation messages are ignored if they are **GREEN**
  - Law Enforcement messages are ignored, regressed from **BLUE** to **RED**
  - Can't go via wives/children – ignored
  - Influencers - They follow the likes of: Bill Gates, Warren Buffet, Richard Branson Bill Clinton (No women, no Asian men)



### Conservation Movement

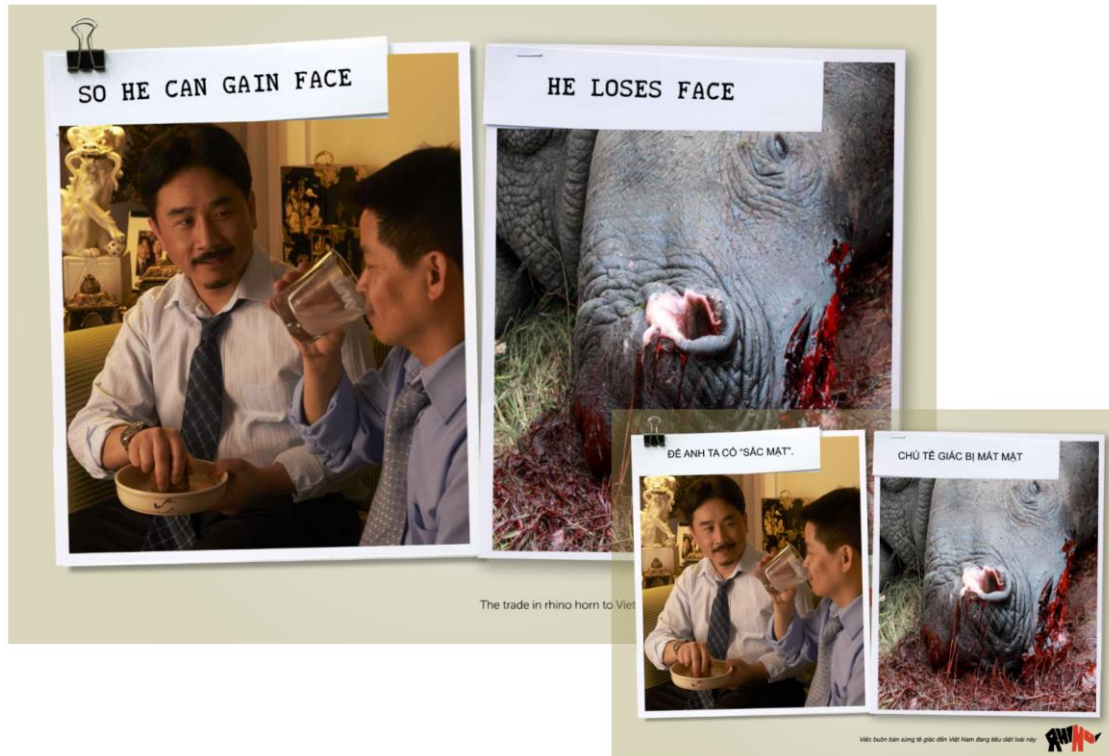
- Based on **GREEN** values system (Empathy, Egalitarian, Caring)
- Support base is **GREEN**
- Donors are **GREEN**
- Donations are based on **GREEN** values
- Hence:
  - Focus is on empathy with the animal
  - Can't relate to motivation of users (**ORANGE**) or poachers (**RED**)
  - Not prepared to single out the primary users for fear of being seen as racist etc
  - Not prepared to engage in strategies that may alienate (cause discomfort in) the support and donor base. Political Correctness emerged with **GREEN**
- Result:
  - Money spent on strategies that don't impact or change the **user**



## Pilot Campaign Adverts and Target Locations

Based on the understanding of the two primary user groups of genuine rhino horn (Appendix B) we developed an initial set of 5 ads in conjunction with the international advertising agency, Grey Group.

### Businessman Advert 1



### Aim of Businessman Advert 1:

- Tarnish the act of giving rhino horn by making the giver and the act look desperate and needy.
- Tarnish the prestige of the person giving rhino horn.
- Target international companies in Viet Nam operating in Viet Nam who would worry about their reputation if local employees are caught receiving rhino in business negotiations.
- Test if there is any level of empathy for the rhino from this user group.

### Locations for advert to be published:

- Light boxes in Hanoi Airport and Ho Chi Minh City Airport. The focus is either in or visible to the business lounge in domestic and international terminals; in-flight magazines.
- Business and news magazines, both print and online.

## Businessman Advert 2

RHINO HORN CAN POISON A BUSINESS RELATIONSHIP.

MORE AND MORE RHINO HORN IS BEING INJECTED WITH POISONOUS TOXINS TO STOP THE ILLEGAL TRADE AND PROTECT RHINOCEROSSES FROM EXTINCTION.

IT IS QUITE POSSIBLE THAT THE RHINO HORN YOU GIVE TO A POTENTIAL BUSINESS PARTNER WILL GIVE THEM SEVERE NAUSEA AND DIARRHOEA.

IT IS NOT WORTH RUINING A RELATIONSHIP WITH POISONOUS RHINO HORN.

SỪNG TÊ GIÁC CÓ THỂ ĐAU ĐỘC MỌI QUAN HỆ KINH DOANH

Ngày càng có nhiều sừng tê giác đang được tiêm các chất độc để ngăn chặn việc buôn bán trái phép và bảo vệ loài tê giác khỏi sự tuyệt chủng.

Có khả năng sừng tê giác mà bạn tiêu thụ cho đối tác kinh doanh tiềm năng sẽ khiến họ bị nôn và tiêu chảy trầm trọng. Không đáng để làm hỏng một mối quan hệ bằng sừng tê giác bị nhiễm độc.

The trade in rhino horn

Việc buôn bán sừng tê giác ở Việt Nam đang thu hút rất nhiều

### Aim of Businessman Advert 2:

- Instil fear and doubt about the possible risk to personal health.
- Instil doubt around the risk to important business relationships.
- Raise public awareness of the rhino horn poisoning strategy for stopping rhino poaching.
- Undermine trust in the product (rhino horn).
- Undermine trust in the supply chain.  
This is a really important point as several users of rhino horn we spoke to stated "I trust my South African supply chain."

### Locations for advert to be published:

- Light boxes in Hanoi Airport and Ho Chi Minh City Airport. The focus is either in or visible to the business lounge in domestic and international terminals; in-flight magazines.
- Business and news magazines, both print and online.

## Mother and Child Advert 1



### Aim of Mother and Child Advert 1:

- Capture the attention of people who genuinely believe rhino horn is a medication suitable for children (and sick adults).
- Given the advert is not gory it can be used with children and in schools to help education.
- Test empathy for the rhino from this user group.

### Locations for advert to be published:

- Billboards/light boxes in up market shopping areas where these women shop and where traditional medicine practitioners are located.
- Women's magazines and Health/Wellbeing Magazines.
- Small presence in international airport terminals to target Vietnamese expats who buy when visiting family.

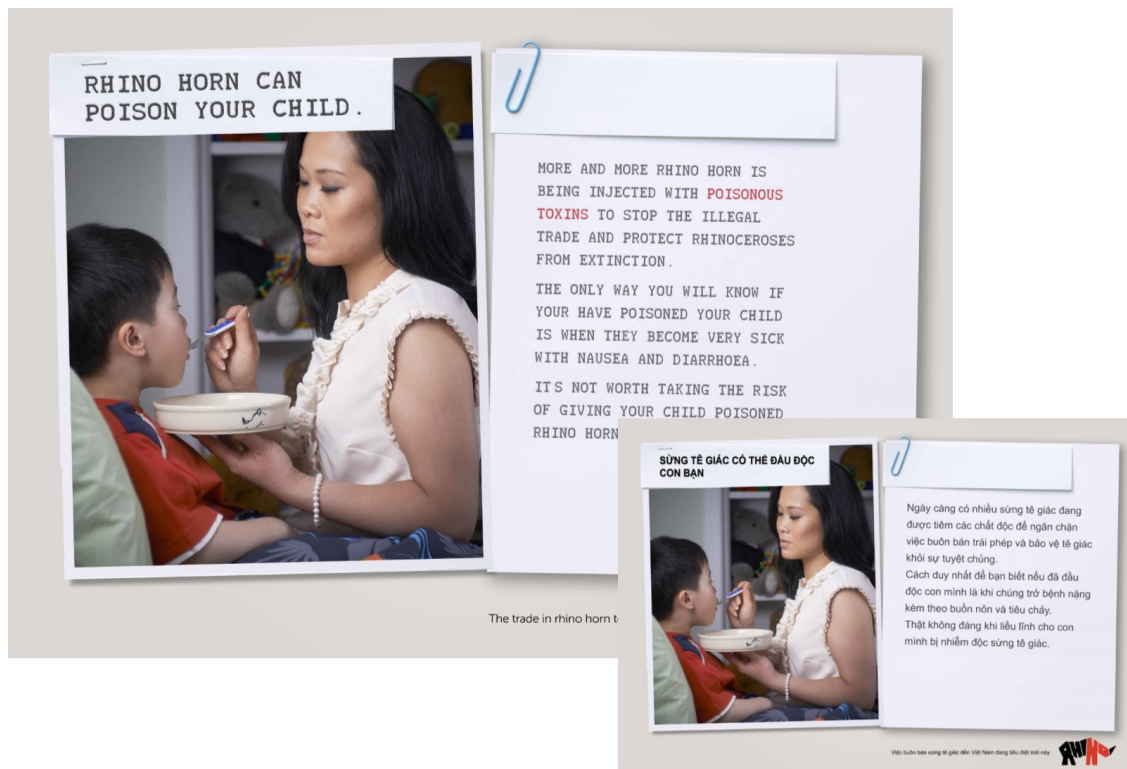
### Comment:

Of all 5 adverts this has generated most comment. This is because we use the statement 'To *Medicate* Her Child' as a couple of people have been concerned that it implies rhino horn is a legitimate health product - which it is not. With this advert we want to capture the attention of users who do consider rhino horn a medication/supplement; and to get the attention of these users we have been advised not to directly challenge a cultural belief. So if one person's 'cultural belief' is another person's 'myth', namely 'rhino horns link to any medical value' how do you debunk a myth?

When you look at psychological research into misinformation, it states that you don't have to avoid mentioning the myth altogether.

In the first instance you can activate it in people's minds before they can label it as wrong or unhelpful. Then you need to replace the myth with an alternate narrative. This is usually an explanation of why the myth is wrong or how it came about. We have chosen not to use the right/wrong argument. People have for years said that there is no medical evidence that rhino horn is useful in the treatment of illness and stated that the 'myth' is wrong. This argument hasn't worked to date. To wait for definitive evidence from medical research conducted in a way that the users of rhino horn would consider legitimate would take years.

## Mother and Child Advert 2



### Aim of Mother and Child Advert 2:

- Instil fear and doubt about the possible risk to the child's health
- Raise public awareness of the rhino horn poisoning strategy for stopping rhino poaching
- Undermine trust in the product
- Undermine trust in the supply chain.
- Highlight giving poisoned rhino horn to any sick family member (including aging parent) could be detrimental to recovery.

### Locations for advert to be published:

- Billboards/light boxes in up market shopping areas where these women shop and where traditional medicine practitioners are located.
- Women's magazines and Health/Wellbeing Magazines.
- Small presence in international airport terminals to target Vietnamese expats who buy when visiting family.

## Mother and Child Advert 3


**FIRST SHE  
KILLED A MOTHER**




**THEN SHE  
POISONED HER SON**



**TRƯỚC TIÊN CÔ ẤY GIẾT CHẾT  
MỘT NGƯỜI MẸ.**



**SAU ĐÓ CÔ ẤY LẠI ĐAU ĐỘC  
CON TRAI MÌNH.**



It's quite possible that the rhino horn you give to your sick child will poison him.

In both Africa and Asia they are serious about protecting rhinoceroses from extinction. So the horns are being injected with toxins such as organophosphates while on the live animal.

The poachers know this. If they illegally kill the animals and sell the horns to dealers in Viet Nam, they know they will poison anybody who consumes it.

The only way you will know if you have poisoned your child with rhino horn is when they become very sick with nausea and diarrhoea. These toxins can also have long-term effects on the central nervous system and on brain development.

Why take the risk of giving your child poisoned rhino horn?

The trade in rhino horn to Viet Nam is wiping out a species.


Sừng tê giác mà bạn bôi bô cho đứa con bị bệnh có khả năng sẽ đầu độc cậu ấy.

Ở châu Phi và châu Á, tê giác đang được bảo vệ một cách nghiêm ngặt khỏi sự tuyệt chủng. Vì vậy, sừng của chúng được tiêm chất độc như thuốc trừ sâu (organophosphates) ngay khi chúng còn sống.

Các tay săn trộm biết điều này, nhưng họ vẫn giết chúng một cách bất hợp pháp và bán sừng cho các đại lý ở Việt Nam. Họ không màng đến chuyện người tiêu thụ sẽ bị đầu độc.

Cách duy nhất bạn sẽ biết nếu bạn đã đầu độc con mình bằng sừng tê giác là khi chúng trở bệnh nặng kèm theo buồn nôn và tiêu chảy. Những độc tố này cũng có thể có ảnh hưởng lâu dài trên hệ thống thần kinh trung ương và sự phát triển của não bộ.

Tại sao lại liều lĩnh để cho con bạn bị nhiễm độc sừng tê giác?

Việc buôn bán sừng tê giác đến Việt Nam đang tiêu diệt loài này 

Aim of Mother and Child Advert 3:

- As Mother and Child Advert 2 +
- Tell more of the story of rhino horn poisoning.
- Highlight the potential consequences of using an illegal and potentially unsafe product obtained by dubious means.
- Instil fear that the consequences of using poisoned rhino horn may not be instant but could have long term impact on brain development etc.

Locations for advert to be published:

- As Mother and Child Adverts 1 & 2

Our goal is to run these adverts in the locations outlined above for at least 30 weeks over 2014/15. To do this we would need to raise USD\$250,000.

We can launch the pilot campaign as soon as we have raised USD\$30,000. As a volunteer organisation, 100% of funds raised go towards the campaign. Based on recommendations from Grey Group Viet Nam, the initial publications targeted to give the best ROI for this level of funding are:

Publication 1	Publication 2	Publication 3	Publication 4	Publication 5
				
Title: Saigon Business Weekend Target: Businessmen Circ: 30,000 Issued: Weekly	Title: Investment Bridge Target: Businessmen Circ: 65,000 Issued: Weekly	Title: Heritage Target: Businessmen & Viet Nam Airlines Circ: 175,000 Issued: Monthly	Title: Shopping & Family Target: Best selling women's magazine Circ: 100,000 Issued: Weekly	Title: Capital Security Target: All, skewed to male Circ: 75,000 Issued: Daily

In addition, we are raising funds to run the adverts in Vietnamese expat communities in Australia, Canada and the USA. Research in these communities has found anecdotal evidence that rhino horn is still being used primarily as a health supplement for children. Rhino horn is brought back from travel to Viet Nam when people travel there for family visits and holidays.



To ensure that the campaign remains fresh and people remain engaged with it we have further campaign designs in the pipeline. In addition to the current user groups targeted (businessmen and affluent mothers) we will also create adverts to target:

- People living with an illness who are using rhino horn
- People with aging parents who request that their wealthy children buy rhino horn for them.

We are also developing a new suite of adverts targeting the primary user group (businessmen) which does not contain any rhino images and directly challenges the perceived status gain from consuming rhino horn.

Finally, we are developing a separate campaign to target Vietnamese business students (and alumni) studying at international universities in the US, UK, Canada and Australia.

## Publicity

This section summarises what we have been able to achieve in terms of publicity over the first 12 months.

### Website/Blog

We have created a website at [www.breakingthebrand.org](http://www.breakingthebrand.org) which details the problem and the campaign. It also showcases all the media coverage we have received and links to all our social media platforms. We launched a blog on the site in January 2014 and have posted 7 lengthy blog entries to date. The website has about 1,000 unique visitors each month.

### Speak Out Campaign

We launched the Speak Out for Rhinos campaign in late 2013: <http://breakingthebrand.org/take-action/speak-out/> We provide sample letters in both English and Vietnamese that visitors to our website or Facebook page can download, sign and send to their local Vietnamese Embassy. The sample letters have been downloaded more than 650 times to date and 52 people have posted a selfie of themselves mailing the letter on our Facebook and Pinterest pages. You can see them all at: <http://www.pinterest.com/niasfriends/speak-out-for-rhinos-selfies/> We plan to grow this campaign throughout 2014/15 and launch a Celebrity Speak Out for Rhinos Letter.

### Social Media

We created a Facebook page for Nia's Friends in August 2013. Through regular postings we have been able to get over 500 Likes in the first 9 months of running the page. The page also provokes conversation through comments being posted.

In addition we have set up a Twitter account and a Pinterest page. Twitter is evolving slowly, we have only just passed the 50 follower mark. Twitter will be a focus for the next 12 months, as it is a good tool for building relationships to gain celebrity support with the aim of leading to larger donations. Pinterest is mainly used to showcase our Speak Out campaign and the pilot adverts.

### Media Coverage

Since March 2014 we have actively courted media outlets to get more mainstream media coverage for Breaking the Brand. This strategy paid off recently, with coverage in The Guardian, The Daily Telegraph, 3AW Radio Melbourne and The Dodo. Links to all media are provided at: <http://breakingthebrand.org/media/>

### Talks

I was invited to submit a talk to the Zoo and Aquarium Association (ZAA) Annual Conference March 2014. The conference was hosted by Auckland Zoo and we really appreciated the opportunity to present our campaign and the behaviour change model behind it. The talk has generated a lot of interest and we have been approached by other Zoos about educating them on the behaviour change model and how to use it in the conservation space. A copy of the slides can be found at: <http://breakingthebrand.org/wp-content/uploads/2014/04/ZAA-Talk-v2.pdf>

### Behaviour Change Workshops for Conservation

As a result of the presentation at the ZAA Conference we have been asked to run behaviour change workshops for a number of Zoos and conservation organisations. These will be delivered as either on a quid-pro-quo basis or as paid engagements, with all funds going to the campaign.



## PR Agency

We have recently been introduced to a PR agency, MacGregor Public Relations, who have offered to assist Breaking the Brand to gain more mainstream media exposure and design a PR/Communication strategy for the project. This work will be carried out on a pro-bono basis.

This support is vital given the large number of charities, community organisations and individuals who are active in the rhino conservation space. In the main these activities solely focus on the poaching, conservation and protection end of the supply chain and, as a result, we have found it is very hard to be heard when talking about the demand side. Understandably, poaching creates a very strong emotions – anger, sadness – in people who care about rhinos and endangered African wildlife. Our approach is very rational and cannot compete in terms of engaging the conservation minded audience.

## Fundraising

Breaking The Brand is run by a team of volunteers: <http://breakingthebrand.org/about-us/> and, as a result 100% of the donations go directly to creating and publishing the campaign.



Our fundraising efforts have ramped up since completing the suite of 5 adverts for the pilot campaign in December 2013. Once potential supporters could see the finalised adverts, rather than the concepts sketches, donations started to increase. Breaking The Brand has raised funds using several crowd-funding platforms including:

Pozible ([www.pozible.com/niabtb](http://www.pozible.com/niabtb)) and

Indiegogo (<http://igg.me/at/niabtb>).

Other donations have come via <http://www.givenow.com.au/savefoundationniasfriends>, or via The SAVE African Rhino Foundation. Members of The SAVE African Rhino Foundation must be acknowledged for their support. Additional donations have also come via fundraising lunches and the sale of 'Rhino Force' bracelets.

As a result we have raised over of USD\$20,000 in the last 6 months. We believe that given we are a new project, that is not currently well known, this has been a successful start to the fundraising effort. At the same time, we are aware that we require in the vicinity of USD\$250,000 to fund a full-scale advertising campaign in Viet Nam in 2014/15. We have not yet been able to attract a number of larger donors. Similarly, we are also aware that our approach will largely preclude funding from foundations and philanthropic trusts, as it may be seen as too controversial for many.

By focussing on our media profile we aim to raise awareness of the campaign. Similarly, as we move into our second year our reputation and credibility is growing in the conservation space and beyond. As a result we believe we will have a better chance of approaching wealthy philanthropists and donors who will see the value in our approach. We are searching for donors who can see the benefit of the Breaking The Brand project and its ability to complement the anti-poaching and conservation measures that already attract tens of millions in funding.

## Next Steps

Our aim for the next 12 months is to run the advertising campaign in Hanoi and Ho Chi Minh City for a minimum of 30 weeks; and to evaluate the impact of the campaign using market research. This means the Breaking The Brand team will have to raise in the region of USD \$250,000 to be able to target all the locations outlined previously in the document. Given that crowdfunding cannot achieve the sorts of amounts needed, we intend to pursue more traditional avenues of fundraising such as events, targeting wealthy donors and enlisting celebrity support.

In the first instance our aim is to increase our profile in the mainstream media and to continue to build our social media reach. We will focus on Facebook and especially Twitter to reach celebrities who may become supporters for our campaign.

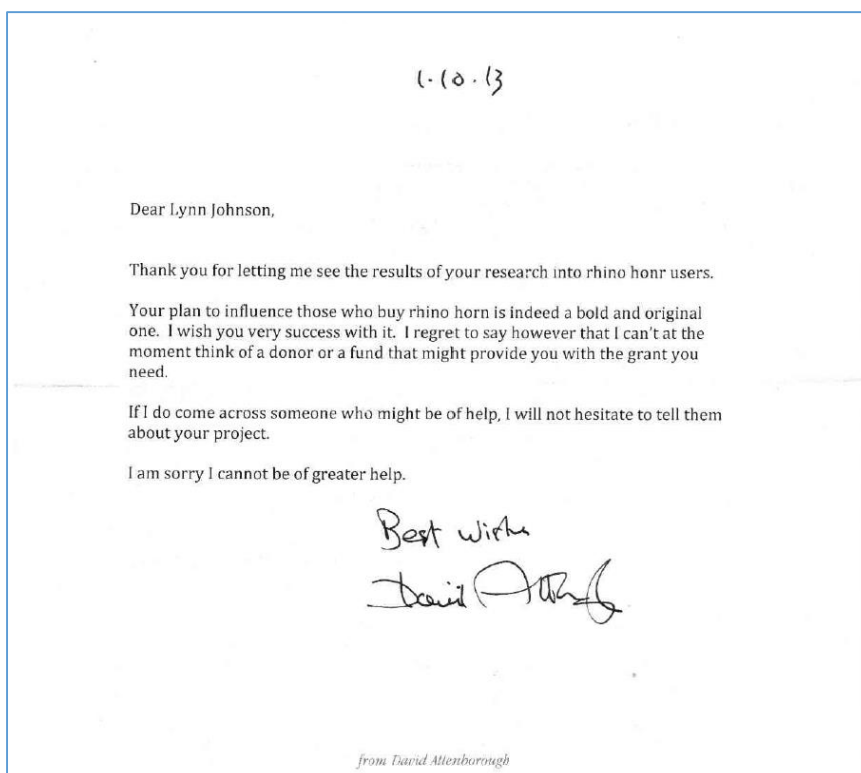
Furthermore, we will continue to build our relationships with Zoos, conservation organisations and conservancies in Africa; we would like the opportunity to work more collaboratively with such organisations.

As we have demonstrated to-date we are open to sharing our learning, the behaviour change models we use and our ideas for targeting the users of rhino horn. We will continue to share our insights and ideas.

There is a further need to broaden our relationships with Vietnamese organisations and supporters in Hanoi, Ho Chi Minh City and beyond. It is important to us to work collaboratively with agencies and people on the ground in Viet Nam. We would appreciate their support and insights in assessing the impact of the campaign as it is rolled out. In addition, our team will continue to build relationships with Vietnamese expat communities in Australia and establish a dialogue with Vietnamese MBA students.

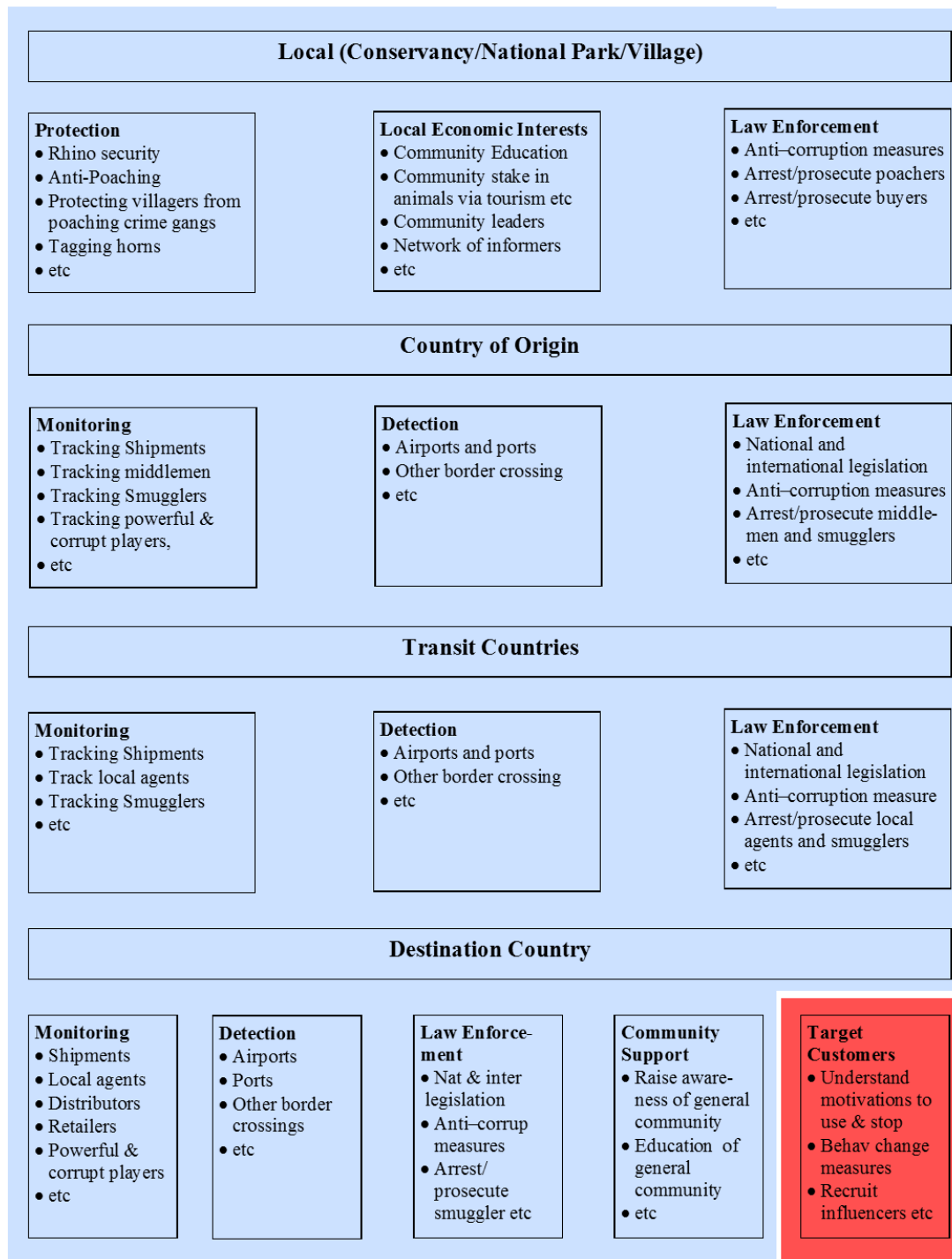
In order to conduct a formal evaluation of our campaign we will approach a number of Australian Universities to explore the possibility of a student designing a process to measure the impact and success of the campaign and conduct the necessary research.

To end this report, we want to share a letter from David Attenborough which we received in response to introducing our project to him and which provided a great boost to our spirits and resolve to continue our contribution to the effort of saving rhinos from extinction in the wild:



## Appendix A – The Complexity of the Problem

### Complexity: The Protection—Supply—Demand Chain



The *Breaking The Brand* project focus in this protection-supply-demand chain is the section highlighted in red.

## Appendix B – Primary Users

### Primary User 1



Only 2 motivators to stop using:

- Negative impact on personal status as a result of using/giving rhino horn.
- Negative impact on health from using rhino horn.

### Primary User 2



Primary motivator to stop using:

- Negative impact on family health from using rhino horn.

### High Status Businessmen

- Senior Businessmen/Finance Professionals/ Government Officials.
- Group values rarity and expense rather than perceived medical properties.
- Acquiring rare produce associated with money, power and skill.
- Rhino horn gift used to demonstrate respect and competence when negotiating deals.
- Gifts used to influence and obtain preferential treatment from those in positions of power.

### Affluent Mothers

- Believe in fever-reducing qualities of rhino horn - in line with use in Chinese /Vietnamese medicine.
- Keep small quantities at home in case child gets a high fever.
- Also buy for aging parents.
- Relatively recent trend.
- Unclear if using fake vs. genuine rhino horn.
- A group heavily influenced by social media.
- Small individual quantities but large group size.
- Interested and aspire to celebrity mothers.
- Again very status conscious and aspirational.

## Acknowledgments

What the Breaking The Brand project has achieved since its launch in February 2013 could not have been accomplished without the generous support of many individuals. They have offered their time to educate Breaking The Brand team members together with reviewing and giving feedback on our campaign ideas as they have evolved. Similarly, they have donated their services and intellectual property to the campaign. They have shared their research and they have bridged us in to their substantial networks. It is impossible to thank them enough for their interest, encouragement and support.

Special thanks goes to:

Nicholas Duncan, founder of The SAVE African Rhino Foundation based in Perth, Australia. Nicholas has been working to save the rhino for over 25 years and he generously shared the knowledge he has built over this time and the contacts he has made around the world. The SAVE African Rhino foundation also auspices the Breaking The Brand project to support our fundraising effort. <http://www.savefoundation.org.au/newsite/>

The committee, sub-committee and members of The SAVE African Rhino Foundation.

To An and Tuyen for bridging us in to the Vietnamese community in Australia and networks in Viet Nam.

Randal Glennon, Nigel Dawson and Peter Becker of Grey Group Australia who have created the pilot campaign adverts, our 'RhiNo' logo; and offered their time and expertise to the campaign in the future. This is all been done pro bono.

The Breaking The Brand volunteers, their family and friends for the commitment and the hours they have contributed to the campaign. Some of our volunteers can be seen via our website: <http://breakingthebrand.org/about-us/> We must acknowledge the work of Yvette, Lyn, Helen, Geraldine, Andrew, Sara, Paul, Peter, Jane, Shobana, Sarah and Barb. We would also like to acknowledge Amy and the team at Café Three One Two One.

Paul Mills, who is based in South Africa, for his ongoing support and belief in our work. This has included offering his IP, in the form of images, free of charge to the campaign. We feel privileged that a very special rhino, Thandi, is profiled in our pilot campaign. We hope that we will finally meet Thandi, Paul and Dr. Will Fowlds sometime in 2014/15.

Angela Jones of Amity Design for creating our beautiful 'Nia logo' (see below) – she is a jewel and many people have fallen in love with her.

To the many people working in the conservation space who have given of their time to share their knowledge and answer our many questions, this includes but is not limited to:

Madelon Willemsen, Naomi Doak, Amanda Embury, Andrew Parker, Brooke Squires, Fiona Gordon, Jenny Gray, Katie Parlow, Lorinda Hern, Natasha Anderson, Nick Lynch, Peter Allison, Tammie Matson, Rachel Lowry, Richard Vigne, Rebecca Drury, Tony Park and Pamela Sutton-Legaud.

To Anna Allwright and MacGregor Public Relations for coming to our aid in creating a PR plan.

To our donors and the businesses who have supported the Breaking the Brand campaign, many of whom are acknowledged on our web site at: <http://breakingthebrand.org/supporters/>

We hope that 2014/15 will bring more positive news for wild rhinos in both Africa and Asia.

