



TESTING STRATEGIES FOR FINDING NEW AUDIENCES

A CASE STUDY IN
EXPANDING LIST MARKETS

YOUR HOSTS



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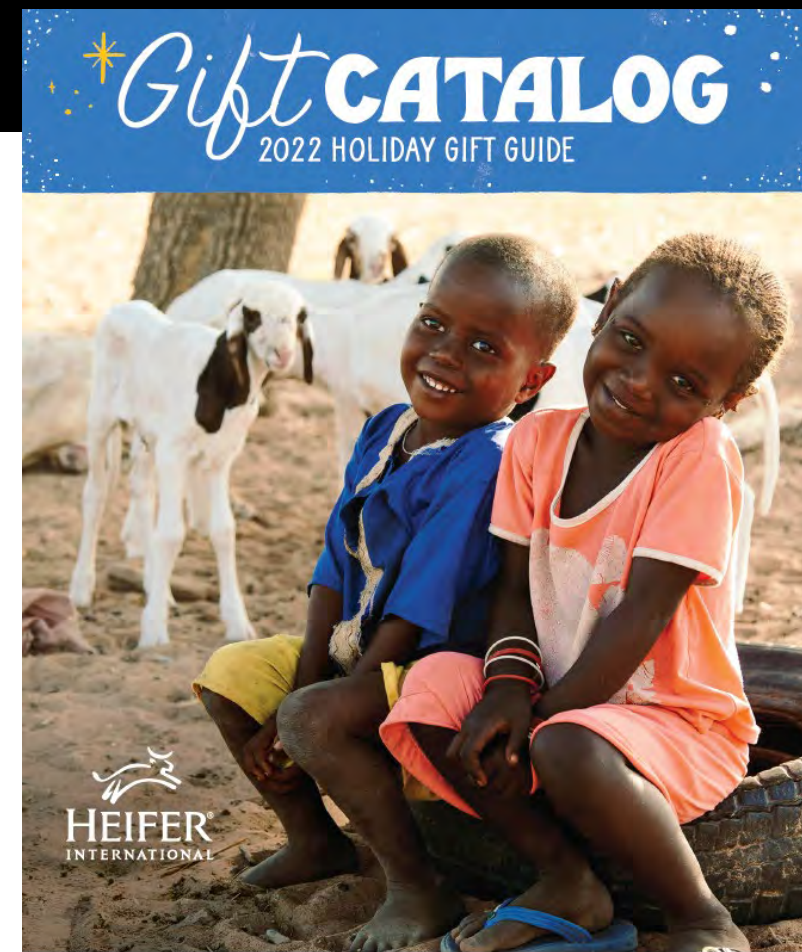
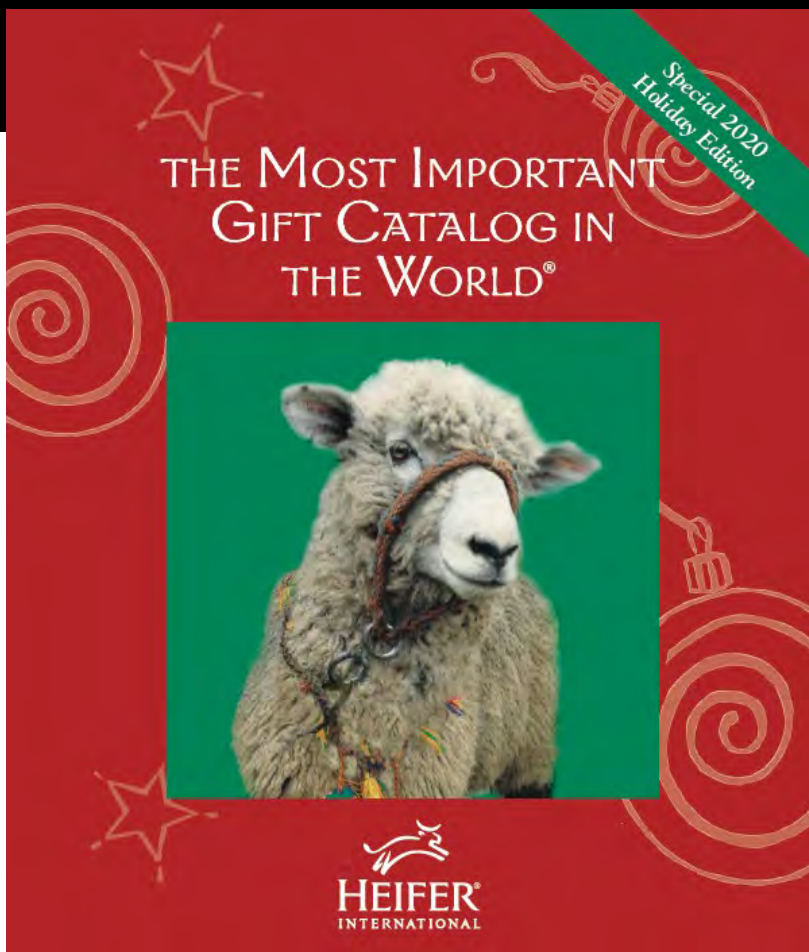
KEY TAKEAWAYS

Find new pockets of prospects and give them the messaging they've been missing

Find the right balance of data and creative for testing

Develop a collaborative relationship between list brokers and agencies

ABOUT HEIFER



THE CATALOG

Heifer's iconic Holiday Gift Catalog was an acquisition workhorse for decades!

Prospects select the gift of an animal that helps lift a hungry family out of poverty.

Stories of families around the world Heifer helps inspired a strong response rate and a very high average gift, so it often net money!



CATALOG CHALLENGES

TIMING

Successful at
Christmas time with a
holiday design

OFFER

Attracts transactional
donors who give give
once a year

COST

Lower Response rates
+ Higher production
costs = High CTA

LIMITED LIST EXCHANGE

Heifer's Catalog-
acquired list doesn't
work for other mailers



**OUR GOAL:
EXPAND ACQUISITION
TO 12 MONTHS OF THE
YEAR AND ACQUIRE
MORE MISSION-
RESPONSIVE DONORS**

BECAUSE...

- Appeal-responsive donors have **better retention**
- To fuel aggressive growth of **monthly-giver** program



**BIG
DREAMS!
BIG
PLANS...**

We needed to think beyond the Catalog for new list markets, messaging and timing.

This wasn't a time for small changes...

We needed big tests with big impact.

WE NEEDED A MIGHTY LIST PARTNER

DATA AXLE (Prev LAKE GROUP)

Heather Maylander

Elizabeth Korsun

Shawn Danitz

USE YOUR EXPERTS!

**Strategy starts
with lists!**

**Agency and list
broker create a
budget together**

**Map out a year
of controls and
tests**

LIST TRANSFORMATION STRATEGY

Catalog mostly mails co-ops, publications and catalogs, with some nonprofit lists.

Mission acquisition required a new approach with stronger focus on nonprofits.

Data Axle identified potential new markets and the best times to mail them.

NEW LISTS

Data Axle provided:

- Maildate analysis for best timing
- Competitive analysis
- Rollout potential

We also looked for lists that hadn't worked for Catalog that could have new life in Mission



NEW CREATIVE

We identified test list markets and developed creative for each group.

Normally we would test either creative or lists at one time – with our BIG TESTS we did both!

All test lists went to the test packages for maximum impact.





THE RESULTS

THANK A FARMER!

**Thankful for Farmers
expanded on
successes with
environmental lists
in Catalog**

**DAX's analysis
showed that
humanitarian donors
were likely to give to
environmental.**



We used the environmental core audience as a base and explored catalogs, publications, and nonprofit lists that focused on organic living, food banks, gardening, farming, Americana, and the outdoors.

Target Audience	Example lists
Environment/ conservation	American Rivers, Arbor Day, EDF, NRDC, Nature Conservancy, Wilderness Society
Advocacy	ACLU, United Farm Workers
Hunger	City Harvest, Feed the Children, Food f/t Poor, Habitat for Humanity, Oxfam, UNICEF
Magazines/catalogs	Corner Gardener, Country Women, Eating Well, Herbs for Life, Horticulture, Mary Janes Farm, Mother Earth News, Natl Geographic, Rural Lifestyles, Science News

LIST PLAN

THE APPROACH

The solution to the hunger crisis:
Family farms and you.

Jane Q. Sample
1730 Rhode Island Ave NW
Suite 301
Washington, DC 20036

1730 Rhode Island Ave NW
Suite 301
Washington, DC 20036

Golden wheat gently swaying in the breeze ... cattle grazing on lush grassland ... orchards of trees heavy with fruit ... a farmer riding a tractor through a field of just-ripe corn, harvesting the crop for a plentiful bounty in the fall ...

Dear Friend,

Right now, these iconic farming scenes are disappearing before our very eyes ... even though thriving farms feed the world!

You see, the COVID-19 pandemic has caused crops to die before anyone can pick them. Milk and other products have been dumped because the food supply chain has been broken. And farmers have abandoned fields as they desperately try to raise just enough to feed their children, let alone their neighbors and community.

Prior to the coronavirus pandemic, family farms in the U.S. — and around the world — were already struggling. Yet today, even more livelihoods are in jeopardy. More people are at risk of not getting the food they urgently need to survive.

I'm writing to tell you that there is something you can do to help save family farms and solve the global hunger crisis. You can join with Heifer International.

Get This Free Goat Tote with Your Gift of \$35 or More Today!

Show the world your commitment to ending hunger by supporting hardworking farmers!

For a limited time, when you donate to Heifer International with a gift of \$35 or more, we will send you a special Goat Tote — perfect for trips to the grocery store, farmers market or running errands.

Your gift today will provide families with the training, resources and livestock they need to build a thriving farm — enabling them to earn steady income year-round, put food on the table, send their children to school and employ others! And, Heifer ensures that these farms can get the food to those who need it — breaking the risk of widespread hunger.

Supplies of this tote bag are limited and are first come, first served. Get your tote faster by donating at Heifer.org/HelpFarmers.

Offer ends on 11/29/21 or while supplies last — be sure to make your donation by this date to receive your tote bag!

Please allow 8 weeks for delivery.

Heifer International • 1 World Avenue • Little Rock, AR 72202 • 888.548.6437 • Heifer.org/HelpFarmers

We've always known the answer to world hunger begins with supporting family farmers. In 1944 when Midwestern farmer Dan West returned from helping feed the world, he realized handing out food was just a short-term fix.

Over the past 75 years, we've been providing vulnerable families — 36.9 million — with livestock and crops to raise and with training, tools and guidance. We've been using the best and newest methods for caring for animals and growing crops. We've been finding ways to sell their products and build a successful business to take care of their families.

Ensuring others have enough to eat. It's a win-win for all.

Heifer makes possible by creating and nurturing family farms. So, they can feed their families and keep communities fed — even in times of crisis.

Want to ask you to send a gift of \$20, \$35, \$50 or more and be part of our effort to support farmers and produce enough food to feed the world. For a gift of \$35 or more, you'll receive Heifer's exclusive Goat Tote as a thank you. If you want to put your gift to work even faster, you can donate at Heifer.org/HelpFarmers.

We need your help right now! We are in a race against time to stop the hunger crisis, poverty and poverty at their roots as you help promote a more resilient food supply chain that can permanently withstand any disruption.

(over, please)

1 World Avenue • Little Rock, AR 72202 • 888.548.6437 • Heifer.org/HelpFarmers

HELP FAMILY FARMERS IN NEED!

Heifer International • 1 World Avenue • Little Rock, AR 72202

YES! In this time of harvest, I want to help solve the hunger pandemic ... one family farm at a time! Enclosed is my gift of:

\$20 \$35 \$50 \$100 Other \$ _____

No thanks — please keep the tote and use my entire gift to aid families in need.

To make your contribution by credit card, see reverse. For faster service, call 888.548.6437 (888.5H.JUNGER).

Put your donation to work immediately at: Heifer.org/HelpFarmers

Printed: 06/20/21 Sequence #: _____

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**IT WAS
A WIN!**

Thankful for Farmers
yielded the same results
as the control



By using these new lists,
we successfully expanded
Heifer's list market

HIGH DOLLAR

Our High Dollar test's goal was to acquire donors at a \$100+ average gift.

We focused on \$100+ exchange lists and high value models.

We also targeted donor lists that had previously yielded high dollar gifts to Heifer.

Target Audience	List Examples
High value models	Abacus High Value, Donorbase Holiday LTV, Wiland New Enhanced UP
Nonprofit lists	American Jewish World Service, Amnesty Intl, Arbor Day Fdn, City Harvest, Friends of the Earth, Natl Park Fdn, Nature Conservancy, Special Olympics, WETA, Women for Women

LIST PLAN

THE APPROACH



Christy Moore
SENIOR VICE PRESIDENT OF MARKETING

The United Nations has sounded the alarm — we are facing a global food crisis. International wars, the pandemic and economic insecurity mean millions will go hungry. You can help feed hungry families today!

Dear Friend,

Here's what I know after a long career at Heifer International:

When struggling people can earn a living income — enough to cover their expenses, roof over their heads, put food on the table, and provide health care and education to their children — **their potential to thrive is unleashed.**

Your kindness and generosity tell me that you believe this, too.

You understand that families living in severe poverty can only be helped briefly by a handout — a gift of a meal ... a few dollars. But, families who are given the tools and resources to help themselves **do more than survive day to day and meal to meal ... they flourish.** They have freed themselves from the shackles of hunger and poverty forever — giving their children a future and igniting generations of continued success.

Here at Heifer, we provide people in the most impoverished corners of the world with the tools, training, and support to help themselves — a hand up, not a handout. With the help of caring and thoughtful friends like you, we give the gift of an animal and training in its care. This gift not only provides nutritious foods like eggs, milk and meat for the family, but it's also a reliable source of income. With the money earned from selling these items, families can afford other critical expenses like school fees and medical care.

I've seen firsthand how our approach works in countries like India, Kenya, Mexico and the United States — other nations where we help.

Because I find that no matter where they live, parents want the same things for their children that we want for ours — reliable sources of food, education and medical care — and they work backbreaking hours trying to provide all of that and more. But, without some support, they still cannot free themselves from the tight grip of poverty.

That's why today, our mission is more important than ever.

I'm sorry to tell you that children will suffer the most during this hunger crisis, and I know this breaks your heart as much as it does mine — thinking of a little boy going to bed every night with an empty stomach or a girl thinking that shoes or a glass of milk are luxuries.

So I'm inviting you to join a special group of people who share the same values and compassion you and I share for these hardworking families living in poverty.

Your gift of \$50, \$100, \$250 or even \$1,000 will change their lives forever. It will help buy a goat, chicks or other animals for a family and provide the training needed to turn that gift into food on their table every day, plus an income that will last a lifetime.

When you donate to Heifer, there is no question about whether you'll make a direct impact on someone's life. The only question is how many hundreds of lives you will touch as the impact of your gift resonates through families and villages for years.

Let me explain how your gift today does so much for a child in India like Nirmal.

(over, please)

1 World Avenue • Little Rock, AR 72202 • 888.548.6437 • Heifer.org/Invitation

Christy Moore
1 World Avenue
Little Rock, AR 72202



Please RSVP

JANE Q. SAMPLE
1730 RHODE ISLAND AVE NW
SUITE 301
WASHINGTON, DC 20036



Nirmal Kumar, 3 (India)



Samuel M. Mwangi, 6 (Kenya)



Mohit Kumar (India), 5 (999000)



Feed a Hungry Child Today

Heifer International • 1 World Avenue • Little Rock, AR 72202 • 888.548.6437 • Heifer.org/Invitation

Yes, I would like to partner with Heifer International to end child hunger and poverty. Enclosed is my gift of:
 \$50 \$100 \$250 \$500 \$1000 Other \$_____

Yes, I'd like to do even more to feed hungry children. Enclosed is my monthly gift of:
 \$15 \$20 \$30 Other \$_____ (602799071)

Jane Q. Sample
1730 Rhode Island Ave NW
Suite 301
Washington, DC 20036

Please make your tax-deductible gift by check or money order. To make your gift by credit card, please call 1-888-548-6437 or go online at Heifer.org/Invitation.



YOU + HEIFER + FAMILY FARMERS

Partnering Together to Change the World by Ending Hunger & Poverty

With your gift to Heifer, you will receive these exclusive benefits:

- Detailed information about our programs and investments throughout the year.
- Access to special conference calls and webinars with Senior Vice President of Marketing Christy Moore and other program experts.
- With a gift of \$50 or more by November 7, 2022, our Goat Tote Bag. This whimsical tote bag is perfect for trips to the grocery store, farmers market or running errands.

Please provide your contact information on the enclosed card. (888.548.6437) #finder # DMD22Y0000000

- Invitations to special events.*
- With a gift of \$100 or more, a subscription to World Ark magazine. This magazine will highlight the ways you are making an impact around the world and introduce you to some of the hardworking families who are lifting themselves out of hunger and poverty, thanks to you.
- And with a gift of \$1,000 or more, you will join Heifer's Partners in Hope. This elite group makes it possible for Heifer to help families achieve living incomes and empowers entire villages to thrive.

At Heifer International, we're committed to lifting families out of hunger and poverty. It all starts with one gift — YOURS. Please send your gift today!

Give today at Heifer.org/Invitation



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**ANOTHER
WIN!**

High Dollar increased the average gift by 38%, adding higher-value donors to file.

FAMILY SUPERHERO

We had seen success in the holiday catalog with kid's magazines, children's gift catalogs and targeting grandparents, and wanted to parlay this into the Mission approach.

Targeted parents and grandparents, using more commercial lists.

We tested lists and selects that helped us reach families, and donors who had contributed to children's causes.

Target Audience

List Examples

Magazines

Chirp Chickadee Owl, Cricket, Highlights,
Parents, Ranger Rick

Catalogs

Hearthsong, Homeschool World, Mindware, Pea
in a Pod

Nonprofit lists

Covenant House, Make-a-Wish, Feeding
America

LIST PLAN

**FAIL
FAST...
LEARN
FAST**

The Love Your Family test yielded a low response rate and average gift, and high net per donor.

PROUD OF MOMS

**One of our first
market tests
focused on mothers
and children.**


**We used lists
focused on families
as well as list
enhancements and
overlays.**

Target Audience	Lists
Parents, Christian parents	Catholic Digest, Country Christian Books, Working Mother, NOZA Youth Development Donors
Family enhancements	Meredith Database - families w/children
Children	Make a Wish - enhanced Bible
Advocacy women	AAUW, EMILY's List, Guttmacher Institute, Natl Museum of Women in the Arts
International relief	Save the Children

LIST PLAN

THE APPROACH




HEIFER
INTERNATIONAL

Dear Friend,

It breaks my heart to think of Dilli.

He was just four years old when his father died.

I think of the small, thatched-roof hut with no door where he lived with his mother and two brothers in Nepal. His other brothers had died — one from an infection and the other from measles.

Every day, Dilli watched his mother Jit work long, backbreaking hours trying to grow corn and grain. But Dilli and his brothers often went to bed hungry.

When their hut collapsed, destroying what little food they would be two goats that would save her and her little boys ...

... two precious goats given by someone like YOU.

Today, I invite you to help a mother like Jit lift her family forever.

First, won't you please sign the enclosed card so that we can help a hardworking mother like Jit?

Your card reminds a mother that you believe in her — a woman living where education and opportunities are scarce. Many of us receive cards like yours display them in their homes proudly for years.

Next, when you return your signed card, won't you please give a mother the life-changing gift of animals — and critical training in their care?

It's hard to believe an animal can change a life. But it can.

Heifer International provides families with animals that bring life as well as training so they can make the best use of your gift.

Through Heifer, Jit learned how to best care for her new goats against diseases. She even learned how to use goat manure to improve the soil means more fresh fruits and vegetables for Dilli and his brothers and an additional income.

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Help a Mother... Feed a Child.


Heifer International
1 World Avenue
Little Rock, AR 72202
Heifer.org/helpform

YES! I want to help hardworking moms provide their children with the food and bright futures they deserve! Enclosed is my gift to give them the animals, training and tools they need to thrive:

\$20 \$35 \$50 \$100 Other \$ _____



Jane Q. Sample
1730 Rhode Island Ave NW
Suite 301
Washington, DC 20036

Please write your personal note to a Heifer family on the opposite side of this form. →

Finder# 60088081 DM20YXXXXXX
Sequence #

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Wishing you the best —
from your Heifer International Family

Jane Q. Sample

ONE STEP CLOSER

Overall results were a little weaker than the control so we didn't roll out at the time...

BUT some lists showed promise, so we just mailed a revamped version this spring with a new list plan!

LOVE YOUR NEIGHBOR

The catalog saw some success in the Christian markets. We used these wins to pinpoint more lists for the Mission acquisition.

This big universe gave us huge rollout potential!

We got key learnings from catalogs, publications, donors, models, and Christian enhancements / overlays.

Omitting Catholic names gave us the best response.

Target Audience**List Examples**

Co-ops with Christian targeting

Abacus, Apogee, Donorbase, Path2Response, Wiland

Magazines

Angels on Earth, Christian Century, Christianity Today, Upper Room

Catalogs

Christian Brands, Guidepost Books

Relief

CARE USA, Christian Appalachian Project, Feeding America, Food f/t Poor, Habitat for Humanity, Mercy Ships, Paralyzed Vets of America, St. Labre Indian School


LIST PLAN

THE APPROACH

HEIFER INTERNATIONAL

How does God call us to help those in hunger and poverty?

Jane Q. Sample
1730 Rhode Island Ave NW
Suite 301
Washington, DC 20036



FPO

HEIFER INTERNATIONAL

I am ever mindful of Jesus' words: "You shall love thy neighbor as yourself" (Mark 12:31), and I challenge myself each day to express this love.

Dear Faithful Friend,

My Christian faith has guided me my entire life. And it was through my faith that I learned the importance of helping those in need.

As I grew into adulthood, I knew that I wanted to be part of something bigger, part of a community making a real difference for people who need it the most. I found guidance on the best path for my life, and He led me to Heifer International.

Heifer was founded by Dan West, a devout member of the Church of Christ. He had a clear idea. To truly address hunger and poverty, he didn't want to provide animals like chickens, goats and cows — and let the animals so they all thrive.

In this way, families would develop their own means to feed themselves. More than 77 years since Dan West started Heifer, millions of families are the power of this idea. Gone are the days when they rely on others to feed them. They provide food and security for themselves.

But Heifer gives hope. Heifer gives dignity. Heifer cares for families in a meaningful way.

And right now, this lifesaving work is more important than ever. At the United Nations, we are facing a global food crisis of epic proportions.

The ongoing pandemic, international wars and economic instability have left more people than ever before facing hunger today, and half a million people are on the brink of famine. And it all, children will suffer the most.

So as the Christmas season approaches, you can help these families facing a global crisis. You may be looking for a way to engage your faith and act on the true meaning of Christmas — to thank God for sending His Son and to share His love by serving those especially families facing grave hunger and poverty.

Today, I'd like to share stories about some families in need and how generous people have helped them through Heifer.

As you read these stories, I ask you to appreciate the many blessings in your life. I think about how many families still live in abject poverty around the world. If you are a person, as I am, perhaps you will pray on it.

Then, to make a gift with the power to transform someone's life, please give to Heifer International. Your gift of \$20, \$35, \$50 or more will help supply families with animals and seedlings — as well as tools, training and guidance — so families can feed themselves today, tomorrow and beyond!

(over, please)

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HEIFER INTERNATIONAL

I Will Answer the Call


Heifer International • 1 World Avenue • Little Rock, AR 72202 • 888.548.6437 • Heifer.org/FeedingFaith

YES! I agree the best way to solve hunger and poverty is to help people help themselves. I'm putting my faith into action today with my gift to Heifer in the amount of:

\$20 \$35* \$50 \$100 Other \$ _____

*Make a donation of \$35 or more by 11/7/22, and we'll send you a free goat tote!

Please make your tax-deductible gift payable to Heifer International and return it in the envelope provided. To make your gift by credit card, please see the reverse side of this form, call 888.SPLINGER (888.548.6437) or visit Heifer.org/FeedingFaith



Please carry these cards with you as a sign of your faith as always.

A Prayer for Helping the Poor

Dear Lord,
Help us to be your voice speaking out love and acceptance. Help us to be feet walking beside those in need. Help us to be your hands to clothe, feed and shelter. Amen.

A Prayer for the Hungry

Dear Lord,
Let us pray for those struggling from hunger and neglect over the world. May we see and extend our blessings, empower those in flourish. Lord, hear our prayer. Amen.

A generous person will be blessed, for he shares his food with the poor.

Proverbs 22:9




Get This Free Goat Tote With Your Gift of \$35 or More Today!

Make a donation of \$35 or more by November 7, 2022, and we'll send you a special Goat Tote as our way of saying "THANK YOU!" for your incredible compassion and commitment to ending hunger and poverty.

Whether you use this bag when you are grocery shopping to buy food for your family, attending Bible Study to strengthen your faith or volunteering in your community, we hope it will serve as a daily reminder of the life-changing hope you are providing hardworking, hungry families as you share your faith and service with the world.

Please allow 8 weeks for delivery.

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888.548.6437 • Heifer.org/FeedingFaith




BIG WIN!

The Easter and Christmas versions were our big winners!

In 2022, the Christmas package yielded triple the response rate of the control and net money for Heifer!

QUESTIONS?

Margaret Romig

MRomig@lautmandc.com

Melissa Lancaster

MLancaster@lautmandc.com



THANK YOU!