

GRAND STRATEGY	PICKING A CAMPAIGN	CAMPAIGN GOALS & OBJECTIVES	ORG. CONSIDERATIONS / GOALS	CONSTITUENTS AND ALLIES	OPONENTS AND OBSTACLES	TARGETS	CAMPAIGN MESSAGE	TACTICS	Time-Line
<p>1. Describe the key, over-arching problem</p> <p>2. Long-term goal (10 years)</p> <p>3. Platform: list the core principles that define any solution you will seek.</p> <p>4. Background of issue: votes, corporate stances, previous work on issue</p> <p>5. Lay of the land of political power</p> <p>6. Solution: define the specific approach necessary to solving the approach</p> <p>6. Avenues of Influence: Potential sources of victory</p> <p>A) Legislation B) Litigation C) Corporations D) Persuasion</p> <p>7. Critical Pathway</p>	<p>1. Opportunities due to shifts in power:</p> <p>When targets are vulnerable (eg. Scandal, weakening person or company, close elections), change of frame (eg. 9/11, oil, security), new political alignment (eg. Ross Perot's group on trade, Right/left alliance on oil)</p> <p>2. Scale of environmental impact</p> <p>3. Widely felt</p> <p>4. Deeply felt</p> <p>5. Right size / real</p> <p>6. Fits niche</p> <p>7. Is appropriately divisive</p> <p>8. Is winnable</p> <p>9. Serves constituency (geographic or people)</p> <p>10. Urgency</p> <p>11. Meets long-term organisational goals</p> <p>12. It fits in the critical pathway</p> <p>13. Does it alter power?</p>	<p>1. Reiterate long-term goals from your grand strategy</p> <p>2. Intermediate goals not necessarily covered in this campaign</p> <p>3. Short term objectives: What constitutes victory for this campaign? How does this help you address intermediate and long-term objectives?</p> <p>Make them SMART:</p> <ul style="list-style-type: none"> <li>Strategic</li> <li>Measurable</li> <li>Achievable</li> <li>Realistic</li> <li>Timeline</li> </ul>	<p>1. Does this campaign fit within your core competencies?</p> <p>2. List resources that you bring to the campaign (i.e. money, # of staff, facilities, reputation, skills, relationships)</p> <p>3. What is the budget for the campaign?</p> <p>4. What do you need that you don't have to win?</p> <p>5. How can this campaign build your organisation towards your long-term organisational goals?</p> <p>Could be:</p> <ul style="list-style-type: none"> <li>Access to new sources of money</li> <li>Build relationships with key players throughout country</li> <li>Access to new reporters</li> <li>Build new constituencies</li> <li>Compliment other campaign efforts</li> </ul> <p>5. What internal problems must be addressed in order to achieve victory?</p>	<p>1. Constituents: Who can you mobilise on this issue? Who cares about it?</p> <ul style="list-style-type: none"> <li>Who cares?</li> <li>Who must deal w/problem?</li> <li>What do they achieve from victory?</li> <li>What risks are they taking by joining you?</li> <li>What power do they have over who?</li> </ul> <p>2. Allies</p> <ul style="list-style-type: none"> <li>What are your allies' "bottom-lines"?</li> <li>How will you use campaign to move them in the right direction?</li> <li>What resources can they bring?</li> <li>What are your allies doing now?</li> <li>Who new can be brought in?</li> </ul>	<p>*What does your victory cost them?</p> <p>*What will they do/spend to oppose you?</p> <p>*How will they respond?</p> <p>*How strong are they?</p> <p>*What will they support under what circumstances?</p> <p>External Obstacles:</p> <ul style="list-style-type: none"> <li>Legal issues or threats</li> <li>Perception of organisation</li> <li>Others...</li> </ul>	<p>1. Choose a person (or a set of people), not an institution</p> <p><i>Who has the power to give you victory?</i></p> <p><i>What power do you have over target?</i></p> <p><i>What power can you obtain during campaign?</i></p> <p>2. Power map target</p> <p><i>What/who influences this person? What level of influence do these individuals/institutions have over your target?</i></p> <p><i>Consider your relationships with those who influence target. Consider your opponents' access and influence.</i></p> <p>If you can't get to the primary target but you can get to a secondary target who has power over the primary then power map the secondary target.</p>	<p>1. Message. What is the one concise and compelling phrase you will repeat throughout your campaign? What are the concise supporting arguments for your message?</p> <p>2. Story. What is the story that will convey the issue to your targets? Who are the victims, villains and heroes? How does your campaign solve this?</p> <p>3. Does this message motivate your constituencies, allies and targets?</p> <p>Framing – is your message vulnerable to reframing?</p> <p>Target audiences</p> <p>Full message development plan here – message box, etc...</p>	<p>Tactics are what you do to your targets to get your goals</p> <p>1. Consider targets, then consider your constituencies and allies. What tactics best use allies' power in order to influence targets?</p> <p>Tactics should be:</p> <p>A. In context of campaign/message</p> <p>B. Flexible and creative</p> <p>C. Directed at target</p> <p>D. Within the experience of participants and constituents but outside experience of the targets</p> <p>E. Backed up by a specific form of power</p> <p>F. FUNI</p> <p>G. Inspirational to people viewing</p> <p>H. If people participating, is it efficiently replicated in key areas?</p> <p>Demands are tactical</p> <p>Tactics can include:</p> <ul style="list-style-type: none"> <li>Media Events</li> <li>Direct actions</li> <li>Direct communications</li> <li>Public hearings</li> <li>Strikes</li> <li>Demos</li> <li>Petitions</li> <li>Boycotts</li> <li>Elections</li> <li>Lobbying</li> <li>Press releases</li> </ul> <p>Media plan Chart for picking, prioritising tactics</p>	<p>Escalating Tactics</p> <p>Fixed dates and times</p> <p>Account for outside events, press hooks, shared resources, contingency planning</p> <p>Planning</p> <p>Make plans for each section of campaign (media, campaign, outreach, research, lobbying, etc...)</p> <p>and overlay them to ensure that it can all be done</p> <p>Plan backwards</p>