



“If politics is the art of the possible,
then campaigning is the art
of changing what is possible.”

What is campaigning?

“Campaigning maximizes the *motivation*
of the audience, not their knowledge.”
– Chris Rose

Successful campaigns

- Are about changing things, not just saying things should change
- Go beyond concern, education, and messaging to motivation and engagement
- Use tactics to shift context, change dynamics, and leverage power
- Focus on results, *within the scope of your principles*

The value of planning

"If you don't know where you're going,
any road will take you there."
– Lewis Carroll

A lot of times planning goes like this...

Other times...

the **guardian** | The Observer

News | Sport | Comment | Culture | Business | Money | Life & style

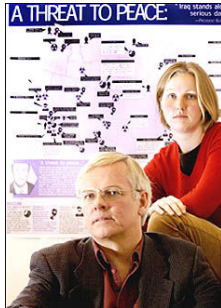
News > World news

US officials knew in May Iraq possessed no WMD

Blair comes under pressure as Americans admit it was widely known that Saddam had no chemical arsenal

Peter Beaumont, Gaby Hinsliff and Paul Harris
The Observer, Sunday 1 February 2004 10:32 GMT

Senior American officials concluded at the beginning of last May that there were no weapons of mass destruction (WMD) in Iraq, The Observer has learnt. Intelligence sources, policy makers and weapons inspectors familiar with



Why is good planning important?

- Defines what winning looks like
- Helps you understand how change might happen, and how you can drive that change
- Breaks complex issues into achievable pieces
- Keeps you motivated and on the same page
- Directs your use of time and resources

But...you never know what's going to happen

Environment | America | US news

Keystone XL pipeline: Obama rejects controversial project

Republicans set up election-year showdown by blasting Obama for decision, saying thousands of jobs have been lost

Source: Gabriella, US environment correspondent
guardian.co.uk, Wednesday 12 January 2012 11:05 GMT



Campaign Strategy

“Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.”

– Sun Tzu

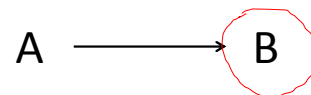
Building blocks

OBJECTIVES: The *RESULTS* you're trying to achieve

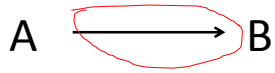
STRATEGIES: The *FORCES* or *DYNAMICS* you're trying to change in order to reach your objective. The path to victory.

TACTICS: The *ACTIVITIES* you do to activate your strategies and reach your objectives

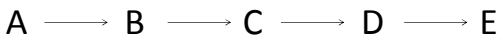
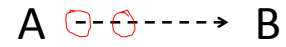
Your objective



Your strategy



Your tactics



Exercise



Quality objectives

- Specific
- Measurable
- Achievable
- Relevant
- Timebound
- (E)ternal

Litmus test

- Does it describe an output or activity?
- Does it answer the question 'why'?
- Is there a lot of fancy language and description?
- Is there room for interpretation?

Thinking about strategy



Begin with the end in mind

Kimberly-Clark and Greenpeace agree to historic measures to protect Canada's Boreal forest

Page - August 4, 2009

5 August 2009

Canada's precious Boreal Forest is better conserved today. So are ancient forests around the world.

At a joint news conference in Washington DC, Greenpeace and the Kimberly-Clark Corporation, the world's largest tissue-product manufacturer, announced an historic agreement that will ensure greater protection and sustainable management of Canada's Boreal Forest. The agreement also will stand out as a model for forest products companies worldwide.

Protection for the Boreal Forest in Canada

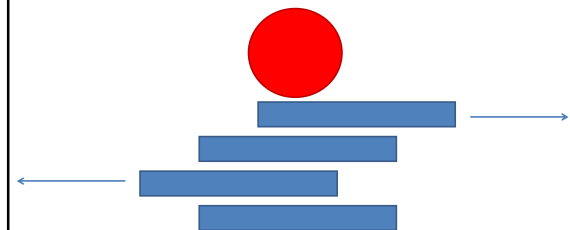
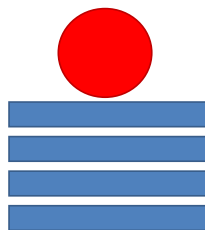
Canada's Boreal Forest is North America's largest ancient forest and provides habitat for threatened wildlife such as woodland caribou, wolverine and over one billion migratory birds. The new agreement ensures that Kimberly-Clark, which makes Kleenex-brand products, will no longer be purchasing

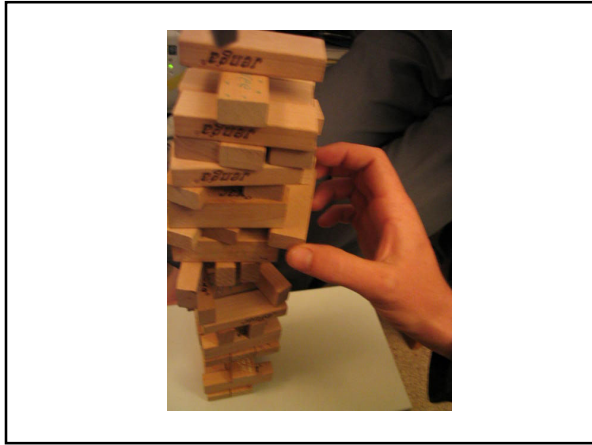
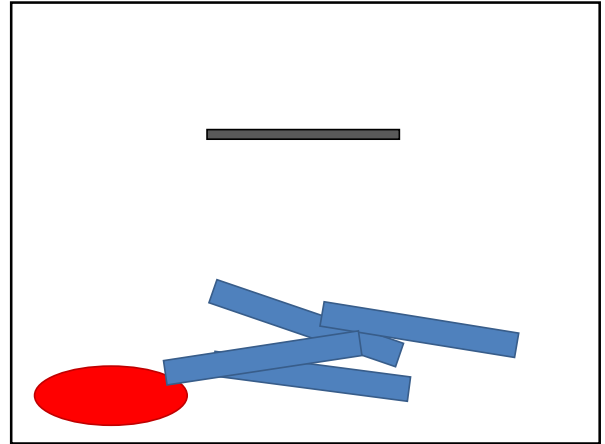
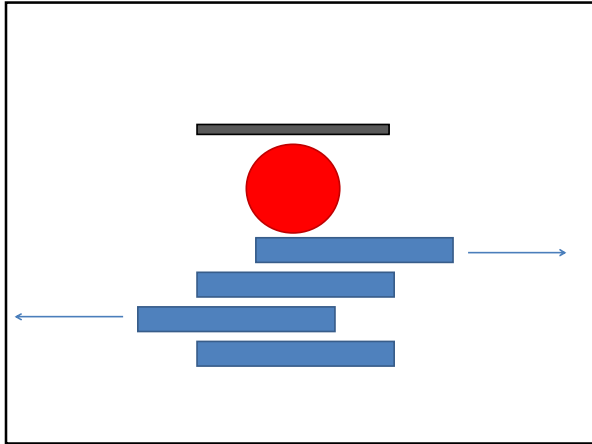
- On this page:
- Protection for the Boreal Forest in Canada
- The campaign in time
- Greenpeace quotes from the news conference in Washington, DC
- The power of activists and market pressure
- Greenpeace's second major forest success this year
- Implementing the Kimberly-Clark policy
- The Boreal Forest and climate change

Win-Lose

- Your goal is to create functional barriers to your opponent's success
- Take away the things they need to succeed

Example: Tobacco





In cases like this

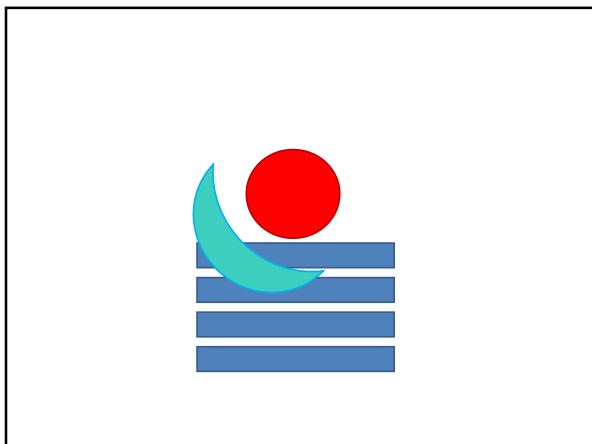
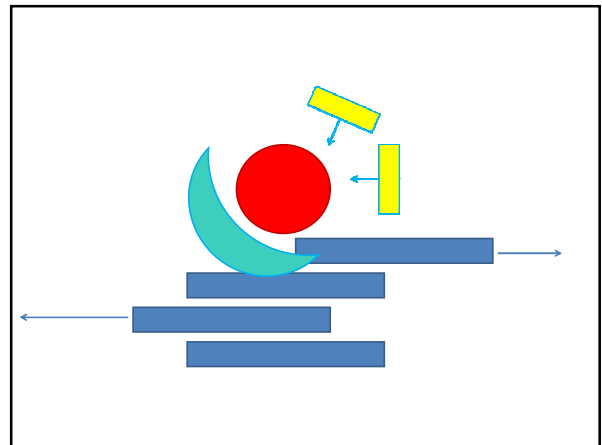
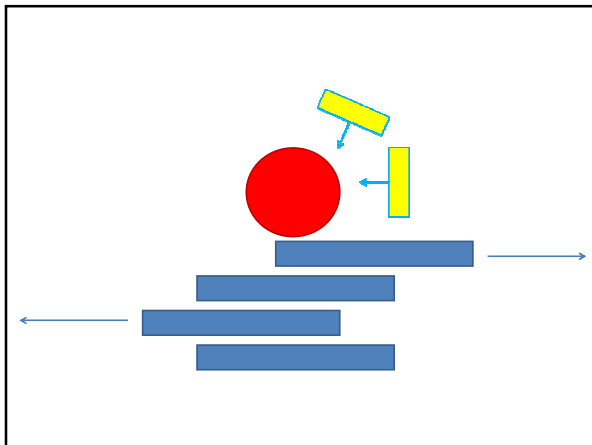
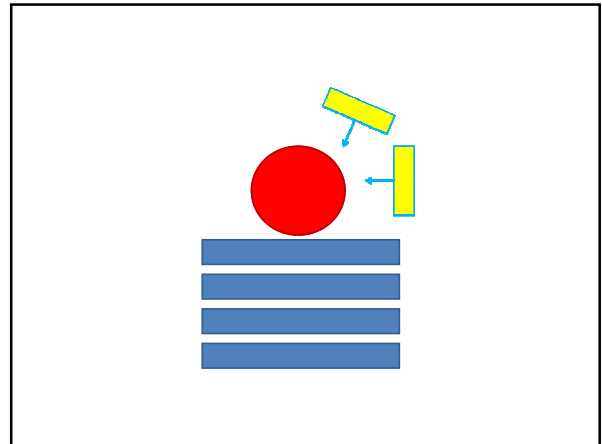
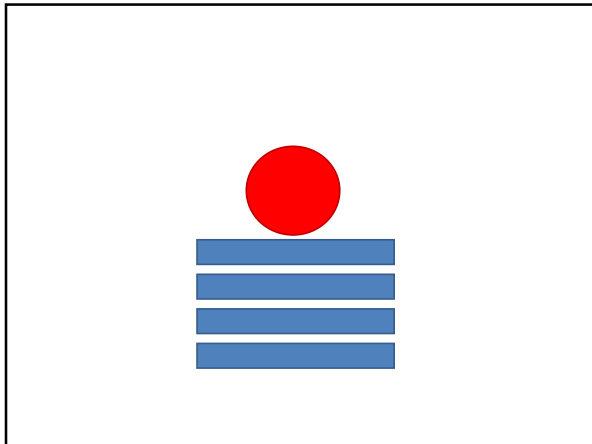
- Their motivation doesn't really matter
- What matters is their operational reality

Win-win

- You are trying to compel voluntary action
- Your goal is to make it easier for your target to act then not act
- Focus on operational reality *and* motivation

Example: Supermarkets & seafood

 A photograph of a Lidl supermarket building. A police car is parked in front of the store. Overlaid on the right side of the image is the cover of a book titled "Emerging from the deep: Plinking supermarkets on seafood sustainability" by Greenpeace. The book cover features a shopping cart icon and the Greenpeace logo.



In cases like this

- You need to focus on your target's motivation *and* their operational reality
- This means getting inside their perspective
- Building the pressure while helping them to do what you want
- Remind them of the rewards they'll get

Strategy is all about dynamics

- Build your power
- Generate pressure against your opponent
- Reduce your opponent's power
- Open up a path to action
- Leverage your power to push your opponent there

Useful dynamics for creating pressure

- Competition
- Comparison/differentiation
- Solidarity/division
- Certainty/doubt
- Privacy/exposure
- Cost money
- Cost time
- Peer pressure

Drive competition



Force differentiation



Activate peer pressure



Cost money

March 07, 2007 11:04 ET

ASPEN SKIING COMPANY CANCELS KC CONTRACT

Aspen Ski Company removes Kimberly-Clark Products From All Facilities and Renames Ski Run to Keep Kleenex from Clearcutting Canada's Boreal Forest

"We will not consider using any Kimberly-Clark products until the company has committed to not source from endangered forests, dramatically increase its use of recycled fiber, and source from certified sustainable logging operations," said Matthew Hamilton, manager of Community and Environmental Responsibility at Aspen Ski Resorts. "Only when Kimberly-Clark's values are aligned with the Aspen Skiing Company's, will we consider using their products." Current suppliers of pulp to Kimberly-Clark include Vancouver-based West Fraser Timber (TSE:WFS) and Terrace Bay Pulp in northern Ontario.

Cost time



Exploit divisions



Force exposure

April 16, 2010

BP Defends Oil Sands Project in Canada

In the wake of BP's release of its 2009 sustainability review, the oil and gas company shut down a resolution proposed by 143 shareholders at its annual general meeting that demanded BP to review the risks of its Sunrise oil sands development in Alberta, reports The Guardian. BP will make a final decision about the \$2.4 billion joint venture with Husky Energy by year's end.

Supporters of the protest include several large investors such as Calpers and Calstrs, the California state employees' and teachers' pensions funds, and Co-operative Asset Management in the....

click to enlarge image

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Undermine trust



Create uncertainty

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By CHIP CUMMINGS

A construction worker walks past the steam generating facility at the Cerberus Foster Creek SAGD oil sands operations near 200 LAMB KINGS DR.

Power and productivity
from a single source! **ABB**

What have we learned from 120,000 of you?

Energy survey finding

56%

Exercise



Creating a campaign step by step



1. Articulate your goal

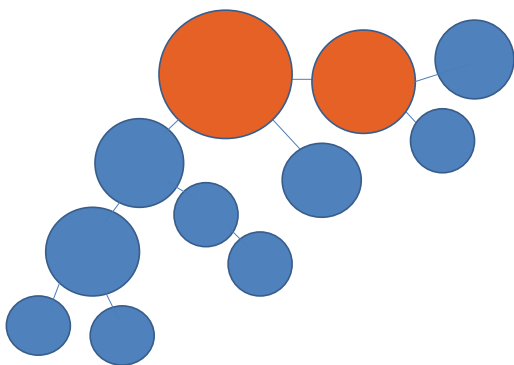
- Describe the result you want to see at the end of your campaign
- 1-3 sentences

2. Assess the situation

- What companies are involved? How?
- What level of government applies? Who?
- Potential allies, potential opponents
- Read up, meet with people, ask questions
- Check your assumptions

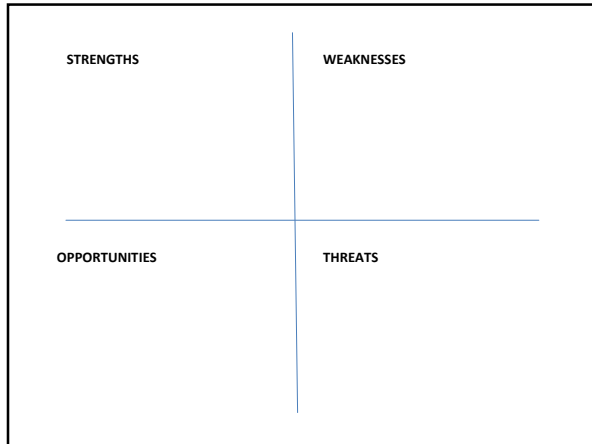
3. Figure out who has the power to make your goal a reality

- Who has the power to make your goal a reality?
- Who are they likely to listen to? Who do they *need* to listen to?
- Draw a map



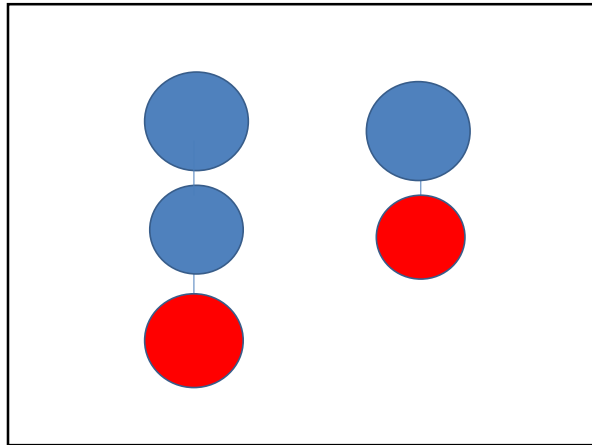
4. Assess your own power

- SWOT analysis
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
- If you're already on the scene, the best window into your own power may be your opponent's reactions



5. Isolate potential targets

- Of the power holders and influencers you've identified, which ones could you affect?

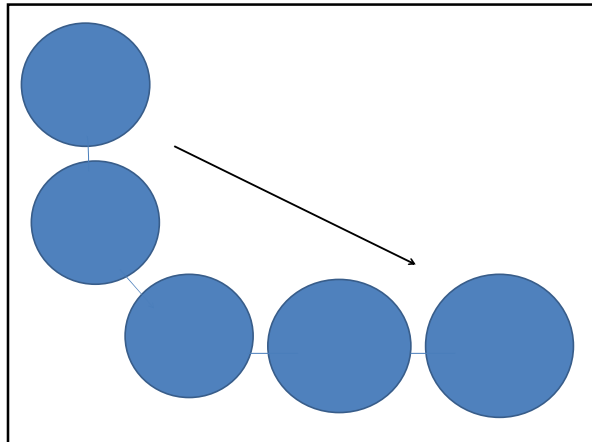


Exercise



6. Sketch out a critical path

- Sketch out a path to your goal
- If your campaign is successful, what changes will you see in the world?
- What will your target do?
- What effects will that have?
- Break it into steps



7. Set campaign objectives

- Looking at your critical path, identify the major changes that need to happen on your way to your goal
- What changes will happen along the way?
- 1-2 objectives, 1-2 sentences each

8. Get to know your target

- Take it to the human level
- Who answers to who? Key responsibilities?
- Background, interests, track record, ambitions
- Other campaigns? How did they respond?
- How does their business function? Owners, suppliers, customers, constituents

9. Determine your strategy

- Remember that end game is a crucial determinant of strategy
- What's motivating your target?
- What's keeping them from doing what you want?
- What are their vulnerabilities?
- What do they rely on to do business as usual?
- Identify the dynamics most likely to affect them

Some useful strategies

- Create competition
- Use comparison to drive differentiation
- Exploit divisions, erode solidarity
- Reduce certainty, seed doubt
- Increase exposure & scrutiny
- Create reputational risk
- Cost them time
- Cost them money
- Undermine their efficiency & productivity
- Activate peer pressure

10. Come up with tactics

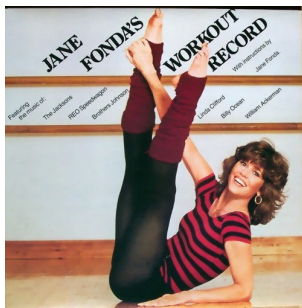
- Are driven by your objectives and are designed to enact your strategy
- There is no one tactic that is essential to every campaign
- The more you understand your tactics, the better designed they will be
- Keep your eye on the prize!

Commonly used tactics

- Petitions
- Mass rallies
- Direct action
- Leafletting
- Mass emails to decision-makers
- Press conferences
- Reports
- Street theatre
- Lobbying decision-makers
- Regulatory submissions
- Public meetings



Exercise



11. Help your target get to yes

- While you continue to exert pressure, continually look for ways to help your target do what you want
- Understand their perspective
- Problem solve
- Create value

What's holding them back?

- Inertia
- Fear of change
- Lack of alternatives
- Stubbornness
- Their boss
- Laws and regulations
- Lack of funds
- Lack of public support
- Losing face

12. Piece it together

- Sequence your main power tactics
 - Build from one to the next, escalate
- Make a plan to set the stage
 - Meet with your target (or at least ask to)
 - Ask for what you want, preferably in writing
 - Lay out the problem and solutions as clearly as possible
 - Reach out to potential allies
 - Try highlighting the problem to the media

13. Make an implementation plan

- Make a timeline
- Create a work plan
- Identify necessary resources & capacity
- Reality check

Timeline

- Plot your stage setting and your tactics onto a calendar
- Identify key external dates to help with timing

Work plan

- Break down each tactic into major tasks
- Identify responsibilities for each task
- Consider assigning project leads
- Identify how you're going to check in with your team and your campaign plan as things evolve

Resources & capacity

- Identify the capacity and material resources needed to deliver your plan
- Money, time, materials, people
- Reality check: do you have what you need?

TACTIC	TIMING	LEAD	TASKS	NOTES



Top tips for winning campaigns



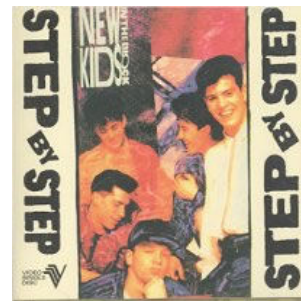
1. Accept reality



2. Let go of preconceived ideas



3. Take it one step at a time



4. Align your allies



5. Embrace conflict

"Those who profess to favour freedom, and yet depreciate agitation, are men who want crops without ploughing up the ground. They want rain without thunder and lightning. They want the ocean without the awful roar of its many waters.... Power concedes nothing without a demand. It never did and it never will."

— Fredrick Douglass

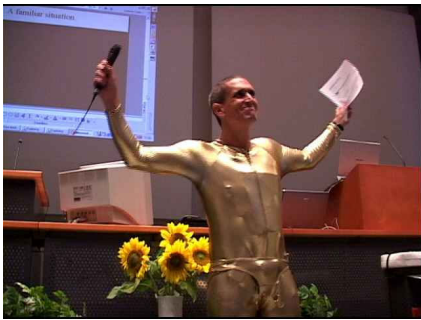
6. Think a few steps ahead



7. Know when to hold out



8. Have fun



9. Remember your opponents are human



10. Celebrate success



"It always seems impossible until it is done."

– Nelson Mandela