



INSTITUT
BROADBENT
INSTITUTE

Winning Campaigns



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Nunavut Employees Union

Nunavunmi Havaktiit Ikayurtingit

Training developed for PSAC North



Campaign functions

Planning

Organization

- Analysis
- Communication
- Fundraising
- Identification
- Mobilization
- Evaluation
- Repeat...

Key elements of the campaign plan

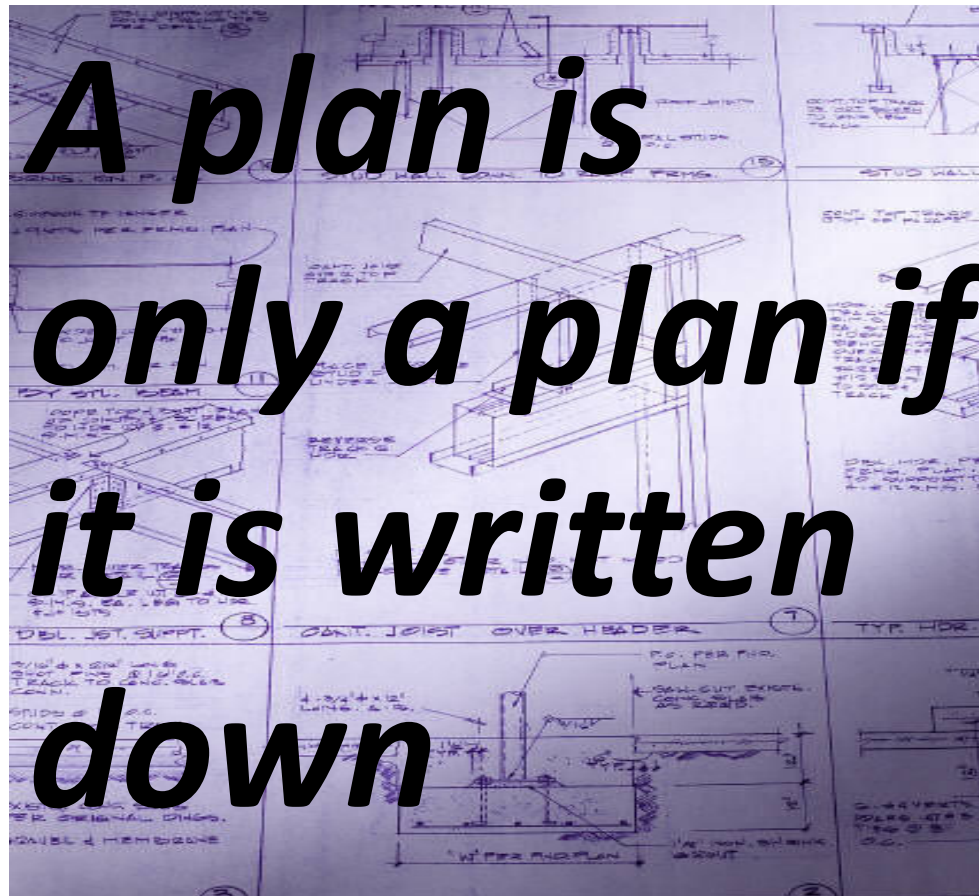
Analysis of current conditions that are essential for developing your strategy. The more facts you have and the better you know your community, the more effective your strategy will be.

Strategy is the blueprint for winning, based on your analysis and charting both your assumptions and the cause and effect relationship between your actions and the desired outcome.

Tactics are deployed to support that strategy, forming the main activities of the campaign.

Resources (time, money, people-power) affect the choices you make about the tactics that will be utilized.

Developing the plan



SWOT

Internal	Strengths Characteristics that give you an advantage	Weaknesses Characteristics that place you at a disadvantage
External	Opportunities Elements that may be exploited to help you improve and grow	Threats Circumstances that could weaken your position

Resources and Capacity

- Financial – capped, high/medium/low
- Strategic/creative – lists, ideas
- People
- Stuff



Campaigns are about setting goals

- Clear and defined
- Goals at all levels
- Provides room for evaluation and improvement
- Assists in building structure
- Measureable achievement helps drive campaign messaging



Goals should drive every aspect of a campaign

Exercise: Setting campaign goals

A campaign goal is a clear, measurable point where you know whether you've won or lost.

What are some examples of campaign goals?

Exercise: Campaign goal setting



Specific and Measurable

Specificity matters. The more clear a campaign's goals are, the more success it will have.

Unclear	Clear
Raise awareness about the pipeline	Have 25 earned media hits by August 1 st
Protect natural areas	Collect 6,500 petition sign-ups supporting protection of natural areas two weeks before upcoming elections
Reduce greenhouse gas emissions	Collect 2,000 pledges from residents to take public transportation four times a week
Defeat Rob Ford	Do 5,000 persuasion knocks in September and October
Increase minimum wage	Have 3,500 letters and 6,500 calls in to representatives on raising minimum wage by September 1st
Progressives take back the Parliament	Win back five seats, specifically the five toss-up seats.

Strategy

- Based on your analysis
- A clear path to achieving your campaign goal
- Easily articulated, transparent, and collectively understood

Tip: Developing strategy is answering the question - “how can you turn what you have (strengths and opportunities) into what you need (to overcome your weaknesses and threats), in order to win?”

Strategy development exercise

On your worksheets, answer the following questions about your campaign together:

1. What change do we want? (Goal)
2. Who has the resources/power to create that change? (Target)
3. What do they want? (Analysis)
4. What do we have that they want? (Analysis)
5. What is our theory of change? (Strategy)

Tactics

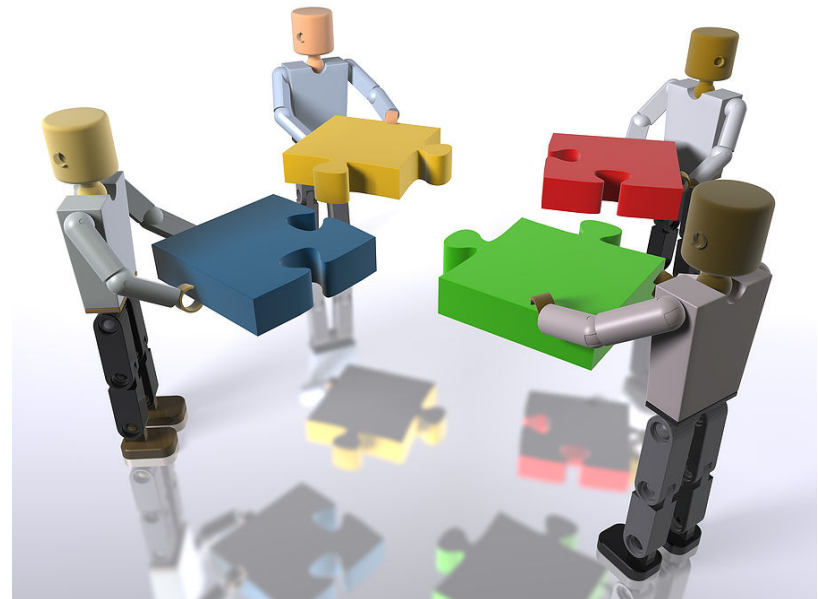
- Field tactics: outreach and organizing
- Media and communications



What makes an effective grassroots campaign?

Organizing! Motivating others to take action in teams to help execute campaign's strategy

- Amplifies resources
- More effective contacts
- Build relationships
- Stronger buy-in internally & externally
- Exponential growth



Campaigns are an exercise in list building



Volunteers are essential

1 Build Relationships

Build relationships with volunteers by connecting with their values and allowing them to be heard

2 Invest in Training

Develop trainings to further develop skill sets and create a space for best practice sharing and collaboration

3 Empower Leaders

Create clearly defined roles and provide volunteers with a sense of ownership over accomplishing goals



Creating a self-sustaining, powerful people-powered organization

Field tactics - identification

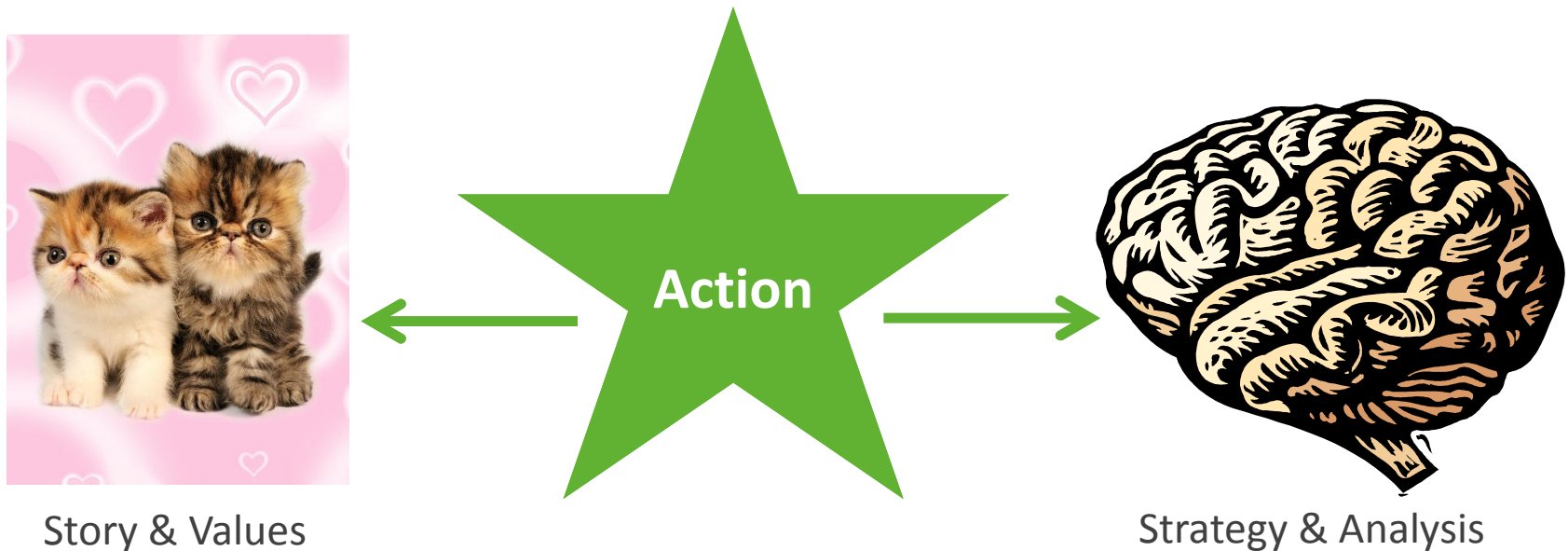
- Foot canvass – blitz, poll cats
- Phone canvass
- Direct mail
- Broadcast voicemail (BVM)
- E-mail
- Digital
 - (passive) Website
 - (active) Social Media

Field tactics – visibility/persuasion

- Literature drops by volunteers
- Literature distribution by postal walks
- Web and digital
- Paid and earned media
- Signs
- Presence – events, school-gating

How do we move people to action

**What do you think moves people to action?
Why?**



Is it important to appeal to the head or the heart?

Move people to action



Story & Values

BOTH!!



Strategy & Analysis



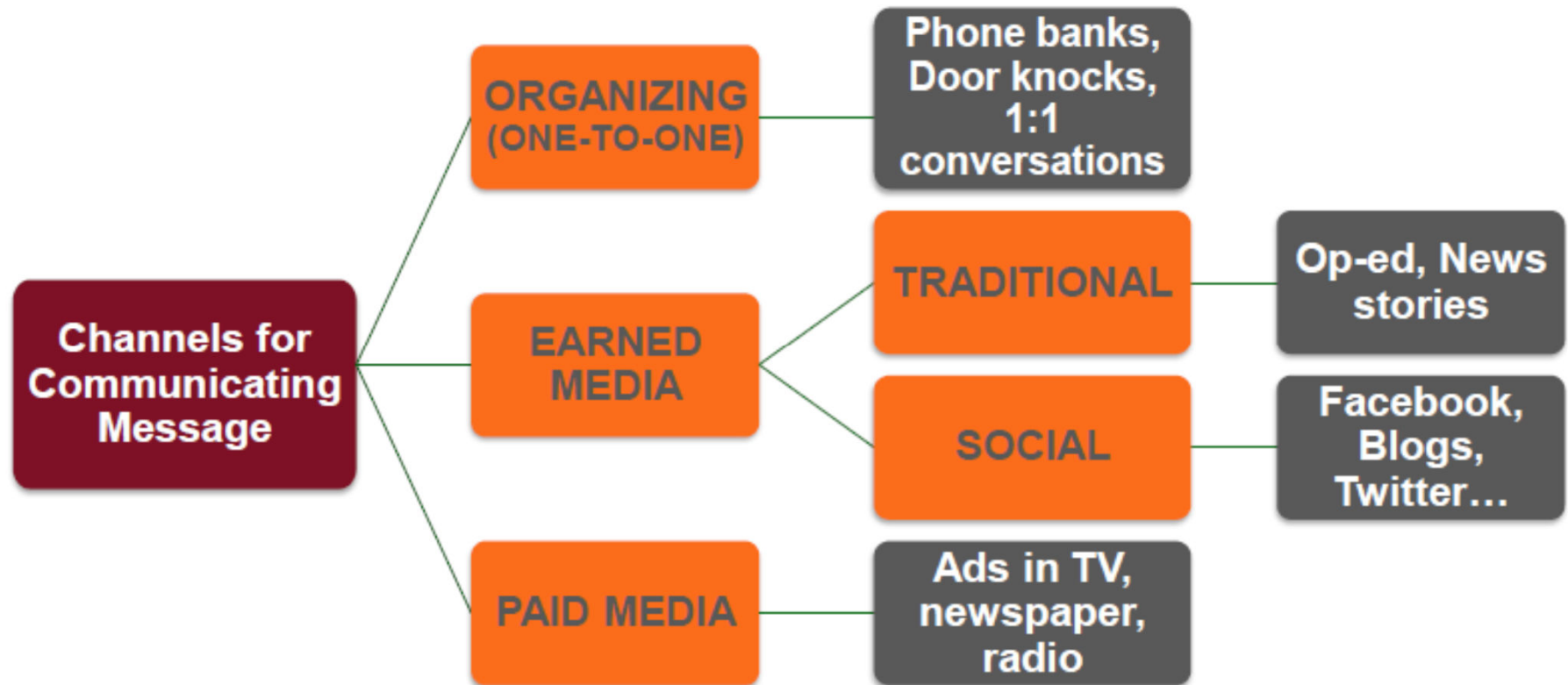
Characteristics of a good message

- Connects with values of your audience
- Stories, not facts or lists or policies
- Credible
- Compelling
- Contrasts
- Clear
- Concise
- Repeated often!



And importantly: it supports your strategy in achieving your goal.

Communications tactics



A word about the messenger

Who makes the most effective messengers for your message?

How does the messenger affect the message?

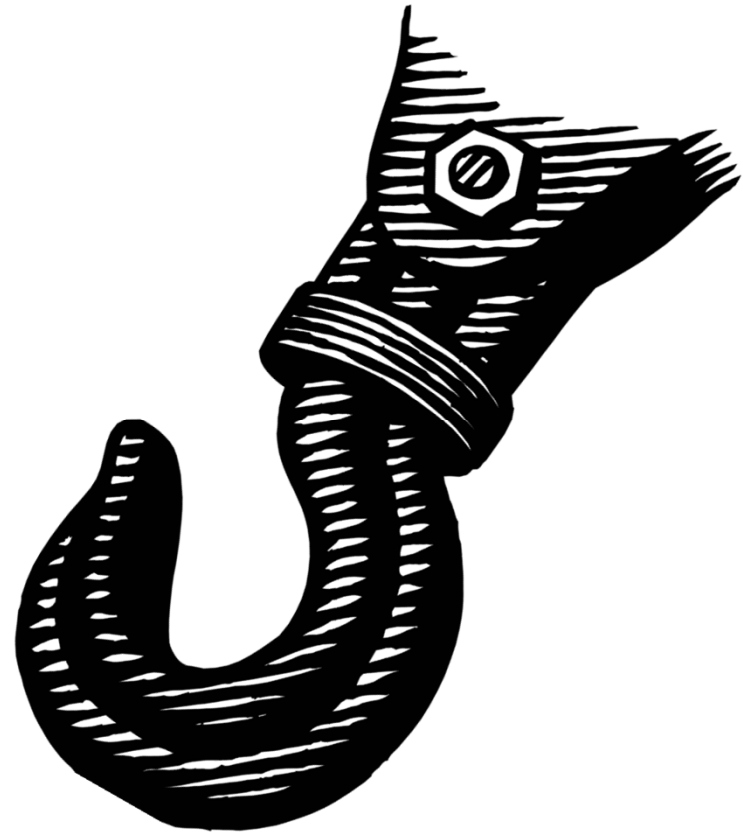


Tips for getting earned media

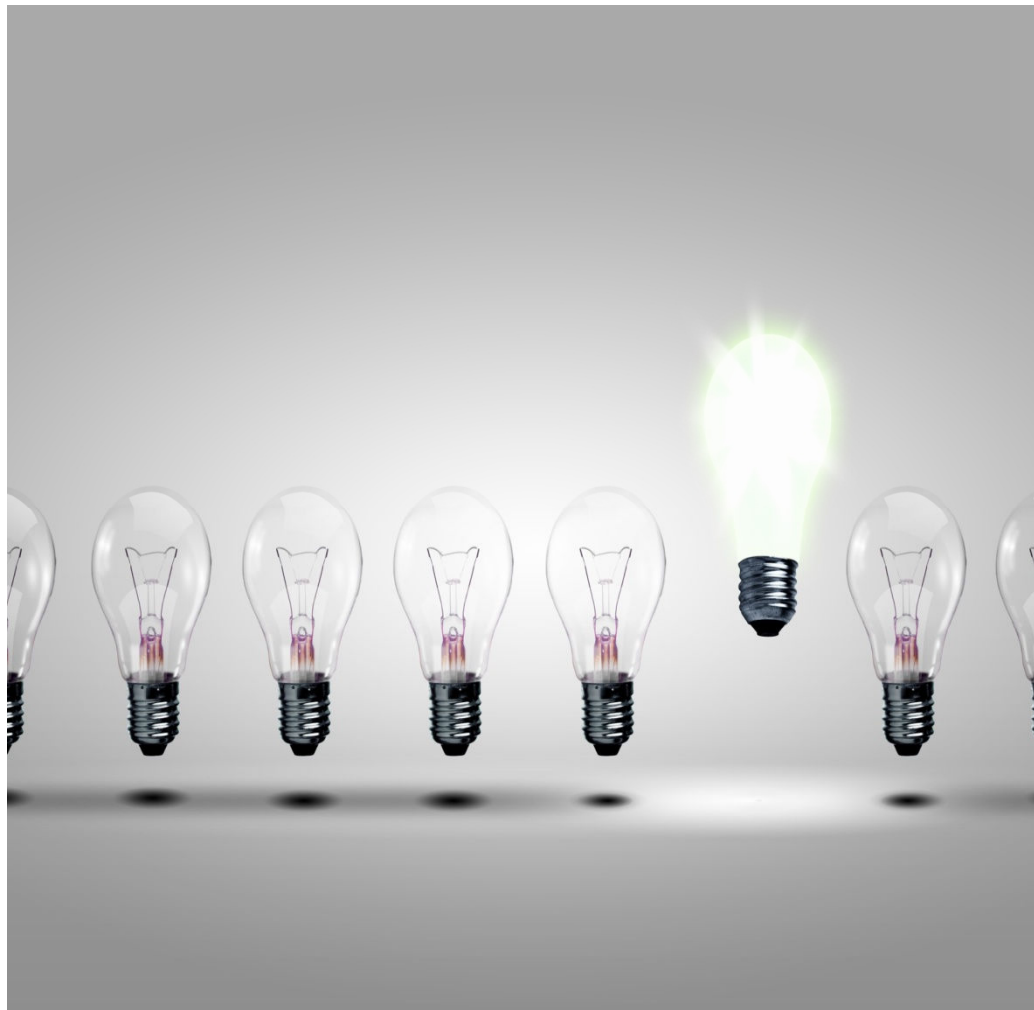
Always ask: Why is this interesting to the community? What's the "news hook?"

A hook can include elements of:

- Impact
- Timeliness/immediacy
- Prominence
- Conflict
- Bizarre/intriguing
- Currency



Focus



Remember



1. You are not your audience
2. Only consistency cuts through
3. People learn through repetition

Social media tips

- Use social media with your campaign strategy in mind
- Social media is like a fast flowing river
- Serve up great, unique, regular content
- Social media should be interesting and fun
- Post often, at different times of the day, on different days
- Repeat yourself a lot (but not too much)
- Interact with your audience, don't just talk to yourself
- Vary up the time & days you post

Adapted from Powerthru Consulting



Great Campaigns: Fair Work SK



**Like sitting down
to eat?**

That's too bad.

Under Bill 85, scheduled lunch breaks may no longer be the common standard.

That's not fair! Spread the word:



Weekends?

Take them one
day at a time.

Under Bill 85, employers can take away two consecutive days off in a work week.

That's not fair! Spread the word:



FAIRWORK
SASKATCHEWAN

[Home](#) [About](#) [Take Action](#) [News](#)

The Saskatchewan Legislature passed legislation that threatens workers across the province. Get in touch and tell them Bill 85 lacks legitimacy and balance.

JOIN 2,572 PEOPLE IN SAYING
SSLOW DOWN

FIRST NAME

LAST NAME

CITY, STATE, ADDRESS, OR POST CODE

EMAIL

SIGN THE PETITION

FAIRWORK
SASKATCHEWAN

[Home](#) [About](#) [Take Action](#) [News](#)

The Saskatchewan Legislature passed legislation that threatens workers across the province. Get in touch and tell them Bill 85 lacks legitimacy and balance.

SSLOW DOWN

Call me!
778-2429

Call me too!
778-2429

Brad Wall
Premier

Don Morgan
Minister of Labour



Great Campaigns: TPFFA (not gravy)



13

thestar.com
CITY HALL

News / City Hall

Renegade sign protesting fire cuts directs people to contact Mayor Ford

The sign, placed anonymously at a Scarborough station facing cuts, raised the ire of city officials but found a new home on a neighbour's lawn.

Text size: + - Reset

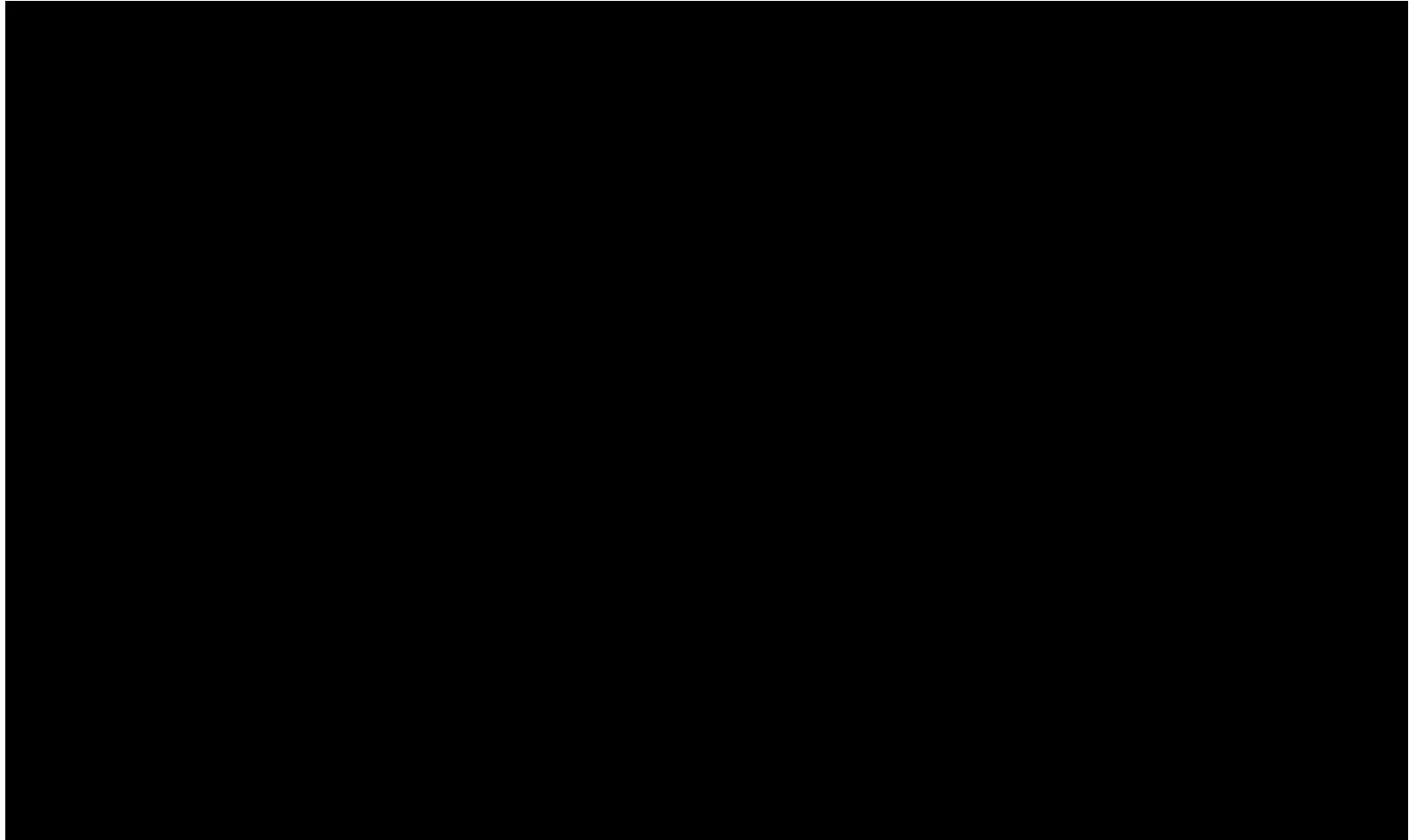


Report an Error

+ save to mystar



Great Campaigns: secondscounttoronto.ca



Great Campaigns: Book Burning Party

Message Box Exercise

What we say about OURSELVES	What they say about US
What we say about THEM	What they say about THEMSELVES



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Thank you!

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Important Campaign Tips

1. Build and maintain good lists
2. Engage constituencies with targeted strategies
3. Successful organizations invest in well-trained leaders
4. Effective campaigns are data driven and centered around meaningful goals
5. Online strategies and offline person-to-person organizing should be integrated
6. Winning campaigns have a compelling message + narrative delivered through multiple channels