



## Research

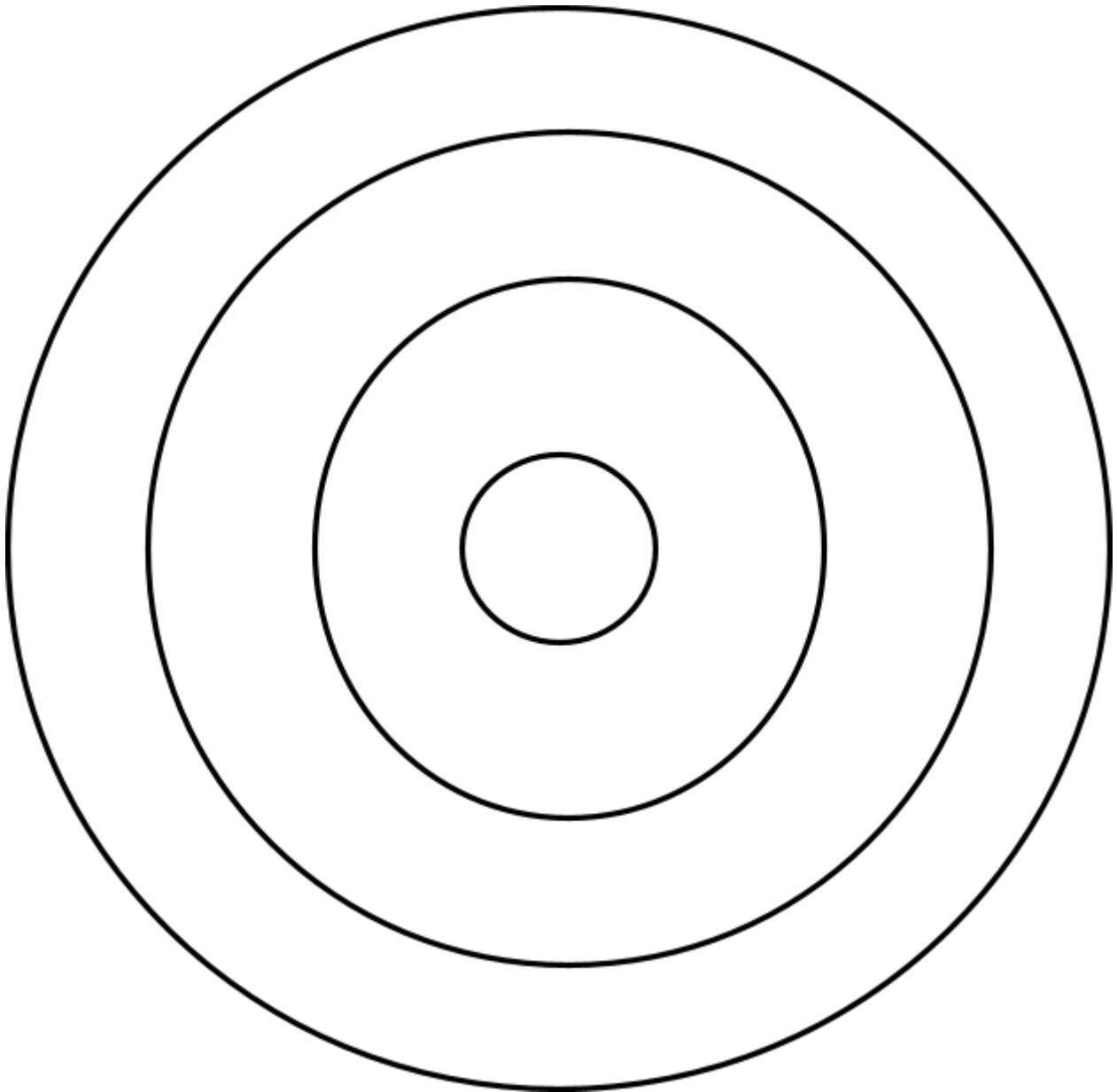
Learn more about your target by researching them. Below are some methods and categories of information you will likely want to include in your research process.

<p><b>Money</b> For elected officials: Who are some of their major donors or funding sources? Check <a href="#">VoteSmart</a>. For corporations: What is the source of their profit? Who are their major investors? For agencies: Where does their money come from? Who do they rely on to allocate their funding?</p>	
<p><b>Endorsers or Shareholders</b> For elected officials: Who endorsed them in their most recent election or currently endorses them? Try their website, Googling "Target Name endorsements," or check VoteSmart. For corporations: Who are their shareholders? For agency leaders: Who appointed them?</p>	
<p><b>Reputation</b> What have they built their reputation on? A broad look at their website, social media channels, speeches, and press conferences / releases may give you an idea of what parts of their reputation are most important to them.</p>	
<p><b>Critical Districts / Areas</b> For elected officials: In their most recent election, were there certain areas that were swing districts (narrowly voted for or against them? Politico (<a href="http://www.politico.com">www.politico.com</a>) is a good source for this. For corporations: Key areas that are important for them commercially?</p>	
<p><b>Critical Demographics</b> Are there certain demographics of voters, customers, or clients where they perform especially well, and want to keep happy, or that they are obviously trying to cultivate as supporters? For example: young people, people of color, families, veterans, 55-75 year olds, etc.</p>	

<p><b>Priorities</b>  For elected officials: What are their legislative priorities? What do they spend the most time and effort on? What types of bills do they sponsor?  For corporations: What part of their business is most important to them?  For agencies: What are they allocating the most time to? What are their stated priorities and what do they seem to work on the most?</p>	
<p><b>Ambitions</b>  For elected officials: When is their next election? Do they hope to seek higher office eventually?  For corporations: Do they have ambitions to grow, expand, or change? Where do they want to be in ten years?  For agencies: Is the agency trying to grow, expand, or change? Are the leaders hoping to pursue some higher office eventually</p>	
<p><b>Professional Relationships</b>  Who do they work closely with? Who are their key partners, staff, and advisors? Who do they report to and who reports to them?</p>	
<p><b>Personal Relationships</b>  Who are their important personal relationships – family, friends, etc? Where do they live / where is their home? Where is their HQ located?</p>	
<p><b>Passions, Hobbies, Interests</b>  What are their personal hobbies or interests? (if relevant)</p>	
<p><b>Personality &amp; Core Beliefs</b>  Do you know anything about their overall personality, approach, worldview, or beliefs? (if relevant)</p>	

Power-Map

Use your research to fill out the power-map below with key influences and motivations of your target. The most important motivations go in the inner ring. Motivations that are somewhat important go in the middle ring. Motivations that are not very important go in the outer ring. Be as specific as possible.



### Select a Strategy

Your strategy is your theory about how to influence your target using the resources at your disposal. Based on your power-map, pick an overall strategy for your campaign. Here are some common strategies:

<b>Hero</b> Demonstrate to the target how much it would benefit them to accept the campaign's demand.
<b>Pressure</b> Demonstrate to the target the costs of NOT accepting the campaign's demand.
<b>Persuasion</b> Persuade the target to accept the demand of the campaign based on the merits of that demand – appeal to their reason and integrity.
<b>Secondary Targets</b> Identify individuals and groups that have the most influence or authority over the target. Move these "secondary targets" to support the campaign and push the target to support it as well.
<b>Strengthen Support / Weaken Opposition</b> Give the target a pathway to taking an action that is potentially controversial (i.e., that will upset some parts of their base). Increase and mobilize support; neutralize, divide, or decrease opposition.
<b>Other</b> Any other strategy that you think will be effective.

What is your strategy, and why did you pick this strategy?

Brainstorm Tactics

Use the table below to brainstorm tactics. In the left column, fill in motivations from your power-map that were important or somewhat important to your target (from the inner two rings). Then, list tactics you might be able to use to influence the target based on each motivation. A list of tactics is provided on the next page in order to help with this exercise.

Motivation	Possible Tactics

### **Grassroots Family**

- **Examples:** Petitions; pledges; public comments; phone calls, emails, or letters to target; canvassing door-to-door; phonebanking and textbanking; tabling.
- **Strategic Alignment:** Hero campaigns use language that thanks the target for already taking action and encourages them to do more or take this opportunity to be a champion. Pressure campaigns usually need to generate higher numbers of signatures, calls, emails, and letters, focus on showing support in swing districts or among critical voters, and use language that implies that voters will make up their mind based on this issue.

### **Media & Social Media Family**

- **Examples:** Generating TV, print, radio, or online news coverage; letters to the editor; opinion editorials; social media posts, storms, and challenges; creating viral content.
- **Strategic Alignment:** Hero campaigns generate positive media coverage and/or promise to generate positive coverage if the target takes action; pressure campaigns generate negative coverage and/or threaten to do so if the target does not take action.

### **Coalition Family**

- **Examples:** Endorsements for your campaign from organizations, institutions, businesses, influential individuals, other electeds; sign-on letters; building partnerships; joint tactics; mobilizing diverse stakeholders (“unlikely allies”).
- **Strategic Alignment:** These look similar in hero or pressure campaigns; the language in sign-on letters and the choice of allies sometimes varies to match the strategy.

### **Art Actions:**

- **Examples:** Banner drops; chalking; posterizing; murals and public art installations; political theater; satire; performance art; pranks.
- **Strategic Alignment:** Persuasion campaigns will deploy art actions to change the way the target thinks and feels about the issue. Hero campaigns will deploy art actions to demonstrate ways the target can benefit from taking action, generate positive media coverage for the target, or encourage the target to be a champion on the issue. Pressure campaigns will deploy art actions to make fun of the target, undermine their legitimacy, negatively impact their reputation, and disrupt the status quo.

### **Persuasion Tactics:**

- **Examples:** Lobbying; testifying at hearings or meetings; persuasive reports or presentations; mobilizing experts.
- **Strategic Alignment:** These tactics often form the backbone of a persuasion campaign. Hero and pressure campaigns typically make a more limited use of these tactics, but still may deploy them at key moments.

### **Civil Disobedience & NVDA:**

- **Examples:** Marches; rallies; sit-ins; boycotts; occupations; blockades; strikes, and more.
- **Strategic Alignment:** Typically only used in pressure campaigns.





### Recruitment Methods Table

<b>1-on-1 Recruitment</b>	<ul style="list-style-type: none"> <li>● Texting people</li> <li>● Phonebanking (calling) people</li> <li>● DM'ing people on social media</li> <li>● Setting up a table and getting people to sign up</li> <li>● Door-to-door canvassing</li> </ul>
<b>Mass Recruitment</b>	<ul style="list-style-type: none"> <li>● Giving presentations to groups of people (and collecting sign-ups)</li> <li>● Sending out mass emails</li> <li>● Putting up posters</li> <li>● Posting on social media</li> <li>● Asking other organizations, groups, clubs, or businesses to help spread the word (group outreach)</li> <li>● Getting media coverage (TV, radio, print newspaper)</li> </ul>
<b>Social Recruitment</b>	<ul style="list-style-type: none"> <li>● Tell your friends, family, and community</li> <li>● Ask others to tell or invite friends, family, or community (“Can you bring a friend?”)</li> <li>● Using social events to recruit – like potlucks, parties, etc.</li> </ul>

### General Tips

- Have a recruitment plan for every single meeting and action.
- Use a diverse mix of recruitment methods from different parts of the table.
- When writing down which methods you'll use, be creative, and be specific about the who, where, and when. For example, “Send reminder texts *the night before*” or “Give presentations *at Environmental Studies classes at University of Michigan and pass around a sign up sheet.*”
- Always do more recruitment than you think you need to do!
- Never miss an opportunity to recruit and follow-up with people. Always have people sign in to events and meetings – or sign petitions or postcards – with their contact information.

## Campaign Story

Fill out the sections below to craft your campaign message.

**Introduction:** Who are you and who is your organization?

**Issue:** What is the issue your campaign seeks to address and why should people be concerned about it?

**Goal + Vision:** What is your campaign's goal? How would achieving the goal address the issue and create a better world?

**Urgency:** Why does this matter? Why here? Why now?

Ask yourself: Does my message align with your strategy and the motivations of my target? Will my message resonate with the people that I want to organize and mobilize?

If your answer is no or if you're not sure, see if you can edit and improve your message.