

## Making A Campaign Concept

There's no escaping the need to consider a lot of factors together and come to a judgement. Campaigning can have method with 'scientific' inputs but it's also an art, a craft. The 'planning star' gathers inputs from five main points:

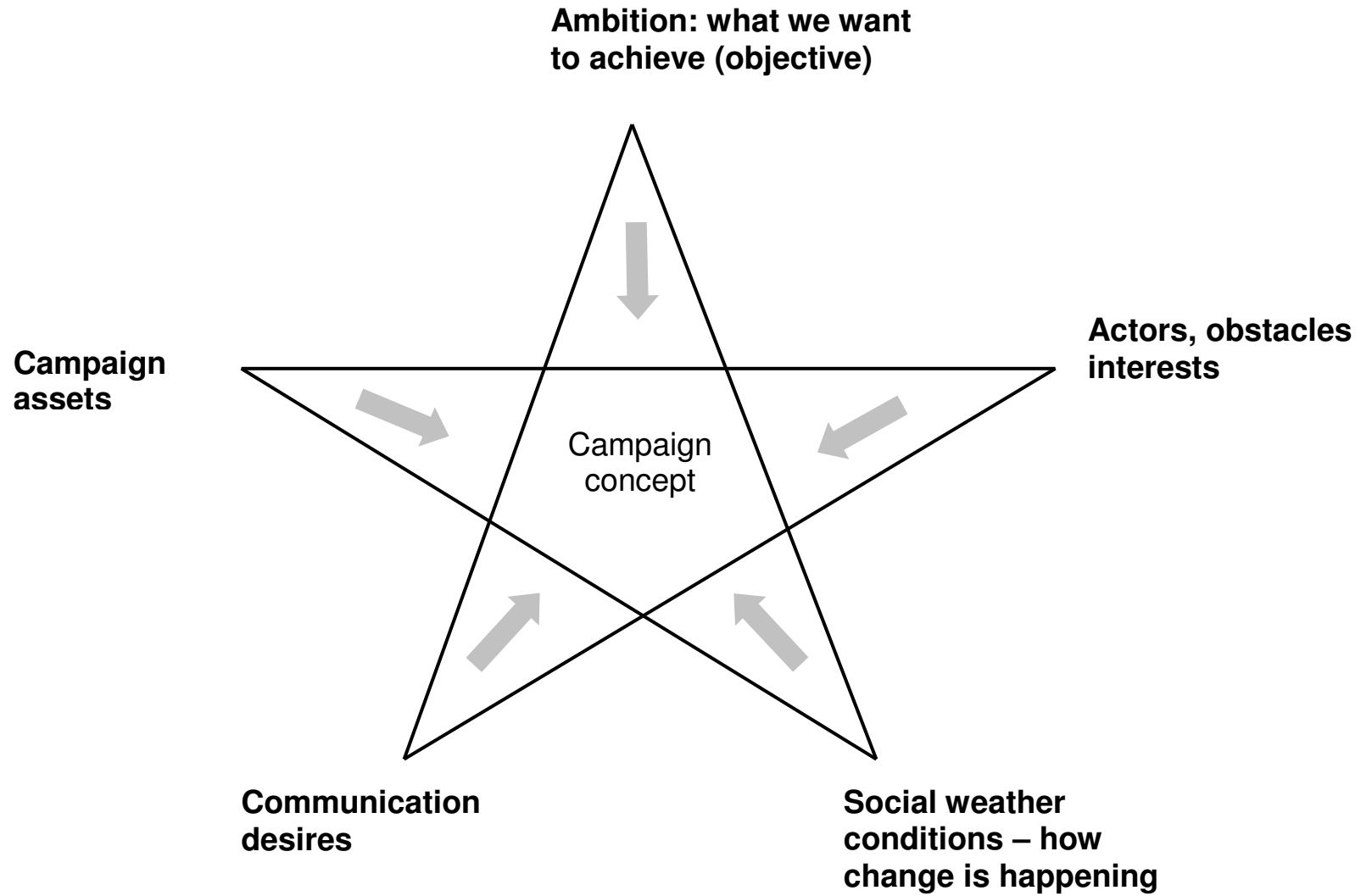
- *ambition*: what we want to achieve in terms of change (both to the problem directly, and in terms of changing potentials, or the context, to increase the possibility of longer term change). Analysing the significance of possible objectives.
- *actors, obstacles and players*: the who's who and what's what of the issue. Current situation analysis.
- *social weather conditions*: how things change in our society today, and how we think they're going to change in future, the means of change and agency. Reading the tea leaves.
- *communication desires*: what we want to communicate as an individual, or more likely, as an organisation. This may exist quite independently of the need to achieve the immediate objective.
- *Campaign assets*: the tools for the job. Social, material, financial, intellectual and other resources, including intelligence capacities and special campaigning tools.

The decision to start a campaign can be driven from any one of these points. A change in who's involved in an issue, or a new resource becoming available, is just as legitimate in determining that now's the moment to campaign, as is a study of objectives or the issue.

Each organisation will have its own priorities and ways of making plans, and there's no way to covert these inputs into a numerical process so the right answer can be arrived at by calculation: it's always a question of judgement.

The concept needs to include a draft campaign proposition, any internal requirements or objectives, and an idea of key assumptions about why it ought to work. Most organisations need something like this in order to give a go-ahead to a campaign idea.

Campaign planning star diagrams



Issue mapping  
 Analysis of the dynamic (process) to be affected  
 Significance analysis of possible objectives in terms of

- direct change to the problem
- potential for further change
- change to another star point eg who the actors or interests are, or making the social

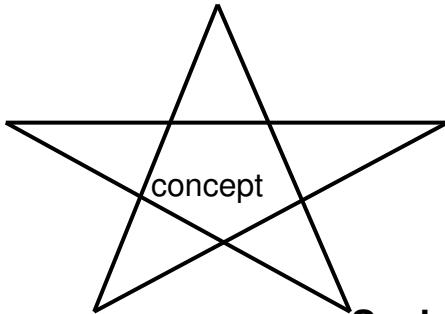
Issue mapping  
 Interests analysis – who is winning and losing, who would win or lose if a change occurred  
 Potential allies  
 Obstacles  
 Existing perceptions of significant audiences (qualitative research)  
 Polling data  
 Players in the policy community  
 Their activities

(resources)  
 people  
 networks  
 knowledge  
 intelligence  
 money  
 social capital  
 media capital  
 political capital  
 opportunities  
 commercial  
 legal  
 reputation

**Ambition: what we want to achieve (objective)**



**Campaign assets**



**Actors, obstacles interests**



**Communication desires**



**Social weather conditions – how change is happening**



Detecting social wind waves, currents, storm waves, climate.  
 Mapping changes in the social values.  
 Following trends in agency – who has power and influence and how is this changing?

What do we want the campaign to communicate about  
 us  
 our programme  
 direction  
 mission  
 vision  
 (see 'glass onion')  
 how change happens eg about

- Responsibility
- Actors
- what people can do