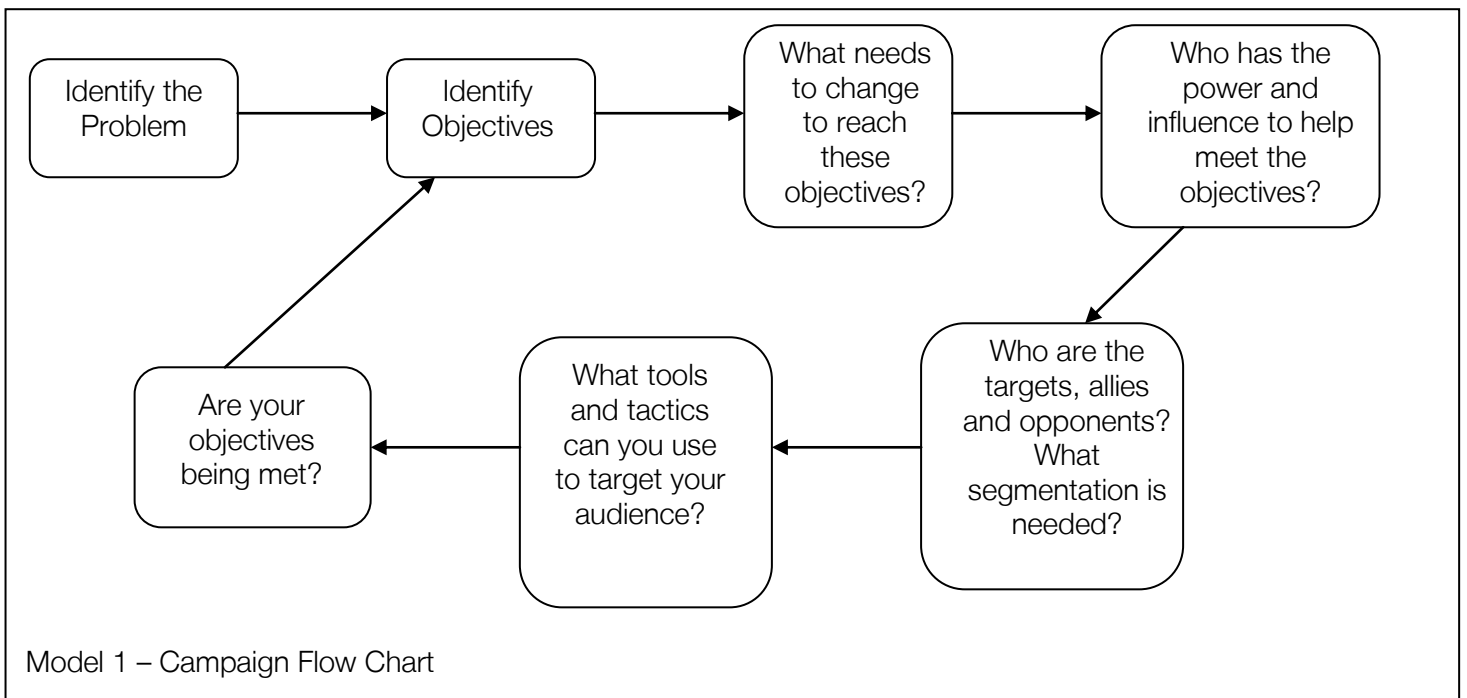




Introduction

From its inception to its conclusion a campaign needs to follow a logical and well planned path. Regardless of the campaign aims it is hugely important to systematically plan and implement the methods so that the desired outcome is achieved. This factsheet outlines a number of ideas that may be useful when planning and running a campaign. There are also a number of other factsheets that may be useful when planning a campaign. They have been identified at the relevant point in the text.

A successful campaign can be split into three distinctive phases. These are outlined in model 1.



Throughout this factsheet you will get ideas about how to successfully deliver a campaign.

The Planning Phase

In many respects the planning phase is the most important. During this phase you will decide what it is you are trying to achieve, what methods you will need to employ to be successful as well as making sure you have done your research. In a successful

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campaign you could be spending up to 90% of your time planning. This will stop you from having to take time out of critical activities, such as lobbying, to plan the next steps. Always make sure that you know exactly where your campaign is going before you start. By the end of the planning phase you should be able to picture every step of the way and know what you need to do to implement them.

What kind of Campaign are you going to run?

Before you decide what your objectives are you will need to decide what kind of campaign you are going to run. The campaign type can be put into three categories and it is essential to decide which one your campaign fits into before you begin, as the aims and objective will reflect the type of campaign that you are running. Normally a campaign will have all these within it, as separate phases or sub-campaigns.

1. Raising Awareness (See definition 1)
2. Behavioural Change (See definition 2)
3. Policy change (See definition 3)

Definition 1 – Raising Awareness

In this campaign you are not trying to change the way people act or change the mind of policy makers you are just trying to make an issue relevant in their mind. So that they know something is going on. However, a campaign like this has to have measures otherwise knowing whether your campaign has been successful or not will be impossible.

Definition 2 – Behavioural Change

In this type of campaign you are not only trying to raise awareness but also encourage people to change their habits and the things they do. A successful campaign like this will involve a group changing the way they act.

Definition 3 – Policy Change

This type of campaign has a very distinct target audience – policy makers. Although it may try to engage with a wider audience this is not central to what it is trying to achieve. Campaigns trying to change legislation are a good example of this type of campaign.

Often a successful campaign that is trying to bring about a change in policy will lead to a campaign aimed at raising awareness. A good example of this is the Ramblers 'Claim the Coast' campaign which started as a campaign to change legislation but once successful turned into an awareness campaign.



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What are you trying to achieve

Before you start planning any campaign you need to know what it is you want to achieve. Think about the change you want to see – this forms your campaign 'vision'. From this you can generate a campaign title or headline. If you think back to a successful campaign the chances are you could sum it up in just a couple of lines or even words. In many cases the headline will be very catchy and stick in your mind. More importantly you should be able to give it to somebody who has nothing to do with your campaign and they would immediately know something about it. Again 'Claim the Coast' is a good example as the description is only 3 words long and yet it says exactly what it is and what it is trying to achieve.

From your vision and headline, you will develop your campaign aims. This really means drilling down into what exactly you are trying to achieve. The trick to this is to get as much information across in as little space as possible and to make it relevant.

Once you have agreed both these there are a number of tests to make sure you will be able to achieve your aim. The first is to ask whether it is SMART (see definition 4).

Definition 4

SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC, TIMED

This means asking whether your aim is specific in what it wants to achieve and whether you will know when you have achieved it. You should also ask whether it is achievable given the resources and whether you are being realistic about the campaign. The final question that you should ask is whether you know when it will be achieved by. Once you have asked these questions about your campaign aim read it out to somebody who does not know anything about what you want to achieve. Once finished, ask them the following questions:

1. Could they tell what you are trying to achieve?
2. Was it interesting?
3. Was it memorable?
4. Was it relevant?

An example of a campaign vision and aim that sets out what it is trying to achieve in an engaging way and is Smart is outlined in example 1.

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Example 1

Path Erosion

As sea levels rise, accelerating the process of coastal erosion in many areas of Britain, some of our most spectacular paths are under threat. So, too, are many pleasant riverside routes.

The present legal framework provides little protection for riverside and coastal paths. Once eroded by a river or the sea a right of way is lost forever.

The Ramblers is pushing for legislation, in this Parliament, which will require local authorities to monitor paths at risk, and either take action to protect them or provide alternative routes.

Remember that when you are running your campaign this is the hook to getting journalists, politicians and other volunteers interested and involved.

Achieving your vision

Once you have set out your aims. You need to decide how you are going to get there. These are the practical issues that need to be answered in the planning phase. For example, if you were thinking of going on an expedition on the Amazon River you wouldn't just jump on a plane to Brazil and start. You would consider a whole number of issues from how you are going to travel to what biscuits you are going to eat. In the same way if you are running a campaign you shouldn't just leave these methods to chance; they should be meticulously planned.

Research

In this stage you will need to make sure you have all the facts, statistics and case studies ready and in a useable form. When you are talking to decision makers, members of the public or members of the press you will gain a huge amount of credibility by having relevant facts, information and case studies to hand that will back up your argument. A lot of information can be gained from the local library and council offices as they will be able to provide much documentation on the issue. If your campaign is about promoting a certain piece of legislation or changing legislation then you can also get in touch with your MP who will be able to send you the relevant details, where they are publicly available. You may also want to undertake your own research by getting in touch with

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local community organisations, going out into the field and taking your own surveys or carrying out a questionnaire.

The second stage of this process is working out what you need to do to achieve success in your campaign. In campaigning you will often hear the term 'Win Number,' very simply this is the number of people you need to convince to support your campaign and make sure your campaign is successful. However, if you are trying to engage as many people as possible you need to run your campaign in a different way.

You need to know what will make somebody engage with the campaign. Why would they agree with what you are saying or indeed why might they disagree with your argument? What details will you give them and how will you put them across to make sure they engage with your campaign.

Key Stakeholders

In any campaign there are going to be people who are key to a successful outcome. These people need to be identified and classified as either a potential blocker or potential supporter. The key stakeholders might include potential volunteers, policy makers and local residents/landowners. Once done consider whether the supporter can be turned into an active advocate/volunteer in the campaign. If they are a potential blocker how can you turn them into a supporter?

If you need to convince a committee to take action then who is most likely to support your campaign, remember to make a list. How can you make sure you achieve your win number? Remember you don't need to convince everyone so don't use up vital resources trying to convince those who you know will not support your campaign. If there are people who are likely to support you make sure you enlist their support but make sure your resource focuses on those who are undecided whether or not they will support your campaign.

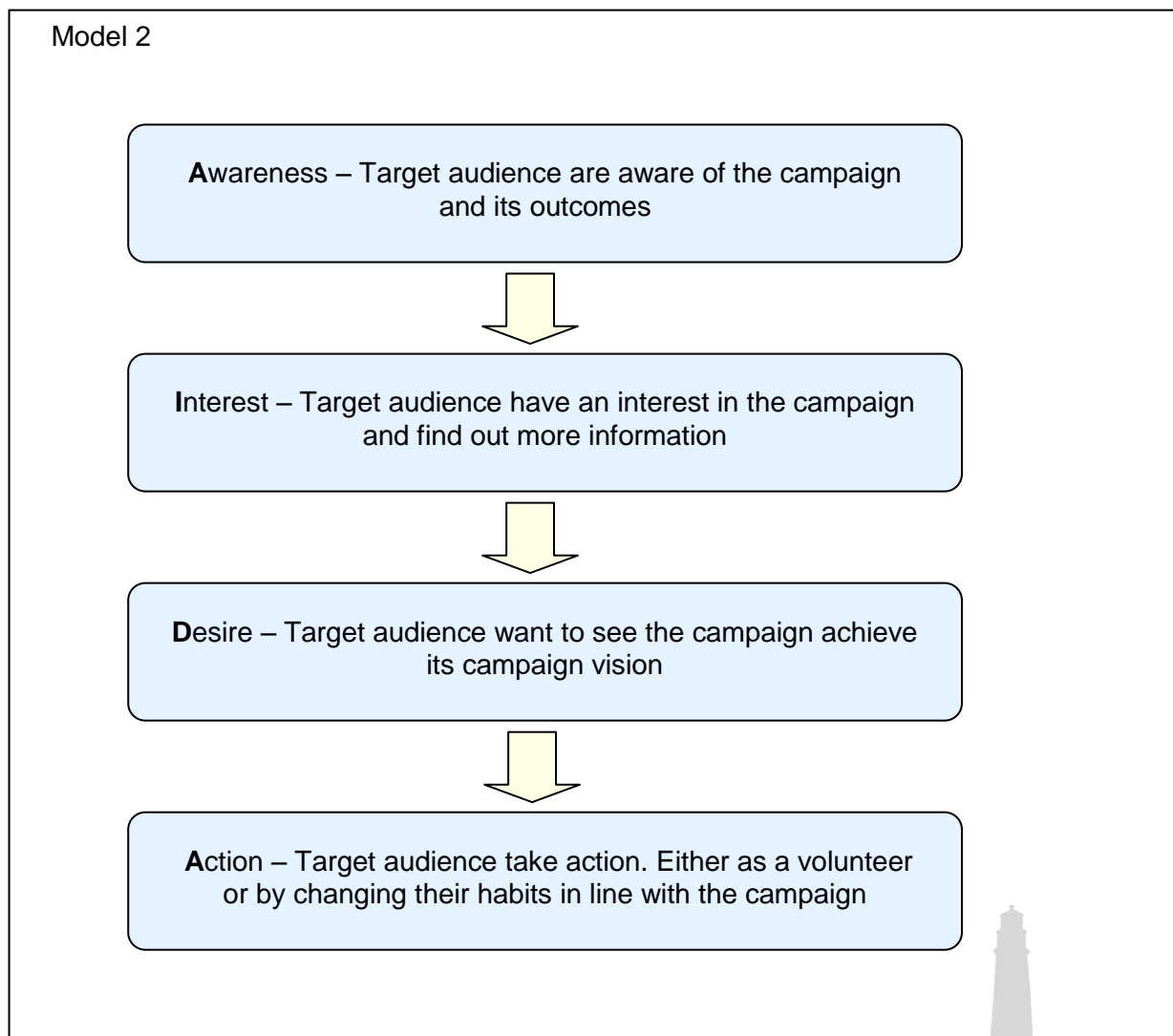
If the aim of your campaign is to get as many people as possible engaged in your campaign you need to think about how you can get to all these people. When doing this it is a good idea to segment the population. Then you can identify relevant methods of communicating with them.

A key part to your campaign will be recruiting people to run it. Some of these people will be in your campaign from the very beginning and others will join as it gains momentum. Before you start make sure you have a team who are able to plan and deliver the campaign. As well as this make sure you are in a position to welcome new members of the campaign team. It is vital that all members of the campaign team are confident at carrying out their role.



There are four different levels in which a person can be involved in a campaign. This ranges from just hearing about your campaign to taking action. The AIDA model shows the journey of people taking interest in your campaign to taking action (Model 2). A successful campaign will use a variety of methods to reach the desired audience and move people from just being aware of the campaign to taking action.

Once you have recruited your campaign team you need to remember the human aspect. What will they enjoy doing? How will they make a positive impact and what can you offer as a way of thanking them.



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Delivery of Your Campaign

Campaign Methods

The methods you use in a campaign are critical. Before taking any decisions on the method consider the type of campaign you are running (see explanation 1, 2 and 3) as well as the aims and objectives. With this in mind you should consider the methods that are most likely to engage your target audience. If you look at model 2 again they are the way in which you move members of the target audience from Awareness through to Action. This means that the method you use has to fulfil certain criteria. The method needs to:

- Be relevant to the target audience
- Get across what your campaign is trying to achieve.
- Give the target audience the information about the issue that is relevant to them.
- Tell them why they would benefit from it.
- Explain what action they can take to get involved in the campaign.

At this point it might be useful to write down who your target audience are, why the issue is relevant to them, what you would say to them, what method is most relevant to them. Methods that you might use include:

- Electronic media – See the factsheet entitled (XXXXXXX)
- Lobbying local and national politicians/key decision makers
- The press – See the factsheet entitled Contact with the Media
- Writing letters to decision/policy makers
- Creating a webpage – See the factsheet entitled Starting a website.
- Holding a public meeting – See the factsheet entitled 'Running a successful meeting'

Remember when selecting methods some are very good at convincing policy makers that they should support your campaign and other methods are suited to empowering a large number of people so that they are able to take action. In reality you will probably find you use a variety of methods. For example, an awareness raising campaign would use methods that get out to as many people as possible such as the press and web whereas campaigns that are aimed at changing policy need to use methods such as lobbying and briefing.

Reviewing your Campaign



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Reviewing your campaign is an essential step. Whilst you should always make a point of reviewing the campaign once it has concluded you should also consider doing this whilst it is still running. This will help you to identify any weak points within the campaign. The first priority in review is to say thank you to all those who have supported the campaign. This should be especially true of those who have volunteered during the campaign. You should also make sure you debrief. Remember some people may have given a lot of time to your campaign and so may need an opportunity to say how they feel it went. You may also want to run another campaign and if so it is always useful to think about what went well and what didn't and how you might do it differently next time. The final reason for debriefing is that you need to check whether any new issues have arisen as a result of your campaign.

Debriefing can also be very important for a campaign that has stagnated or failed to make an impact on the target audience. This may also be true in a long campaign where the momentum starts to slow a little. However, it is critical even in successful campaigns as this will help you in future campaigns in identifying future ways of working.

