

1. STATUS QUO

⌚ 45 min

from

to

Everyone has at least one reason for being here today: you want to change something. To succeed, you need to become a strong team and develop a common understanding of your issue.

Get to know each other. What do you expect from this meeting and collaboration? Find out what motivates you individually, what skills and previous knowledge each of you have, and how much time each person can invest. This will help you to recognize who can take on which tasks.

Define your issue clearly and unambiguously. This step forms the foundation for your further work. Only

when you all see the issue in exactly the same way can you develop an effective campaign.

Even if you all know each other well and have been working together for some time, and you are already familiar with the issue, take the time to clearly document the current situation and the issue for everyone.

- Everyone knows each other.
- We know our group's strengths and motivation.
- We know how much time each person can invest in the campaign.
- We have a common understanding of the issue.
- We can clearly identify the issue in one sentence.

2. VISIONS AND AIMS

AN IDEAL VISION

What will the world look like if you succeed? A vision describes the ideal world from your point of view.

Wikipedia, for example, has formulated its vision as follows: „Imagine a world in which every single person on the planet is given free access to the sum of all human knowledge. That's what we're doing.“

Draw your ideal world, initially in fine detail. Then describe this world in a snappy sentence.

- We have formulated a vision.
- We have agreed aims.
- We have defined success criteria for each aim.
- Every aim has a deadline.

A WORTHY AIM

What specific aim should your campaign achieve? In other words, what positive changes will your campaign bring about?

Until your vision becomes reality, you will have to work hard. Big changes take time. Create intermediate aims that you have to achieve on your way. Define your aims so that they are actually realisable. An aim for our Wikipedia example could therefore be: „An uncensored encyclopaedia in China by the summer of year X.“

Define criteria for each aim against which you can measure your success. Describe a desired situation, specific criteria for success, as well as a deadline. You can find more tips on defining aims in the manual.

3. US AND THEM

⌚ 45 - 90 min

from

to

Who is with you, who is against you? Who is already an active part of the group, and who can you bring in to strengthen it? Who do you have to totally convince so that your vision becomes reality?

A detailed analysis of your environment is the basis for a good campaign strategy. If you know who can really bring about change and who is available, you can formulate your messages in a targeted manner.

First, collect all the stakeholders who are affected by your project. Then evaluate which ones can influence your campaign, and which of them are actually available to you.

Outright opponents usually cannot be changed by a campaign. Concentrate your campaign on people

or groups who have influence and are maybe still undecided, and also on potential supporters who have not yet emerged.

Write a personal profile for each of the target groups, a so-called 'persona' (you can find examples in the manual). This is important for the next step in which you develop images and messages for your campaign.

- We know our supporters.
- We have identified our opponents.
- We have identified the undecided.
- Each stakeholder has been evaluated regarding accessibility for the campaign.
- We have identified promising target groups for the campaign.
- Personae have been created for promising target groups.

6. ROLL UP YOUR SLEEVES

⌚

Extra dates:
From here on you work in individual groups.

This is about the creative development and internal implementation of your already planned campaign.

Now you are getting creative and designing means of communication. You are now working in individual groups or even alone. Get inspired: there are numerous good examples of successful campaigns, designs, and communication products. In the manual you will find tips on how to make successful texts, websites, and other means of communication.

Think about your team's resources and get organized. Who is responsible for what work in your group? Involve extra experts if you need support and if your budget allows. Inform the coordinator promptly and

regularly about your work status – especially if you cannot keep ahead on your own.

Always keep your agreed messages and campaign aims in focus. If you have completely new ideas, discuss them with the coordinator before working on them in detail. Take into account that all designs must later be agreed upon by the wider group.

- We have distributed tasks and responsibilities within our team.
- We can implement the means of communication within our budget and in the planned timescale.
- We have found great examples.
- Drafts have been made for the 'One last check' (step 7).

5. ACTION ON THE STREET AND ONLINE

⌚ 1,5 hours

from

to

In step 4 you defined your messages. Where and how do you want to spread these messages? Today there are many channels and possibilities: designing leaflets, creating a website, posting on social media sites, having an interview with a newspaper or television station, printing protest posters and banners, etc.

Draw up an action plan for your activities. This contains a task list describing what you are going to do, who is responsible for it, and when the project should be completed. Afterwards, in addition to the activity, you should also note the target group and the aims (from step 2) that you would like to achieve with the respective activity. Make sure that the responsible persons can actually prepare/implement the activities.

Always have your budget in mind. It costs money to print materials and to build and maintain a website.

Appoint a person as a 'coordinator' who keeps an eye on all dates and activities. This person ensures that deadlines and budgets are met. As soon as your operational plan is ready, it's time to roll up your sleeves and get on with the activities.

- We have drawn up an action plan with a list of activities, responsibilities, costs, and assumptions/exceptions.
- A budget and time schedule have been clearly developed.
- We have appointed a main person responsible for each activity (and helpers if necessary).
- Every activity has a deadline.
- The deadlines in the action plan coincide with the deadlines from step 2.
- We have appointed a coordinator.

4. IMAGES AND MESSAGES

⌚ 4 hours

from

to

How do you pass your enthusiasm on to others? How do you want to communicate your goals?

Now it's getting exciting! You know your aim and the people who you need to target with your messages. If possible, put your strategic approach, your target groups, and your communication goals on paper in one sentence – the so-called 'strategy sentence'. Again, our Wikipedia example: „Together with Chinese NGOs, we are putting pressure on the government and demanding the fundamental right to freedom of expression.“

Now you can develop the messages in a targeted manner. Remember: what is important is what the target group receives. So put yourself in their minds. To do this, use the personae from step 3. With a specific person in mind, it is much easier for you to formulate your messages. Understand what your

messages will achieve with the target group and what impact they will have, and think about what makes your messages strong. In the manual you will find examples of these impact factors. Combine your messages with a call to action so that people don't just nod in agreement, but really take action.

Public messages never work alone. So also consider how your messages work in the context of other messages. What makes your messages vulnerable? How could your opponents react? Prepare for it. In this step we define „how we say something“. You can find sample messages from successful campaigns in the manual.

- We have formulated a strategy sentence (including communication goals).
- We have formulated messages that are tailored to the respective target groups.
- We are prepared for criticism from opponents.

7. ONE LAST CHECK

⌚ 2 hours

at

from

to

You meet again in large groups with each team presenting its work results. The most important question for today is: are our messages coming across?

Remember: this is not about taste or personal preference. The proof of the pudding is in the eating! So look at the means of communication through the eyes of your target group.

When criticizing, always remain factual, respectful, and constructive. Stick to the agreed strategy and the operational plan. Now is not the time to fundamentally question your plan. Document your results and

decisions so everyone knows what changes need to be made.

Update your schedule. Has all the work been completed by the agreed time? Are there deviations from the plan, and is clarification needed on how to proceed? Answer the question: what is next?

- All teams have presented their designs.
- Feedback has been documented.
- The necessary decisions have been made together.
- Everyone knows what changes still need to be made.
- The action plan has been updated.
- The next steps have been coordinated.

8. AND OFF YOU GO

You are now perfectly ready to publish your campaign. You have already specified the exact course of the campaign in your action plan (step 5).

Everything does not always go according to plan. Check in good time whether all the required resources and people are available as planned. Are the leaflets printed, the stand rented, the website online, has approval been obtained for the planned event, etc.? Everyone has to muck in.

You can expect some resistance at this point. But you are prepared for that. In step 4 you developed a

strong position. Use your arguments and messages in a targeted manner.

Communicate with each other and alter your schedule if necessary. Now it can finally begin!

- We have checked our schedule again and amend it if necessary.
- All necessary means of communication are ready.
- Everyone knows their task(s) during the campaign.
- We are prepared for criticism of our point of view / our campaign.

9. OUTDO YOURSELVES!

⌚ 2 hours

at

from

to

Your campaign is now in full swing. Assess your impressions and experiences. What has worked well so far, where can you improve things? Have you come closer to the aims you set, and have you already achieved intermediate aims?

In order to assess the success of your activities, be sure to collect external feedback as well, e.g. media reports, statements by politicians, possibly statements from the opposite side. Then discuss your experiences in the group. The timing of this feedback meeting depends on your activities and the schedule.

Adjust your activities based on your findings. Don't be too impatient. Many changes take time. If you want to adapt your campaign or individual activities, poster step 5 might be of help to you.

- External and internal feedback on the ongoing campaign has been discussed in the group.
- The group has developed a common understanding of how the campaign has been received by the target groups.
- We have checked whether the intermediate aims have already been achieved.
- We have determined who will make the necessary adjustments to our campaign.
- The action plan has been updated.