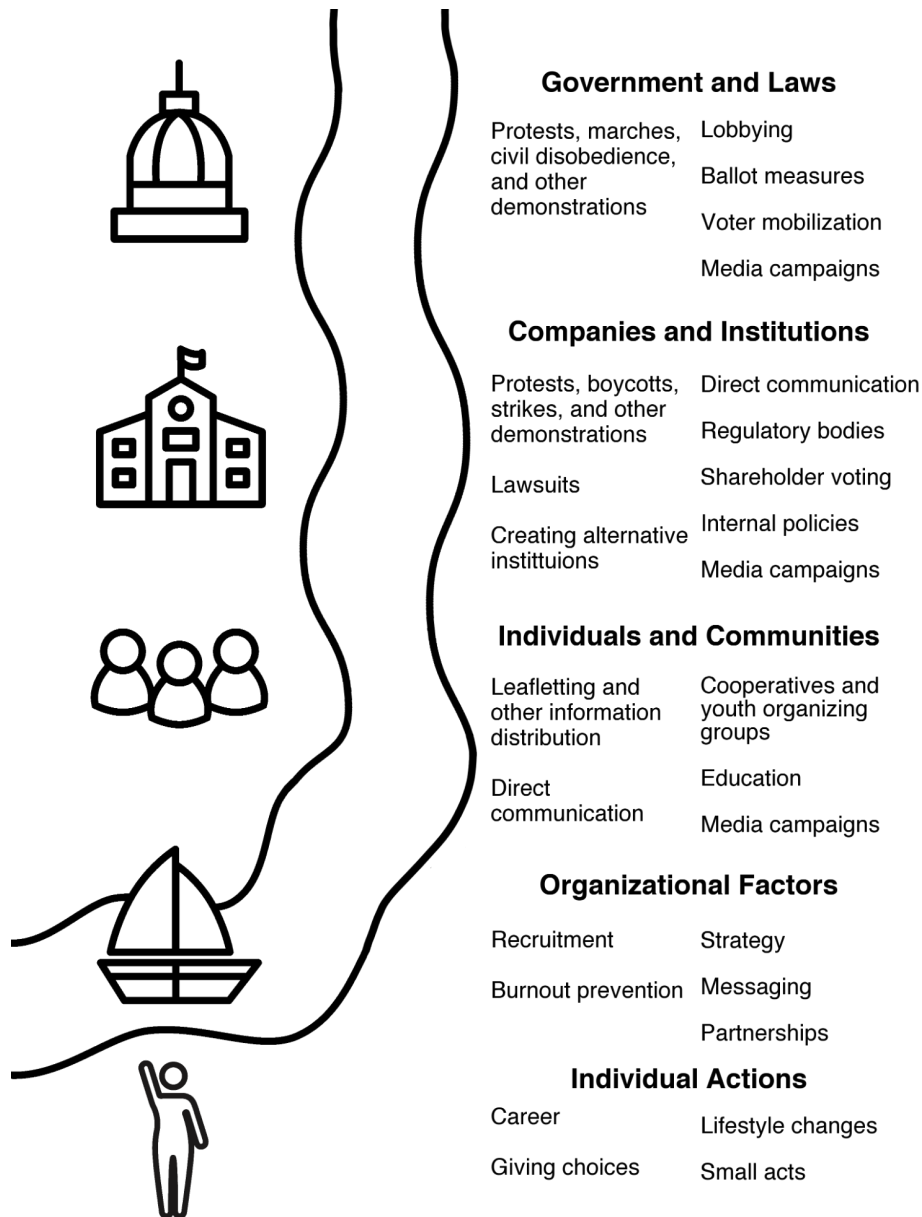Good Morning, Everyone

I hope you all are having a delightful day. Thank you for giving me this opportunity to speak my mind here, as the concerns that I bring today are extremely important for our cause and this group's integrity. I think it's absolutely essential for us to clarify our goals, objectives, message and methods, and more importantly, the purpose is to question whether we're really achieving our goals?. Are we doing the right thing? Are our actions bringing any change? Is our strategy working or do we need to change it? Do we know who our audience is? And what's the most effective way to reach them?

Ladies and Gentlemen, these are some of the things that we need to ponder on and there's a plethora more that I will now talk about.

Techniques and Tactics: Tools to Utilise

It has been a well established fact that activist groups who use a variety of different techniques achieve more success. Having a multidimensional repertoire broadens our range of influence, raises awareness in the otherwise isolated parts, and helps recruit new members. Ask yourself, do we have different tactics to use? How often do we deploy more than two alternative ways? What would be better, protest every week for next two years or to utilise marches, rallies, protests, lobbying, voter mobilisation, sit-ins, civil disobedience, strikes, voting and drafting legislation. How many of these do we regularly use? When was the last time we took upon legislation and tried baycotting?

Using these techniques regularly along with an effective message is one of the most impactful methods to achieve success. However punctuality, consistency, financial support, right technique type, time management and material resources are few factors that we need to think about.

Government and Laws

Protests, marches, civil disobedience, and other demonstrations

Lobbying

Ballot measures

Voter mobilization

Media campaigns

Companies and Institutions

Protests, boycotts, strikes, and other demonstrations

Direct communication

Regulatory bodies

Lawsuits

Shareholder voting

Creating alternative instittuions

Internal policies

Media campaigns

Individuals and Communities

Leafletting and other information distribution

Cooperatives and youth organizing groups

Direct communication

Education

Media campaigns

Organizational Factors

Recruitment

Strategy

Burnout prevention

Messaging

Partnerships

Individual Actions

Career

Lifestyle changes

Giving choices

Small acts

The image shows different strategies to employ at different levels. If the target is the government, tactics such as protests, marches, etc work best. But, on the individual actions, it's much different. Please judge the performance of this group based on this image and see where we stand on the techniques-variety test.

Now that we know the different techniques from the above image, let's take some time to learn about them in depth. We will look at several strategies, such as Effective Messaging, Educational programs, and Voter mobilisation. But it would be effective to understand as many techniques as possible later on.

1. Voter Mobilisation: Encouraging the supporters to vote is extremely important for group success. What's the point of an audience which is passive and unconcerned? In order to effectively work on our values, we require the supporters to be active. There are a couple of ways through which mobilising voters can work:

- **Work with established groups**: Collaborating with other groups is often an efficient way to host events, raise funds, recruit more members, have popularity and garner useful skills. With the wider influence, the passive voters can be turned active, because of strong impact and group activity.

- **Provide evidence-based convincing practices**: Experiments and statistical research have shown that strategies such as pre-recorded phone calls and nonpartisan mailers are ineffective methods. The most effective strategies that are factually-proven to be true are personalised phone calls, door-to-door canvassing, and commercial phone banks. These strategies rank the highest in terms of vote mobilisation effectiveness.

- **Don't mobilise opposition**: The intention of the group should be to persuade the audience to vote for pro-group candidates, not to destabilise the opposition. Research by Green and Gerber (2005) shows that anti-opposion campaigns are not particularly effective. While they do reduce their votes, it also negatively affects our votes too. Instead of trying to stop the opposition—which might result in the Stienfeild effect, we should spend our resources, time and efforts to increase our own voters.

Effectiveness of Voter Mobilization Strategies
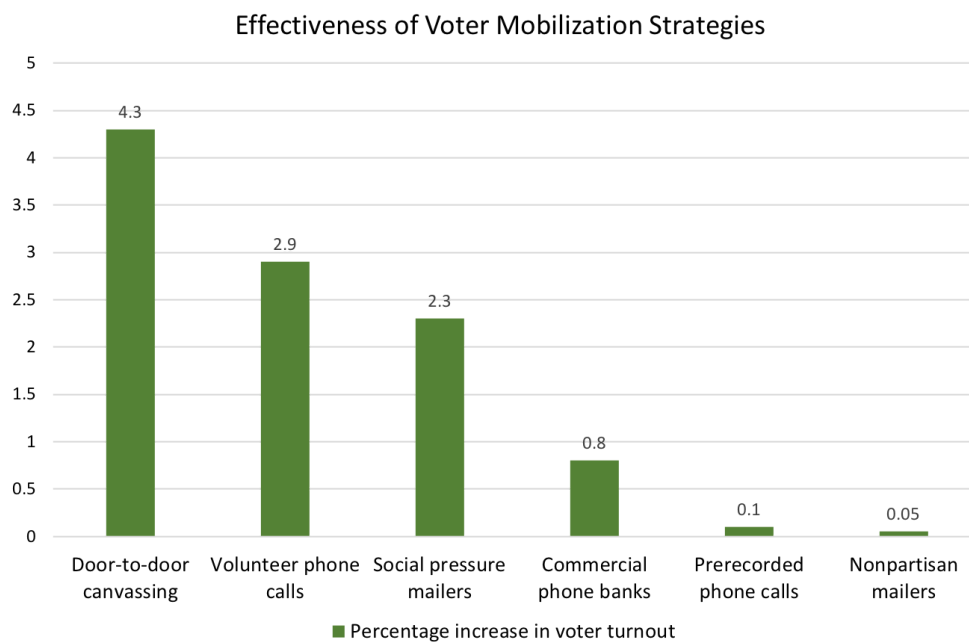
Source: Green and Gerber (2015)

Common problems that arise while advertising, raising funds, and recruiting members is the initial investment. However, the strategies mentioned above are considered the most

cost-effective vote mobilisation strategies. How many of these do we use? Is vote mobilisation even in our peripheral vision?

2. Effective Messaging: There are well-known effective messaging strategies that we are all familiar with, like using clear and detailed language. The posters, banners, advertisements and leaflets should immediately inform what the motto is. Ambiguous wording such as "Stand up for the Truth!" is less likely to work than a flyer that mentions "Fight for Wealth Equality. Increase the Minimum Wage". Other than wording, a few other factors also affect how a message is interpreted:

- **Activist's character and personality**: Research indicates that an aggressive attitude with strong wording is less likely to persuade someone. It is too intimidating and scary for the audience to approach. Instead, a polite and 'easy-going' personality is more appreciated. This makes them likeable and friendly. This encourages the audience to ask questions and engage in further discussions. It is important to realise, however, that a strong personality in protests is effective since we are trying to gain attention. We should ask ourselves this question: How do I present myself in a public setting? Am I chatty and approachable? Or a haggard robot?

- **The Product**: Different attributes of the product are also important. We use cues to determine what is worth our time. Mental shortcuts use the following factors:

  - **Placement**: It is significant where the products are displayed. An obvious observation would be to showcase them conspicuously. Banners forward, flyers up, flags high, leaflets everywhere and booklets in the public's hand. Also, research suggests that products in the centre are more likely to be noticed regardless of direction; horizontal or vertical. In a protest, for example, holding banners with emotive wordings displayed in the centre is something that we rarely think of, but has a strong impact.

  - **Colour**: How often do we care about the colour of the leaflets? There's plenty of evidence that suggests that colour has associative meanings, that are given through classical conditioning. When a colour is associated with something pleasant, people are more likely to find it attractive. Classical conditioning is used in advertising a lot, as it has shown to be effectively working. The colour red is associated with danger, blood, love, desire or anything arousing. In contrast, blue is considered calming and soothing. These colours can be used effectively in products to have desired impact. Colouring the product for a desired effect should be our focus.

- **The Physical Factors**: Effective messaging is not only determined by lexis, product and personality of activists, but also situational factors. The wider contextual cues guide the

audience to interpret your message. For example, playing music at your group's staff is likely to increase the staying rate. Using music is an effective way to attain an audience, as it is a subconscious decision that people make without realising.

- **Size***: The size of protests, rallies and marches guides the audience about the message: *'It's big so it must be good'*. The crowded the event is, the substantial its impact. However, crowding can also induce stress in the audience and consequently make them hesitant to interact.

These points show the different ways in which the message is interpreted, but do not reveal the strategies and requirements for effective messaging. Which is our next topic.

To have a strong impact through messaging, you need to have a *clear goal*. Without mentioning the goals or objectives, the words are pointless. Goals dictate our actions and guide us to react appropriately to any given information. They explain what is required, and what must be done to an audience. Like the goal of this topic is to inform you about strategies of effective messaging. The second rule of the Gricean maxims of conversation is about relation. Which states that we should only say what's relevant. Nothing more, nothing less. Do our leaflets describe the goal? Are the banners relevant? Do the flyers state something extra or insufficient? Are our words following the Gricean maxims?

To have impact you need to have purpose for your message

Communication

Goal

Magnetic
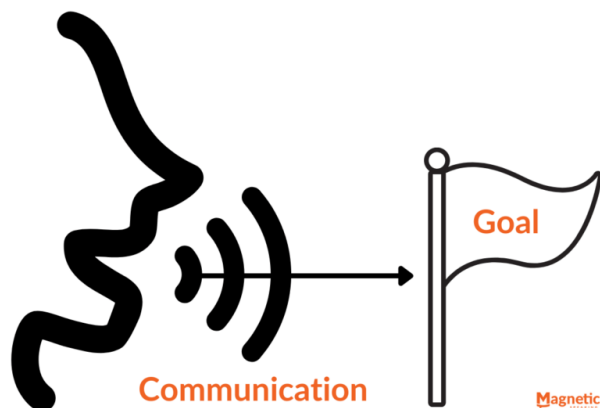
Another aspect of effective messaging is the balance of *logos* and *pathos*. There are people who are more rational and evidence-based, and on the other hand are the people who are emotional, susceptible to emotive language, sensitive and provokable. We all have a balance of logic and emotion, therefore, we should use effective messages to target both groups equally by using research data, deductive reasoning, facts, personal anecdotes, appeal to sentiment, provoking adjectives, strong imagery, and personal analogies. With these techniques the messages appeal to a wide variety of people.

3. Educational Programs: People often have preconceived notions about different topics which result from the media or close family. These notions exist about our organisation too, and to fix this we have to develop programs that educate other people and clear their misconceptions. Oftentimes when we remove the stereotypes, people get supportive and understanding. A few of the pros that educational programs have include:

1. Increase in knowledge, self-esteem, support, and empathy
2. Understanding of causes of problems
3. Reduction in anxiety, prejudice, and bullying.

Moreover, to use educational programs in the most effective manner, we need to follow a few strategies.

● **Interactive and Engaging Format***:* Research suggests that one-time programs are ineffective in comparison to regular ones. Some examples of these include: multi-day workshops, bi/weekly meetings, semester long classes, and conferences. These programs address issues, raise awareness, answer FAQs, etc. If various interactive activities are available like discussion groups, speaker panels, perspective-taking assignments, writing prompts and games, then the audience is more likely to send positive feedback. Please ask yourself this: When was the last time we started such a program? Have we conducted these on a regular basis? Do we have the diversity of programs? And to what degree did we include interactive learning?

● **Reproduce Effective Programs***:* Certain programs work more effectively than others due to their impactful strategies. These studies are the ones where the audience has been educated, positive effects have been made, and the 'students' have developed useful skills. (The case studies at the end offer some examples to look at).

● **Intergroup Dialogue***:* Invite an audience from the opposing views, perhaps an expert, and have constant back-and-forth discussion with them by encouraging perspective turn-taking. Interactive programs where people meet those with opposing views reduce prejudice and bring forth new challenging points. So once again, I ask you: When was

the last time we held an educational program which promoted intergroup dialogue?

If we do not have the appropriate funding, resources, and staff members for the regular programs, then conducting them once a few months is also fine. However, if we ever have an opportunity to do these, then it is required that we do it.

Audience: Recruiting and Targeting

Who are we trying to convince? Research suggests that people who are in similar situations like us are more likely to join our cause—because they share our sentiments. Who will join a group about class-conflict other than the lower class?

These are various techniques to utilise in order to raise awareness about the group and 'nurture civil and political engagement' so the potential members can interact with us.

Before we discuss the techniques, it's important to realise different areas, organisations, sectors where the potential members might be. This is important because it gives us the proximity of our target group. Another thing to be cautious of is whether the recruits understand the goal and objectives. It is crucial for us to have experienced recruiters and skilled leaders to be active in this. Furthermore, the techniques are a lot, but they are under the scrutiny of funding and resources. To have the most effective plan, we should choose the options that suit our financial situation and resources by using the strategies that I am going to mention.

1. Supporting community organisations: They provide opportunities for youth to learn and practice skills; such as problem solving, decision-making, and community building. The youth that acquires these skills are able to actively lead groups a lot effectively. These young people can then contribute to our group. Are there any community organisations that we supported in the past? How regularly do we do it?

We can try supporting worker co-ops, a cooperative where the employer-worker dynamic is transformed into a non-hierarchical structure where each worker works independently. It prevents any class-conflict, gives common man an opportunity to work better, and additionally these worker-ops can collaborate with us in future for recruitments, or in the very least, be a loyal audience.

2. Asking people directly to join: A wide portion of the potential audience is not aware of the group's existence. If they only knew that a group with their political views, and social demands exist—they would join. To find these people; however, we need to broadcast ourselves. Using effective messaging, strong media presence and regular activism the audience can be persuaded. Do we have a strong media presence for this job? Do we have active members that regularly upload content on Twitter, Reddit, YouTube, Instagram and Facebook? Is our activism

regular and broad? And importantly, do we have a succinct and didactic message that the public can see?

3. Use Powerful Communication Strategies*:* As I have already mentioned, clear and detailed messages are important, but there are other tools that are used in persuading people to either join the group or change habits, such as:

- **Master-frame**: How often do we use popular and widely accepted values and norms for our cause? Like democracy and civil rights. By using master frame, not only do we establish credibility, it also makes us relatable. Workers rights, wealth inequality, social equality are all values that are amiable which we can use to gain public suppor. Is this part of our strategy?

- **Collective Identities**: Using language that evokes a person's identity or affiliation with an organisation is more likely to have a persuasive effect on them. Activists that are part of an organisation are more likely to join. Which begs a question. Do our leaflets, flyers, banners, posters, cards, slogans all invoke some sort of collective identity or not? Shouldn't we work on this?

4. Demonstrate Effective Activism*:* People are more likely to join a group if they are satisfied with its performance. The question new activists have is 'whether their efforts will have any effects on the organisation's goals'. If the answer is no, then demotivation, low morale, and low-esteem will prevent them from joining. I ask, therefore, if our group has enough public support, popularity, and impact that audience will be satisfied? Also, does the activist have an immediate effect on the goals?

5. Individual Factors*:* It takes a special kind of person to join activism and take part in different organisations. Typically, people who are already knowledgeable about social issues and intending to take action join. Although they are a minority, in relation to the wider public —they are still extremely useful as they have a will. A person with biographical availability is more likely to join than a normal person. They do not have regular concerns like family and job, and instead have free-time and resources to dedicate. People without biographical availability can also join, however it's more unlikely. Therefore we should spend our resources for people that have the capability to join.

Other important strategies that I have mentioned before such as *door-to-door canvassing*, *personal phones*, *emails*, and *newspapers* should be used. How often do we advertise using community radios?

The process of recruiting is important to understand. If we can understand the different stages that potential audience goes through, then we can use our strategies accordingly. The chart below highlights this.

Funnel Model for Recruitment

STEP 1

This is where the general public is. They are aware of the group but don't have any motives to join. Social media campaign, protesting, newspapers, and other advertising material are used to further funnel.

STEP 2

The people have considered to join the organization. They might be comparing our group with others to find the right one. This is where the strategies such as educational programs, debates, leaflets come in.

STEP 3

The recruits have joined the group after considering different options. Strategies such as door-to-door canvassing, person phone calls and emails, regular programs and collaborations help to bring people in this step.

STEP 4

The voters are now active members who are making changes through their skills. They are recruiting new members, raising funds, advertising, and effectively mobilizing voters.

In this model, we can see that a very few percent of people actually join the group. With each step, the audience is funnelling. They're getting more and more interested. We can use this funnel as guidance and create a step-by-step strategy. For example; how should we raise awareness? Are people familiar with the organisation to begin it? What strategies do we need? What resources will we need? And, how much time? These questions should be asked at each step to create a reasonably efficient strategy. This recruitment process is obviously very simplified, but it shows the general plan.

In all this discussion, we are forgetting something very important; the demographics. How do we use it? Is gender important for our cause? Race? Religion? Class?

As we have discussed before, diversity is important for the success of any group, it equips us with new ideas, broader perspectives, and it challenges old ideas. A diverse demographic offers us a wider audience.

To start off, gender for example is very important. How can we convince different genders to join the group? What's in this for women? Or men? Or non-binary? Of course, they would be willing to join us if we work for their rights, if we promise to provide security and a safe place to live. Devising a strategic plan which incorporates the interests of different genders is essential, such as reducing wage gap, ceiling effect, gender discrimination policies in companies and more. To garner a larger female audience, we should collaborate with feminist groups. This is to ensure that our message is received by a larger audience but also that females that are part of the other movements are inclined towards our cause. Feminists group such as Plan International, Young Women's Trust, My Body Back and more can be collaborated with in order to find mutual goals. Strategies such as educational programs, protests, leaflets and intergroup dialogue can be used to find these.

Similar to supporting feminist movements, we should strive to support and collaborate with other minority groups; including migrants, ethnic groups or any other social identities. For example race. Black Lives Matter and other organisations that aim to ameriote social system for black people can be collaborated with, focusing on common elements and planning mutual goals. This will increase the members, improve fundings, and diversify the demographics.

Religious organisations that aim to reduce prejudice, clear misconceptions and build tolerance can also be used. Organizations that reduce Islamophobia or anti-semitism can be worked with.

In short, we would have better prospects by collaborating with various other groups. However, we need an effective plan which can followed by these questions:

- Which organisations to work with?
- How to reach them?
- How much should we support them and in what ways?
- Will the results favour us in terms of members, audience, funding or even just general awareness?

Asking these questions would be the first step. Setting common goals, the time frame, implementations of the common strategies, targets, etc are part of the later steps that we should think of.

Another aspect of the audience deals with targeting: we previously talked about recruiting members, but this refers to the people who can act on our demands. For example, the government. We want the government to listen to our objectives and allow legislation that we want. Or in other example; lawmakers. In these instances, the government and lawmakers are our *primary targets.* They have direct control for the change we want. Their action would have the most effect. These are the institutions, organisations, companies etc that we should aim to persuade.

However, there are also *secondary targets*. These targets, although do not have as power as primary targets, they do exercise control indirectly. Members of the parliament, embassies, and regional and international organisations are all secondary targets.

A strategy that takes in account of both primary and secondary targets and offers a practical and realistic action plan, one that considers funding, time management, and human resources.

Burnouts in Groups: Causes and Prevention

For the success of any organisation, the internal stability is utmost essential. Demotivation, absenteeism, pessimism, passivity, and dysfunction are some of the issues that groups go through. And partially, it is our own fault: Why would an activist stay if they know their actions do not bring change?

However burnouts are probably the biggest problem in groups. Burnouts refer to feelings of hopelessness and deterioration of psychological, physical and emotional well-being. According to one survey, 50% of union and peace activists experienced burnouts, and upto 87% of activists quit in the first 6 years. With shocking figures like these, preventing burnouts should be a top priority of any organisation.

Some symptoms of burnout include:

- *affective manifestations*, characterised by changes in mood, often related to depression and anxiety.

- *cognitive manifestations*, characterised by lags in attention, memory, and concentration.

- *physical manifestations*, characterised by health challenges such as head-aches, high blood pressure, and illnesses.

- *behavioural manifestations*, characterised by behavioural changes that impact productivity and health, ranging from increased procrastination to substance abuse.

- *motivational manifestations*, characterised by diminishing drive and increased feelings of alienation and despondency.

Please use these symptoms to evaluate whether you feel the same way. It would be more effective to use an anonymous inter-group questionnaire and interviews to determine where we stand on Burnout scale. The results can be used by the administration to follow-up with a solution. We should train the loyal members to deal with burnouts in new recruits. A program

should be devised to come up with a strategy to deal with this problem.

Burnout has different causes that are necessary to examine. Here are six causes of burnouts, so please see if any of these affect you in any way. Also, I will try my best to provide a solution for each cause, but it's important to realise that each individual has a different mindset and personality, so what affects one person might not be the case for another.

1. **Workload***:* Work that fits your capacity works the best. If it exceeds them then you feel overwhelmed. This causes us to feel exhausted, and as a result, our emotional self deteriorates. There's a few solutions for this:

    ○ **Planning your workload***:* Make a schedule for yourself. Set objectives for yourself in a certain period. Define the work and rest days. Remember that your body needs rest, so try not to guilt trip yourself into overworking. Also, be present when you are resting. Keep your mind off activism and try to relax your mind.

    ○ **Say No***:* If you believe that a task is too hard for you to handle, or you're dealing with excessive burden, then it's okay to decline further work load. This point is also directed towards administration. Please encourage healthy work habits, e.g; let the members know that there isn't external pressure to work beyond limits. Remember, healthy workload = better work quality.

    ○ **Stop pursuing perfectionism***:* We all wish to be perfect. To let the others know about our capabilities. We want to impress others about our hardships, and in doing so— we run after the unachievable. Have realistic expectations about your contribution, but dedicate your best, although in limits.

2. **Lack of Control***:* When group members are constantly being told to act in a certain way, without any autonomy, they are inclined to feel demotivated. Letting the members choose the responsibilities increases their confidence, activity levels, and self-esteem. Now of course, some members need training and extra direction, and in that case we should provide enough information but leave the door open for creativity. Afterall, are you really an activist if you're not allowed to act on your own?

3. **Reward***:* It's a well known fact in organisational psychology that people perform better when they have an incentive, e.g; reward. It's also true that when our efforts are not rewarded equally, then we feel unmotivated and 'empty'. This of course leads to members experiencing depression, attention lag, diminishing drive and increased procrastination. As we have seen earlier, these are all symptoms of burnout. Therefore, activists should be rewarded in various ways. Even volunteers, who are working cost-free, should receive something. Some organisations pay for members' family needs. Positive reinforcement, non-monetary support, e.g; help achieving jobs, providing education, courses, etc should be regularly used.

4. **Community***:* The environment of the organisation has an effect on members' psyche. Do we provide an amiable aura? Is our attitude towards each other friendly and welcoming? Communicating with one another has a deeply positive effect on us. It helps us share our burden and get positive feedback. If an organisation lacks the personal element, then the activists may feel overwhelmed and helpless. To fix this, adapting to a positive character is important. Uplifting members, especially newcomers, will encourage them to work effectively. Moreover, it will also soothe any emotional pressure. Sending friendly emails and communicating difficult problems in a calm way will also improve dynamics.

   "People thrive in community and function best when they share price, comfort, happiness, and humour with people they like and respect." — CHRISTINA MASLACH

5. **Fairness***:* Equal treatment among members by higher-ups is essential for satisfactory activism. The Equity Theory of Motivation states that people adjust their work depending on their treatment in comparison to their peers. For example, *X* works at the same ability as their partner (*Y)*, but *Y* receives better rewards than *X*. In this case, *X* would be demotivated and adjust his work depending on the treatment he receives. This obviously has a negative mental toll on X and his progress deteriorates, resulting in low self-esteem, depression and disinterest. This situation could be avoided if the higher-ups treated both *X and Y* equally. So, I ask you, my friends— do we treat everyone here equally? A good way to check this would be to use anonymous questionnaires to everyone about whether they've faced unfairness before.

6. **Conflict of Values***:* There are organisation's values and individual's values. When a member joins a group, mostly they do so because the organisation shares their values. Common values or goals are essential for the organisation-individual relationship to work. There should be an equilibrium between the two; the further values are from equal, the more insatiable their relationship. When an individual realises that organisation does not share their values, there is an increased demotivation and lack of interest, which as we have seen before, leads to burnout. We, as a collective group, should strive to have common values. This can be done by diversifying our interests. As I mentioned earlier in the speech, we need a variety of tactics and goals. This increases participation and influences a wider audience.
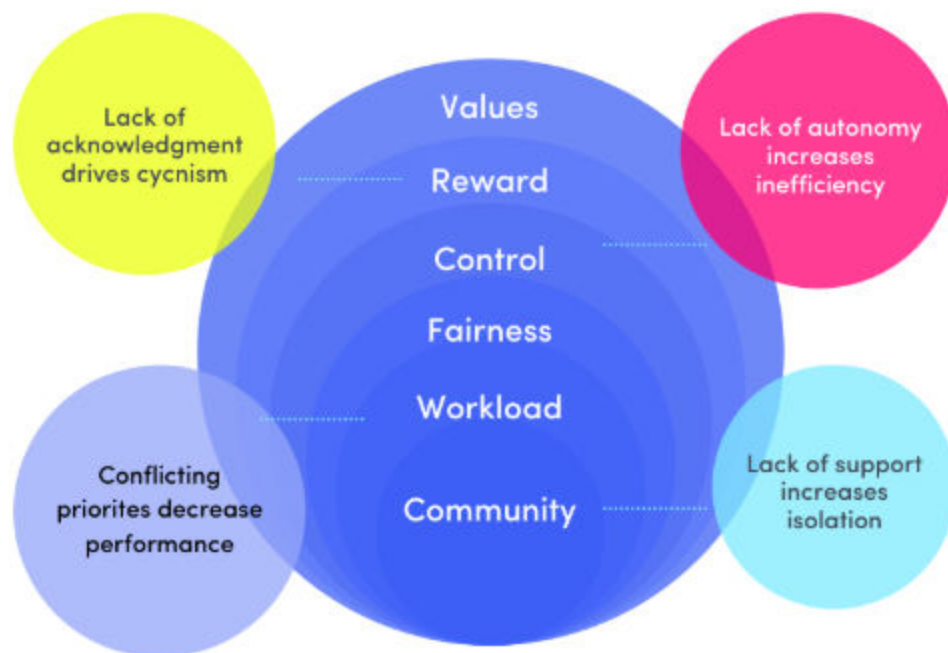
To recapitulate, burnout is a serious issue that is faced by the majority of activists. A strategy, which includes anonymous questionnaires, structured interviews,positive intergroup interaction, self-care, broad group values, individual autonomy on roles, etc should be used. In upcoming meetings and group discussions, we should dive deeper into this to prevent burnouts effectively.

From the above discussion, we can see that some causes of burnouts are due to internal conflicts and mismanagements of the group. This is where the next topic comes in.

Leadership and Followership

The behaviour and commitment of an organisation depends on their leader. There are a few characteristics of a good leader, as identified by research.

- **Initiating Behaviour:** Allocating tasks to people, setting roles and goals, and maintaining the working standards.

- **Consideration:** Sympathetic emotions expressed by the leader. The leader cares and shows concern for the members.

These two behaviours broadly define good leadership. However, leadership itself is dynamic and fluid. Which means that the characteristics and the behaviour of leaders can change. This is called **adaptive leadership**. Under this approach, the leader should adjust their behaviour depending on the situation. In contrast, there are **traditional leadership** models. Traditional leadership models express that rigid, clear and absolute leadership should be defined.

Traditional Leadership	Adaptive Leadership
Is about authority and the issuing of directions to others.	Is about helping others to find their inner authority.
Is about maintaining organisational norms and traditions. (we have always done it like this).	Is about challenging these norms and traditions and exploring new ways of working.
Makes use of the skills and competencies available.	Pushes boundaries and attempts to extend skills and competencies.
Is about tried and tested solutions or directions based on prior experiences.	Is about new solutions or new directions which have not been tested and have unknown outcomes.
Is useful in times of certainty.	Is most useful in times of uncertainty.

Both, the traditional leadership and adaptive leadership should be incorporated depending on the situation. In the times of certainty, the traditional leader works the best, but the adaptive leader acts best in times of uncertainty. This highlights the importance of situation and environment on effective leadership. For example; you cannot have the same type of leader for school and a prison. They require different attitudes. This is where **The Situational Theory of Leadership** comes in.
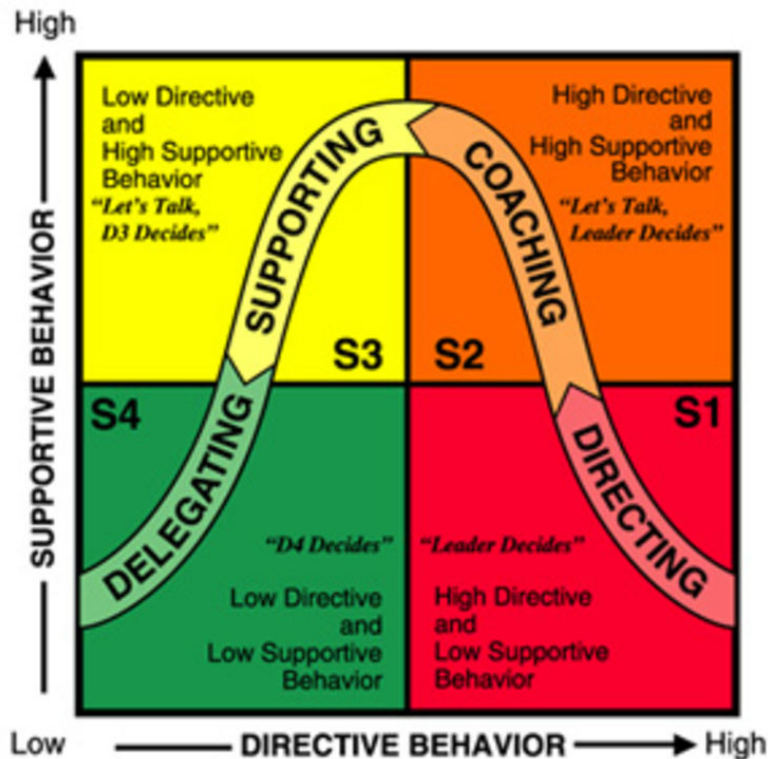
According to this chart, the leader must adopt an appropriate standing based on the level of followers. If they're *D1,* this means the follower lacks the skills but is highly motivated. The leader should provide direction for skills but no emotional support. In this instance, the leader was *directing.* Similarly, if the follower is *D3,* it means they have high competency (but still requires additional support) and low motivation, which means the leader should not provide skill direction but rather emotional support. A careful survey should be conducted where the members express their maturity standings from D1 to D4. Note that maturity levels are based on situation rather than individual.

How often do we pay attention to leadership roles and members' maturity level?

We should also focus on the qualities of followers and their impact on organisational stability. There are some follower qualities that are well researched.

- **Self-Management:** The followers' ability to think critically and independently. It is required that followers manage themselves so leaders can delegate tasks to them.

- **Commitment:** The ability of followers to dedicate their time towards the objectives, goals and tasks of the organisation. An effective follower is highly committed.

- **Competence:** Refers to the capabilities of the followers, how skillful they are and how well can they contribute. Members should strive to garner a wide range of skills.

- **Courage:** The ability of the follower to withstand their morals and speak against corruption and ill acts.

We, as members, should actively be trying to attain these qualities. Remember that the group is an interconnected web, where the members and the leaders are joint and reliant. If one fails, the other follows.

To summarise this speech I will present a couple of case studies, where successful groups have utilised the above mentioned information effectively. Let's check these case studies and try to learn something.

ACTIVISM DONE RIGHT

Case Study 1: The Paper Campaign

The Paper Campaign was concerned with the use of old-growth trees for paper consumption. They wanted to protect ecosystems and species, and bring forth friendly forest management systems. This campaign started in 2000, October and targeted Staples.

Staples was the number one retailer of paper in the US. The Campaign chose Staples because it had $11 billion annual sales, it was heavily branded and had a very institutional consumer base. It also had over 1000 retail stores, so the campaign had physical targets for protesting and leafleting. The target-choosing of the Campaign is very interesting, as Staples was a *secondary target*. It was a retailer of paper, but was not directly responsible for old-growth trees deforestation. They figured if they targeted the secondary target, and forced them to change their habits, the old-growth trees cutting companies would automatically stop. This highlights the importance of choosing targets wisely.

The campaign was a *coalition* of several NGOs —including ForestEthics, Dogwood Alliance, EcoPledge, Student Environmental Action Coalition, and Free the Planet. They made the demands clear to Staples: stop using paper products made from endangered trees and increase the sales of recycled papers.

They used a variety of tactics for this mission, such as conducting 600 *protests* in 2 years, and coordinating protests and *leafleting* in front of Staples retail offices on the declared national action days. Moreover, they used *emails, phone calls, and letter-writing* to the CEO of Staples. They also used *celebrity endorsements* to criticise Staples's policies. Also, they used extensive research to provide an exposé on environmental and social effects of old-growth trees logging and paper manufacturing. Other than research, they used statistics to highlight consumers' concern on surveys to threaten Staples sales.

They also targeted Staples' client companies, such as IBM, Kinko's, Nike, and Levi's. By showing increased demand in alternative paper manufacturing systems, the campaign convinced these companies to stop using old-growth paper. Several large companies such as Microsoft, Intel and AT&T also stopped using old-growth papers. This had a strong domino effect, which had an impact on Staples sales.

Similarly, the Campaign worked with alternative paper manufacturing companies such as New Leaf Paper and "solutions groups" such as Conservatree and Environmental Defence. The quality of these papers were advertised and guaranteed by the Campaign. Consumers were convinced to switch to recycled papers, by showing how the papers met the demands of consumers.

In November 2002, Staples officially announced that it will *"phase out the sale of products made from endangered forests" and to "achieve a minimum average of 30% post consumer recycled content across all paper products it sells".*

The campaign commended Staples for the change through advertisements and celebrity endorsements and urged other targets such as Office Depot and OfficeMax to follow Staples. This way, they created a spirit of competitiveness among companies to be the most environmentally friendly.

Case Study 2: The Sweatshop Campaigns

This campaign was largely focused on improving the working conditions of sweatshops in developing countries, where the workers had to deal with toxic substances, harassment, forced pregnancy tests, and low wages.

The main target for these campaigns was Nike. As it was the biggest shoe producer, by targeting Nike, the campaign ought to change the industry as a whole. Nike, in this case, was also a *secondary target* because it was simply an outsourcer.

The campaign consisted of a *coalition* of different NGOs such as Press for Change, Global Exchange, Sweatshop Watch, the National Labour Committee, and a lot more. Although these NGOs had disagreements over which strategies to use, they were able to work together at the end.

The Nike Campaign used different tactics; *protesting and leafleting* in front of Nike stores, *emailing, letter-writing, calling* Nike CEO, bringing Nike workers for *speaking tours*, and publishing *exposés* on working conditions. Some organisations also used *boycotts* and *lobbying*. Furthermore, they also used a unique tactic colloquially called "brand jujutsu", where they targeted the brand image of Nike. For example, Nike proudly displayed itself as a supporter for women empowerment while the conditions of sweatshops showed a very different picture. This way, they used Nike's brand against itself.

The campaign also offered solutions to the programs rather than simply ranting about the issues. They identified a range of improved practices—including paying a living wage, respecting worker freedom of association, protecting workplace health and safety, complying with environmental laws, and phasing out specific toxics (such as benzene in shoe production).

As a result of these, Nike agreed to recycle 5% of the shoes, improve air quality, reduce organic solvents in its product by 95%, remove polyvinyl-chloride, and avoid using old-growth products. It's also invested in alternative, environmentally friendly products, and worked to slowly reduce toxin usage in products for the next 10 years. The campaign is still going as the company has still not agreed to pay living wage, is redundant to support unionisation, and allows factory monitoring.

In both case studies, we notice a prevalence of techniques and strategies that we have talked about in this speech. Firstly, in both of the case studies, the methods used were diverse; emails, phone calls, letters,writing, protesting, leafleting, etc. In the Paper Campaign we noticed that they used celebrity endorsement. Both cases also utilised evidence-based services; e.g research, surveys, quantitative data and exposés. They mobilised customers to take action against the destructive methodology of Staples and Nike.

They also used coalitions and collaboration. As we have discussed earlier, coalitions work better because different organisations provide workforce and fundings. Both case studies managed to attain international attention because they collaborated with groups globally.

Furthermore, both campaigns choose their targets effectively. It should be noticed that Staples and Nike were both secondary targets. The campaign did not choose primary targets because the sweatshops and old-growth companies relied heavily on secondary targets. This shows the

thought both campaigns put on target-choosing. We can learn from this by evaluating who's the most effective target for us. Is it the primary target? Or should we go for a secondary target?

In conclusion, we have to utilise a variety of tactics, take in account our audience, take steps to recruit more members, avoid burnouts and strive forward. Remember, everything in this speech can only work if we really want it to. The information mentioned should be incorporated together in one strong strategy that will have a clear message, goals, objectives and aims. I appeal to everyone present here to ponder on the points mentioned here, and decide how well we perform after taking account of everything that we learned today.

I hope you found this speech informative and useful. Thank you.