

Next Narrative Network

Planning to Win: Summary Guide With Asset-Framing® Considerations



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Planning to Win Summary Guide

Your guide to building a great campaign anchored in Asset-Framing.

The Planning to Win Process

Planning to Win organizes the process of campaign planning into seven steps. During each step, you will answer a series of questions to guide your decisions. This guide offers a variety of ideas and examples, but there is no such thing as a one-size-fits-all campaign model. Look to the examples for inspiration, not for definitive answers.

The key to good campaign planning is to start with the core elements and then add layers. This guide will lead you through a logical planning process so each decision builds upon the next.

Additionally, in each step of this version of Planning to Win, we offer ideas for integrated Asset-Framing. **Asset-Framing** is an advanced approach to decision-making that takes advantage of the links between unconscious emotional priming, learned mental narratives and our decision-making. Coined by author and social entrepreneur Trabian Shorters in 2013, the full definition of Asset-Framing is “Defining people (places and things) by their aspirations and contributions before noting their challenges, so that we might invest in them for their continued benefit to society.” Asset-Framing is a paradigm shift from defining people (places and things) by problems, needs, threats or pain points. Yet, with Asset-Framing, you identify each of those qualifiers as “challenges” but do not use the challenges to define people. Rather, you use their aspirations and contributions.

Here are the seven steps to successful campaign planning (click on the link to jump to that section):

1. **[Define the Victory](#)**: What’s your goal? What kind of campaign should you run? Why you? Why now?
2. **[Evaluate the Campaign Climate](#)**: What are your greatest assets? What are you up against?
3. **[Chart Your Course](#)**: What path will you take to win? Who needs to join you along the way?



4. **Choose Your Influence Strategy:** What decision-maker(s) are you trying to reach and influence? To which audiences or constituencies do those decision-makers listen? How can you influence them to act?
5. **Coalitions and opposition:** How can you build power and navigate challenges?
6. **Message for Impact:** What are you going to say? Who is going to say it?
7. **Manage the Campaign:** How are you going to put the plan in motion? How will you know whether you're on the right track or need to course correct?

BEFORE YOU GET STARTED ...

Build Your Planning Dream Team

Building a team of people to develop your plan is one of the first things you should do. Consulting with the team often is critical to helping you avoid blind spots in your campaign that can derail even the best plans. To identify the right people for your team, be clear about the roles that different people will play throughout the process.

The planning team should include:

Campaign Leadership. These people make final campaign decisions. They won't be part of every step, but rather they weigh in periodically on tough calls.

Input Givers. You'll need valued partners who will give you their opinions but understand that what you do is up to you.

Hard Truth Squad. Members of this squad don't have a vested interest in the outcome. They will be your unbiased sounding board — for your goal and plan — and will flag any weaknesses, things that don't add up or what doesn't make sense.

Buy-in Providers and Doers. These are people who will be in the trenches, making the campaign happen, so be sure to check in with them regularly. They believe in your plan, and they're ready to throw their support behind you when you need it.

Beneficiaries and problem solvers: Consider where you have teammates who are directly affected. Are you engaging them as aspiring and contributing partners doing their part to enact the change we want to see?

Define the Victory – Think big

Take a moment to think big.

Then, make sure your planning team is in agreement on the core goal(s).

Asset-Framing note: When defining your victory, consider how you might ground it in an aspirational vision of what you want for the future — not just what you don't want or what you want to prevent. What do you want the world to look like? This will help you build durable success and avoid the common pitfall of focusing on short-term gains at the expense of building the world you want. Too often, we get caught in either-or thinking where we need to embrace and understand the benefit of knowing both what we want to achieve and what we want to avoid. When Asset-Framing, lead with what you want to achieve.

Start with the big picture. For example, the Florida Rights Restoration Coalition's goal of restoring full citizenship and voting rights to people who have completed their punishments for past crimes has the added benefit of reducing discrimination, restoring dignity, and making the reentry system more effective and just. This not only sets a clear goal, but it also articulates a broad affirmative vision for the future. Make note of your long-term goal(s) on your worksheet. This will ensure that you can win even if you lose this round of the campaign because you'll have socialized the bigger ideas, activated people to stand for them and created world-views that are open to big aspirations.

Now, visualize a win that contributes to your broader vision. What type of campaign will help progress your vision? For some, this is an easy answer (e.g., A legislative bill is introduced and you want it to pass, so you'd proceed with a policy change campaign). For others, there may be several paths that could lead to victory, such as behavior change or corporate change.

Define Your Campaign Win – Get Specific

Even as you remain focused on advancing your aspirational vision, you need to have a concrete win to build a strong campaign. Sometimes this is set in stone, like passing a ballot initiative by the next election. Other times, you may need to set parameters to know when you've won, e.g., Get 100 companies to offer workforce development programs.

1. What is a specific action you want to make happen (e.g., lower asthma rates in kids)?

What are all the pathways that might make that happen? Pass laws reducing pollution that kids breathe, get companies to pollute less or get kids to stay inside on bad air days.

Each of these might achieve the action you want. Now you need to decide which might be the most effective campaign path for you.

2. Which campaign possibility is ripest and ready to move?

Is your issue likely to come up before your local city council in the near future? Has a business practice recently caused the community harm? What makes this ripe to run the campaign now?

2. If a campaign that you're considering pursuing has lost in the past, can you clearly identify why you think you can win now?

3. Are there clear milestones that will build momentum?

All change starts small. Does the possibility allow you to build momentum for your campaign win by creating clear, incremental successes along the way?

4. Which possibility has the fewest complications and assumptions?

5. Which possibility are you best suited to take on?

Do you have relationships with policymakers or business leaders? Do you partner with community organizations that can drive behavior change? Do you have the resources needed to succeed?

6. Are you prepared for the ramifications of a loss?

Will a loss using a particular path make it more difficult for you to win in the future? In the event of a loss, can you make it a strategic loss instead of just a setback?

- Cautionary tale: In 2020, a coalition of organizations successfully pushed to have Portland decriminalize the vast majority of drugs for recreational use — the first instance in the nation. However, a growing crisis of homelessness and lack of political will to successfully implement the policy drove a reactionary wave that led to the measure's repeal in 2024. In its assessment, the coalition didn't anticipate the degree of intransigence that political leaders would display in implementing the policy nor the potential narrative issues around homelessness growing in the landscape.

Once you identify the type of campaign that is most strategic, then define your campaign win, write it down on your worksheet. Make sure the definition of your win is specific and actionable.

Here are examples of concrete campaign wins:

- **Corporate change:** Starbucks institutes a nationwide policy that ends upcharging for plant-based milk alternatives.
- **Behavior change:** We increase the rate of people aged 35-45 screening for breast cancer by 40% over the next two years.
- **Policy change:** The Massachusetts assembly passes legislation that explicitly supports parent students by creating and funding a state-level accessibility requirement for colleges.

Evaluate the campaign climate

Now that you've defined your campaign win, evaluate the climate in which you're working. If it becomes clear that you might not be able to get answers to the questions below, the resources or the support needed to achieve your goal, go back to Step 1 to determine whether setting your sights on a different campaign win will better set you up for success.

Maximize Strengths, Minimize Vulnerabilities

With your planning dream team, think through where you might maximize your strengths to craft campaign strategies. Is opposition to your issue growing? Do you have traditional allies that might become opponents? Will your donors abandon a hard-edged campaign? Map the campaign climate and write down where your campaign might be vulnerable and why as well as where it might exceed expectations and why. Think about what your strengths are and how you might want to factor them into your campaign planning. Do you have a strong grassroots network ready to mobilize on a moment's notice? Or do you have direct connections to the decision-makers you need to influence? You want to make the most of your capabilities and resources.

Below are questions to consider as you assess the climate for your campaign. Use your worksheet to write down your top lines about what the headwinds are (challenging conditions) and what the tailwinds are (what you have going for you).

What is the state of your issue? Is it hot on the agenda? Stuck in limbo? Or so far off the agenda that you'll need to do a bit of work just to get your issue into the public conversation?

What are the top messages that those talking about your issue are conveying — both for and against? Is there a clear, compelling case for your issue? Is there a clear case against that is hard to overcome?

How much opposition are you facing? Who is the opposition, and how much do you know about them? Surprises always happen in campaigns, but doing your homework can prevent some of them. Scan the opposition's website, email lists and social media channels; track its media coverage; listen to its speeches; and know its talking points.

Who else is working on this issue? Is it a crowded field, or do you have plenty of room to gain traction? What are the biggest factors that will make you stand out to decision-makers?

Can you make a festival rather than a big tent? If you need allies beyond the choir, can you build a coalition with odd bedfellows that allow you to align strategically on this issue without having to agree on everything? Can you build the power needed to win?

What connections do you have with important leaders or influencers? Who can help influence the change you seek? Think about the potential decision-makers or influencers you'll need to reach and list them here, noting how closely connected you are to each one.

What current events or opportunities can you use to your advantage? A smart campaigner knows that timing is everything. And if you're not in the position of creating your own opportunities or news, you need to be prepared to springboard off the news and events of the day.

Are the resources available for a winning campaign? Think about the budget (including paying to acquire networks and supporters online), skills, time and staff capacity.

When looking at your organization or coalition, what's its reputation around this issue? Do people see it as a trusted leader and source of information?

Asset-Framing note: *There is a lot to gain by being clearly oppositional and having an in-group and an out-group. However, with ever more extreme polarization, it is important that we don't write off our allies' potential support or burn their political capital. Looking at the landscape through an Asset-Framing lens can identify opportunities to recruit more allies and give those usually against you a chance to join without betraying who they consider their in-group. For instance, when the Groundbreak Coalition sought to extend lending to populations in Minnesota that had previously been excluded, it did not vilify financial institutions. It instead defined them as institutions that help people to grow their wealth, and the coalition defined those who had previously been excluded as "wealth builders." This narrative alignment resulted in over 40 partners and \$1 billion committed to the initiative in Year 1 of the coalition's \$5.4 billion goal.*

CHECK-IN POINT: As in Step 1, this is a good time to check in with your planning team. Look to your **Hard Truth Squad** and **Input Givers** to provide their perspective on the biggest strengths, weaknesses, opportunities and challenges.

Take a moment to develop ideas on how to minimize or eliminate the vulnerabilities you listed. By planning for these vulnerabilities at the beginning of your campaign, you can help avoid unexpected crises that could throw you off course. Also note how you can build on your strengths as the essentials in this campaign.

Final Assessment

Look at your campaign win. Now consider the climate assessment you did. Is the win you envisioned achievable? Use this checklist to assess:

Is now the right time for this campaign? It's not enough to just say that it's urgent — what else about the timing is right?

Is your organization the right group? What does your organization or coalition have that makes you best suited to lead this campaign?

Can you win? If not, is there a way to redefine victory to set you up for progress? **Tip:** Be sure you have clear, credible reasons for why you think you can succeed.

Can you handle the risks involved? Can your organization's reputation, strategic positioning, resources and relationships stand up to the risks inherent in any campaign?

- ☐ **If you responded NO to any:** Refine your campaign win before moving ahead. Use the research you just completed to explore other paths. Lean on your planning team for help.
- ☐ **If you responded YES to all:** Congratulations! You have a smart campaign win and are one step closer to success.

Chart Your Course

A campaign win is in sight — now it's time to map out the steps to victory. Any campaign has a series of milestones that you must hit on your way to the win. These intermediate victories build off each other and let you know you are gaining momentum. Often, the biggest milestones are straightforward. While it's often easiest to start by mapping out the most obvious milestones, it is critical to focus on all the steps you need to reach your win.

For a ballot initiative campaign, a must-meet milestone is getting enough signatures to qualify for the ballot. But you don't want to know on deadline day that you don't have those. What milestones can you build in that will demonstrate momentum in the right direction? This might include recruiting a 100-organization coalition that puts people on the street to get signatures. It might include getting an editorial endorsement from a local news outlet. You might celebrate getting 25% of signatures and then 50% to focus the effort and know you are on track.

Importantly, milestones ARE NOT TACTICS. They are the good results that happen if the tactics work. They are outcomes.

Sample Milestones

- **Corporate change:** We help organize consumer change committees, each headed by a prominent local leader, in 10 major cities, calling on local businesses to stop selling toys containing a toxic chemical. Ten local businesses and three statewide chains agree to stop selling products made with the targeted chemical; three manufacturers sign a pledge to change their policies to eliminate the toxic chemical in the toys they manufacture.
- **Behavior change:** At the beginning of the school year, 15 local corner stores in close proximity to targeted schools agree to participate in a fresh produce program. Five local schools agree to participate in community-sponsored healthy cooking classes in the spring. In a survey conducted at the end of the school year, 50% of grade school kids in targeted neighborhoods report an increase in the number of fresh fruits and vegetables they eat.

- **Regulatory change:** We recruit people with influence over state agency decision-makers to join an upcoming meeting advocating for greater environmental protections around high-priority rivers in the state. The state agency head responds favorably in the press after 5,000 people in each community sign a petition calling for greater protections of rivers, and the state agency changes regulations limiting damaging development near high-priority rivers.

Asset-Framing note: *As you chart your course, are you following the tenets of Asset-Framing? Are you showcasing those closest to the problem as aspiring and contributing beings who are doing their part and not just beneficiaries of the proposed change? Are you expanding the choir without othering? Are you destigmatizing people rather than reinforcing negative stereotypes?*

As you chart your course, gather your team and ask, “Based on the approach we’ve chosen, what is the first milestone you need to tackle to get closer to our campaign win?”

Starting with the first milestone, list up to 10 milestones you need to reach your campaign win. Remember: Some milestones may run simultaneously, whereas others are sequential. To ensure everything is in the right order, ask yourself what must happen before you can begin working toward each milestone. Capture your thinking on your worksheet.

Choose Your Influence Strategy

Here is how you decide how you’ll bring people around to your way of thinking. On what grounds will you make your case and to whom? Whom will you mobilize and how? When will you do this so you get the attention and movement you need?

Strategic questions to answer include:

- **Whom do you need to influence?** Consider different segments of audiences and get clear on what you need each to know, think and do for the campaign to succeed.
- **What narratives, social science and psychographic information can you use to build support?**
- **Can you sum up your influence strategy in a sentence or two? Does the whole team understand it?**

For example: In Florida in 2018, the Florida Rights Restoration Coalition (FRRRC) passed Amendment 4, which restored the voting rights of Floridians with felony convictions after they complete all terms of their sentence. To pass, 60% of Florida voters had to

vote yes. That means both Democrats and Republicans needed to vote to hit that number. Led by returning citizens, FRRRC organized in faith, business and traditional activism circles to get the reach it needed.

To appeal to a broad swath of people, FRRRC's influence strategy included making the case around several core principles:

Second Chances: Individuals who have served their time deserve a second chance and the opportunity to fully participate in society, including the right to vote. This is an Asset-Framed principle because it accurately defines the individuals by their contribution of “served time” rather than by a stereotyping label such as “ex-felon.”

Fairness and Redemption: The campaign argued that restoring voting rights was a matter of fairness and that the state should allow these individuals to fully reintegrate into society. Because FRRRC Asset-Framed (defined) the individuals by their contribution of “served time” rather than by the stereotype of “ex-felon,” the idea that these individuals “deserve” or “have earned” a second chance feels intuitive and “fair.” Whereas giving “ex-felons” second chances too often lands in people’s minds as giving them second chances to offend.

Strengthening Democracy: FRRRC argued that expanding the electorate to include returning citizens would strengthen democracy in Florida.

Asset-framing note: Early on, the campaign decided to use the term “**returning citizens**” to emphasize that these individuals were rejoining their communities and should have their rights restored. More than just a language choice, from board to organizers, returning citizens staffed and led the campaign at all levels.

Visibility

Successful campaigns have very different profiles. Some have a highly visible public presence, while others are quiet and behind the scenes. Some reasons for this might be:

- You are working with a coalition of strange bedfellows who could turn off your diehard supporters
- You know your decision-makers will balk at public pressure but select grassroots outreach may influence them.
- Big, well-known groups may be the only way to influence your decision-makers, while other decision-makers may only trust an effort if it seems truly grassroots.

Choose the Right Time

Consider the right time for your campaign to make its moves. Obviously, if you are trying to pass legislation, you want to be ready to roll when legislators are in session. For example, if you want to get people to stop using fertilizer in areas where it can run into a waterway, you want to be ready by spring and fall, when this activity is most likely to happen. Also consider whether momentum on the issue is sufficient to support the campaign. Are people starting to tune in, or do you need to lay more groundwork to get attention and create buzz?

Deciding on the right timing will also depend on the type of profile you're seeking. Do you want your campaign to:

- **Make a big splash?** Think about what public activities you need to do to announce who you are and what you stand for. Consider whom you need to stand with to get the credibility and attention you need. Consider when you might naturally get attention (consider holidays or big happenings).
- **Work behind the scenes?** You may be more powerful on the down-low. If that is the case, who needs to know about you, and how can you work subtly without people thinking you are suspicious because they don't know about you?
- **Start out quiet and go public later?** Identify the trigger point to going public (e.g., a milestone in the campaign, a certain date) and use the time beforehand to build support and lay a strong foundation for going public.

When thinking about timing, you should consider what kind of timing you want to build off of. There are a few different types of timing you can access:

- **Organic timing.** Is there a major moment that you can build off of (like a celebration or anniversary) or must-hit moments (like the beginning of a legislative session)? Sometimes you can use or need to use organic timing, which may focus your choices.
- **Invented timing.** In particular, if you want to make a splash, you can build a moment and name it to claim it. For example, Giving Tuesday started as a fundraising campaign (invented timing) and has persisted to become organic timing that others build on.

Note your timing on the worksheet and consider adjustments to your course.

Coalitions and opposition

Every campaign needs to make sure it has the power it needs to succeed and should be prepared to face opposition.

Engage coalition partners

Every campaign faces a common question: Can we do this alone? More often than not, the answer is, “We need to work with others to get the job done.” That means working in a coalition or alliance. The next question to ask is, “Does our strength match the task at hand?” You can do this by listing the capabilities and connections your campaign needs and then noting the capabilities and connections you have. What are you missing? Can organizations or other partners fill in the gaps?

But often campaigns need to go further. Too often, campaign thinking can lead people to build “convenient coalitions” that are enough to get the campaign win but that ultimately don’t get them closer to the bigger victory. Consider your campaign coalitions as an exercise in power-building. Ask yourself the following questions:

- Who do you need to win this, and who do you need to keep this win from rolling back over time?
- Who does this give us the chance to build relationships with? Who might come in on this that you wouldn’t otherwise reach?
- What harmful premises or cultural norms does this campaign challenge?
- How might you use this time to set yourself up for a bigger win next time by using it to build trusted relationships?

Asset-Framing note: *The Asset-Framing approach often makes it easier to build strong, diverse coalitions across identity, culture, experience and political lines because you share common aspirations, and it defines each group by its aspirations and contributions before noting any challenges. This reduces tunnel vision and limited thinking. It also makes wins more durable because they are the product of an integrative process rather than a divisive one.*

Even if you don’t think you have opposition, a little research will likely unveil someone who would argue for a different approach or solution to your issue. Knowing as much as you can about the opposition and having a good plan for dealing with them can mean the difference between winning and losing.

Ask these three questions to stay on top of your opposition:

1. Who is your opposition?
2. What do you know about it?
3. What are you going to do and say to minimize its ability to derail your campaign?

That is one way you can anticipate opposition from a hostile ecosystem and prepare to fight back. The politicized media ecosystem can take local issues and elevate them to national prominence overnight. This ecosystem is not centrally run; instead it is an organic mix of people who feed the rumor mill and large, well-organized and coordinated narrative infrastructure. Oftentimes these elements of potential opposition look for buzzwords to hook into as well as things that fit their preferred narratives. When thinking about potential opposition, consider how you could frame your campaign in *their* common overarching narratives:

- Reject the woke agenda (Resist the constant indoctrination.)
- America under siege. (Chaos and crime are rampant.)
- Preserve capitalism. (Protect free markets and reward hard work.)
- Expose the deception. (Elites are deceiving us to amass power.)

Note which narrative, if any, may be most likely to be a theme that your opposition uses in the course of your campaign.

These narratives are effective, but they do not win all the time. A constellation of organizations singled out Target as part of the “woke agenda”, demanding that Target stop selling LGBTQ+ merchandise and end partnerships with vendors and spokespeople that the group deemed unacceptable. This attack expanded to demands to end any DEI-related efforts as “woke.” Target complied with the demands in large measure. Aware of this successful pressure campaign’s harmful precedent, and **knowing that their opposition was largely focused on corporate change, not changing the core behavior of customers**, advocates organized a boycott and ongoing media campaign to highlight the cost of Target’s decision-making. The results: Target has seen substantially lower foot traffic and revenue, and its CEO even had to cut his salary amidst continued economic challenges. Target’s brand struggle remains associated with this decision.

Messaging for Impact: Campaign Signals

After you have identified your decision-makers, charted your course and mapped your influence strategy, it’s time to think about the campaign signals. Not every campaign needs the same level of public outreach — but you’ll want to spend some time assessing how you want your campaign to be represented and making the strategic choices that will get you there.

In this step, you will consider these five points:

1. **What are you going to say to inspire your audience and decision-makers to take action?** How will you maximize your ability to gain supporters and minimize inadvertently creating opposition?
2. **What is your bedrock value? What is the value you want to share publicly? Are they the same?**
3. **Are you going to be for or against something?**
4. **Are you provocative or reassuring?**
5. **What other signals do you want people to see? Consider visuals as well as words.**

Look back at the decisions you made in Steps 4 and 5 about who and what is most likely to influence your decision-makers, and then outline the type of profile that is best for your campaign (public, behind the scenes, etc.)

Example: In Harvard University's ongoing fight with the Trump administration, the institution knows that visible support matters because this fight is about demonstrating control and chilling resistance — not about any specific issue. [Crimson Courage](#) is a campaign by Harvard alumni to provide this kind of very public signaling. Not only does the campaign encourage members to sign an amicus brief, they are also invited to join a community with ongoing actions and volunteer opportunities.

Asset-Framing note: When thinking about the emotions you want to tap, remember that using fear as a primary motivation — while effective at getting attention and reaction — usually carries negative consequences down the road for you and the community. Remember that when you want people to feel anger or outrage, both their love for something and their fear of something else can spur those feelings. In fact, when Asset-Framing, you start with what people love and then speak about what is threatening or obstructing that. Asset-Framing is “defining people by their aspirations and contributions (what to love) before noting their challenges (what to fear or change).” You don't need to limit your emotional register because you pick love or care as a motivation.

The Message Platform: What Are You Going to Say?

Every campaign needs a message platform that will provide you, your spokespeople, your allies or partners, and your organization's leadership with an overarching positioning statement. You do not need to cast in stone or memorize a message platform. Rather, the core concepts and language should serve as a guide for influencers and spokespeople. Disciplined application of Asset-Framing is crucial in this step because it should guide all your communications. This message platform has four main points:

1. **What We Are Doing.** This message point delineates what the campaign is working to accomplish.
 - a. **Prompts:** *In a broad sense, what is the campaign seeking to positively change or accomplish? What aspiration does it want to achieve? What contribution does it want to maximize? Don't get into details — that's the third message point.*
2. **The Need or Opportunity.** This message point explains the challenge, need or problem that currently prevents you from achieving your higher aspiration. It is the situation that you are working to change as a result of the campaign. In this section, note elements of both the aspiration and the discrete challenge.
 - a. **Prompt:** *This should be easy — what is the big issue that you're trying to solve as a result of this campaign? Why does it matter to the audiences you're trying to reach?*
3. **How We Do It.** This message point describes how you recommend addressing the need or problem that is blocking your aspiration from being achieved. What are the specific actions or steps that your decision-makers need to take?
 - a. **Prompt:** *Now, think about the specific requests you're asking of your decision-makers throughout the campaign's duration. In reality, you might have a different decision maker responsible for saying yes or no for each milestone.*
4. **Vision.** This message point explains the result that a campaign victory will bring about and what it will do to solve the problem or fulfill the aspiration that you noted at the start.
 - a. *For your vision message, think ahead to when you've won your campaign — how will your community, state or country be changed for the better?*

This is a good time to draft some ideas for each of your message points and share them with others to review and revise before you finalize in the next step.

Campaign Name

The old saying about first impressions holds true for campaigns. The name of your campaign can make all the difference when it comes to garnering support out of the gate. Your campaign name needs to convey your values in a quick and memorable way and make it easy for people who join you to describe those values to others.

As you look at your message platform, can you think of something that might sound good in just a few words? Here are some examples to spark ideas:

- **Play on the decision-maker's name:** The [Target boycott](#) in support of diversity, equity and inclusion (DEI) doesn't have a flashy name, but it is laser-focused

on driving attention and behavior against one single organization instead of a more general focus on justice or defending DEI, which would dilute the impact of the campaign signals.

- **Reframe the challenge:** When the [No Milk Tax](#) campaign wanted to convince Starbucks to stop upcharging for milk alternatives, it centered the word “tax” rather than “upcharge” in its name to make clear that this was a baked-in cost rather than luxury item for people who are lactose intolerant.
- **Build upon a statistic:** “One in 4” shows the prevalence of rape on college campuses.
- **Use alliteration to make it memorable:** Australia’s Slip, Slop, Slap campaign helps kids remember to put on sunscreen by using alliteration and onomatopoeia with simple words that sound like the action.

Write down your campaign name on your worksheet. Remember that the point of this naming exercise is to build public support. Don’t be so creative that you confuse or alienate people who don’t understand or “get” the name. Also, acronyms are overrated. If there is an obvious one, great — but don’t spend a lot of time trying to be too clever.

Once you have a draft name, run it by your planning team and others in your network to gather their impressions.

Managing the Campaign

Now you need to identify and plan the day-to-day details to get it done. Step 7 will help you manage assignments and identify metrics to track — such as whether you’re moving in the right direction or need a course correction.

Master Strategy Chart

Now that you’ve determined your milestones, decision-makers, influencers and major tactics, you can systematically match assignments, timelines, metrics and resources to each of the campaign milestones and activities you picked. Start with the milestone you chose for your influencer step and fill in each of the following fields on your worksheet:

- **Assignments**
- **Deadline/timeline**
- **Metrics – including outputs and outcomes**
- **Budget or other resources**

Use your milestones to set deadlines and timelines as well as metrics.

Asset-Framing note: *Measurement is crucial, but it can also be misleading. As you think about your metrics, ask yourself how you can not only measure progress toward the campaign win but also measure progress toward the overall victory. Are you challenging harmful premises? Are you measuring how you're building power? Are you ensuring that you engage and recognize affected populations as part of the solution and not just reported beneficiaries of your work? These questions will ensure you don't win the battle but lose the war.*

Managing the Team

Check-in meetings are critical to ensure you're staying ahead of a shifting landscape and taking advantage of opportunities. Here are a few questions to ask at every campaign meeting:

- **Have you executed all the activities you planned since our last meeting?** Are you closer to our milestones as a result? If not, how can you shift strategies?
- **Have there been any shifts, positive or negative, among our key decision-makers or influencers?** Why or why not?
- **Have any new vulnerabilities surfaced?** How can you address them?
- **Have you had any recent successes or failures that you can learn from?** Should you adjust strategies accordingly?
- **Are you moving forward at the pace you expected?** If not, what strategies might lead to better traction?

You may want to choose a good coalition or project management tool if you haven't already. Check out the online Toolbox for a checklist to use during check-in meetings as well as a tip sheet on some popular management tool options.

Don't forget! When your campaign is underway, it's more than a collection of goals, milestones and deadlines. It's a living, breathing team of people united in their commitment to the cause, working hard and making personal sacrifices every day to get it done. As a campaign leader, don't pass up opportunities to recognize the small victories at every meeting to keep your campaign and your coalition motivated.

After the Campaign

You started this campaign planning process with a clear vision of victory. Inspired by that goal, you've put a lot of hard work into planning how to get there, and you've built an organization to make it happen. Someday, you'll reach that moment of truth — either you'll achieve your campaign win or you'll fall short.

Successful campaigners consistently do three things at the end of a campaign

- **Make space to celebrate with teammates and partners.**
- **Understand the lessons learned and write them down.**
- **Ask: did we challenge the harmful premise we identified or reinforce it?**
- **Start planning the next one.**

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