
ORGANIZE YOUR CAMPAIGN

Organizing Models

Organizations, agencies, coalitions and activists in the tobacco prevention and control movement employ a variety of organizing models to accomplish their objectives. Understanding the similarities and differences among them helps ensure using the right model for the task at hand. Some activists and agencies apply a direct service model to reduce tobacco use, which means providing tobacco cessation services to smokers who want to quit. Others adopt an education model, in which information is communicated to change behavior. Still others adopt an advocacy model, which seeks to change or enforce tobacco laws by bringing information to policy makers and demonstrating strong community support for recommended changes. Direct action mobilizes the people most affected by the tobacco issue and engages them in a campaign to build and demonstrate their power in order to force decision makers to support the campaign's demands.

Advocacy and direct action campaigns often use similar tactics and an effective campaign may use elements of both, but there are important differences. The principal difference is that direct action is only necessary when there is strong opposition. Without such opposition, the advocacy toolbox of information, letters and petitions to targeted officials can often carry the day. Because direct action has to change the position of key decision makers, it relies more heavily on face-to-face dialogue and even confrontation.

Direct action, among all the organizing models, most clearly challenges the power relationship between the officeholder and those demanding change. Direct action organizing will strengthen our movement and lead to more victories.

The STORE Campaign focuses on advocacy and direct action approaches.

Who Will Lead Your Campaign?

Deciding to pursue any of the objectives of *The STORE Campaign* involves assembling a leadership team or core group. Sometimes the core group is within one organization, but more often it is a committee or task force within a larger coalition that brings together different organizations, agencies and individuals. Although it may seem obvious who belongs in the core group, ensure that the "obvious" group has all the key bases covered. A leadership group assembled with some thought will produce a stronger campaign. Review these basic questions:

- Does the core group have a leader? If not, is someone willing to take that role?

The core group develops the strategy and then broadens the coalition, recruiting allies and other constituency groups to execute the campaign.

- Are there organizations in the core group that can advocate aggressively for policy change? Are all the participants from groups who cannot or will not advocate for policy change?
- Can someone from the core group provide a regular and centrally located meeting place and basic clerical support?

Also consider:

- Is someone being left out who could make a big contribution? Think of the organizations and individuals who may join the effort later on, and consider whether involving them earlier might produce better results.
- Who will be offended if they were not invited initially? For example, a campaign supporting a *licensing policy* will need youth who have participated in youth purchase surveys. Be sure to involve key youth leaders at the beginning rather than later in the process.

Once the core group is established, you are ready to address the campaign stages:

Document the Problem

Select an Issue

Develop a Strategy

Broaden Your Coalition

Communicate with Target

Implement Activities

Evaluate Your Campaign

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