
CAMPAIGN OVERVIEW

Campaign Goals

The STORE Campaign takes a comprehensive approach to tobacco in the retail environment by bringing pressure to bear upon the problem of both tobacco sales and marketing practices in a unified campaign through the collective action of individual communities. The broad goals of the Campaign at the state-level are to:

- Mobilize communities throughout California to initiate local policy action to restrict and enforce tobacco sales and marketing practices
- Facilitate better enforcement of local and state laws that focus on retail advertising and tobacco sales
- Advocate that the federal government grant authority to state and local governments to regulate cigarette advertising and marketing practices

Campaign Issues

The STORE Campaign seeks to:

- Facilitate local policy changes that will: 1) eliminate illegal tobacco sales to youths; 2) curtail store-related tobacco marketing and promotions; and 3) fund and implement enforcement of tobacco sales and marketing policies to achieve compliance.
- Increase enforcement and compliance with existing state and local laws and MSA restrictions. These may address how tobacco is sold and marketed as well as signage laws enacted for safety and beautification purposes.
- Advocate for changes to the Federal Cigarette Labeling and Advertising Act to provide authority to local or state governments to regulate tobacco advertising and marketing practices.
- Educate retailers about the problem of illegal tobacco sales and in-store tobacco marketing and promotional practices as an adjunct to policy and enforcement strategies.

The STORE Campaign focuses on achieving lasting community norm changes within the retail environment. Various studies and the complex web of relationships within the store environment make it clear that the problems of tobacco sales to minors and in-store tobacco promotions are not easily solved. For these reasons, merchant-education-only and voluntary policy approaches are NOT goals of *The STORE Campaign*. These approaches are non-sustainable, staff-resource intensive and lack the psychological deterrent resulting from policies that are regularly enforced with consequences for non-compliance. Merchant education and voluntary policy activities, however, may be used to complement a legislated policy or

enforcement approach or with an eye towards moving key decision makers along the strategy continuum. In communities with little readiness for change, projects may need to pursue and document failure of these approaches before being able to garner support for strategies that are effective and sustainable.

Campaign Stages

Not all campaigns will be the same, nor should they be. Most successful campaigns, however, go through similar stages on the way to victory.

As a result of the recent CDHS/TCS Communities of Excellence (CX) needs assessment process, you may already have determined the issue you intend to address. (See [CX Indicators](#) related to *The STORE Campaign* and which [Local Lead Agencies](#) are working on them.) For example, you may have already decided to work on local tobacco retail licensing or increasing enforcement of an existing sign law. Working through the campaign stages, however, will help you to refine and more fully develop your campaign strategy. It will help you identify additional data, information or resources needed to implement a successful campaign.

1. *Document the problem.* Produce relevant local data defining the nature and extent of the problem. Data can be collected from existing sources or generated through surveys or other techniques.
2. *Select an issue.* Develop a range of policies or interventions that reflect a variety of approaches to address the problem. Thoroughly examine the alternatives. Then conduct a goal and issue selection exercise to select the preferred solution.
3. *Develop a strategy.* The strategy is the overall design for building the plan to reach your goal. A strategy chart includes all the elements that work together towards victory: goals; organizational considerations; constituents, allies and opponents; targets; and tactics.
4. *Broaden your coalition.* The core group or leadership team that plans the campaign may not be powerful or numerous enough to achieve victory. Recruit organizational allies, engage community opinion leaders, and involve new individual volunteers to ensure a broad coalition of support.
5. *Communicate with target.* It is always better if the decision maker voluntarily agrees and does not need to be pressured. The first meetings and interactions are designed to put the coalition's best and strongest foot forward to give the decision maker the opportunity to do what is right.
6. *Implement activities.* Campaign communications, building pressure on targeted decision makers, working with the media, direct action and negotiating are critical elements in the campaign.

Every community is unique, but communities are also very much alike. The steps to a successful campaign work in every community.

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7. *Evaluate your campaign.* It is essential that the impact of local and statewide efforts be understood. At the local level, the emphasis is on the development and implementation of a sound evaluation design that can determine whether the intervention accounts for any change measured.

Each community's campaign will be different. Each has a different history addressing tobacco issues. Elected leaders vary dramatically in their understanding of the issues; while some communities can tap numerous veterans of the tobacco wars, others will find only fresh new recruits. The media in one city may have been dogging big tobacco for a decade while in another it attacks those who go after the industry and local merchants. The range of conditions faced varies so dramatically that no single organizing model will apply in every situation; but the steps outlined above are tested and should be followed as closely as possible in each community's own fashion.

Communities are also very much alike. Public opinion in California on most tobacco issues tends to be uniform across diverse communities, with a high degree strongly favoring public policies in support of tobacco control.

Campaign Model

While *The STORE Campaign* is new, it shares common characteristics with other previously successful tobacco control efforts, including those to reduce exposure to secondhand smoke, to eliminate tobacco sales to minors, Operation Storefront, Project SMART Money, and Communities of Excellence in Tobacco Control.

- **Collective Action:** California's tobacco control infrastructure comprises Local Lead Agencies, Ethnic Networks, Competitive Grantees, Statewide Projects and their associated coalitions, representing a seasoned legion of public health advocates who have demonstrated their ability to work together and focus collectively on a common goal. *The STORE Campaign* harnesses the strength and experience of these groups to focus on the retail environment in a unified effort.
- **Grassroots Involvement:** *The STORE Campaign* focuses on mobilizing community members to bring pressure to bear upon specific targets who have the power to make policy or enforce changes that the community wants.
- **Local Focus:** *The STORE Campaign* focuses primarily at the local level. Significant and cutting-edge statewide tobacco control policies typically occur in California after a groundswell of support is demonstrated by the enactment of local policies. State laws to address smoke-free public places and worksites, tobacco vending machine restrictions, self-service tobacco display restrictions and smoking in tot-lot restrictions usually develop after leadership has

The Campaign uses a grassroots community organizing approach to create lasting community norm change.

been displayed by local governments. An exception to the local focus is the effort to advocate that the federal government grant state and local governments the authority to regulate tobacco advertising and marketing practices.

- **Collect Data Systematically and Use Local Data Strategically:** *The STORE Campaign* provides standardized survey tools and protocols to collect local data on tobacco marketing and sales at the community-level. Local data legitimizes the coalition's request for change and demonstrates that the problem is one the community must own and resolve. Strategic release of data garners media attention, contributes to the public debate and enlightens the community.
- **Local Autonomy and Flexibility Linked with Standardization:** California is geographically, ethnically and culturally diverse. It is the most populous state in the nation and is well known for its tourism, entertainment, timber, agriculture and high tech computer industries. California is home to both politically conservative and politically liberal communities. *The STORE Campaign* acknowledges the diversity of communities and the need to define issues and solutions locally. At the same time, *The STORE Campaign* recognizes the power of collective action, the power of diverse communities speaking with a unified voice, the need to maximize resources, and the value of learning from and building upon the successes of innovator and early adopter communities. *The STORE Campaign* provides autonomy to local communities to choose the issue, solutions and timelines appropriate to a given community's problem, capacity, resources and readiness to address the problem of tobacco marketing and sales. It provides standardization through the availability of uniform data collection tools and protocols, model policies, community organizing strategies, public relations resources and educational materials, many of which can be customized to local needs while providing a unifying collective message.

Campaign Manual Components

The STORE Campaign Manual provides information and tools to implement a comprehensive retail effort. The Campaign Manual is organized to take you through the steps of planning, implementing and evaluating a campaign aimed at: 1) changing local policies; 2) increasing enforcement of existing laws; or 3) conducting advocacy efforts aimed at changing preemption language in the Federal Cigarette Labeling and Advertising Act. The community organizing aspects of the Manual are adapted from the Midwest Academy's approach to community organizing. Specifically, the Manual describes:

- *Steps to organizing your campaign* including identifying the core group to steer the campaign and how to build a broader coalition for

support.

- *How to document the problem* of tobacco sales to minors and in-store tobacco promotions. Standardized survey instruments and protocols that are comparable to instruments used in statewide surveys are provided.
- *How to assess the perspectives of different target groups* for various intervention options through the use of focus groups and key informant interviews. Sample investigative tools and protocols are provided.
- *A comparison of various policy, enforcement and advocacy options* for addressing the problem of tobacco marketing and tobacco sales to minors.
- *How to develop a campaign strategy* including an assessment of your organizational capacity; identifying constituents, allies, opponents and targets of the campaign; and campaign tactics.
- *How to educate targeted decision-makers*, including sample talking points, fact sheets and Power Point presentations.
- *Community outreach activities*, including public relations and media activities.
- *How to work with law enforcement agencies*.
- *Steps to implement a new policy*.
- *Educational outreach* to tobacco retailers to support policy and enforcement goals. Brochures, signage and posters are provided.
- *Evaluation strategies and designs* to determine if your efforts made a difference.

Campaign Format and Updates

The STORE Campaign Manual is available in a web-based format and in a CD-ROM format for those agencies that do not have access to the password protected portions of the Tobacco Education Clearinghouse of California's website. These formats were selected for this Manual because:

1. The store environment is an area in which laws, regulations, court decisions and research studies are rapidly evolving. The Web-based format can be updated more quickly, efficiently and less expensively than a print format.
2. Electronic files, including Power Point presentations, audiovisuals, sample letters and press releases can be customized to local community needs.
3. *The STORE Campaign* covers an enormous breadth of information and includes tools that can be electronically searchable, making it easy for users to find what they need.