International Republican Institute

The Permanent Campaign:
Political Branding and Governing

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What will we learn today?

- Defining Success in a Political Context
- Understanding Types of Political Brands
- Developing a Tool Kit of Political Brand Techniques
- Creating a Political Brand Using Public Opinion Polling

Assumptions

- ☐ Governing is campaigning by other means
- ☐ All battles are won before they are fought
- ☐ Current elected officials have advantages and can begin TODAY implementing strategies to increase chances of winning the next election
- ☐ Public opinion polling informs us on the wishes of voters

Customer Focus is Good Business

"Quality in a product or service is **not** what the supplier puts in. It is what the **customer gets out** and is willing to pay for. A product is not quality because it is hard to make and costs a lot of money, as manufacturers typically believe. This is incompetence."

        - Peter Drucker
Management Consultant and Author

Is it Fair to Compare Business and Political Marketing?

Survival in the **business** marketplace

1) Understanding the needs and desires of your customers

2) Creating products to improve people's lives

3) Explaining to customers why your product is better than your competitors product

Is it Fair to Compare Business and Political Marketing?

Survival in the **Political** marketplace

1) Understanding the needs and desires of your voters

2) Communicating to the voters your views of a product known as "good government"

3) Explaining to voters why you are better qualified than other political leaders

Differences in defining Success

- **<u>Business</u>** = Increase Profit, Increase Market Share, Increase Shareholder Value

- **<u>NGO's</u>** = Identifying community problems and <u>completing</u> projects

- **<u>Political Figure</u>** = Increase in Political Capital, Increase in Votes
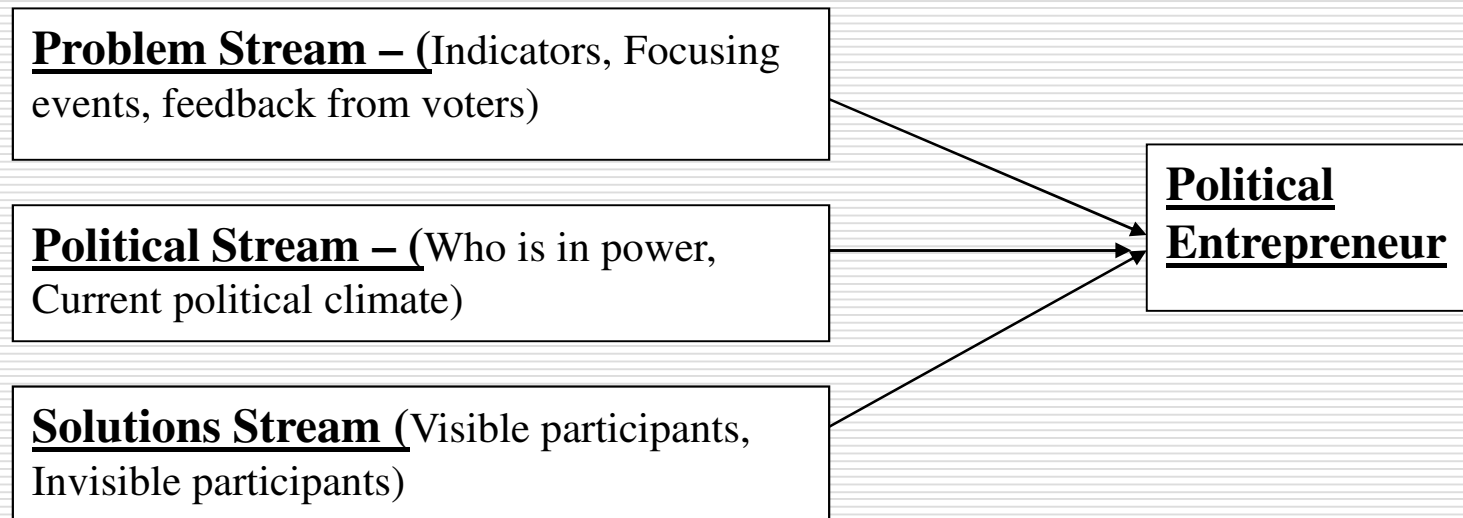
Defining Terms

- ☐ Political Entrepreneur

- ☐ Political Capital

- ☐ Elected Official Life Cycle

- ☐ Political Brand

Political Entrepreneur….

"People who create new value in the political process by creatively identifying public policy problems and engaging key stakeholders to solve those problems using techniques appropriate given the political climate."

Problem Stream – (Indicators, Focusing events, feedback from voters)

Political Stream – (Who is in power, Current political climate)

Solutions Stream (Visible participants, Invisible participants)

Political Entrepreneur

Political Capital…

"Political capital is the ability of a politician to accomplish policies and programs. Political capital not only depends on their status as an office holder, but also depends on a politician's favorable image with the public and the public policy issues they are advancing."

Elected Official Lifecycle…

"Rarely will a political leader be able to start projects and complete projects for community impact in a single term in office. The lifecycle starts with a person being elected then describes what they need to do while in office to become re-elected. In order to become re-elected an elected official must make "good" public policy, gain in influence and represent the people."

(Re) Election →
- Make Good Public Policy
- Gain in Influence
- Represent your Constituents
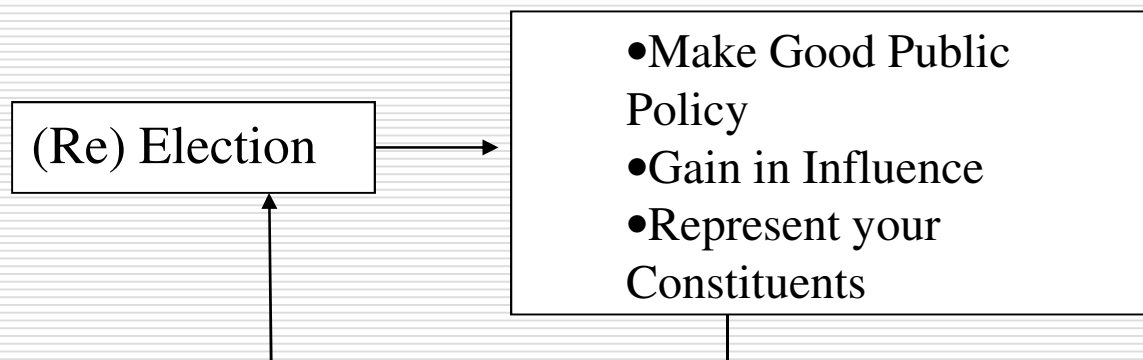
Political Brand…

"A unique strategy aimed at creating a perception in the voters mind about who an elected official is, what public policies they promote and what makes them different from other political leaders."

Type of Political Brands

- ☐ From the Community

- ☐ Issue Based

- ☐ Service Provider

- ☐ Political Leader

Creating a Brand - Considerations

- ☐ Identify how you want to be known
- ☐ Use public opinion research and other data collection methods to determine the needs of the voters
- ☐ Focus your brand identity on less than 4 public policy problems
- ☐ Think about what makes you different than other political leaders

Creating a Brand – Polling Basics

"Polling is merely an instrument for gauging public opinion. When a president or any other leader pays attention to poll results, he is, in effect paying attention to the view of the people…"

- George Gallup

Pioneer in public opinion research

Creating a Brand – Polling Assumptions

- ❑ A snapshot of public opinion at a given time
- ❑ Based on tested scientific and statistical techniques
- ❑ Have some error built in because asking a random sample of people, not the entire population
- ❑ Provides a realistic assessment of the mood of the public

Creating a Brand – Analyzing a Poll

☐ **Margin of Error**

  ▪ +/- 4 = 600 sample

  ▪ +/- 3 = 1067 sample

  ▪ +/- 5 = 384 sample

☐ **Initial Ballot Test**

☐ **Favorable / Unfavorable Ratio**

  ▪ 2.0 and above is good

  ▪ Below 1.5 is potential trouble

  ▪ Below 1.0 is bad

☐ **Message Movement**

Elements in a Political Poll

- ☐ Screening Criteria
- ☐ Favorability Check
- ☐ Initial Ballot
- ☐ Message Testing
- ☐ Informed Ballot

Screening Criteria - Purpose

- ☐ Ensures that the campaign is only getting the opinions of likely voters.
- ☐ From a political campaign perspective, the opinions of non-voters, although perhaps interesting, are not relevant.

Example:
Screening Criteria Questions

☐ Are you a registered voter?

☐ Thinking about the 1999 or 2003 elections, did you cast a vote in either of those elections?

☐ On a scale of 1 to 10, a 1 meaning you don't follow politics and 10 meaning you activity follow politics, how would you rate your participation?

Favorability

- ☐ The basic assumption is people elect candidates they know, like, and trust.
- ☐ Calculation: % favorable / % unfavorable
- ☐ Goal is for your candidate to have a high ratio and drive your opponent as close to 1.0 as possible
- ☐ Anything over a 2.0 is good
- ☐ Anything below a 1.5 is potential trouble

Example:
Favorability Questions

- I would like to read you a series of individuals and organizations. For each one, please tell me if you have a positive, negative or neutral impression of them. If you do not know the name, please tell me you do not know.

NAME AWARENESS LEVELS

(Ranked by Positive % plus Negative %)

**Positive /
Negative
Ratio**

The San Antonio Express News	Jan. '05	73% · 23% · 4%	**3.2:1**
San Antonio City Council	July '04	44% · 46% · 10%	**1.0:1**
	Jan. '05	54% · 39% · 1% · 1%	**1.4:1**
Henry Cisneros	Jan. '05	61% · 29% · 6% · 5%	**2.1:1**
Ed Garza	July '04	54% · 31% · 10% · 5%	**1.7:1**
	Jan. '05	51% · 34% · 9% · 6%	**1.5:1**
Nelson Wolff	July '04	68% · 16% · 8% · 9%	**4.3:1**
	Jan. '05	68% · 11% · 8% · 13%	**6.2:1**
Real Estate Developers	Jan. '05	39% · 40% · 14% · 6%	**1.0:1**

Legend:
- Know / Positive (blue)
- Know / Negative (red)
- Know / No opinion (green)
- Never heard of (yellow)
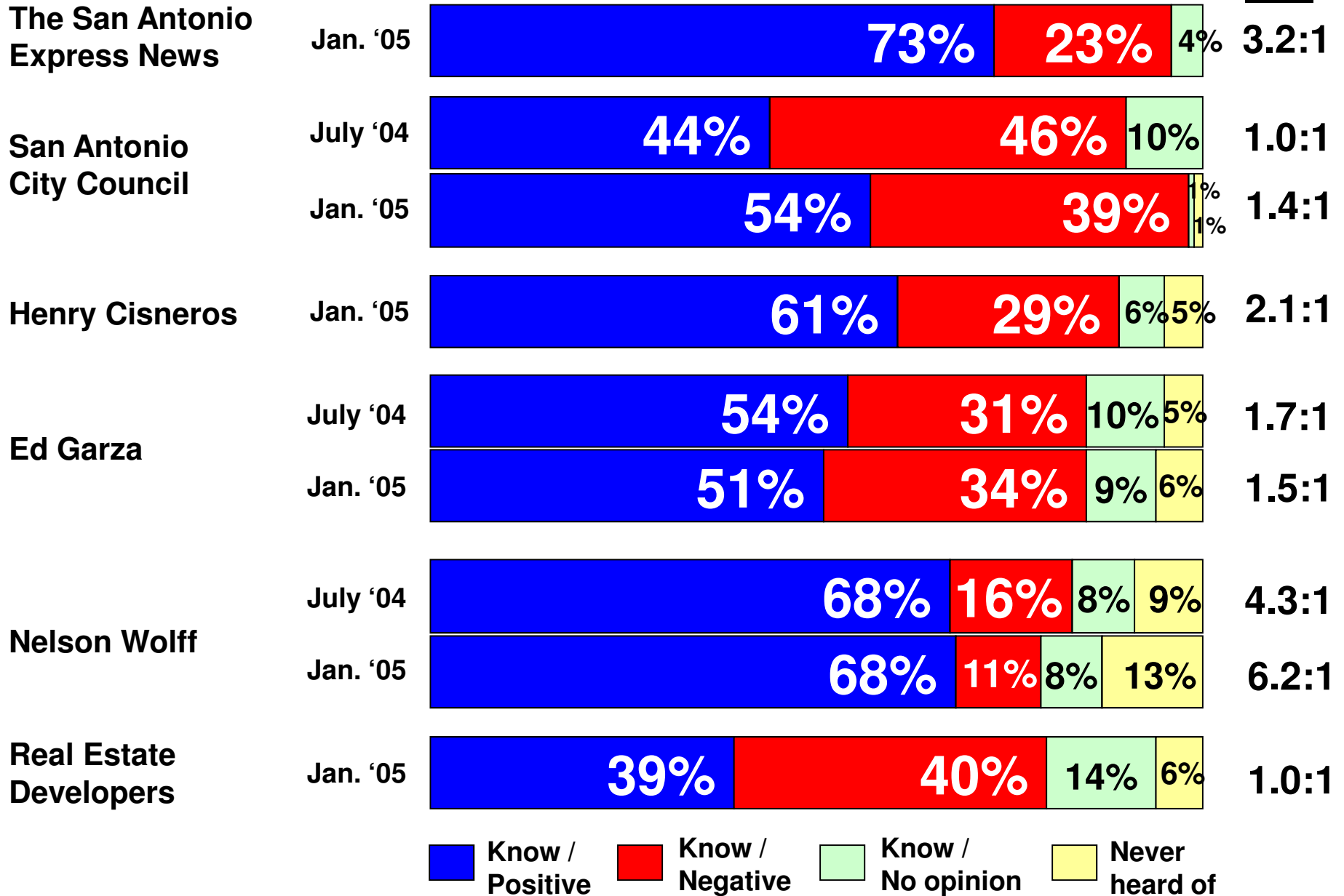
Initial Ballot Test

- First impression of which candidate the voter prefers.

- Provides a baseline assessment for testing campaign messages

Example:
Initial Ballot Questions

- If the election for national assembly was held today, which of the following candidates would you vote for?

INITIAL BALLOT

■ **Carroll Schubert**   ■ **Julian Castro**   ■ **Phil Hardberger**   ■ **Other / Undecided**

July 2004   January 2005

	July 2004				January 2005		
Carroll Schubert	13%				22%		
Julian Castro	29%				35%		
Phil Hardberger	24%				14%		
Other / Undecided	33%				29%		
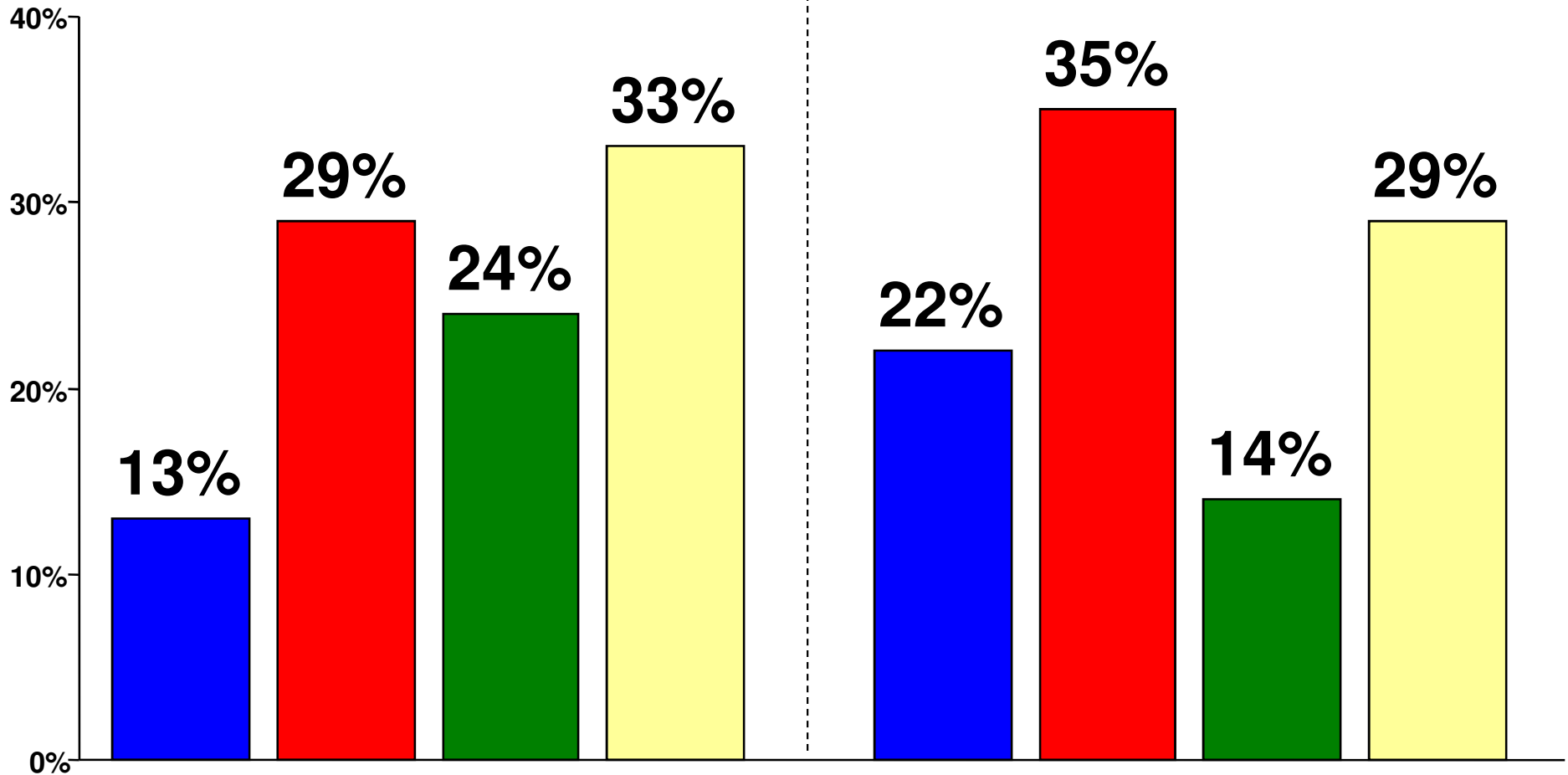
Message Test

- ☐ A series of statements to get a more likely to vote, less likely to vote, or no difference response from the interviewee.

- ☐ A good positive message will have at least 60% support

- ☐ Net Impact is the % More Likely - % Less Likely for each message statement

Example:
Message Test

- For the following statements tell me whether you are more likely to vote for the candidate, less like to vote for the candidate or the statement makes no difference in your choice.

1) Carroll Schubert wants to increase funding for basic city services.

2) Phil Hardberger's campaign is supported by labor unions and trial lawyers.

MORE / LESS LIKELY STATEMENTS I

Net Impact

Q25. As mayor, Carroll Schubert will focus on improving the basic city services such as fire and police protection, water and electricity service, and street and road maintenance.

8.3	Tot
4.6	D 1-5
5.0	D 6-7
2.8	D 8-10
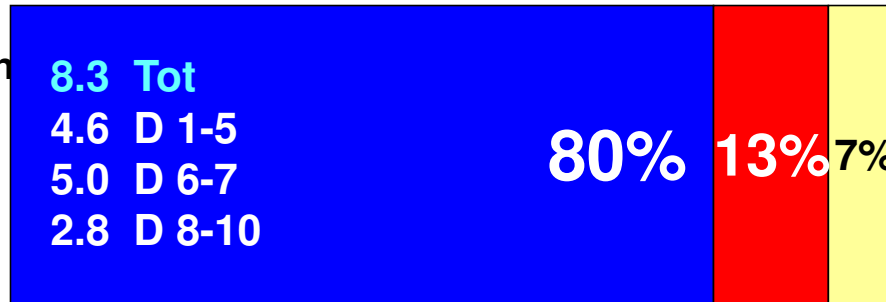
80% **13%** **7%** **+67%**

Q29. Carroll Schubert is the co-chair of the San Antonio Military Task Force and recognizes the vital role the local military bases play in the regional economy which accounts for about $5 billion of annual activity. As mayor, Schubert will continue to fight to keep all the region's bases fully operational.

3.9	Tot
6.8	D 1-5
9.4	D 6-7
2.0	D 8-10

78% **12%** **10%** **+66%**

Q34. As chairman of the Quality of Life Committee, Carroll Schubert created a more efficient system for collecting city revenues which has resulted in more accountability and less theft in city government.

4.2	Tot
1.6	D 1-5
13.1	D 6-7
1.9	D 8-10

77% **14%** **8%** **+63%**

■ **More likely** ■ **Less likely** ☐ **No Difference / Unsure**

Baselice & Associates #05761

Informed Ballot

- The same question as the Initial Ballot, only know the interviewee has information about each of the candidates

- Using various statistical techniques, a pollster is able to determine which messages are related to switchers, defectors, and solidifiers.

Informed Ballot

- Switcher – A person who was NOT for your candidate on the Initial Ballot, but WAS with your candidate on the Informed Ballot

- Solidifier – With your candidate on BOTH the Initial and Informed Ballots

- Defector – Was with your candidate on the Initial, but was NOT on the Informed Ballot

Example: Informed Ballot

☐ Having heard more about the candidates, if the election was held today, which of the following candidates would you vote for?

COMPARISON OF INITIAL & INFORMED BALLOTS

Q.18 Initial Ballot: 22% Schubert, 29% Undecided, 49% Non-Schubert

Q.43 Informed Ballot: 41% Schubert, 11% Undecided, 49% Non-Schubert

20% Stayed Schubert

21% Switched to Schubert

9% Switched to Non-Schubert

39% Stayed Non-Schubert

Q18Q43SO
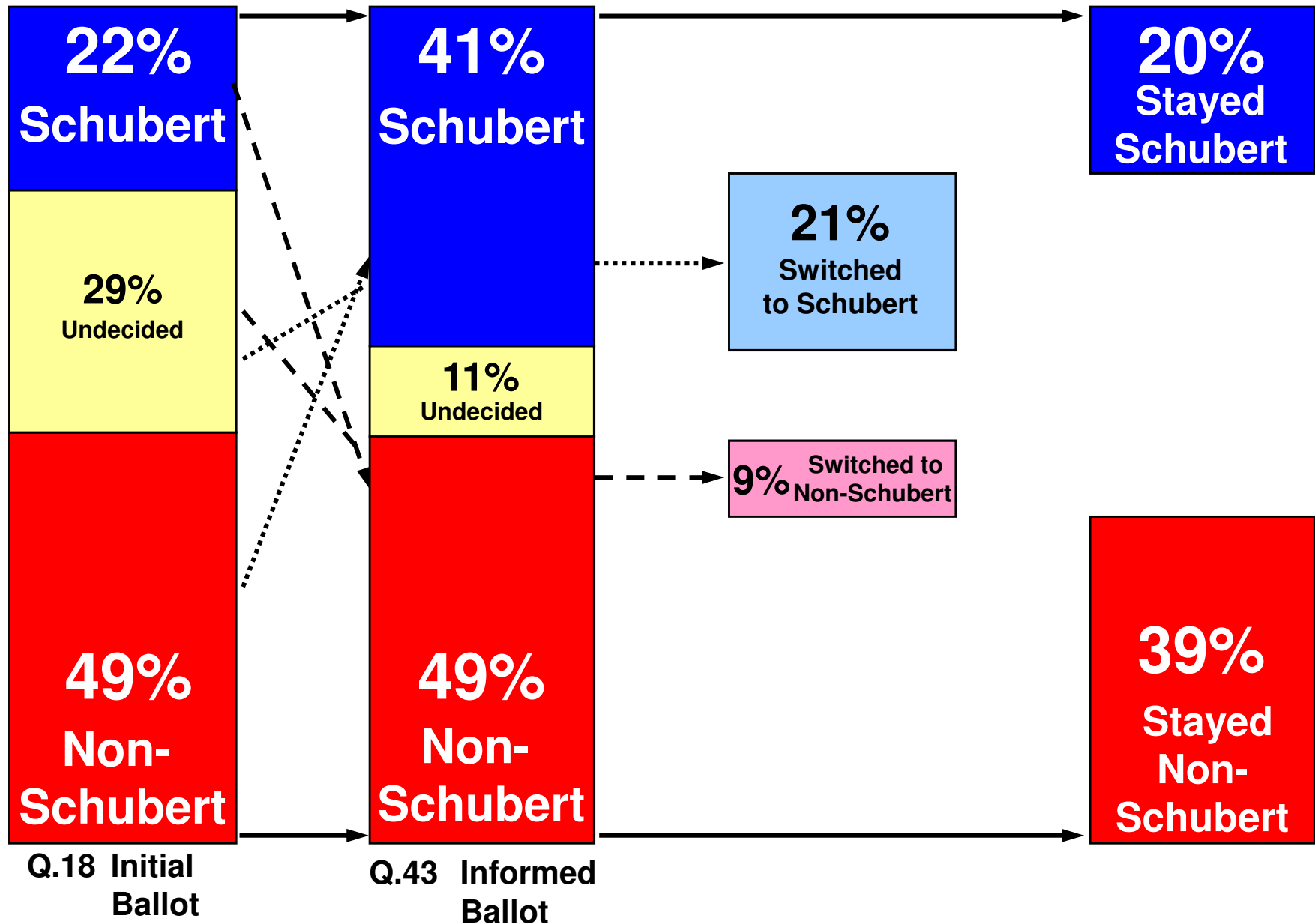
Demographic Questions

- ☐ Used to analyze the polling data based on various groups.

- ☐ Used to ensure the poll sample is reflective of the population as a whole.

Example:
Demographic Questions

- ☐ What political party do you most identify with?
- ☐ What is your highest level of education?
- ☐ What region of the county is your primary residence

College Station
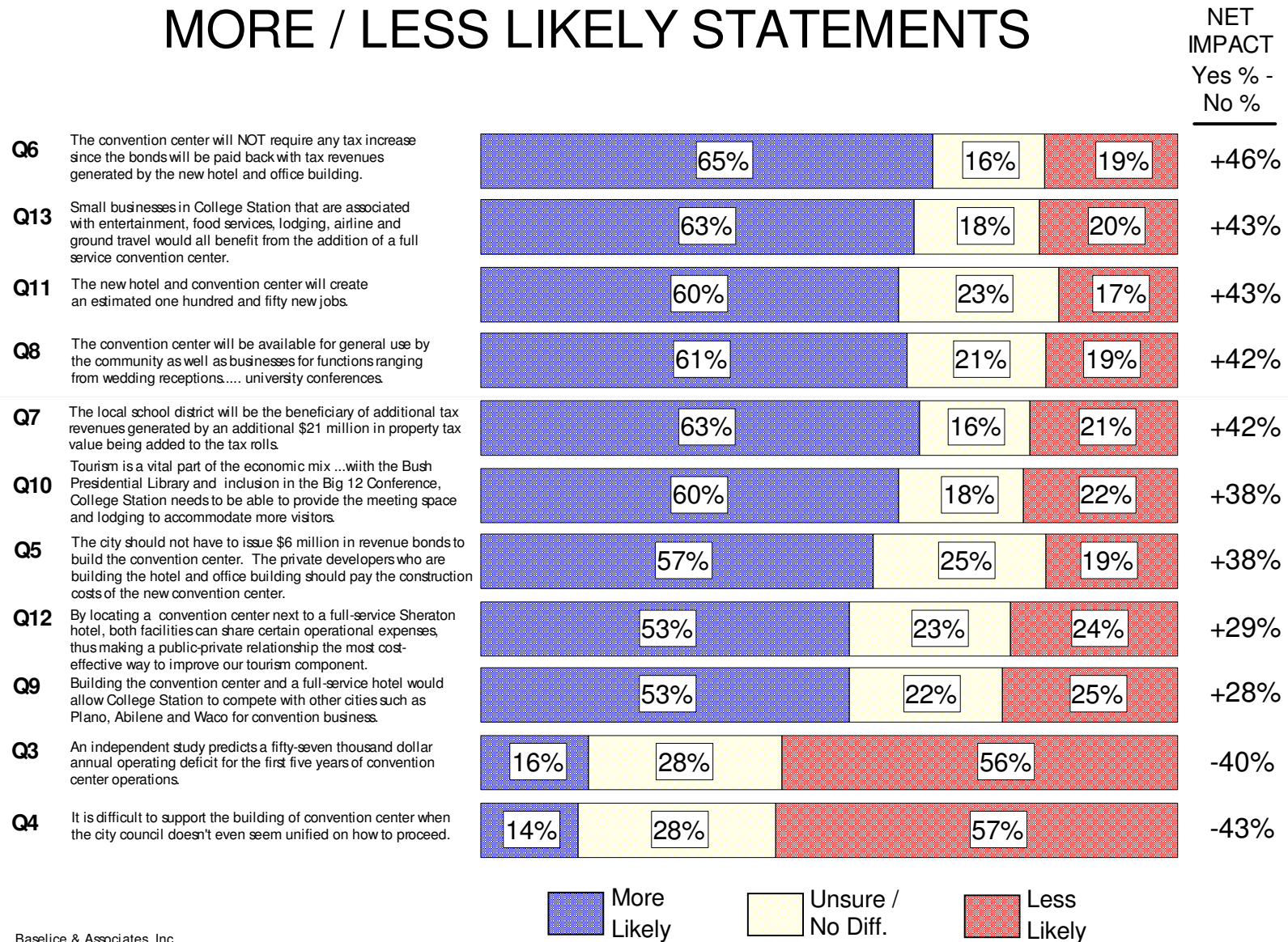# Conference Center - 1997

MORE / LESS LIKELY STATEMENTS

NET IMPACT Yes % - No %

Q	Statement	More Likely	Unsure / No Diff.	Less Likely	Net Impact
Q6	The convention center will NOT require any tax increase since the bonds will be paid back with tax revenues generated by the new hotel and office building.	65%	16%	19%	+46%
Q13	Small businesses in College Station that are associated with entertainment, food services, lodging, airline and ground travel would all benefit from the addition of a full service convention center.	63%	18%	20%	+43%
Q11	The new hotel and convention center will create an estimated one hundred and fifty new jobs.	60%	23%	17%	+43%
Q8	The convention center will be available for general use by the community as well as businesses for functions ranging from wedding receptions..... university conferences.	61%	21%	19%	+42%
Q7	The local school district will be the beneficiary of additional tax revenues generated by an additional $21 million in property tax value being added to the tax rolls.	63%	16%	21%	+42%
Q10	Tourism is a vital part of the economic mix ...with the Bush Presidential Library and inclusion in the Big 12 Conference, College Station needs to be able to provide the meeting space and lodging to accommodate more visitors.	60%	18%	22%	+38%
Q5	The city should not have to issue $6 million in revenue bonds to build the convention center. The private developers who are building the hotel and office building should pay the construction costs of the new convention center.	57%	25%	19%	+38%
Q12	By locating a convention center next to a full-service Sheraton hotel, both facilities can share certain operational expenses, thus making a public-private relationship the most cost-effective way to improve our tourism component.	53%	23%	24%	+29%
Q9	Building the convention center and a full-service hotel would allow College Station to compete with other cities such as Plano, Abilene and Waco for convention business.	53%	22%	25%	+28%
Q3	An independent study predicts a fifty-seven thousand dollar annual operating deficit for the first five years of convention center operations.	16%	28%	56%	-40%
Q4	It is difficult to support the building of convention center when the city council doesn't even seem unified on how to proceed.	14%	28%	57%	-43%

Legend: More Likely | Unsure / No Diff. | Less Likely

Branding Strategy for the Conference Center focused on:

- ☐ The Convention center will <u>NOT</u> require people to pay higher tax and fees
- ☐ The Conference Center will create up to 150 new jobs
- ☐ Small businesses will benefit from the added conferences coming to town
- ☐ The Conference Center will be available for all people to use.

Election Day November 4th

14 Constitutional Amendments
&
The Conference-Convention Center Referendum

ELECTION BALLOT
NOVEMBER 4, 1997

SPECIAL ELECTION
COLLEGE STATION, TEXAS

NO. 1

"Shall the City Council of the city of College Station proceed with the constuction of a convention center?"

FOR ⬭ 165

AGAINST 166

"The Chamber of Commerce's role is to support the business community of Bryan-College Station. We believe this conference center will be a catalyst for new business in the community."
Chairman Andrea Derrig

"I am in favor of this project . . . I hope the citizens of College Station can get behind this referendum."
Mayor Pro Tem
Hub Kennady, 9/26/97
The Eagle

"The positives about the hotel-conference center project are many. The negatives are few. In other words, it is a great deal for the citizens of College Station."
Editorial, *The Eagle*

"Once the voters understand that it's not going to raise their taxes, I hope they will support the City Council's efforts to bring such a facility to College Station."
Mayor Lynn McIlhaney
The Eagle, 10/2/97

Q Who will benefit?

A Conference Center Will Benefit All City Residents

On November 4th, voters in College Station will have the opportunity to vote on the proposed construction of a conference-convention center at Wolf Pen Creek. If approved, the new facility will help strengthen our community in many ways.

The most dramatic benefit to the community will be that the new conference center will be available to the public for special occasions and events.

Q What difference will it make?

A 150 New Jobs to College Station

The proposed conference center will create an estimated 150 new jobs. Adding jobs to our community will make it easier for families to stay together here in College Station, instead of looking for jobs elsewhere.

The opening of a new conference-convention center will be a big boost to College Station's efforts to attract convention business to our community. The new facility will give us the opportunity to compete with other cities such as Plano, Abilene and Waco for this highly sought after business.

Q Will it cause a tax increase?

A Taxpayers Won't Foot Bill for Convention Center

College Station's proposed convention-conference center at Wolf Pen Creek will not cost taxpayers any money according to council members, an independent study and the proposed plan itself.

The bond will be paid back entirely with tax revenue generated from the full-service hotel and office building.

Q Who supports it?

A City Council Unites Behind Wolf Pen Creek Center.

The City Council unanimously approved an agreement with the Wolf Pen Creek Development Team regarding a contract for the hotel-conference center.

Council members exhaustively investigated the proposal to make certain it was a good deal and a positive benefit to the city. Their investigation included an independent feasibility study by Coopers & Lybrand, which found the plan to be economically viable.

The referendum has been endorsed by the Bryan-College Station Chamber of Commerce. And, *The Eagle* wrote, "The positives about the hotel-conference center project are many. The negatives are few. In other words, it is a great deal for the citizens of College Station."

Tools for Implementing a Brand

- ☐ Cast a vote on an issue
- ☐ Take a public stance
- ☐ Publicity / Advertise
- ☐ Casework / services
- ☐ Lobby
- ☐ Funding
- ☐ Community outreach
- ☐ Town Hall meetings
- ☐ Partnerships
- ☐ Government information clearing house

In review…

- ☐ Defined Success in a Political Context
- ☐ Understood Types of Political Brands
- ☐ Developed a Tool Kit of Political Brand Techniques
- ☐ Created a Political Brand Using Public Opinion Polling

"I have a dream today.."

Martin Luther King, Jr.

Nobel Peace Prize, 1964

…Even though we face difficulties of today and tomorrow, I still have a dream…

…I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character….