The Marketing of a Candidate

An Honors Thesis (ID 499)

By

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There are two basic areas of concentration which are instrumental to the understanding and subsequent development of political campaigns. These areas are political science and marketing. The writer was first exposed to this correlation by practical experience, and later documented it by further study within each discipline. It is upon this foundation that the writer presents the following thesis: "The Marketing of a Candidate."

This thesis will be developed by "creating" a primary campaign designed to unseat Ohio Congressman Delbert L. Latta (R-Bowling Green), from the fifth congressional district of Ohio. There are several basic principles which are necessary inclusions in the successful application of political science and marketing toward a winning campaign. Political campaigning has evolved into a business and profession of its own throughout the years. There is virtually no place for a candidate today who is not closely attuned to the principles which are described below. The understanding and background developed in these areas (Part I) provides the base upon which the campaign design (Part II) is developed.

To illustrate the relationship of the marketing principles with the elements of a winning campaign, one is referred to the components of the "marketing mix" and a quote from
Joe Gaylord's "Five Steps in the Development of a Campaign:"

Marketing mix: The controllable variables which the company puts together to satisfy the target market. The target market is a fairly homogeneous group of customers to whom a company wishes to appeal. A typical marketing mix would include some product or service offered at a price, with some promotion to tell potential customers about the availability of the product (place). (30)

"Five Steps...": 1. Research; 2. Campaign strategy (the "who" and the "why"); 3. Campaign tactics (promotion, etc.); 4. Plan (ties strategy and tactics together); and 5. Budget.

In other words, product development and market potential must be researched. Likewise, a candidate must perform much of the same types of research in order to effectively develop his general "plan of attack." In marketing, this plan is developed by appropriate pricing policies and distribution strategies designed to meet the product's "constituency." Little need be said about the tremendous impact of promotion on both products and candidates—with candidates being the "product" to be sold to the public.

From these few observations, one concludes that the title "The Marketing of a Candidate" is appropriate to the following discussion. The topic must be introduced by the genesis of the product. In this instance, the product is the candidate. There are several points to consider in the subsequent development of a political campaign.
The Candidate

An individual does not become a candidate overnight. Whatever the reasoning behind one's becoming a candidate, there are several important considerations to evaluate before committing this individual's and others' time and resources to the campaign. These factors are listed below.

1. The spouse and family must fully support the candidate.

2. The candidate must be able to financially afford to run. He should be able to expect enough contributions to keep out of serious personal debt. The business he may have to leave should be left in confident hands, and there should be something to return to if the campaign is lost.

3. The candidate's background must be stable enough to withstand intensive scrutiny.

4. The candidate's physical and emotional strengths must meet the demands of a rigorous campaign.

The four factors above are paramount in the selection of a candidate. A negative feeling about any one of these factors should seriously question the continuance of one's candidacy.4(28-29).

Having firmly established a viable candidacy, the first step in getting started is to formulate the campaign organization. The goal is to maximize the approaching weeks and months of campaigning to produce those winning votes in the primary election.
Campaign Organization

To quote from Robert Agranoff, in reference to campaign organizations, "...just as the strategy is based on the setting of the campaign, the organization is based on the setting and strategy."\(^1\)(181). There are many different types of campaign organizations, each suggested to meet the specific type of office sought, the size of the electorate, and the resources necessary to run a well organized and efficient campaign.

Borrowing from a number of different models of campaign organization, there appear to be five basic divisions necessary within the campaign organizational structure which condone a congressional primary of the situation at hand. These five areas are: (1) office headquarters; (2) finance; (3) communications; (4) field organization; and (5) research. These categories may be operationalized through the implementation suggested in the following organization chart.
CANDIDATE

*Campaign Manager

Headquarters
*Office Mgr. (Records)
(Phones)
*Fin. Chairman (fund raising)
and
*Treasurer (budget mgt.)

Finance

Communications
*Promotions (advertising & literature design)
*Press Relations (publicity & special events)

Field
*Director of Volunteers
Area chrman.
County chrman.
Precinct chrman.
(Voter contact, canvassing, registration, election day)

Research
*Director of Research
District information
Voter information
(opponent research, issues research, opinion polling)

Sample Campaign Organizational Chart

* indicates key staff personnel.
To effectuate this organizational structure, it is necessary to fulfill the required personnel positions. This job requires careful selection. As Gary Schwedes states: "The people who partake in a campaign will reflect to the public an image of their candidate."10(39).

Every campaign needs a major coordinator who puts the entire works together. This campaign manager's job is to ensure that the entire strategy is planned and carried out. In a congressional campaign, the manager has been anyone from the candidate himself and his family, to a professional campaign management firm hired for this purpose. The selection decision depends on the candidate, the resources available, and the nature of the campaign. The campaign manager performs such duties as developing the overall strategy and timing of the campaign, seeing that major responsibilities are carried out, standing in for the candidate when necessary, serving as a "transfer" for ideas and information to and from the candidate and the staff, overseeing staffing related problems, presenting accurate information to the candidate at all times by regularly meeting with him, and maintaining the morale of the staff and the candidate.

To fill this core of requirements, this person should be able to meet a variety of qualifications, some of which
are: political sensitivity and experience; sound judgment and maturity; intelligence; an ability to devote sufficient time to the campaign; complete loyalty to the candidate; capability of planning, administering, delegating and following through on every campaign project; an ability to remain calm under great pressure; flexibility and a spirit of compromise; willingness to delegate considerable authority to other staff members while maintaining overall control of the campaign and an ability to allocate time wisely.

Obviously, to be able to locate an individual to meet all of these qualifications is a pretty idealistic task! However, to neglect too many of these criteria in the selection process of this key person would be to destroy the campaign before it has even begun.

As one can see from the organizational chart, there are seven other key individuals comprising the backbone of the organization. If possible, several of these should be full time staff members, but this may not be financially wise or possible.

The first of these positions is the office manager. This is one area that requires a full time position. The one characteristic word to describe the qualifications for this person is "organized." This person must keep the
headquarters functioning in its daily operations, maintain campaign files and office equipment, coordinate all mailing operations and obtain necessary mailing lists, keep lists and schedule all headquarters personnel and volunteers, arrange installation and coordination of the telephone system, and approve all requests for materials, printing, etc.

The finance division of a campaign is best facilitated when the operations are divided between two individuals: one to oversee the fundraising aspect (finance chairman); and one to maintain the budget management of the campaign (treasurer). The fund-raising aspect involves planning dinners, soliciting donors, planning direct mail campaigns, and seeking group contributions. The treasurer is generally responsible for spending, signing the checks, keeping the books, reporting the finances when legally required, and overseeing purchases.

The finance chairman should have sufficient free time to devote to the campaign, prominence and respectability in the district, drive and personality to be a successful fund-raiser, and to motivate others, familiarity and willingness to know where potential sources of contributions are and to follow through, prior experience in fund-raising, some political savvy, and a commitment to the candidate. Finally, he must have an inspeccable reputation for honesty!
The treasurer should have an accounting, legal or thorough business background, the ability to devote the needed time, experience in record keeping and budget management, more! and financial honesty, and prominence and respectability in the district.

It should be apparent that the two finance individuals must be able to work well together. Also, in as extensive an area as a congressional district, there is very likely to be a finance committee, covering various sectors of the district. In this situation the capacities of the chairmen would be to coordinate the district-wide financing operations.

Like finance, communications is an area so broad in scope that it is best when its responsibilities are divided into the divisions of promotions and public relations. The promotions director does all of the creative literature and advertising for the campaign, buys all media time and space, is responsible for streamlining the campaign theme, and sets the production and placement media timetables. The public relations director is responsible for all "free media" and press relations, which involves preparing press releases and press kits, issuing position papers and advancing speech texts to the media, and acting as a liaison between the candidate and media. Also included under public
relations is all of the preliminary and follow-up on "advance" activities for the candidate.

The respective qualifications for these positions should be the obvious backgrounds in advertising and journalism, some political experience, familiarity with the area and corresponding attitudes, and the willingness to put in the long hours as needed.

The area which should be headed up by an individual who is most "attuned" to the political and social climate in various areas of the district should be the director of volunteers. It is this person's responsibility to establish local committees and headquarters, coordinate field activities throughout the district and stay in close touch with the district leaders, recruit the backbone field staff, have a full understanding of door-to-door and telephone canvassing methods, registration and election day activities, prepare precinct maps, and above all, to coordinate volunteer recruitment efforts in precincts. Some additional duties often assumed by the field director are determining the number and type of signs and posters to be used and secure permission for placement in selected locations, and recruiting people to host coffees and receptions.

The last position to be mentioned, research director, is probably the most vital to the campaign. Without knowing the statistic and the issues, the campaign has
no foundation upon which to build. There are several areas of research which are quite different in content and accessibility of information. Hence, the research director must be familiar with all of these areas in order to coordinate the required compilation of such information. Some of the areas of research are: voting records, background material and personal information about the opponent; and campaign issues for the candidate and the opponent.

Much of this work requires long tedious procedures. Thus, it is imperative for the research director to be able to delegate responsibilities and coordinate volunteers to get this necessary information as quickly and accurately as possible.

The above job descriptions have also presented some of the basic ideas of each division's responsibilities, and how they will come together to formulate a winning campaign team. In the remaining pages, these areas will be more fully developed in order to provide a more comprehensive view of the elements of a winning campaign.4, 1, 10

**District Research**

Before committing the candidate's and others' time and/or money to a campaign, there is a basic amount of background information which should be examined. By researching and compiling a district profile, the candidate and his
manager should be able to assess (1) whether the district is "winable", and (2) what resources are going to be utilized to achieve this goal. In other words, the candidate must know his footage. He should be fully aware of his district, and feel confident in this familiarity that he feels he can grasp the basics in order to meet up to the expectations of the electorate -- better than his opponent will be able to.

The background information for a congressional district should be compiled by county, into a unit data book. The structure should include two basic categories for each county: (1) a demographic profile for the population of each county; and (2) a general profile of useful information about the county. The best sources of information for the demographics are any publications produced by each county, the Congressional District Data Book, the City County Data Book, and other census data. Historical and area information is generally compiled and published in brief form by city and county historical societies and is available at public libraries, chambers of commerce, or courthouses. The political information is attainable in the state party headquarters, or from the elections officials from each state. The media information is published in a service for each respective media called the Standard Rate and Data Service (SRDS). It is available by a rather expensive annual
subscription, but many libraries do subscribe to it. SRDS lists rates, circulations, mechanical requirements, issuance and closing dates, copy regulations, and market data.\(^3\) (550).

**Basic Timetable**

After ascertaining that the information obtained in the previous research was "positive" to the pursuit of the candidacy, it is time to confirm the commitment to this campaign by establishing a basic timetable - a "skeletal" calendar within which to work. This is most efficiently done in a flow chart form, as illustrated in the following diagram.\(^*\) The five areas of concentration are asterisked to indicate when these fundamental activities begin.\(^9\) (244-250).

**Setting up Headquarters**

There are three criteria to consider in the establishment of the central campaign headquarters: (1) functionality; (2) accessibility; (3) cost. Below are some brief guidelines to help fulfill each of these criteria.

Functionality encompasses such aspects as heat, electricity, work space, and storage space. Obviously there must be work space to accommodate not only the nucleus of the campaign organization, but to accommodate the telephone system and volunteer workers as well.

The location of headquarters should be that which is most accessible to the volunteers and voters. It should be noted that this may not be in the centrality of the
district, but where the most volunteers are located. Considerations such as parking, public transportation and street lighting are also important. Finally, the visibility of the headquarters provides an additional source of exposure for the candidate.

The last factor, cost, is undoubtedly the most critical in the choice of headquarters. The larger the area, if renting, the higher the cost, and so on. There are several ways to get around such prohibitive costs, but these should be checked against the legal restrictions to comply with the guidelines here (i.e. - a room of a corporation "rented" at a very low rate...). Other avenues to consider may include sharing space with other candidates, however this arrangement usually works best in the general election as opposed to the primary. If a formal storefront or office suite headquarters is established, the campaign manager should be sure to (1) have a written agreement for the financial obligations, and (2) take out an insurance policy covering the campaign against any claims from injuries, or damages to borrowed or rented equipment.

There are alternatives to the headquarters arrangement discussed above. The basement or garage of either the candidate or campaign manager may be used or combined with another similar location. The thing to be sure of is to have some central point where people can assemble and from where the basic organization can be controlled.\(^4\)(102-105).
In summary, a campaign with a headquarters has a distinct advantage over one that does not. However, a campaign is planned as a whole, taking into account timing and priorities. Thus, the costs and benefits must be weighed in relation to the total campaign\(^{(49)}\).

The staffing of headquarters, again depends on the necessity attributed to, and resources available for a full time staff. As noted earlier, the office manager should be a full time position. Much of the work can be done by volunteers if this individual is available to coordinate the activities. Following is a sample headquarters floor plan, which gives an idea of the "ideal" space set-up for the storefront headquarters, as well as a presentation of the various people who will be working in the headquarters\(^{(4)(111)}\).

The final item to discuss when establishing the headquarters is the equipment and materials budget. This should be compiled by the campaign manager, finance chairman, and office manager. The diagram following the floor plan is a suggested form for delineating this budget\(^{(4)(108)}\).

**Development of the Campaign Theme**

While at the preliminary stages of the campaign the theme will not be able to be thoroughly developed, there must be something to begin with in order to commence the field operations. Thus, at this point, a basic theme should be designed which will build up attention to the candidate, enhance visibility, and begin name recognition. This
Headquarters Floor Plan
## SUPPLY AND EQUIPMENT BUDGET

<table>
<thead>
<tr>
<th>Supplies/Equipment</th>
<th>Amount required per wk.</th>
<th>Total quantity req. for campaign</th>
<th>Estimated cost per week</th>
<th>Total estimated cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumable Supplies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>stationery</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>envelopes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>imprinted mimeo paper</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8 1/2 x 11&quot;</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>imprinted mimeo paper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 1/2 x 14&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>manilla envelopes (size)</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>typing paper</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>pens</td>
<td></td>
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<tr>
<td>pencils</td>
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<tr>
<td>felt tip markers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>paper clips</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>rubber bands</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>file folders</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>transparent tape</td>
<td></td>
<td></td>
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<tr>
<td>staples</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>index cards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>light bulbs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>toilet tissue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>soap</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>cleanser</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>paper towels</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>coffee</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>tea</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>sugar</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>cream</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>cups</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>spoons</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>napkins</td>
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<td></td>
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<tr>
<td>etc.</td>
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<tr>
<td><strong>Office Furnishings</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>desks</td>
<td></td>
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<tr>
<td>chairs (desk)</td>
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<tr>
<td>chairs (folding)</td>
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</tr>
<tr>
<td>staplers</td>
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</tr>
<tr>
<td>lamps</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>work tables</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>bookcases</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>shelves</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>file cabinets</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>partitions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>desk calendars</td>
<td></td>
<td></td>
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<tr>
<td>etc.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Office Equipment</strong></td>
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<td></td>
</tr>
<tr>
<td>typewriter (electric)</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>typewriter (manual)</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>photocopiers</td>
<td></td>
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<td></td>
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<tr>
<td>mimeograph machine</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>mailing equipment</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>coffee makers</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>postage metering equip.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>etc.</td>
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</tbody>
</table>
effort might begin to contribute to candidate image creation, and build a "state of mind" about the candidate. To this initial composition can be added, later in the campaign, issues and associations which will more thoroughly explain the substance of the candidate\(^1\). (342).

**Field Organization**

It is useless to begin to discuss the fundamentals of getting people organized without having an assurance that these individuals will be an available resource in the first place! Hence, a likely point to begin with is the recruitment of volunteers. The following table reflects the significance of volunteers in a marginal district congressional campaign\(^1\). (203).

<table>
<thead>
<tr>
<th>Average Size, Experience and Professionalism of House Campaign Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaigns:</td>
</tr>
<tr>
<td>Size (total personnel)</td>
</tr>
<tr>
<td>Full-time workers</td>
</tr>
<tr>
<td>Salaried workers</td>
</tr>
<tr>
<td>Experienced workers (total working in previous campaigns for candidate)</td>
</tr>
<tr>
<td>Ratio of full-time staff to total staff size</td>
</tr>
</tbody>
</table>
Volunteers perform a great deal of the non-managerial tasks, such as stuffing envelopes, ringing doorbells, etc., in the campaign. More importantly, each highly motivated volunteer can represent several votes, such as family and close friends. The key words here are "highly motivated." (203).

Volunteers may be recruited by referring to past lists, political party people, women's clubs, and like organizations the candidate can make contacts with. Another source of recruitment is by the use of volunteer cards (see sample below) handed out at various candidate or party gatherings. (208).

Yes, I'll help BILL McCONKEY — to help I will

☐ Donate $ __________
☐ Hold a Coffee or Party
☐ Work at the Headquarters
☐ Work in my Block
☐ Display a Yard Sign
☐ Sign up 10 more volunteers
☐ Distribute Literature in my neighborhood and/or at work
☐ Help during Election Week

☐ Address Envelopes in my home
☐ Work with Local Campaign Groups
☐ Take 10 McConkey voters to Polls
☐ You may use my NAME

NAME
STREET
CITY & ILLINOIS ZIP
PHONE

There is a set of five steps in recruiting and dealing with volunteers which has been suggested by Indiana State Senator John Mutz, which provides a very good basis upon which to form one's volunteer recruitment.
# Daily Volunteer Assignment Sheet

<table>
<thead>
<tr>
<th>Campaign Activity</th>
<th>8 am-12 noon Volunteer Name</th>
<th>12 noon-4 pm Volunteer Name</th>
<th>4 pm-8 pm Volunteer Name</th>
<th>8 pm-12 midnight Volunteer Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Headquarters--Clerical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Door-to-door canvass</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Telephone canvass</td>
<td></td>
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<td></td>
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<tr>
<td>4. Leafletting</td>
<td></td>
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<tr>
<td>5. Research</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>6. Polling</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>7. Events and Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Mailing</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>9. Literature Distribution</td>
<td></td>
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</tr>
</tbody>
</table>
Campaign Finance

As mentioned earlier, campaign finance consists of two areas: fund-raising, and budget management. The fundamentals of these areas are introduced in the following discussion.

There are three essential principles involved in fund-raising. These principles are: (1) advance planning and organization; (2) actual fund-raising activity; and (3) accurate and ongoing record keeping. As the initial criteria for advance planning and organization was already established under organization, the topic may be advanced to the actual fund-raising activities.

The activities most often considered in raising funds for a campaign are personal contributions from friends and associates, special interest group support, various events which can raise money through ticket sales and sponsors, and direct mail solicitation\(^{10}(21)\). Most money in primary or independent campaigns is raised from small contributions of less than $100.00\(^{11}(51)\). The candidate's contributions gained by contacting his relatives, friends and associates can be increased by those contributions from the campaign associates and their immediate friends, etc. One of the greatest fund-raising mistakes made is to not ask for enough of these contributions.

The finance chairman should present this idea to several area chairmen throughout the district. Upon their
solicitation and reception of funds, they should be instructed to maintain careful records. A sample record keeping form is shown on the following page \(^4\(23\)\).

On a larger scale for direct support of or solicitation of funds, is the attainment of special interest groups support. Within each city of the district, groups such as the board of realtors, local service clubs, various unions and labor groups, professional and civic organizations, usually take on some role in area elections. Without confronting the issue of ethics involved here, let it suffice to say that these groups do lend their support to candidacies which they feel will provide some benefit to them upon election. Their support should be considered, as a powerful (financially and otherwise) resource that could be very easily channeled to the opposing candidacy \(^10\(21\)\).

Having obtained this initial "seed" money, it can be invested into some type of fund-raising event. There are many considerations to be weighed before deciding upon this selection of events. First and foremost would be the end goal of the event. Then, one must consider the types of fund-raisers and weigh the prospective profit in relation to money, time and effort invested. Two other important considerations must be kept in mind in regard to the selection of a particular fund-raiser: (1) fit the event to the lifestyle of the district; and (2) gear specific events to specific audiences. Following is a list of some activities that can be held to raise money \(^4\(134\)\).
FUND-RAISER PERIODIC REPORT

Name of Fund Raiser: ____________________________

Date of Report: ________________________________

<table>
<thead>
<tr>
<th>Contributor prospect contacted</th>
<th>Comment on Contact</th>
<th>Date of Contact</th>
<th>Result of Contact ($ pledged)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4.</td>
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<td></td>
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<tr>
<td>5.</td>
<td></td>
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<td></td>
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<tr>
<td>6.</td>
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<td>7.</td>
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<td></td>
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<tr>
<td>8.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Possible fund-raising events suggestions:

- auction
- barbecue
- beach party
- bike rally
- bingo games
- breakfast or brunch
- car wash
- card party
- cocktail party
- dinner dance
- dinner
- garage sale
- hay ride
- luncheon
- picnic

The final method of fund-raising is by direct mail. There are three basic advantages to this system. First, it can be sent to large numbers of people. Second, it requests money of every individual receiving the letter. Finally, even if no money is donated, the voter is further informed about the candidate\(^{10}\) (24-28).

There are two basic practices encountered when preparing for mass mailings. These theories are referred to as the "shotgun" approach and the "rifle" approach. The "shotgun" approach mails to everyone in the area, whereas the "rifle" approach selectively mails to its targetted supporters. It should be emphasized that neither approach is 100% correct or incorrect for any campaign. This decision rests entirely upon the specific campaign conditions for which the mail solicitation is being considered.

One last item which is absolutely essential to every contribution made toward a campaign is a personal "thank-you" from the candidate. The best guideline to follow is suggested by Dick Simpson:\(^{11}\) (54):

> When people contribute money to the campaign, they must receive immediately (within the week) a personally signed thank you letter from the candidate.

Failure to thank individuals will result in their failure
to contribute again, and may cause them to neglect to contribute in future participatory campaigns.

Budget management involves the control processes of the money generated throughout the fund-raising efforts. There are two principles to establish when discussing the campaign budget. The first "rule of thumb" should be to devise a **program budget**. This entails the grouping of expenses by specific programs (or projects) rather than by a specific type of item, (for example, brochure printing would be one program cost, as opposed to all printing costs for the entire campaign). The second method to utilize is the **cash-flow budget**. This follows the program budget in determining how much each item is going to cost, and adds the advantage of determining **when** each expenditure must be made for the total project. Then, by adding other expenses down the columns, one can figure the money needed per date; and by adding the rows across, one can assess the cost for the program\(^1\) & \(^4\) (255; 139).

**Example:**

<table>
<thead>
<tr>
<th></th>
<th>March</th>
<th>April</th>
<th>May, etc.</th>
<th>Total program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brochure printing:</td>
<td>$250</td>
<td>$100</td>
<td>$300</td>
<td>$650</td>
</tr>
<tr>
<td>Poster printing:</td>
<td>$150</td>
<td>$300</td>
<td>$350</td>
<td>$800</td>
</tr>
<tr>
<td>Etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[(\text{cash-flow budget}) \text{ total} \]

\[
\begin{array}{ccc}
\text{March} & \text{April} & \text{May} \\
$400 & $400 & $650 \\
\end{array}
\]

\[
\begin{array}{ccc}
\text{Grand Total} \\
$1450 \\
\end{array}
\]
Little need be said about the extreme importance of maintaining accurate records, both of projected expenses and actual expenditures. The bookkeeping system should be set up by an accountant, and should be maintained on a day-to-day basis. Further, all receipts from expenditures should be maintained as part of the permanent financial record.

Legal: Because of its great importance in the electoral process, the legal arena of campaigning is presented in a discussion all its own. Every campaign should have a legal advisor. There are state election laws, and there are federal election laws. Every candidate must know the regulations to which he is subject to compliance. This varies for every office sought in every state, but must be thoroughly ascertained prior to one's acceptance of any financial support. It might be noted that the Federal Election Campaign Act Amendments of 1976 are the most recent federal election laws. A very thorough and documented source on these regulations is Herbert Alexander's most recent book, Financing Politics. The regulations are far too lengthy to present here, but a very excellent summary is provided by Mr. Alexander in pages 278-281 of this book (278-281).

Targeting the Voters

Briefly mentioned in conjunction with direct mail fund-raising were the "rifle" and the "shotgun" approaches. This relates to the next area of discussion, which is
targeting the voters. The basic concept employed here relates to the "rifle" approach. Quite simply, since it is virtually impossible, especially in the larger election areas, to cover every area of the district, the candidate must cover those areas where the effort will produce the greatest results when the votes come in.

Targeting requires a monumental amount of tedious research of two basic types. Demographic targeting may be based on information obtained in the U.S. census reports. Precinct targeting will be based upon past voting and registration statistics, available from local or state election agencies.

Demographic targeting should consider four factors: (1) socio-economic factors; (2) racial and ethnic composition; (3) important trends in the area such as rapid growth or changing populations; and (4) current issues of strong local impact. This information should then be compared with information indicating the types of individual your candidacy is most apt to appeal to; and voter concentration should be thus compiled.

Precinct targeting identifies the "persuadables" and the "favorables" by examining past voting behavior and matching it with your political persuasion.

Finally, it might be noted that there are several types of targeting. A campaign can target voter persuasion, voter registration, get-out-the-vote, as well as targeting in primary elections. All of the methods employ the same
basis of preliminary research, but they each have individual characteristics which must be taken into account. Inaccurate targeting is a waste of valuable resources, not only in research, but the ultimate campaign drive itself (chapter 4).

**Research: The Issues and the Opponent**

There has been a growing trend for voters in the past decade to attach a more significant importance to the issues involved in election campaigns. This growing issue-orientation of voters tends to reaffirm V.O. Key's "rational voter" thesis of over a decade ago that the electorate bases its voting decisions on issue positions of the candidates and on their expectations concerning how the candidate would perform in office. The more current research on this even goes as far as to imply that as a result of the increasing interest of voters in issues, public policy in the U.S. can be shaped to a significant degree by the voters.

This introduction awakens one to the importance and magnitude of the issues in a campaign. Attention is now focused on issue selection and development.

The candidate should select three central issues. They should concern (1) what is currently important in the candidate's area; (2) what voters are most concerned about; and (3) where a favorable contrast to the opponent's position (or lack or position) can be drawn. After this basis has been formed, seven to ten additional issues may be selected.
In researching the incumbent opponent, certain items stand out to be examined. Some of these ideas are to know his behavior in office, voting record, public statements, achievements or failures, attendance, and whether this individual has gained financially from his tenure. This research should begin with his most recent term and work backwards. Further, one should assess what type of campaigner he is, what he used and didn't use; his response under pressure, etc. This information should all be examined by the campaign manager and candidate and utilized to the advantage of the candidate -- NOT openly to the detriment of the opponent!

If the election is for a congressional seat, two good sources of research information are the Congressional Record (periodical) and the Almanac of American Politics (published annually). In addition to these base sources, are many major newspapers in the district as well as the opponents own published literature. If a state office is sought, roll-call votes, attendance, etc. can usually be found in a legislative journal published by the respective General Assemblies, (for legislative races).

Public Opinion Polls

One of the best means for a candidate to define (research) the issues in the campaign is to conduct a public opinion poll. Pollster Lou Harris suggests that candidates use polls to plan campaigns on the basis of three
types of information\(^1\)(126).

1. Key group breakdowns indicate the political makeup of the constituency, including area differences, racial and religious patterns, nationality group differences, occupational patterns, differences by size of place, and how the vote in prior years is now dividing.

2. Tapping candidate images. Polls can give the campaign planner an indication of what the public thinks of both the candidate and the candidate's opponent as a public figure; what voters know of their records; and what are their favorable and unfavorable personal qualities.

3. The definition of key issues in the campaign. Issue positions are then analyzed by key groups, persons who are switching from their normal partisanship to the candidate, and by the undecided. When the electorate is analyzed by the hard-core for each candidate, then the pollster can see which issues are firming up the solid base of a candidate, which are bringing voters over to him, and which are losing votes.

Approximately a month after this first poll is run, a follow-up poll should be performed. This poll will indicate to some extent how successful the implementation of the campaign strategies instigated in response to the first poll were. The second poll should allow for a final firming up of the real campaign issues.

The most frequently used polling methods are telephone interviews and in-person interviews. These methods are preferred by the professionals because they are more accurate than any other approach. It is best to have the poll done professionally to assure that it is done correctly. Further, the organization and know-how of most campaign staffs all but prohibits the conducting of their own polls. Inaccurate results are a much greater expense than the cost of a professional poll. According to Agranoff,
the average congressional poll has about 400 respondents at 
$15 per interview, at a single poll cost of $6,000. A 
second poll would usually cost $4,000\textsuperscript{1}(132).

Other methods of polling include mail questionnaires, 
questions included in newspaper ads, and questionnaires 
left in public places. These "self-selecting" response 
polls are generally very weak indicants of the general 
area's composition, and the few which are returned cannot 
really be taken to be representative of the district in its 
totality.

Following is a sample telephone poll questionnaire 
schedule which might be used as the first in a set of two 
polls to be conducted in a campaign\textsuperscript{4}(96-97).

Special Events

One of the best uses of the information obtained by 
the polls is for scheduling the candidate -- where the can-
didate should spend what percentage of his time and to 
which groups of people. Scheduling is one feature of the 
special events division of the campaign. The three other 
topics are (1) advancing the candidate; (2) meeting the 
voters at the events; and (3) meeting the voters where they 
are.

Setting up the schedule is a very intricate process 
which is frequently performed by the campaign manager. The 
scheduling of a candidate involves thorough knowledge of 
targeting and district information, knowledge of the
TELEPHONE POLL

1. Are you registered to vote where you now live?  
   (If YES, continue interview. If NO, end interview politely.)

2. Did you vote in the last presidential election?  
   (If YES, or WAS TOO YOUNG, continue interview. If NO, end interview politely.)

3. Do you expect to vote in the next general election coming up this November?  
   (If YES, continue interview. If NO, end interview politely.)

4. (Refer to chart) Please tell me which of the following names you recognize.

5. (Refer to chart) Is your opinion of (give each name that has been recognized) favorable or not favorable?

<table>
<thead>
<tr>
<th>DON'T RECOGNIZE</th>
<th>RECOGNIZE favorable</th>
<th>unfavorable</th>
<th>no opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Jim Doe</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Jack Sprat</td>
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<tr>
<td>Arthur Best</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Allen Dell</td>
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</tbody>
</table>

6. What do you think are the three biggest problems facing our (insert area where election is being conducted, i.e., town, county, congressional district, etc.)?  
   a. __________________________________________
   b. __________________________________________
   c. __________________________________________

7. What do you think should be done to correct these three problems?  
   (Instruction to interviewer: try to get the respondent to expand upon his answer, and be sure to take legible notes.)

8. Do you feel our (town, county, state, federal—depending on level of election) government can solve these problems?

9. If government can solve these problems, which political party is likely to do the best job, the Democrats or the Republicans?  
   (Instruction to interviewer: also note if the respondent mentions both parties, neither party, or says he does not know.)

10. In the general election in November for (name of office), the candidates will be Joe Smith, the Democrat, and John Jones, the Republican. Which one would you support if the election were held today?  
    ____ Smith    ____ Jones    ____ Don't know
11. Now I'd like to ask you directly how you stand on some key issues in the race for (name office). Just tell me if you are for or against or have no opinion at this time.
   a. Putting senior citizen housing in the Central Ward
      _____ For   _____ Against   _____ Don't know
   b. Running a sewer line out to the vacant land outside town property
      _____ For   _____ Against   _____ Don't know
   c. Giving a property tax break on rehabilitated housing
      _____ For   _____ Against   _____ Don't know
   d. Permitting the mayor to also be a state senator
      _____ For   _____ Against   _____ Don't know

12. I'm now going to read you some statements. Please tell me if you agree or disagree with it; or if you don't know how you feel about it.
   a. No man should be permitted to be mayor for more than two consecutive terms.
      _____ Agree   _____ Disagree   _____ Don't know
   b. It's OK to raise property taxes as long as all that money goes directly to education.
      _____ Agree   _____ Disagree   _____ Don't know
   c. John Smith is too liberal for my way of thinking.
      _____ Agree   _____ Disagree   _____ Don't know
   d. Tom Brown's fiscal policies benefit the community.
      _____ Agree   _____ Disagree   _____ Don't know

13. I want to conclude this interview by getting some information about you and your family, if you don't mind.
   a. Which of the following best describes your employment status?
      _____ Employed   _____ Unemployed   _____ Retired   _____ Student
      _____ Housewife   _____ Other (Specify) __________________________
   b. What is your age category?
      _____ 18 to 24   _____ 25 to 34   _____ 35 to 49   _____ 50 to 65
      _____ Over 65
   c. In what category is your income before taxes?
      _____ Under $3,000   _____ $3,000 to $6,000   _____ $6,000 to $12,000
      _____ $12,000 to $25,000   _____ Over $25,000
   d. What is your race and sex?
      _____ White   _____ Black
      _____ Male   _____ Female
   e. If you feel close to some nationality other than American, please state which:
      _____ Hispanic   _____ Slavic   _____ Polish   _____ Italian   _____ Irish
      _____ Scandinavian   _____ German   _____ Other __________________________

______________________________________________  __________________________
(signature of interviewer)                      (date of interview)
party's strengths and weaknesses, how to get maximum media exposure out of events; and finding the best scheduling possibilities. The head scheduler handles all of the candidate's invitations, details the scheduling, and distributes the schedules to the key people involved; namely, the candidate, driver, press, key staff, and the candidate's family.

There are certain suggested scheduling guidelines which will make this hectic time a little more accommodating.

1. **Remain flexible** to account for any variables which may necessitate altering the original plan as the campaign progresses.
2. **Stay attuned** to overall campaign strategy as it develops.
3. **Do not concentrate** on any one area.
4. **Do not overschedule** and overwork the candidate.
5. **Do not conflict** with planned or regular news-making events, and remember how much travel time is needed.
6. At **major events**, the candidate should have a convenient room in which to rest, freshen up, make phone calls and other necessary preparations.
7. The scheduler must be willing and able to say **no** to those clamoring for the candidate to appear at an event when it would not be the best use of campaign time.

A term very often associated with scheduling is "advance." An advance person frequently reports to the head scheduler. This person must set the entire stage for a candidate's appearance at any location or event. Advance people must personally research the campaign stop in detail, and handle all of the various details before, during, and after the candidate's appearance. They must drum up good attendance to insure a good turnout of voters and dignitaries. The local media must be contacted and
"coaxed" into covering this newsworthy event. Finally, the follow-up details must be taken care of after the candidate has left.

A good way to organize the preliminary research to be used by the candidate is to use some type of standard form for each stop. The next page presents a sample of a form which might be used\(^{12}(4)\).

To build up a good crowd at any event requires allowing enough time so that cooperating organizations can mention the event in their newsletters, put up posters, organize telephone drives to encourage attendance, and get publicity to local media. Individual invitations may be sent to prospective attendees and transportation may be arranged for those who would find this a burden.

Press coverage is encouraged by setting up a local press conference in advance to announce details of the candidate's visit; contacting key political reporters in the area and asking them to attend the event; and getting copies of speeches and releases to reporters who attend the event.

The follow-up procedures require that the proper thank-yous be sent, and that a list of attendees is obtained to send the appropriate follow-up letters to potential supporters\(^{4} \& 12(182-4; 1-4)\).

Coffees, dinners, and rallies are three of the most common events categorized under "meeting the voters at
EVENT FORM

Event __________________________________________ Date _____________________________

Sponsoring Organization ____________________________________________________________

Address _______________________________________________________________ Phone _____________________________

Principal Contact _____________________________________________________________

Address _______________________________________________________________ Phone _____________________________

Phone (home) _______________________________________________________________ (office) _____________________________

Type of Event: Breakfast _______ Luncheon _______ Dinner _______ Rally ________________

Meeting _______ Parade _______ Picnic _______ Reception and receiving line ________________

Other ________________________________________________________________

Event Location ________________________________________________________________ Phone _____________________________

Chief Officer of Organization ______________________________________________________

Address ______________________________________________________________

Phone (home) _______________________________________________________________ (office) _____________________________

Attire for Event _________________________________________________________________ Is Candidate's Spouse Invited?

Time Event Begins ___________________________ Time Event Ends __________________________

Nature of Candidate's Presentation (speech, remarks, etc.) ____________________________

Other persons who will be at head table, platform, receiving line, etc. ____________________

(Include full names and titles) ______________________________________________________

Who will introduce the Candidate? ________________________________________________

How Long is Candidate to Speak? ____________ Topic Preference ________________

Question and Answer? ______________________________ Will Media be Present?

Financial Arrangement ___________________________________________________________

Other Pertinent Information ______________________________________________________
the events." Coffees are small gatherings of politically interested people who meet at the home of a friend or neighbor to listen to, and talk with a candidate. Persons who take the time to attend coffees are likely to be the opinion leaders in the community. Thus, two important facts come into mind: (1) coffees are extremely important in establishing support and recognition; and (2) once again, the selection for coffee location must be well planned out to maximize each event.

Dinners provide lucrative results, financially and otherwise, if they are meticulously planned and organized. It usually takes eight to ten weeks to successfully organize and carry out a profitable fund-raising dinner. If this course of action is decided upon, there should definitely be one individual totally committed to organizing this project.

A rally must be planned around the "when" and the "where." Whatever the final decision, the location should be one that will always appear to be crowded at the selected time when the attendees arrive. Of course 'advance' activities should be enlisted to assure an attendance, but location can be an extreme advantage. A rally is any gathering of voters for the purpose of seeing and hearing the candidates speak, but may use entertainers, etc. as promotional drawing cards for the event.

Meeting the voters where they are obviates that the location be in common areas for large crowds. Such locations
are train and bus stations, office buildings, shopping centers and malls, main street shopping areas, plant gates and or tours, and fairs and festivals. Strategic considerations when meeting the voters in these situations are to be sure to get to these places at peak hours, to travel with enough people to cover the crowds with literature, etc., and to get permission for the candidate and the workers to campaign on private property (193).

Another very important means of meeting the voters where they are is to campaign door-to-door in targetted precincts. Many campaign specialists claim that there is no better means of obtaining votes than for the candidate to personally knock on their door and request it! Of course this is impossible to do for every household in the district. Thus, once again, exact prioritized targeting is essential, as is a loyal body of field workers to campaign with the candidate in these highly targetted precincts.

Press Relations

Before introducing the means to acquire exposure to the public via the paid media, one should become familiar with the way to gain publicity for a candidate through the use of the press or media. This is frequently referred to as "free media" or "free press" and is acquired by establishing and maintaining good press relations. Publicity of this sort can generally cause the following: (73)
1. Attract people to a meeting or a political event.
2. Give recognition to people who have worked effectively.
3. Aid in electing a candidate.
4. Help establish a favorable reputation for the organization and the party.
5. Build party membership.
6. Arouse public opinion on an issue.

Some additional strategic advantages can be gained from following certain "rules of the game." First, the press secretary for the campaign should make an attempt in the last month of the campaign to send a release to the media daily. The date, time, and place of all campaign events should be publicized. All endorsements of a candidate must be publicized—some may even merit a press conference. A good way to thank volunteers is to publicize their names in a news release. Finally, major policy statements made by the candidate should be given to the press for publication.

Although each medium has its specific requirements, there are some general guidelines with which to begin. In a nutshell, these are "get to know reporters, their deadlines and their problems; be helpful and professional; and, when a reporter does a good job, tell him or her." Without entering into a lot of detail in explaining procedures for dealing with the media, two "basics" should be introduced. These are to include a news kit, and how to prepare a press release. It might be mentioned that
A well written news release for the press can be effectively transformed to a radio feed, and to an electronic release for TV. Thus, the basic criteria here will introduce the how to's of composing this initial release.

First, however, a news kit should be prepared to leave at each media outlet in the district. This kit provides background and supplemental information on the candidate. A news kit should contain the following materials:

For newspapers:

3 X 5 glossy photo (black & white) of the candidate.
3 X 5 glossy photo (black & white) of the candidate's spouse (optional)

For television:

35 mm color slide (horizontally mounted) of the candidate.
33 mm color slide (horizontally mounted) of the candidate's spouse (optional).

For all news kits:

A factual and complete biography of the candidate.
A factual and complete biography of the candidate's spouse (optional).
A list of major campaign personnel, with their home phone numbers.
A copy of the news release used to announce one's candidacy.
A sample of all advertising items, such as brochures, bumper stickers and buttons.

The news release is relatively simple to write, but could be a disaster if certain guidelines were overlooked. Again borrowing from the IRSC, are some of the basics of writing a good release.
1. Always use 8½ inches by 14 inches white paper.

2. Either type in a letterhead containing the name of the candidate and the office he is seeking or use a paper with a printed letterhead.

3. Show the name of the media contact and a telephone number where he can be reached in the upper right hand corner.

4. Type FOR IMMEDIATE RELEASE just above the text, unless you want the material held for any reason. If you have a specific release time, type it in capital letters just above the text.

5. The text of the release should begin about 1/3 of the way down the first page. It should typed double-spaced and with generous margins. Use only typed one side of each page.


7. Try to limit the release to one page.

8. If the release must be continued on a second page, type "more" at the bottom of the first page.

9. At the end of the release, skip a line and type **** or #### or -30- in the center of the page. This means end of copy to the editor.

10. If there are unusual names or unusual spellings, pencil a small "o.k." or "cq" over the name, or type (cq) after the name, to let the editor know it is correct.

11. Keep several copies of every release.

Following these mechanical guidelines will get the release recognition from the press. To get printed what one has said, without a complete transformation by editing, the actual content of the release deserves careful consideration. In the leading paragraph, answer briefly: Who? What? Where? When? Why? Each succeeding sentence should be in declining order of importance. Be brief and to the point. Concise structure and good grammar are essential assets.
of any release.

The press releases should be hand delivered if at all possible. If they are mailed there must be enough time for editing before desired publication time.

The news releases should follow an established schedule which is coordinated with the entire campaign plan. The point to remember is to maximize the candidate's impact. Making everything the candidate does newsworthy material is a necessary cooperative effort between the key campaign staff and the press secretary. Do NOT DEMAND COVERAGE and do NOT BE PUSHY with the media!! These guidelines cannot be overstated. In summary, establishing and maintaining good press relations by becoming known, making the events worthy of the media, and providing the media with any assistance are invaluable assets to the candidate and his press relations efforts.

Advertising and Promotion

In addition to press coverage, the topic of campaign communications involves advertising and promotion. The major tasks encountered in this area are to create the overall theme of the campaign, to do the layout and copy work for all advertisements and promotional materials, commercials, etc., to select and buy appropriate media time and space, to plan and get out the major mailings, and to distribute fliers and other campaign materials such as yard signs and posters. The advertising media
include outdoor or billboard display, direct mail efforts, television, radio, newspaper, lawn, window, and wall signs, brochures and literature, and advertising specialties and novelties.

The first thing which must be defined in beginning the promotional effort is the campaign theme. The significance of this theme is identified well by Dick Simpson:

A campaign theme unifies the campaign, defines the battleground on which you wish to fight, and conveys as briefly as possible information about the talents and character of the candidate and the issues at stake in the election. 11(59).

However, before becoming too involved with a thorough campaign theme, one must not lose sight of the end objective of the campaign advertising -- To Win! Before a candidate can win, the voters must at least know who he is! Thus, a monumental task for campaign advertisement and promotion is name recognition, or name identification. The campaign must saturate the voters with the name of the candidate. One of the most essential ingredients in attaining name recognition is the design of a logo for the candidate, creating the most attention-getting utility of his name as possible 10(53054). The theme may be tied to the logo with the use of a slogan, or it may be presented to the voters by the combined promotional efforts in general throughout the campaign.

Most campaign themes focus on two or three weaknesses of the opponent(s) while maximizing the strengths of the
candidate. One should always remember that it is better to highlight the candidate's strengths than to have to totally rely on the weak points of the opponent. Above all, every form of advertising used, whenever used, should be coordinated with the entire campaign theme. For instance, a billboard shouldn't claim certain qualities only to have a newspaper ad present a different candidate orientation! Finally, the theme must relate to the problems and concerns of the district, and the way the voters feel in relationship to the major issues\(^9\) (158-160).

The actual "media budget" is very complicated to construct. It requires the use of many media and messages to "break through competition, ensure compatibility, stimulate curiosity, link with prior experience, and retrieve from memory storage..." all facets of the candidate's attention getting devices\(^1\) (329). In evaluating a medium, it is essential to consider what will be attained with regard to timing, scheduling, size of the audience, character of the audience, and cost. The characteristics of the constituency, the nature of the office, and the "budget boundaries" are also imperative considerations. Key questions should be answered in the selection of the media: Will the chosen media and the planned appeals support a related amount of candidate, party, and issue appeals? Is it designed to reinforce, activate, or convert in consistent proportions with what has been planned? Can the time slots and message themes be traced back to earlier
plans? Are the hundreds of dollars designed for print and display justified in terms of something the campaign is trying to do? -- In short, the media plan must be based on the path that the strategists have charted.(356).

In selecting the media, there are certain items which should be identified for every medium selected in the district. They are:(253)

* Who to contact at the medium to buy time or space.
* What area is covered by the medium and how much of this coverage is in your district.
* How many people and/or households in your district are covered by the medium.
* How much it will cost per person or per household to reach the electorate in your district via that medium.
* What is the deadline for reserving time and space; and what is the deadline for delivering materials to the medium.
* What special requirements exist for production materials.

There are certain uses for each media. A brief acquaintance with some of the highlights of the basic types of media will assist the promotions manager in deciding how to employ the various media.

Billboards are good for the shortest, most concise messages. In a campaign this amounts to name recognition. The billboards can be geographically selected, to a certain degree, to follow through with the targeting concentrations for the campaign.

Direct mail has its greatest advantage in that it reaches exactly whom it is intended to reach.
mailing requires tedious preparation, but often produces the hoped for results. One disadvantage to direct mail is that some people consider mail of this type to be "junk" mail and discard it without even opening it.

Television is most frequently used in congressional elections in "spot" form or commercials. Standard messages are ten, twenty, thirty, or sixty seconds in length. The basic use of television spots is to build recognition and make very simple points. The advantage of television can vary, depending on the candidate and the skill of the television promotion chairman. Generally, television's greatest advantage is its "reach" or the vast numbers of viewers who see each showing. The extent of this reach is a factor of when the spot is run. This, of course, is a factor of how much one is willing and able to pay in alignment with the expected benefit derived.

Radio is a media with similar advantages to television, omitting the visual impact, and costing considerably less.

There are key considerations to note when buying either radio or television time. These guidelines are to order early to assure the spots will be run at the desired times, to get enough frequency (the number of times a spot will be run in a designated time period) to assure that the spots will make a strong impression, to select the right time periods and the correct audiences for the campaign, and to be certain to insist upon the provisions
allowed by the federal government regarding special rates for public election advertising.

Newspaper is one of the most common media for political advertisements. Its main advantages are its low cost and wide distribution. Also important is the fact that a lot more can be said in a newspaper ad than in a billboard or broadcast message. The basic disadvantage to newspaper advertising is its poor reproduction of illustration and creative artwork. Essential to profitable newspaper ads are once again, effective timing and placement throughout the campaign.

One last factor to discuss in this brief presentation of advertising and promotion involves the media scheduling. There are several common mistakes, such as overspending too early in the campaign, missing a deadline, etc. which can be avoided by constructing an effective media calendar. This schedule should correspond to the general campaign strategy, and also be included in the campaign program budget to continually allow sufficient funds to be available for advertising purposes.

The final considerations in the advertising campaign are the creative elements. The best advice to be gained in this area is more obtainable from advertising experts than political campaign experts. The basis behind this reasoning is that good creative material can be designed by professionals, once they have been provided with the
fundamental ideas upon which the ad campaign is to be built. Having done all of the preliminary research, this information is readily accessible to the creative assistants.

First, the basic theme has been defined by the campaign staff. The job of the creative staff is to design a logo and/or develop a slogan to tie the issues and the theme into a neat, concise and clear package. The ad design for brochures will obviously differ from that used for newspaper or outdoor, but the entire effort should be consistent and draw upon the basis of the logo and theme.

The guidelines used in creating the copy, designing the layout, and selecting the color constitute a thesis in themselves. The basics are relatively simple to define, however. Copy (wording) should be concise and to the point. It should not stress negatives, but always be written in the positive frame of reference. Especially important is to closely adhere to the readership of the intended audience. Another element of the ad, the layout, should be so designed as to convey one basic message: ELECT CANDIDATE. Without even glancing twice at any ad, regardless of the chosen media, the audience should IMMEDIATELY know that the ad is telling them to Vote for Candidate! Finally, the artwork in any visual ad is the focal point of the ad. In certain situations this will NOT be a huge photograph of the candidate -- it may be creative graphics, etc.

artwork has a much greater impact than copy, however, and should always dominate the ad.
The list of "do's and don'ts" could extend for volumes. By following the basic guidelines presented above, one can begin to grasp the underlying idea of what types of paid media are going to provide the most significant impact to the voters. This impact determines how the votes will be cast on election day.

Summary

It is hoped that from the material presented, one can gain a general perspective of the details involved in "the marketing of a candidate." There are certain areas in which political campaigns are more thoroughly defined by visual example. Part II of this thesis is based upon this contention. It is important to stress that while the first section of this project does present a fairly thorough overview of the campaign process, it is not intended independently, to be taken as an "exhaustive" source on this topic. One is thus encouraged to accept Part II in illustrative support of the preceding text.
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