

APPENDIX B: THE SEVEN-STAGE CAMPAIGN BRIEF

A Consumer Revolution Framework resource

For use by any individual, group, or organisation

No permission required

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OVERVIEW

This template provides a structure for running a consumer campaign from initial target identification through to campaign closure. It is not prescriptive. Adapt it for your context. The evidence standard is non-negotiable. Everything else can be modified.

A campaign run under this framework has a single objective: to produce a specific, verifiable change in a specific, documented behaviour by a specific company through the coordinated withdrawal or redirection of consumer spending and voice.

A campaign is not a protest. A campaign is not an outrage cycle. A campaign is not a petition. A campaign is a sustained, evidenced, goal-directed movement of economic behaviour that ends when a specific ask is met or when the campaign group decides to withdraw.

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STAGE ONE: TARGET IDENTIFICATION

What you are doing: Identifying a potential campaign target and assessing whether it meets the evidence standard.

Who does this: Any person or group that has identified a potential target. No permission required. No coordination required.

The questions:

Does the potential target operate in a market where consumers have limited or no practical alternatives within the existing arrangement?

Is there a documented pattern of extraction from consumers, workers, or suppliers?

Is the extraction evidenced by primary sources — not opinion, not media reports, but annual reports, regulatory findings, audited disclosures, or peer-reviewed research?

Is the harm specific and measurable?

Is there an accessible redirect destination or viable withdrawal option?

Would a campaign against this target benefit the communities it operates in, or would it harm people who depend on it?

If the answer to all six questions is yes, proceed to Stage Two. If the answer to any question is no, the target does not yet meet the evidence standard. Either gather more evidence or identify a different target.

The output: A target identification document that summarises the evidence for each question, with sources cited. This document is the foundation of everything that follows. Keep it. Update it. It is the campaign's anchor.

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STAGE TWO: EVIDENCE ASSEMBLY

What you are doing: Building the evidence base that the campaign will stand on.

Who does this: Anyone with research skills, access to public documents, or relevant sector knowledge. Evidence assembly is collaborative work. Different people bring different capabilities — a trades union member may have access to wage data. A community accountant may be able to read annual reports. A tenant organiser may have documented complaints. A journalist may have published investigations. All of it can feed the evidence base.

The sources:

Annual reports and financial disclosures — the most powerful primary sources. A company's own numbers, in its own documents, are the hardest evidence to dispute.

Regulatory findings and market studies — Commerce Commission reports, MBIE publications, parliamentary select committee transcripts, OIA responses. These are public documents produced by institutions with investigative powers.

Academic research on the relevant market — peer-reviewed papers, university reports, independent economic analysis. Cite the institution and the author.

Parliamentary submissions and Hansard records — what the company and its lobbyists have said on the record about the behaviour being documented.

The standard: Each piece of evidence must be primary or properly attributed secondary. The evidence must support a specific claim. The claim must be falsifiable — that is, it must be possible to prove it wrong. If it is not falsifiable it is not evidence, it is assertion.

The output: An evidence document. This is a living document. It begins with what you have and grows as the campaign develops. It is the source document for the campaign

brief. Every claim in the campaign brief must trace back to a specific item in the evidence document.

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STAGE THREE: CAMPAIGN BRIEF

What you are doing: Translating the evidence into a campaign document that ordinary people can read and act on.

Who does this: Writers, communicators, people who are good at plain language. The campaign brief is not a policy document. It is not an academic paper. It is a document that a working parent with fifteen minutes can pick up, understand, and decide what to do about.

The structure of a campaign brief:

Protect communities first. The opening paragraph of every campaign brief names who is not the target and why. The local café. The independent operator. The small business passing on costs it cannot absorb. These are victims of the same extraction the campaign is targeting. They are not the campaign's target. Say this first. Say it plainly.

The target. Name the company. Name the market. Name the market concentration or limited-alternatives problem in plain language.

The evidence. Three to five specific, sourced claims. Not a list of grievances. A list of documented facts. Each one cited. Each one verifiable. Each one specific enough to be falsifiable.

The specific ask. One primary ask. Specific. Verifiable. Time-bounded where possible. A named outcome that both the campaign and the company can identify when it has been met.

The redirect. One or more specific alternatives. Named. Accessible. With a brief explanation of what makes them a redirect destination rather than a target. If no redirect exists, say so plainly and name withdrawal as the appropriate response.

How to participate. The voice option first. Share the brief. Tell someone why you're participating. Describe the evidence in your own words. This is the equal option, not the lesser option. Then the redirect or withdrawal option. Then the documentation option — record what you do, share it, add it to the evidence base.

The documentation prompt. Ask people to document their participation and share it. This information feeds subsequent stages.

The output: A campaign brief of no more than two pages of plain text. Shorter is almost always better. The evidence document behind it can be as long as necessary. The brief that people read needs to fit on a phone screen.

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STAGE FOUR: DISTRIBUTION AND SEEDING

What you are doing: Getting the campaign brief to the people and organisations most likely to act on it and amplify it further.

Who does this: Everyone in the campaign group, and everyone they know who cares about this issue.

The principles of distribution:

Start with connectors. The people who matter most in distribution are not the people with the most followers. They are the people who are trusted in the communities the campaign is trying to reach.

Distribute through existing networks, not new ones. The campaign does not need to build an audience. It needs to find the audiences that already exist and are already talking about the problem the campaign is naming. Union newsletters. Community Facebook groups. School parent networks. Tenants' associations. Sports clubs. Church groups.

The citation is the permission. Every distribution of the campaign brief should include the URL — consumerevolution.org — and a clear statement that the framework belongs to no one, that adaptation is authorised, that the campaign can be run in any form that meets the evidence standard.

No central coordinator is needed. The campaign can spread through distribution without anyone directing it.

The output: A distributed campaign brief, cited and attributed, in as many channels as the campaign group can reach.

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STAGE FIVE: RESPONSE MANAGEMENT

What you are doing: Monitoring and responding to the company's reaction to the campaign.

What to watch for:

The alternative narrative. Community investment announcements. Supplier fairness statements. Jobs announcements. Sustainability initiatives. These are expected. When they arrive, assess them against the specific ask and publish the assessment. Do not

engage with the alternative narrative as an argument. Acknowledge it, assess it, hold the campaign.

The legal threat. When this arrives — and if the campaign is working, it may arrive — publish it in full alongside the evidence it is trying to suppress.

The targeted concession. The company makes a change to one specific item the campaign has named while maintaining the overall behaviour through other mechanisms. Assess it against the specific primary ask. If the primary ask has been met, proceed to Stage Seven. If it has not, document the concession, acknowledge it publicly, and hold the campaign.

The divide and conquer approach. The company or its representatives attempt to fracture the campaign coalition. Return to the evidence. Is the evidence what it is? Is the ask specific and verifiable? If yes, the coalition holds.

The output: A response log. Every communication from the company, every media piece about the campaign, every legal threat, every alternative narrative — logged, dated, assessed, and where appropriate published.

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STAGE SIX: SUSTAINING PRESSURE

What you are doing: Keeping the campaign alive past the point where outrage cycles would have burned out.

Who does this: Everyone. This is the hardest stage and the most important. Most campaigns fail here.

The tools of sustained pressure:

The milestone update. Regular, brief communications to campaign participants about what has changed since the last update. New account applications at the redirect destination. Published quarterly results from the target company. New groups adopting the campaign brief.

The personal documentation prompt. Ask campaign participants regularly to document and share what they have done. Each person who has switched their bank account and documented it is a data point. A thousand data points is a story the target company cannot ignore.

The connector network. The people who spread the campaign initially are the same people who sustain it. Regular brief updates to connectors keep the campaign visible in the communities where it is already present.

The evidence refresh. When new evidence becomes available — a new regulatory finding, a new quarterly report, a new OIA response — add it to the evidence document and distribute a brief update.

The output: A campaign that is still running six weeks after it started. This is the output. It is not a document. It is a sustained state of deliberate economic behaviour by a community of people who have decided not to return to their old habits until the specific ask is met.

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STAGE SEVEN: CAMPAIGN CLOSURE

What you are doing: Assessing whether the campaign goal has been met and documenting the outcome.

The assessment:

Has the specific primary ask been met? Not partially. Not approximately. Specifically. If yes: the campaign closes. Document the win. Publish the outcome. Share it with every channel that carried the campaign brief. Archive the evidence document. This archive is a resource for the next campaign.

If no: the campaign continues. Assess whether the ask remains achievable. Assess whether the evidence base needs to be refreshed. Assess whether the coalition needs to be rebuilt.

On declaring victory:

Be precise. A company's announcement that it is *reviewing its fee structures* is not the end condition. A change in the specific, documented behaviour is the end condition.

On closing a campaign that has not achieved its ask:

Sometimes campaigns do not achieve their specific ask. This is not failure if the evidence was sound, the ask was reasonable, and the pressure was sustained. Document what happened. Publish what the company did and did not do. This documentation is valuable. It tells the next campaign group what they are dealing with. It adds to the evidence base for future campaigns.

The output: A campaign closure document. Two to three paragraphs. What was the ask. What happened. What the outcome was. Whether the ask was met. What future campaigns targeting this company or this sector should know. Publish it. Archive it. Add it to the record.

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