Political Marketing Group

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Newsletter - March 2013

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If anyone would like to get involved and go on the committee, please let our Communications Officer Jennifer Lees-Marshment know (j.lees-marshment@auckland.ac.nz) we are always looking for people!

Note from the Chair

From Fear and Loathing to Having a Love-In?
Thoughts on and from the campaign trail

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It was only a year ago, after reading Rasmus Kleis Neilsen's *Ground Wars*, that I wrote of the tensions between paid canvassers and their volunteer counterparts. Paid canvassers are more reliable, they stay on message by sticking to the script, and will do far more doors in a day, but who can afford them? Even the cash-rich US campaigns are increasingly seeking to mobilise their supporters, getting their converts out onto the streets to bang the drums for the party candidates. Similarly, what some hail as an innovation in French campaigning, was Francois Hollande's use of activists. The campaign had 6,000 paid field organizers, but they were responsible for the coordination of 80,000 volunteers who, the campaign claims, had knocked at 5 million doors by the end of the campaign. That is one hell of a reach for a campaign, especially if the targeting was right.

This may appear to be a shift back to what some might see as a golden age of campaigning. Out with mass media, in with labour-intensive, face-to-face, neighbourhood focused campaigning: the grassroots organisation getting out onto the streets to get their man or woman elected. But this is actually being facilitated through new technologies, the Internet-based, person-to-person mass media. Through the formation of communities around a party and candidate (or candidates) campaigns are able to talk directly to their supporters, encouraging them to make contributions (money as well as become participants), and go into their communities to spread the word. Rather than just an elite team doing door to door sales for a campaign, local people are selling the party line to their neighbours. This was nowhere more or less crucial than in the UK Eastleigh by-election where victory was delivered to the Liberal Democrat candidate. The win proved the junior coalition partner still could win seats, but also the importance of having a local team that would talk about local issues. While there are many factors at play in any contest, one reason consistently given for supporting the LibDems was that they would represent the constituency.

Peter Ubertaccio, speaking at the IPSA Conference last year talked of a pyramid marketing model, one perhaps familiar in a range of contexts including dodgy timeshare selling. I think though we need to consider more carefully what contribution relationship marketing can have for our understanding of the new dynamics of campaigning. At the party or candidate level there needs to be mechanisms in place to build relationships with their supporters, often these are virtual mechanisms that exist in cyberspace (Obama's MyBO community for example). These mechanisms need to include a social aspect that can work nationally as well as at a local level bringing supporters together to form offline communities. On the ground these

ordinary supporters can then build relationships within their wider networks (virtual and face-to-face) in order to disseminate the message of the candidate or party.

However, this campaigning model does not come without risks. Give supporters a forum to speak and they may use it, not only to support but to contest policy. If they are not kept active they may find their own way to channel their activism, this has been seen in forums such as 'Conservative Home', largely a space where UK Conservative party activists critique their leaders. What campaigns must recognise is that these are not passive employees but active volunteers, and that their activism comes at a cost. A campaigner, off the record, argued that the new model of campaigning was all about 'advocacy: getting the supporters to spread the word', but what words they spread cannot easily be controlled. The latter parts of this represent thoughts I am developing, hopefully for a paper at the International Political Marketing Conference in Stockholm later this year. I welcome thoughts, comments and ideas from members of the group as well as indications of how this model is spreading. There are indications this was used in The US in 2008 and 2012, the UK and Germany in 2009 and 2010 and France in 2012; does this make it universal – clearly not, as it was only partially applied in those nations – but is it becoming, can it become, almost universal? More importantly, can this reinvigorate our party system as some argue? Or will the costs be too high for campaigners locked into a sales mentality? I have many more questions and welcome thoughts on how relational approaches to campaigning, and the role of the online and digital environments, may impact on the relationships between parties, their supporters and the wider electorate.

Books in Political Marketing

Campaigning for President 2012: Strategy and Tactics, 2nd Edition

Edited By:
Dennis Johnson
Publisher: Routledge
Publication Date: 22 June 2013
304 Pages
ISBN-10: 0415842999
ISBN-13: 978-0415842990
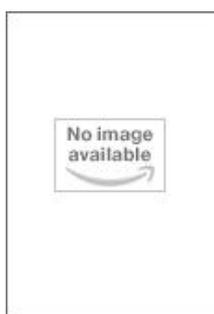
In this important and timely volume, Dennis W. Johnson has assembled an outstanding team of political scientists and political professionals to examine one of the fiercest and most closely fought presidential elections of our time. Like its predecessor, *Campaigning for President*

2008, *Campaigning for President 2012: Strategy and Tactics* focuses on political management. It is written by both elections/campaign scholars and practitioners, who highlight the role of political consultants and campaigns while also emphasizing the strategy and tactics employed by the candidates, the national political parties, and outside interests. The contributors explore the general mood of the electorate in the 2012 election, the challenges Obama faced after his first term, the primaries, money, communication, the important issues of the election, and finally the election itself.

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Political Marketing in Retrospective and Prospective

Edited By: Christine B. Williams and
Bruce I. Newman
Publisher: Routledge
Publication Date: December 6th 2012
152 pages
Hardback: 978-0-415-62733-7
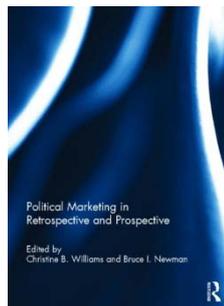
Political marketing coalesced as a subfield in the mid-1990s, and in 2002 the Journal of Political Marketing began publication. This anniversary collection reviews the existing theory, empirical evidence and practice of political marketing and explores emerging topics and lines of inquiry within the field. While political candidates and their campaigns are a major focus, it also considers the broader range of issue advocacy and lobbying. The selections expand beyond the U.S. context to offer a much needed comparative perspective. The volume includes material on the effects of new media and technology, posing questions about their direction and consequences for political actors and institutions, citizens and governmental systems. Collectively, the chapters illustrate the breadth and depth of a maturing field of inquiry, taking the reader through a retrospective and prospective examination of the intellectual grounding and scholarship that comprise political marketing. This book was published as a special issue of the Journal of Political Marketing.
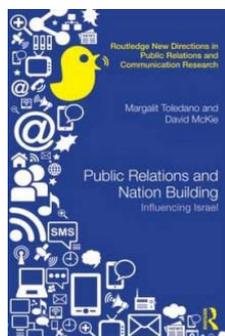
Public Relations and Nation Building: Influencing Israel

By Margalit Toledano and David McKie
Publisher: Routledge
Published: 28 March 2013
208 pages
ISBN 13: 9780415698924
ISBN 10: 0415698928

All public relations emerges from particular environments, but the specific conditions of Israel offer an exceptional study of the accelerators and inhibitors of professional development in the history of a nation. Documenting and analyzing the contribution of one profession to building one specific nation, this book tells the previously-untold story of Israeli public relations practitioners. It illustrates their often-unseen, often-unacknowledged and often-strategic shaping of the events, narratives and symbols of Israel over time and their promotion of Israel to the world.

It links the profession's genesis - including the role of the Diaspora and early Zionist activists - to today's private and public sector professionals by identifying their roots in Israel's cultural, economic, media, political, and social systems. It reveals how professional communicators and leaders nurtured and valued collectivism, high consensus, solidarity, and unity over democracy and free speech. It investigates such key underpinning concepts as Hasbara and criticizes non-democratic and sometimes unethical propaganda practices. It highlights unprecedented fundraising and lobbying campaigns that forged Israeli identity internally and internationally. In situating Israeli ideas on democracy in the context of contemporary public relations theory, Public Relations and Nation Building seeks to point ways forward for that theory, for Israel and for the public relations of many other nations.

Trends in Political Marketing

How to Play the Political Marketing Game: the value of pragmatic principle

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Political marketing – whether branding, voter segmentation, market-orientation, public relations or e-marketing - is a ubiquitous activity in politics, and is often feared to have many negative impacts, such as destroying ideology, value and vision. Between 2005 and 2010 I set out to interview those who practice political marketing to get their perspective on what, from their experience and a position of hindsight, worked best to win elections. I expected to get a range of hard-nosed, even cynical responses that would support such fears. However I was surprised to find that they reported that to succeed in political marketing you have to have value, vision and principle. If you don't, then you end up being seen through by voters any way. Yes, marketing is important to ensure politicians respond to the public, but winning the political marketing game isn't all about selling your soul to the devil. Instead, those that want to win need to use principle as much as pragmatism and achieve long-term success.

I completed 100 interviews with practitioners in the UK, US, Australia, Canada and New Zealand who practice political marketing including advisors to Tony Blair, Stephen Harper, John Key, Helen Clark, Kevin Rudd and George Bush. Full results from this in-depth research were published in an academic monograph, *The Political Marketing Game* (Palgrave, Macmillan 2011). The analysis of the interviews created various 'rules of the game' which suggested a more nuanced and mature practice is developing in political marketing.

For example, whilst polling and the focus group is often bemoaned for causing politicians to pander to the public, practitioners argued that instead it is best to use a range a methods not just group discussion, including in-depth interviews, talking to people on the street, counting issues raised in letters/emails, internal committee discussions, intuition, and role play because each has advantages and disadvantages. Politicians and parties should – and do - commission market intelligence from more than one organisation/person and this will then overcome problems of bias. Furthermore, whilst research is seen as fundamental to making decisions about many other aspects of political marketing, it isn't as simple as x said y so let's do y...instead the process is more fluid and more of an art than a science and requires – or allows – considerable room for judgment in terms of how to respond to it. Patrick Muttart, who advised Canadian Prime Minister Stephen Harper, said 'It's part science and part art... At some point you've gone through qualitative research, and focus-groups, and one-on-one interviews; based on your own experience as an individual interacting with other people, you just have to make a judgment call.' Thus research does not direct politicians; rather they use it as one of many outputs in their thinking and do not rely on it to find 'the answer.'

When discussing how to build a political marketing strategy, as well as acknowledging the importance of getting it sorted early on - Phillip Gould, advisor to both UK Prime Ministers Tony Blair and Gordon Brown, said 'strategy is the most important thing for winning and losing elections by any measure' - practitioners argued that whilst it has to respond to market analysis and public opinion it also needs to take into account the beliefs of the politicians themselves. And once it is put into practice, it shouldn't be abandoned too quickly even it gets criticism, not least as more ambitious strategies that seek to achieve significant societal change need more time to succeed.

Similarly, whilst the product needs to be developed to respond to voters, effective responsiveness involves considering a whole range of stakeholders not just voters. John Utting from market research firm UMR Australia and advisor to the Labour Party there explained that 'politicians aren't slaves to opinion polls because politicians are slaves to other more substantial interests like… the internal dynamic level in their party… what their support level is in caucus, what the attitudes of some of their big donors are, the cultural institutional things… they're the kind of real things that they have to sort of balance. A real test of a politician is to be able to take all these factors on board, and to position yourself in a public space in a way to enjoy support.' Bringing internal supporters and volunteers into the strategy is one way to balance competing demands; to do so practitioners advised that a link needs to be made between pragmatic electioneering goals and old-fashioned party ideals. Political candidates need to make the argument about the need for power to achieve moral goals – it's not just about winning but what you can do once you have won for people who need help. Parag Mehta,

Director of Training for the US Democrats 2004-8 pointed out the importance of gaining power to achieve important principles, training volunteers to stick with the party line to gain the support of that small, narrow group of voters who are truly independent, reminding them he too wanted to 'do all the good things we talked about for the jobs, the education, the environment, for Iraq, for healthcare, all those good things' but they couldn't do a single one of them unless they won.

Although communication is often seen as being preoccupied with selling, the lessons from practitioners here were all about developing a considered, personalized and honest strategy. To make communication effective, they argued that you need to ensure there is time to think strategically about communication and campaigning. Know and stick to your strategy – don't get diverted by the daily news cycle. Neil Lawrence, creative strategist for the Australian Labor 2007 Rudd campaign explained 'it's axiomatic that you can't have good creative without great strategy. Stuff that looks good, but if it's not firmly rooted in…really sound political strategy that then translates into a very sound communications strategy…may be dangerously irrelevant.' Building positive relationships between politicians and the media through informal contact is important - the Deputy Press secretary for the Bush White house Scott Stanzel explained that 'having that opportunity even in an off the record setting, maybe to just sit a bunch of reporters down who are going to cover the White House every day, and off the record just let them chat with the President and see what he's all about; providing that access is very important, because then they have a better understanding of where he's coming from. It's one thing for me to hand a piece of paper to a reporter and say this is our policy and let me explain it to you, it's

wholly another thing to have them have the opportunity to talk with him and understand well, why do you think there should be testing in every classroom?' Moreover, established communication around one clear central vision which reflects the candidate's personality so it is genuine; and forges an emotional connection with people. Additionally, communication needs to develop to be less about selling the politician's view, and more about what suits the receiver. Use voter driven communication with visuals that respond to voters - make sure it is relevant to ordinary people and focus on what voters care most about as identified by research.

Politicians seeking re-election need to communicate successful delivery but without being false. Be honest about problems - admit mistakes but then propose a solution. Ben Levin Deputy Minister of Education for the Province of Ontario/Manitoba argued 'you'd be far better off saying yes, we missed that one so we're going to fix it. It's not as if voters are going to believe all the press releases.' Communicate real world, targeted, local examples of successful delivery. For more complex or incomplete projects, communicate a sense of ongoing progress. Be prepared for the reality that public assessment of delivery is not fair - Eric Roozendaal, Australian NSW Labor campaign manager and state Minister said 'we used to do a lot of campaign training, and one of the skits we used to show is that snippet from The Life of Brian, you know "What did the Romans ever do for us? Apart from roads, sanitation, and education, and law and order...what have they done for us lately?"... that's the challenge of government, and in some ways the heartening part of government. It's always, what have you done for us lately?'

One last important lesson for practitioners of political marketing was the need to balance pragmatism with principle. Despite the wealth of tools and concepts available to be used in politics, politicians still have to offer authentic leadership. Marketing can help stop politicians getting out of touch, but it should not prevent leaders adopting a new idea which might not find favour in the first set of focus groups. Phillip Gould put it like this: 'if you become too much of a listening party you just get nowhere. If you become too much of a leadership government, then you start to disconnecting your voters, which is bad also.' They also can't change position to suit polls without thinking - they need to make sure anything they do, including branding, is authentic rings true. This is not just an idealistic point; the research identified that it is pragmatic to be principled because otherwise voters reject a product that is too craftily designed, populist and unbelievable – think William Hague and the fresh start baseball cap strategy. If it doesn't ring true it doesn't get the vote. Canadian pollster Nik Nanos explained that 'people have an innate sense of whether someone is genuine or not...Many politicians weren't successful because they're not true to themselves and voters will say "There's something I can't put my finger on that's not right there".'

Political marketing does not destroy vision and belief; the public wants their leaders to have a vision – just as long as that vision will help improve their lives not just those of the elite. The most effective leadership in politics is a balance where marketing informs decisions but does not dictate them. Politicians should not be too cautious: instead they can try to change opinion in some cases, and use market research to help them identify the scope for leading the market, rather than as a tie around their neck.

Thus, whilst there are a range of marketing tools open to political practitioners, they need to choose to use them carefully and weigh up a quick win versus long-term relationships and winning voters versus achieving change.

Playing the political marketing game effectively is about trying to navigate the stormy electoral waters in a way which reconciles pragmatism and principle and practitioners need to be aware of this if they want to achieve long-term success.

Randomized, Controlled Field Experimentation

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Field experimentation is gaining ground among scholarly researchers and political professionals. While strategists continue to spend heavily on survey research and still operate from gut instinct, more and more campaigns are testing hunches in the real world. Social scientists, for their part, often depend on observational surveys. Until recently, experimental field studies were rarely employed, but the literature on voter behavior now includes a range of high quality field experiments measuring the effects of voter mobilization campaigns.

Scholars are keenly aware of the weakness's in non-experimental, observational research: Human recall is imperfect, respondents sometimes lie, and responses can be ambiguous. Perhaps more importantly, a wide array of factors might plausibly influence a voter, so the potential for interference from confounding variables abounds. In observational studies, the difficulties of separating causation from correlation can be acute. Analysts are commonly frustrated by their attempts to isolate the

typical impact of a single factor (or group of factors) from infrequent, intercorrelated elections. By manipulating individual factors, researchers can narrow the questions of effect size and causal direction to a more manageable set of problems.

Scholars should have realized the value of controlled field experimentation long ago. Biological scientists labored over experiments for decades as they zeroed in on the role of DNA in living organisms. Social scientists incorporated many of the statistical techniques developed for genetics, but political researchers rarely implemented experimental designs. The mysterious neglect of field experimentation by scholars and professionals is explored by Sasha Issenberg in his book, *The Victory Lab* (2012), which traces the halting efforts of scholars and practitioners to build a science of voting behavior.

At the turn of the new millennium, Alan S. Gerber and Donald P. Green began publishing results from their randomized field experiments on voter mobilization. The main idea is as follows: Voting records in the United States are publicly available. Interested parties can find out whether you voted in 2012. They will not learn whom you voted for, but they will know whether or not you cast a ballot. Public records are a boon to field experimentation. If you randomly distribute a sample into control and

treatment groups, administer a treatment (like a postcard urging people to go to the polls on Election Day), you might find differences in provable turnout between the treated and untreated groups. (Careful application of statistical methods can be a good deal more complicated, of course. See Gerber and Green, *Field Experiments* [2012].)

The literature on voter mobilization revolves around a theoretical question: What prompts people to vote? That is, can I get you to vote just by offering some information (such as the location of the polling place or the stakes in the election), or are you more likely to turn out on Election Day when you believe you are participating in a social activity? Perhaps you are more inclined to vote when you worry that your neighbors might find out if you abstain? Scholars, sometimes in conjunction with political activists, have tested these propositions and others in controlled, randomized experiments.

Green and Gerber believe the existing evidence shows the relative power of highly personalized appeals. "Door-to-door canvassing by friends and neighbors," for example, works far better than "[a]utomatically dialed, prerecorded GOTV phone calls" (10). Why? Because, according to Green and Gerber, "the decision to vote is strongly shaped by one's social environment" (137). Voting is something more than a strictly cognitive activity, so techniques that rely on information alone seem short-sighted: "One may be able to nudge turnout upward slightly by making voting more convenient, supplying voters with information, and reminding them of an imminent election, but these effects are small in comparison to what happens when voters are placed in a social milieu that urges participation" (ibid.).

Proponents of a more cognitive orientation might counter the social voting theory with the findings of Allison Dale and Aaron Strauss (2009). In 2006, Dale and Strauss tested whether a simple reminder could increase turnout. If straightforward information – lacking any personalization whatsoever – could mobilize voters, then the theory of social influence requires adjustment. Working alongside political organizations that were hoping to increase turnout, the researchers set aside portions of targeted populations as control groups and sent SMS text messages to about 4,000 registrants. The result was a three percentage point increase in turnout among those to whom the messages were sent. At the price of about 10 cents per SMS, the cost per vote gained was just $3.00. Dale and Strauss conclude that "voter mobilization organizations can boost turnout with a message delivered through an impersonal medium" (300).

Experimental findings raise questions about external validity – *i.e.*, the degree to which the results of a given test will have similar effect in some other time and place. Dale and Strauss took note of a 1925 mail experiment that boosted turnout by fully nine percentage points. Over the years, as postboxes became crowded with junk, the effect of traditional mail outreach diminished. Now that all kinds of text messages fill smartphones, we might wonder if SMS reminders carry the same impact in 2013 as they did in 2006.

Still, it is hard to deny the implications of field experiments. Beyond their findings on particular mobilization tactics, they are changing the way scholars think about and research voter mobilization and behavior.

1. *Randomized, controlled field experimentation has popularized cost-sensitive analysis:*
A tactic that can increase voter turnout by four percentage points sounds better than a tactic that increases turnout by only two percent, *unless* the doubly effective method comes at triple the price. Cost-based metrics allow for meaningful comparisons across techniques.

2. *It has shown that the cost of mobilizing voters is quite high:*
Dale and Strauss found a bargain when they calculated text messaging at three dollars per vote. Green and Gerber work out higher costs for other tactics: Door-knocking is inexpensive (about $29 per vote) compared to paid phone calls (about $53 to $90 per vote) (139).

3. *It has reminded researchers about the relationship between effect size and sample size:*
Where effects are small, only a very large sample will detect causation at an accepted level of statistical significance. Likewise, a massive sample can demonstrate a statistically significant effect that is too small to mean much. Significant results are not always meaningful, and vice versa. Hence the virtue of cost-based analysis.

Experimental research will not, and should not, fully displace observational methods, but field experiments continue to progress. Scholars are looking at political phenomena from new angles; strategists are "version-testing" campaign websites to increase click-throughs and donations. A smart campaign operative might (randomly) remove some voters from a mailing list in order to maintain a control group (perhaps in the run-up to a traditional survey). An operative's "big idea" can be tested by scientific methods.

Even though campaign strategists will continue to act on hunches, the emergence of experimentation in the political marketplace will perhaps help the selection of strategies and tactics become more data-driven, and possibly more cost-effective.

Readings:
DALE, A., & STRAUSS, A., 2009. Don't forget to vote: Text message reminders as a mobilization tool. American Journal of Political Science, 53(4), pp. 787-804.
GERBER, A.S. and GREEN, D.P., 2012. Field Experiments: Design, Analysis, and Interpretation. W. W. Norton Limited.
GREEN, D.P. and GERBER, A.S., 2008. Get Out the Vote: How to Increase Voter Turnout. Brookings Institution Press.
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Making the Net Work: What political practitioners can learn from the NZ Labour party's online political marketing attempt

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E-democracy expert Frank Bannister, a senior lecturer at Trinity College, Dublin, once noted: "Each new generation of nerds thinks it has the answer, only to run into the same brick wall of human behaviour. We must understand people and organizations before we can determine how to meld them with technology." This quote perfectly captures the New Zealand

Labour Party's attempt to use online technology to increase party participation in the lead up to the 2011 general election. Although Labour did utilise many different areas of online technology, their lack of overarching strategy and failure to understand internal marketing contributed to its inability to increase party activist involvement.

<u>Key lessons</u>

Develop the relationships between members and create strong communities: Focussing on investing and developing relationships should be at the heart of any online political marketing strategy. Like with any organisation, it's the relationships and connections that members and supporters form with each and the wider party that keep them involved and active. These principles ensure that supporters connect to the campaign on an emotional level, instead of a functional one. A failure to do this by the Labour Party illustrates the single biggest flaw in the party's use of online technology and demonstrates why the party found it difficult to increase involvement in the party. The use of online technology should therefore enable party activists to form positive and meaningful relationships with one another, offline and online. A strong and well-supported relationship marketing strategy should form the basis of any use of online technology.

Expand the opportunities for participation:
Online political marketing must be used by parties to expand opportunities for political participation. This requires parties to undertake considerable research to understand the needs of their membership to understand broader trends in political participation and political culture. As contemporary research in

political participation suggestions, citizens are less willing to take part in formal political activities governed by strict hierarchies that allow little self-expression. The Labour case study demonstrated that failing to undertake and apply this knowledge to party processes and activities resulted in a poor understanding of why some participatory activities are popular with members and supporters and why others aren't. Online political marketing provides a digital space for likeminded supporters to make connections without a formal party apparatus, and the opportunity to self-organise around issues and activities that resonate with them.

E-marketing is not standalone activity for increasing membership:
E-marketing itself does not address the underlying needs and motivations of party members. Labour's use of online technology illustrates that while they utilised a variety of online tools, the lack of a comprehensive internal marketing strategy meant that they party found it difficult to increase party participation using these tools. Online technology may increase involvement, but this will be ad-hoc, inconsistent, and unpredictable unless parties underpin e-marketing activities with a strong and coherent internal marketing plan.

Party involvement must be linked to the wider party's brand:
Political parties need to be explicit about their desire to recruit more members and increase supporter involvement by incorporating participation into their overall brand. Elevating participation to a central platform of the party brand demonstrates to current and potential members and supporters how important their participation is to the party. Parties that focus their online efforts on persuading undecided voters instead, as

Labour did, will find it difficult to increase involvement, and may lead them to mistakenly believe that online political marketing is not worthwhile.

Experts play a crucial role:
The success of online political marketing to increase political party participation is highly dependent on the skills of political experts who are able to maintain a long term engagement. Labour made an attempt to harness the knowledge of experts, but this was far too close to the campaign, when these online political marketing tools should've already been embedded. Using volunteer labour for critical tasks is not sustainable; experts must be recruited in the medium- to long-term period, giving them time to understand the nuances of the party organisation, structure, and membership culture. Expert staff cannot be engaged three months before an election campaign. Experts with long term employment are more likely to ensure that online political marketing techniques are widely shared and become embedded into the organisation.

Challenges to be addressed

A strategy to overcome low resources is of the utmost importance:
A low level of resources and funding means parties cannot invest in the sophisticated online technology or human capital needed to implement a comprehensive online political marketing strategy. This is particularly hard for parties at the low ebb of an election cycle, when donations are hard to come by and fundraising is difficult. The resourcing challenge is two-fold. Parties that do not have funds to invest in full-time staff find it difficult to invest in infrastructure (such as field organisers or those with particular expertise in social media fundraising) that could provide a bigger financial base. A

lack of staff then leads to a lack of enthusiasm for online technology investment, due to the low payoff resulting from using online technology without an internal marketing strategy.

Parties need to address and mitigate the barriers of organisational culture and structure:
Party structure and organisational culture is a barrier to using online political marketing to increase participation, as long-term members can be wary or sceptical of change. The tension in Labour between the central and local organisations prevented core online political marketing activities from happening, such as member and supporter segmentation. Allowing local organisations significant control over membership strategies makes it difficult for the party to engage members in market research, conduct market segmentation, design participation opportunities, and oversee member communications. Parties that fail to do this, like Labour, will have a poor understanding of their members and supporters, and be consequently unable to adjust or design participation opportunities to suit their needs. To mitigate this, parties must involve members and supporters in online political marketing processes. This inclusion creates buy-in from members and supporters and demonstrates that their participation and involvement is both valuable and important to the party.

Timing is everything:
The political mantra 'timing is everything' is a tidy summation of how the brand narrative of participation must fit the external political context. Parties at the low ebb of the election cycle like Labour find it difficult to recruit new supporters due to unpopularity and low enthusiasm, meaning online political marketing is unlikely to yield phenomenal results.

Consequently, it could be concluded that the process was flawed, which would be incorrect – the implementation of an online political marketing strategy is a long-term project that must be judged on a long-term basis. Parties should not neglect the full development and implementation of an internal marketing strategy that sits at the core of successful online political marketing, driving the involvement and activism of members and supporters.

Overall, the use of online technology alone is not the key to increasing participation in political parties. Parties using online technology for increasing participation must develop a comprehensive internal marketing strategy that places significant emphasis on connecting supporters both with the campaign and each other emotionally. In other words, parties must "understand people and organisations" before it can "meld them with technology." Labour provides an excellent case study of how party's often fail to understand this simple principle, as well as demonstrating how resource scarcity and organisational dysfunction can undermine attempts to engage in online political marketing successfully.

Marketing in Recent Elections: 2012 US Presidential Election

Ten Things that I Learned are Important from Watching the 2012 US Presidential Campaign

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Here are ten things that I learned are important from watching the 2012 US Presidential campaign:

1. Understand the strategic situation. Obama 12's use of summer campaign advertising allowed it to define its opponent and to use primary money to do so. Mitt Romney have won a bruising Republican Party nominating contest but had very little cash on hand and a limited ability to respond because of spending rules.
2. There is no dead time in the 21st century campaign. Smart devices, wireless devices and social media allow people to follow a campaign from anywhere at any time.
3. There is no off the record in the 21st century campaign. Gaffes and impolitic statements can be recorded, uploaded to the web and spread virally instant. Campaigns have to be ready with supersonic rapid response. Waiting even a few hours can allow an impression about an event to set..
4. Viral marketing and social media can cheaply amplify a message, mobilize customer evangelists and recruit new customers more effectively than can ad buys.
5. Superpacs are more effective as negative than positive communicative tools and they give control of a campaign's messaging to outsiders. Romney relied on them, Obama didn't and built a clear, tightly controlled brand as a result.

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6. Segmentation and narrowcasting are the order of the day. The US is a mosaic of conversations that mirror the diversity of the audiences in which the campaigns work.

7. All political marketing is personal – through the use of tracking cookies, demography and psychographics both campaigns attempted to personalize their message.

8. Market research matters. Barack Obama had a better understanding of the markets he was trying to reach and what issues they cared about than did Mitt Romney campaign. Witness Romney's 47% comment as proof.

9. The use of social science research findings to actually get people to vote has come into vogue in Democratic campaigns in particular. Two worthy of special mention were the vote shaming efforts mounted by allied Democratic groups and the "Confirm Your Vote" effort launched by the Obama campaign..

10. Owning the word works better than does a multiple word tag line. The

Obama campaign tag of forward was memorable and worked with other campaign elements better than did the Romney campaign's "Believe in America" three word tag. Forward set up the prospective-retrospective dynamic that political scientists think is important in the voter's mind. Forward with Obama could be contrasted with either backward with Romney, to the 2007 economic crisis or to the 1950's depending on the audience in question.

These ten observations are the key ways that the Obama campaign was able to successfully market itself in a difficult economic situation. It was able to better understand, target, communicate with and mobilize its supporters than was the Romney campaign. The net result was the creation of a political marketplace on election day that was far more hospitable to the re-election of the President than many observers would have thought possible a year or two earlier.

The 2012 U.S. Presidential Election: A Tale of Two Whales

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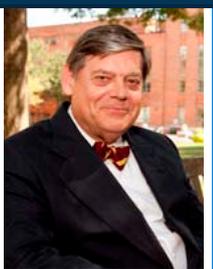
Presidential campaigning, like running for any elected office, boils down to several simple and but hardly straightforward tasks: identifying voters who support your candidate, convincing them that they should vote, and getting them out to the polling station on Election Day. This requires hundreds of campaign staffers,

consultants, local party leaders, and thousands of volunteers to engage in the most basic, tried-and-true techniques of voter contact and get-out-the-vote drives: knocking on doors, calling up likely voters, reminding them to vote, and helping them get to the polls. This is old-fashioned shoe-leather politics, the most elemental form of Political Campaigning 101.

In 2012, the Romney and Obama campaigns supplemented shoe-leather politics with sophisticated technological tools to help them identify likely voters and get them to the polls. The Romney campaign bragged about its voter-turnout tool, called Project Orca, which featured a

mobile app to help track the important get-out-the-vote program on Election Day. This smart phone app was supposed to link some 30,000 Romney volunteers, and instantaneously identify those who had already voted for Romney and those who still needed to be contacted. But this project turned into an unmitigated disaster as the program crashed several times throughout the day. This was a sign of larger problems with the Romney technology and data operations. Zeynep Tufecki of Princeton University summed up the Romney data operations as being "laggy, buggy, and nowhere near as sophisticated" as Obamas.

The Obama campaign invested heavily in technology, reportedly a record $100 million. The Obama campaign in 2008 had also invested considerable amounts of money and effort in technology. It harvested plenty of data—170 million potential voters identified, 13 million online supporters, 3 million campaign donors, and at least 3 million volunteers. But the problem, as Shasha Issenberg of Slate magazine pointed out, was that the data was uncoordinated and unconnected. In 2012, the data was refined, under Project Narwhal, and linked together to create a unified pool of coherent information. Is this engaged activist also a potential volunteer, someone who votes early, and a potential donor? Under Project Narwhal, the campaign would know.

The Obama campaign also created Dashboard, a "one-stop site for phone-banking, event-planning, and networking," according to chief technology officer Harper Reed, that allowed information to flow seamlessly back and forth between volunteers and the campaign headquarters.

Further, the Obama team developed the most sophisticated email fundraising operation ever. By constantly testing and refining the fundraising pitch in its emails, the campaign was able to increase its yield. As Alexis C. Madrigal of The Atlantic noted "any time you receive an email from the Obama campaign, it had been tested on eighteen smaller groups and the response rate had been gauged."

Using technology, under a program called Optimizer, the Obama team was able to collect information on the pricing of television ads, place ads in bargain time slots, reach its intended audience, and save a bundle of money in the process.

Clearly, the Obama technology team ran circles around the Romney team. One prominent Republican consultant not affiliated with the Romney campaign called it the "last campaign of the twentieth century." The New York Times magazine recently featured a story about the Republican Party's failure to grasp twenty-first century technology. On the cover of the magazine was a picture of a 1950s-style black, rotary telephone. The caption read, "Republican Smartphone." Inside, there was a picture of a 1950s typewriter (not even an electric model). The caption read, "Republican laptop." Looking forward to the next presidential election in 2016, the Republican Party not only has to think seriously about its message and its constituency, but also its technological blindspots. It's a whale of a task.

Dennis W. Johnson is professor of political management, George Washington University. His most recent book, Campaigning for President 2012: Strategy and Tactics will be published by Routledge on June 1, 2013. The essay is drawn from this book.

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Practitioner's Perspective

Changes in Political Marketing

Stephen Mills
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Big changes are taking place in political marketing that threaten the dominance of the television advertising model that has prevailed since the 1960s.

This is, as always, being led by the United States and the degree to which it is transferable to other countries is dependent on resources, campaign spending limits and privacy legislation.

There was no question television advertising has been a highly effective way of reaching voters but the media world has changed.

Voters generally are watching many more channels, they are recording programmes which enables them to skip political ads, they are spending more time online and there is increasing use of social media.

Commercial advertising is heading online and probably political advertising will follow.

At the same time advances in campaign technology mean the capacity of campaigns to deliver tested, tailored messages directly to individual voters has dramatically improved.
The most important change has been driven by the entry of highly sophisticated data analytics into the centre of campaigns.

Data is being merged from voter files (electoral rolls), the census, big commercial databases that capture masses of data from retail loyalty programmes, credit card purchases, any digital transactions, smart phone use, internet searching and other sources, canvassing data from party volunteers and party polling.

This data is crunched to produce scores that predict turnout and propensity to vote for a particular party. Campaigns no longer need to employ the law of averages concentrating on geographic areas of known high vote or employ stereotypes like soccer moms or angry white men. They can take dead aim at individual voters extracting their voters from generally hostile territory and ignoring hostile voters in mainly friendly territory.

Campaigns are also replacing the "gut instincts" of political professionals with the findings of behavioural scientists and randomised trials on the effectiveness of different communications media, messages and language used. For many years this has been done with direct mail but has been extended to all forms of political communication.

So not only do campaigns know more about voters but they can deliver tailored messages through volunteers and/or directly to personal computers and smart phones or by mail or even better get a friend to communicate through Facebook or directly.

Software is available that enables campaigns to provide supporters who gave access to their Facebook friends various

scripts to run to recruit volunteers, to persuade and in the last days to turnout. If the Facebook friend clicked on the message it rang the supporter's cell phone so the message could be reinforced.

There is no doubt that this new technology will only get more accurate and more efficient.

Television advertising is capable of a degree of targeting as well especially on cable where smaller, more targeted buy units are available.

But if a campaign can deliver messages from friends directly to an individual on the issues that matter to them using the language they know will be persuasive and then continue to engage with that voter why spend vast amounts on television advertising? And if you don't have a huge campaign budget the choice of the most effective communications option is even more pertinent.

What are the Latest Trends in Political Marketing Practice?

David Farrar
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Twitter: @dpfdpf

Barack Obama was re-elected for a number of reasons including the quality of the candidates, their policies and their records. But one of the reasons was also the quality of their campaigns, and the Obama's campaign use of big data to bring a new level of sophistication to political marketing.

The days of campaigns being about getting the best coverage on the 6 pm news every night are well and truly over. By 6 pm, many people already know how the campaign has gone for candidates. The buzz on Twitter has often made it clear how the day's happenings will be reported.

The Obama campaign used data to divide voters into three categories. Those who were not worth pursuing who were left alone, those who were moderate supporters who might donate if asked and

those who were strong supporters who might become activists.

They used research to survey millions of voters so they could sort them into the three categories. The research was a mixture of postal surveys, phoning and visiting. This data was supplemented by social media data and advertising.

An interactive Facebook video would depict to individuals how the President's policies would help them and their friends. But the real purpose of the video was to get their permission to siphon off data about all their friends so they could be matched to their state voting records.

Having collected so much data on voters, the Obama campaign then used it to personalise online advertisements and messages. Their data told them the most appealing celebrity for middle-aged women on the East Coast was Sarah-Jessica Parker so they used her to appeal for their votes.

Having done badly in 2010 due to low turnout, Obama's campaign focused on identifying those who voted for him in 2008 and ensuring they voted again.

Every voter in the country was assigned two scores. One being their likelihood to vote and one being the probability they would vote for Obama. They then calculated for each individual precinct who were the likely people who voted Obama in 2008 and worked on making sure they voted in 2012.

They also used data to test their messages. Up to ten different varieties of an e-mail solicitation would be sent out to a test group. The communication that achieved the highest response or donation rate was then used for the entire population. Almost every single message and communication was tested scientifically. It didn't matter so much what the creative

director though of the communication. What mattered was measuring what impact it had.

Advertising has been the traditional channel for persuasion in political campaigns. It still remains an important element, especially as they can impact media coverage also. But the lessons from the 2012 United States presidential campaign are that advertising alone is most definitely no longer enough. Data, social media and electronic communications are the weapons now used in a 21st century campaign, and political parties and candidates that fail to use them will struggle to achieve the result they want.

Events

NZ-OZ Political Marketing and Management Mini Conference
1-11 Short Street, University of Auckland, New Zealand
Saturday 31 August 2013
Organised by Associate Professor Jennifer Lees-Marshment (Auckland University)

Call for Papers

I am organizing an informal one day conference for staff and research students in New Zealand and Australia to get together to discuss their research in political marketing and management. This will be a small scale, informal, 'buy/bring your own coffee/lunch' kind of event, but will enable us to get together in a way we have never done before and give support to the growing community in this area. The event will be held at Auckland University, near the city centre, with capacity for up to 55 people in the largest room and smaller breakout rooms.

Political marketing and management covers how political organisations and actors strategise, lead, organise and market such as the organisation of political marketing research in government department; the importance of leadership in changing how a party is organised; public diplomacy and nation branding; the organisational structure of volunteers within an NGO; strategic communication in political movements; resource management in political offices; and the strategic organisation of fundraising in campaigns. Indicative topics that papers might cover include:

- *Political market intelligence and consumer behaviour:*
  research tools used in politics, segmentation, voter profiling, stakeholder insight, experimentation, analytics and modeling, and consumer behaviour theories applied to politics to understand voter behaviour and turn out the vote

- *Political strategy:*
  strategic models and approaches, positioning, targeting, market-orientation, political branding including nation branding

- *Political leadership:*
  collaborative leadership, appreciative leadership, adaptive leadership to politics, leadership in networked political organizations, distributed political leadership at different levels of political organizations, strategic leadership

- *Political Organization:* volunteer/party management, political HR, internal party marketing, membership relationship management, resource management, information management, planning, policy implementation/delivery

- *Political management:*
  crisis management, change management, issues management, event management, reputation management, delivery management, human resource management and stakeholder management/engagement in the political sphere

- *Political communication management and marketing:*
  marketing and management communication theories applied to politics, such as e-marketing, strategic communications and public relations

Research in progress is as welcome as reports on research already completed even if it was done a few years ago, as the main aim is to connect people previously unknown to each other and create a sense of community.

We will also be looking to invite New Zealand practitioners to speak, but first would like to organize for academics and research students the chance to present their work and then fit guest speaker slots around this. You will not need to deliver a full written paper for the conference, only the presentation.

If you would like to present a paper, please email an abstract of between one paragraph and one page to Jennifer on j.lees-marshment@auckland.ac.nz by
1 June 2013.

If you have any questions please do not hesitate to get in touch.

Jennifer Lees-Marshment
j.lees-marshment@auckland.ac.nz
www.lees-marshment.org

7th International Political Marketing Conference
Stockholm University School of Business
19 – 21 September 2013

In association with:

Call for Papers

The IPMC organizing committee, in association with the Political Marketing Special Interest Groups of the Academy of Marketing and Political Studies Association and, in addition, the Political Communication Division of the International Communications Association, invites submissions for its 7th annual conference – to be hosted in Stockholm, Sweden during September 2013.

In a break with tradition, the 2013 conference aims to bring together four distinct, but significantly interrelated, research and practitioner communities – those of political science, political communication, political marketing and public affairs – for the purposes of engaging in inter-disciplinary debates related to the role, practice and impact of marketing in contemporary politics.

The conference is themed: **What is Marketing Doing to Politics?**

Contemporary perspectives within, and between, the 4 Ps: Political Science, Political Communication, Political Marketing and Public Affairs

Conference tracks will be anchored in the various disciplines and designed – where possible - to encourage cross disciplinary debate and knowledge sharing. Submissions are therefore welcomed from a broad range of perspectives and purposes. Papers that seek to develop theory, present empirical or comparative work, explore methodology, practitioner perspectives and case studies are all welcome. In light of the encouraging response to our earlier Call for Track Proposals, **we would especially welcome contributions in the following areas:**

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- Political marketing and democracy
- The reshaping of contemporary politics in response to the notion of market orientation
- Contemporary political institutions and political marketing
- Marketing and political engagement
- Political marketing and floating voters
- US political marketing practice and its influence elsewhere
- Comparative political studies related to marketing and communications
- Critical perspectives on the role of marketing and communications in contemporary politics
- The mediatization of politics
- Political marketing and the Fourth Estate
- Manipulation and control of news media
- The contemporary dynamics of political communication
- The impact of internet and social media on political communication
- Political marketing and public opinion
- Emerging theatres of political marketing and communication i.e. China, Russia, India
- The marketing of transnational political movements and its impact on national political discourse
- The ethics of political marketing and communication
- Transparency and regulation of political marketing, political communication and public affairs
- The marketing of government
- Internal marketing within political parties
- Strategic political marketing practice
- Market based positioning
- Marketing ideology
- Political branding
- Political PR
- Political polling and market research
- Studies of political marketing practice in different national/local contexts
- Theories and practice of political marketing in post-communist states
- Political relationship management
- Online strategies in political marketing
- Social networks and social media in political marketing
- Public affairs and (disproportionate) representation in political processes
- Public affairs' impact on political outcomes
- Collaborative advocacy initiatives
- New theatres of public affairs practice
- Ethical practice in public affairs
- Public affairs as social capital
- Research exploring public affairs as a social good
- Reform agendas
- Strategic and tactical innovations in the field of public affairs
- Relationship between governmental and business agendas in international politics

Special Call for Papers Related to the 2012 US Presidential Election

In addition to the themes outlined above, the conference organizers would also like to include a series of special sessions based on an anatomical dissection of the 2012 US Presidential Election. These would ideally be presented by scholars from different disciplinary backgrounds which, when taken together, could sharpen theory and provide the basis of in-class material for extended treatment of the subject. If you feel that you have a contribution to make in this area, please mark your abstract 2012 US PRESIDENTIAL ELECTION.

Student Submissions

The IPMC encourages abstract submissions from doctoral researchers in any discipline related to the themes addressed by the conference. A doctoral colloquium will be held on Wednesday 18th September and successful submissions to the colloquium may lead to full participation at the conference. A decision concerning the suitability of papers will be made by the chair and co-chair of the colloquium panel.

Please note that, thanks to generous sponsorship from the Political Studies Association, submission of a successful abstract to the colloquium organizers will entitle the student to a free conference place. For obvious reasons numbers are limited and further details will be provided shortly (on the conference website).

Abstract Submission

There are three short requirements for each submission. The proposal should **contain an abstract** (of no more than 600 words) which clearly outlines the purpose and direction of the research, its methodology (where appropriate), and its key findings/implications. **A short CV/biography** (of no more than 200 words) should accompany the abstract and, finally, **a cover page** – including the full name of the researcher, title, institution, mailing address, phone number and email address – should be included with the submission. Remember to stipulate a primary contact person for correspondence (if not the submitter).

Please send all files as Word documents in an email entitled **"IPMC ABSTRACT SUBMISSION"** to IPMC organizers at ipmc@fek.su.se It is important to outline the theme, or themes, you consider most appropriate for the paper in the body of the email.

If the abstract is submitted for the doctoral colloquium, please entitle your email **"IPMC ABSTRACT - DOCTORAL COLLOQUIUM"**

The conference website will be launched at the beginning of February – see www.ipmc7.com - it will also be possible to submit abstracts through the site.

All abstracts must be received before the deadline of **April 13th 2013.** A maximum number of two abstract submissions will be considered per participant. No submissions received after this date will be considered for inclusion.

Acknowledgement of receipt

You will receive email notification within 72 hours that your abstract has been received and is under review with the IPMC scientific committee. Any enquiries should be forwarded to ipmc@fek.su.se – please include the title of your abstract in any correspondence.

Acceptance of abstract and "earlybird discount"

Authors will be contacted by email no later than May 17th 2013 with news of whether the abstract has been accepted for inclusion. Please note this deadline is intended to provide a 2 week window within which successful authors are able to still benefit from the "early bird" conference discount (discounted registration ends 31st May 2013).

Final paper submission
In order for conference papers to be considered for inclusion in one of the journal special issues*, or for the award of conference Best Paper, they must be submitted no later than 16th August 2013. Again, the email address for full papers is ipmc@fek.co.uk

Conference registration
As stated above, the "earlybird discount" period ends 31st May. The final registration date for conference abstracts is June 28th. If registration and payment are not made by this date, the abstract will have to be removed from the conference programme.
Registration and payment must be made through the conference website – www.ipmc7.com

Further information
Details of the schedule, conference programme, social programme, keynote speakers, committees, tracks/submissions, venue and accommodation/travel will be made available on the conference website which will launch fully at the beginning of February. Please check regularly for detailed information and updates.

www.ipmc7.com

*The conference will be supported with Special Issues of the Journal of Political Marketing and the Journal of Public Affairs

Enquiries
If you have any further, or immediate, questions concerning the conference please contact Dr. Ian Richardson, Director of Executive Education and head of the MSc Strategic Public & Political Marketing programme at Stockholm University School of Business.

email iri@fek.su.se/tel. +46 (0)7222 53712.

We'd like to extend a warm invitation to everyone and hope to see you at our beautiful Kräftriket campus in September!

The 7th International Political Marketing Conference will be held at the historic Kräftriket site within close proximity to the centre of Stockholm, Sweden.

1st International Corporate and Marketing Communication in Asia Conference
Faculty of Communication Arts,
Chulalongkorn University, Bangkok, Thailand
November 18-19

Although this conference is not just political marketing, as it will have a strongly Asian aspect to it, and we want to promote research of Asian PM, we have included this so those interested in that area might consider submitting a paper to the conference.

Advertising, corporate communication, marketing communications and public relations researchers, educators and graduate students from Asia and Australasia are invited to submit competitive abstracts for paper presentations at the 1st International Conference. Researchers from outside these regions are most welcome to submit abstracts with cross-cultural or Asian perspectives.

The conference is especially seeking Asian perspectives: alternatives to Anglo-American models of theory, practice and education. It calls for papers on academic research on the Past: the history and narratives; the Present: current theory, practice and education; and Future: trends in practice, theory and education.

Papers for presentation at the conference will be selected, after peer review by an international academic panel, on the basis of abstracts of no more than two pages total length, including any references.

The abstract should express the purpose, methodology, findings, implications and originality of the study. Author and affiliation details are to be printed on a separate sheet and the author(s) should not be identified in the abstract.

Abstracts must be presented in Word format, in 1.5 line spacing and 12 point font size on A4 format pages with one-inch (2.54cm) margins. Word count is limited to 500 words.

Manuscripts of the selected papers are to be submitted with Harvard referencing. The MS of 3000 to 6000 words, plus references, must be presented in Word format, in 1.5 line spacing and 12 point font size on A4 format pages with one-inch (2.54cm) margins.

A selection of papers will be made by a review panel for submission to the Journal of Communication Management for publication in 2014.

Deadlines
➢ Submission of abstracts: Friday, May 31, 2013 to comira@chula.ac.th.
➢ Acceptance notification (by email): week of Monday, July 8-12, 2013
➢ Submission of selected papers: Monday, October 21, 2013 to comira@chula.ac.th.
➢ All accepted abstracts will be published online prior to the conference. Conference papers will be published subsequently online in Proceedings.

The conference website is: www.cuprimcconference.net

Conference registration, accommodation and travel information will be published soon

Other News

Five New Full-Time Faculty/Administrator Positions Open
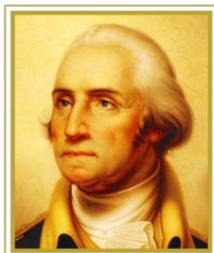
Graduate School of Political Management

Beginning July 1, 2013, we will be adding five new full-time faculty/administrator positions, and we would like your help in identifying the most talented candidates possible.

We will fill these positions:

➢ Program Director and faculty member (assistant – full professor) in Political Management http://www.gwu.jobs/postings/13701
➢ Faculty member (assistant – full professor) in Political Management http://www.gwu.jobs/postings/13700
➢ Deputy Director and faculty member (assistant – full professor) in Legislative Affairs http://www.gwu.jobs/postings/13696
➢ Program Director and faculty member (assistant – full professor) in International Advocacy and Communications degree program http://www.gwu.jobs/postings/13698
➢ Faculty member (assistant – full professor) in Center for Global Engagement http://www.gwu.jobs/postings/13693

Click on the links for a description of each position and information on how to apply. Please note that we will begin looking at applications during the first week of April.

The Graduate School of Political Management of George Washington University prides itself in being the premier school of applied politics and strategic communications, located in the heart of Washington, D.C. Through these appointments, we will be broadening our focus, particularly reaching out to a nationwide and global audience of students and colleagues. To learn more about the Graduate School of Political Management, and George Washington University, go to our website, http://www.gspm.gwu.edu.

We encourage you to share these faculty announcements with your colleagues and encourage them to apply. We want to attract an active, culturally and academically diverse faculty of the highest caliber; women and people of color are particularly encouraged to apply.

The Hon. Mark Kennedy, Director   Dennis W. Johnson, Professor and
Graduate School of Political Management   Faculty Recruitment EEO
markkennedy@email.gwu.edu   dwjgspm@gwu.edu

Political Marketing Resource: Teaching with Cases

Neil Bendle
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Ivey School of Business
Twitter: @neilbendle
nbendle@ivey.uwo.ca

I have established a new resource for those interested in teaching political marketing. The website (shown below) lists cases and other resources aimed at teaching (mostly) undergraduates.

Many of these cases are an excellent way to bring political marketing issues into courses more generally focused on business marketing. For instance you can discuss the difference between political and business to consumer markets which should allow the students to better understand both marketplaces.

Any suggestions on further resources and sites I should be linking to would be very gratefully received.

http://neilbendle.com/teaching-pages/political-marketing

Call for New Items for Upcoming PMG Newsletters

We want to facilitate information transfer between all members, including political marketing scholars, practitioners and experts. Member's active participation is essential to making this newsletter successful. The PMG newsletter provides you with the opportunity to communicate with political marketing scholars, practitioners and experts. If you have anything you would like included in a PMG newsletter (being released in the March, June, and September) please send it to Jennifer Lees Marshment at j.lees-marshment@auckland.ac.nz or Edward Elder at eeld001@aucklanduni.ac.nz Items that may be included may be, but not exclusive to, recently released or upcoming books, upcoming events and conferences, career or scholarship opportunities, or any articles about recent elections, trends and academic findings.