

**TOBACCO INSTITUTE
BALLOT ISSUES DECISION MAKING**

I. Prevention, Deterrence, Delay, Distraction, and Avoidance

- A. Opposition costs for qualification**
 - 1. Legal/Legislative
 - 2. Signature Gathering
- B. Alternative Ballot Measures**
 - 1. Opposition Concerns
 - 2. Directly Competing Measures
- C. Legislative Distractions**
 - 1. Acceptable legislative solutions
 - 2. Opposition Concerns
- D. Direct Challenges to Opposition Organizations**
 - 1. FOIAs
 - 2. 501c3 challenges

II. Winnability Decision Making

- A. Survey Research**
 - 1. Smoker/Persuadable/Anti Matrix
 - 2. Conjoint Analysis
 - 3. New Survey Approaches
 - 4. Validation Protocols
- B. Political Factors**
 - 1. Elected Leaders
 - 2. Statesmen
 - 3. Allies
 - a. industry
 - b. general business
 - 4. Third Parties
 - a. tax groups (national and local)
 - b. publications
- C. PR Framework**
 - 1. Spokespersons
 - 2. Press sentiment
 - 3. Editorial positions

- D. Domination opportunities**
 - 1. opposition funding
 - 2. high profile competitors
 - 3. clutter
- E. Efficiencies of Tactical Message Deliveries**
 - 1. Electronic marketplace efficiencies
 - 2. Direct Mail list availability and segmentation
 - 3. Targeting efficiencies
- F. State-specific Mechanical and Timing hurdles**
 - 1. Court challenges
 - 2. Early/Absentee/Mail voting

III. Operational Decision Making

- A. Personnel**
- B. Strategy**
- C. Tactics**
- D. Budgets**
- E. Ongoing Management**
 - 1. Regular Meetings
 - 2. On-site decisions
 - 3. Company sign-offs
- F. Timing and triggers**

IV. Exit Strategies

- A. Ally impact**
- B. Domino impact**
- C. Legislative impact**
- D. PR impact**