

**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**