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| --- |
| **Strategy Director**The overall goal of this role is to provide strategic direction to the leader’s office, reflecting on performance so far, ensuring that the market-orientation is maintained or renewed, and proposing new directions and development. Directors of Strategy seek to develop an ongoing strategy to remain market-oriented and thus in touch and popular with the public, and utilise effective positioning and targeting. They consider short versus long-term strategy; stepping back from day to day politics to offer a more reflective perspective. They offer suggestions to achieve future goals and whilst they may consider tactics they are generally more strategic than tactical.Literature relevant to this role is Political Strategy. |

**Reading**

Below is a starting list of key literature/authors for you to consult and adapt.

You should seek resources beyond this list as well; and adapt any work on campaigning to the government context, and to the specific cases for Report 2 and 3.

**Background to Political Strategy**

If you have not studied political marketing before start with:

Chapter 2 on Political strategy in Lees-Marshment, J et al(2019) *Political marketing: principles and applications* *3rd revised edition* Routledge

This material is not just government but it gives an easy intro into the concept of political strategy and branding.

Please note that just reading the textbook is NOT sufficient for graduate level: you will need to read a wide range of actual literature so read them first and then go and read the core literature.

**Political Strategy**

**Core works to start with**

See tallis list/links for **core** readings: <https://rl.talis.com/3/auckland/lists/D20AFDC0-49FC-8CF5-8802-09358FBB21B0.html>

* Butler Patrick and Neil Collins (1996). Strategic Analysis in Political Markets. *European Journal of Marketing,* vol. 30(10-11): 32-44.
* Thomas Fischer, Gregor Peter Schmitz and Michael Seberich (eds),(2007) *The Strategy of Politics: Results of a Comparative Study*. Butersloh: Verlag, Bertelsmann Stiftung especially Fischer, Thomas Gregor Peter Schmitz, Michael Seberich (2007) ‘The making of political strategy’ pp 173-196 [tallis - digitized]
* Lees-Marshment, Jennifer (2008) Managing a market-orientation in government: Cases in the U.K. and New Zealand. In Dennis W. Johnson (Ed.), *The Routledge Handbook of Political Management*. USA, Taylor and Francis Group.
* Mulgan, G. (2009) *The Art of Public Strategy: Mobilizing Power and Knowledge for the Public Good,* New York, Oxford University Press – Chapter 4 A Framework for Adaptive Strategy (ebook/online read/download)
* Lees-Marshment, J (Ed.) (2018) Political marketing and management in the 2017 New Zealand election Palgrave Macmillan – Chapter 4 Messy Marketing – read the material related to National
* Wildavsky, A. (1987). "President Reagan as Political Strategist." Society 24(4): 56-62. [try connecting themes of adaptive leadership in this with the Nielsen (2012) emergent strategy idea in the LM 2014 textbook]
* Wenzelburger, Georg (2011) Political Strategies and Fiscal Retrenchment: Evidence from Four Countries, West European Politics, 34:6, 1151-1184 (has political strategy ideas for how to get support for unpopular leadership policies which can be applied to all policies not just fiscal retrenchment)
* Mackenzie, C. (2004). "Policy entrepreneurship in Australia: a conceptual review and application." Australian Journal of Political Science 39(2): 367-386 (discusses an Australian case where different strategies were employed to sell and build support for a policy within the government – a kind of internal political management).

**Strategy in government**

* Altschuler, B. E. (2005). "Learning the art of policy management." White House Studies 5(2): 195-214- Especially pages 196-7​
* Thomas Fischer, Gregor Peter Schmitz and Michael Seberich (eds),(2007) *The Strategy of Politics: Results of a Comparative Study*. Butersloh: Verlag, Bertelsmann Stiftung, chapters include:
* Fischer, Thomas Gregor Peter Schmitz, Michael Seberich (2007) ‘The making of political strategy’ pp 173-196 [tallis - digitized]
* Arterton, Christopher F. (2007). ‘Strategy and politics: the example of the United States of America’ p.133-171 = 39 pages [see book placed on same day Short Loan]
* Boaz, Annette and William Solesbury (2007). ‘Strategy and politics: the example of the United Kingdom’ pp.107-132 = 26 pages [see book placed on same day Short Loan]
* Glaab, Manuela (2007). ‘Strategy and politics: the example of Germany’ pp 61-106 [see book placed on same day Short Loan]
* Lindholm, Mikael R. and Anette Prehn (2007). Strategy and Politics: the example of Denmark’ pp 11-60 [see book placed on same day Short Loan]

Mulgan, G. (2009) *The Art of Public Strategy: Mobilizing Power and Knowledge for the Public Good,* New York, Oxford University Press. (ebook/online read/download)

* Chapter 2 What is public strategy?
* Chapter 4 A Framework for Adaptive Strategy
* Chapter 12 Winning (and Losing) Public Trust

Mulgan, G. (2008) ‘What's posterity ever done for me? On strategy in Government'. *Public Policy Research,* vol. 15, no. 4, pp. 168-176

**Market-orientation in government**

* Lees-Marshment, J (2009)  'Marketing after the election: the potential and limitations of maintaining a market-orientation in government' ‘Rethinking Public Relations' special issue for *The Canadian Journal of Communication* *Vol 34*pp 205-227
* Lees-Marshment, Jennifer (2011) *The Political Marketing Game*, Palgrave Macmillan - Chapter 2 Strategic development - some of it is on elections but it includes points for what makes good strategy at the end, and lots of quotes from people who have worked on advising parties in government such as Phillip Gould. (ebook in library)
* Lees-Marshment, J (2014) ‘The Value of Pragmatic Principle in Politics and Government: guidelines for government staff and political advisors from applied academic research’ *Contemporary European Studies: An International Journal for the Study of Contemporary European Politics and Society* [http://www.ces.upol.cz/wp-content/uploads/2015/02/CES\_1\_14\_Less-Marschment1.pdf (Links to an external site.)](http://www.ces.upol.cz/wp-content/uploads/2015/02/CES_1_14_Less-Marschment1.pdf) which has a few bits on strategy you could use and is easy direct access

**Using market research in government**

* Birch, Lisa and Francois Petry (2012) ‘The Use of Public Opinion Research by Government: Insights from American and Canadian Research' Chapter 26 in the *Routledge Handbook of Political Marketing* edited by Jennifer Lees-Marshment, Routledge. [e-book]
* Bennett, Scott Edward (2017). *Applying Public Opinion in Governance*. Cham: Palgrave Macmillan.
* Rothmayr, Christine, and Sibylle Hardmeier (2002). Government and Polling: Use and Impact of Polls in the Policy-Making Process in Switzerland. *International Journal of Public Opinion Research*, vol. 14(2): 123-40.
* Birch, Lisa (2012), ‘Does public opinion research matter? The marketing of health policy' Chapter 9 in *Political Marketing in Canada* edited by Alex Marland, Thierry Giasson and Jennifer Lees-Marshment, UBC
* Langmaid, Roy (2012) ‘Co-creating the Future' Chapter 6 in the *Routledge Handbook of Political Marketing* edited by Jennifer Lees-Marshment, Routledge [e-book]
* König, Mathias and Wolfgang König (2012), 'Government Public Opinion Research and Consultation: Experiences in deliberative marketing' Chapter 5 in the *Routledge Handbook of Political Marketing* edited by Jennifer Lees-Marshment, Routledge.
* Peisley, M. and I. Ward (2001). "Parties, Governments and Pollsters: A New Form of Patronage?" Australian Journal of Political Science **36**(3): 553-565.
	+ looks at how governments use market research – how Howard government hired Australasian Research Strategies (ARS), headed by pollster Mark Textor, to conduct market research for several Commonwealth departments and agencies

**Getting public opinion data**

General tip from former students: use Google analytics and other news trend sites to identify public opinion trends

* use Factiva. It's similar to Google analytics, but tracks news topic trends by type of source, location, date, etc. It shows how the media buzz came and went in relation to other trending topics. The university has an account accessible through the library's databases page
* Look at Vote Compass Data from past elections where available

**Positioning - generally**

* Rosin, Hannah (2012), ‘Rise of the single-women voter’, *Slate*, March 13. See {http://www.slate.com/articles/double\_x/doublex/2012/03/single\_women\_are\_the\_new\_swing\_voters\_but\_which\_way\_do\_they\_lean\_.html}
* Smith, Gareth (2005). ‘Positioning political parties: the 2005 UK General Election’. *Journal of* *Marketing Management*, 21(9/10): 1135–49.

**Market-orientation – generally**

The market-orientation literature which covers a lot of different aspects. Some is just on campaigns and winning power so is not relevant but a lot is about product design in response to research. And whilst most cover parties seeking power it also covers parties in government. Thus they will cover overall MOP, delivery, use of market research and so on.

* Lees-Marshment, Jennifer (2001). The Marriage of Politics and Marketing. *Political Studies*, vol. 49(4): 692-713. -
* Lees-Marshment, Jennifer, Yannick Dufresne, Gregory Eady, Danny Osborne, Cliff van der Linden, and Jack Vowles. (2015). "Vote Compass in the 2014 New Zealand election: hearing the voice of New Zealand voters." *Political Science* no. 69 (2):94-124
* Lees-Marshment, J. and Pettitt, R. T. (2010) ‘UK political marketing: a question of leadership?'. In J. Lees-Marshment, J. Strömbäck & C. Rudd (eds) *Global Political Marketing*, London: Routledge. [113-127] (and this as it is UK Labour blair govt)
* Lees-Marshment, Jennifer (2010). 'New Zealand Political Marketing: marketing communication rather than the product?' in Jennifer Lees-Marshment, Jesper Strömbäck and Chris Rudd (eds) *Global Political Marketing*. London: Routledge, 65–81. (mnight cover a bit of NZ National in govt and Labours ends of govt)
* Rudd, Chris (2005). Marketing the Message or the Messenger? In Darren Lilleker and J. Lees Marshment (Eds.),*Political Marketing in Comparative Perspective.* Manchester: Manchester University Press. (this covers Labour in 1999 so not relevant but check it as it might also cover labour in power so 2001 etc)
* Strömbäck, Jesper, Jennifer Lees-Marshment and Chris Rudd (2012), ‘Political Party Market Orientation in a Global Perspective' Chapter 7 in the *Routledge Handbook of Political Marketing* edited by Jennifer Lees-Marshment,  Routledge.(wide reaching across countries but should have some lessons relevant to govt)
* Elder, Edward. (2016). "Market-Oriented Governing Leaders’ Communication: John Key and Barack Obama."*Journal of Nonprofit & Public Sector Marketing* no. 28 (1):5-21. (comms oriented but still useful and talks about delivery and leadership etc)
* Hughes, Andrew, and Stephen Dann (2010). ‘Australian Political Marketing: substance backed by style’, in Jennifer Lees-Marshment, Jesper Strömbäck and Chris Rudd (eds) *Global Political Marketing*. London: Routledge, 82–95.
* Lees, C. (2005). Political marketing in Germany: the case of the SPD. In D. G. Lilleker & J. Lees-Marshment (Eds.),*Political Marketing in Comparative Perspective*. Manchester: Manchester University Press.

**Further work on political strategy**

See <https://flexiblelearning.auckland.ac.nz/political_marketing/22.html> for further sources on political strategy. Not all of it is relevant to government, so you have to sift through it, and adapt what seems useful to government where it focuses on campaigns.