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Guide for Digital Advocacy Campaigns

Activist's guide

A guide based on Xnet's work and updated by Pantheon Work to improve the communication of your groups and the effectiveness of your campaigns.

This guide is structured in modules. Take what you need and forget what you don't need. We have published it under a "**CreativeCommons** Attribution 4.0 International License" (CC BY 4.0) which means that you are free to copy it, disseminate it in any way, and create derivative material, for any purpose including commercial. All this with the only unavoidable condition of maintaining the same license and citing the origin including the following paragraph:

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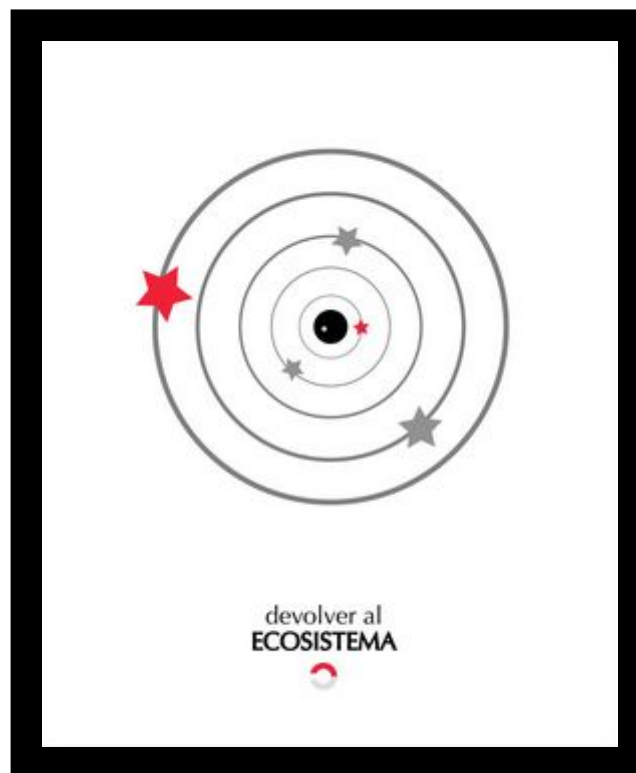## ❖ Disclaimers

❖ "Campaign" as is used in this guide refers to everything that does not qualify into the routine of daily communication.

❖ Throughout this guide we explore **10 practices of successful networks**. We want to emphasize the importance of practices, protocols, netiquettes and behaviors in digital culture as opposed to the fetishism of tools. The tools change continuously and there is no magic tool that improves our internal communication and helps us to communicate externally (and if it existed, its learning curve would be insurmountable 🙂). It is very easy to find the right tool once we know our needs.

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10 practices of successful networks:

#1 Give back to the ecosystem

devolver al
ECOSISTEMA

Everything we explain in this guide is built upon the knowledge of others, who we try to recognize. Releasing the results of a network's work is an obligation, but also a practice of successful networks that helps them generate ecosystems and forces them to continue innovating. **It is common sense that free content is more viral than content that has copyright restrictions.**

"*What if you find out that everything you learned about Open Source is wrong?*
That the narrative that pits the "bad giants" of software against each other is not really correct?
What if you find out that the recognized leaders of the Open Source movement are nothing more than public figures in a process that already existed? What if you find out that Open Source is neither good nor bad, but the simple manifestation of lifelong economic trends?
That companies using Open Source are not taking a higher moral stand, but ruthlessly applying a competitive advantage?
Woods, D. & Guliani, G., 2005. Open source for the enterprise: managing risks, reaping rewards, O'Reilly Media, Inc.

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10 practices of successful networks:

#2 recognizing competences and attributions

reconocer
COMPETENCIAS Y CONTRIBUCIONES

If you think you can improve any of the modules or believe that additional modules should be added (genre, functional diversity, tools, regional versions ...) do not hesitate to do so and contact us via communicationteam@hic-net.org to incorporate it into the general repository

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❖   Why are we making this guide?

❖ **Some of the goals behind this guide:**
1. Serve as a manual for digital advocacy campaigns.
2. To improve the communication of our network, both internally and externally
3. Improve the efficiency of the advocacy campaigns of our respective groups.
4. Generate materials that we can use in future campaigns

❖ **Why communication:** Some reasons why it is important for us to work on communication:
1. To support our group's advocacy work.
2. To use the communication strategy as a form of "low-cost advocacy".
3. To learn how to communicate in order to strengthen and expand the network.
4. A campaign is a great way to expand a network and strengthen it. At the end of a campaign, the network will be even more prepared to launch the next campaign, which will most likely be stronger.
5. Value the work we have done.

> **The ethical paradox of communication:** usually, people who are carrying out interesting and important projects and outputs don't have time to communicate them, ceding public and political space to people who do a worse job or that are not engaged in pressing activities and have all the time in the world to sell themselves. We have an ethical responsibility to reverse this logic and not to give up public space We should always bear in mind that our work is only half of the work - the other half is to communicate it. The good news is that communication is the most fun part :)

And finally: improving our external communication is a very good way to rethink and improve our internal communication. Sometimes we don't even ask ourselves internally or who we are until we have the obligation to communicate it publicly in a clear and synthetic way.

❖ **Tip:** It is strongly recommended to apply this guide while working on a practical case: preparing a concrete campaign. Instead of thinking abstractly, always refer everything to a concrete campaign. It will be of great help in making everything clearer

❖ **Summing-up:**The best way to improve communication is to think about campaigns, and the best way to think about campaigns is to think about a particular campaign rather than speaking abstractly. The direct effect of political communication is to support advocacy work or directly serve as low cost advocacy. The indirect effect is to strengthen our network.

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❖ Why the Internet

There are a number of arguments and excuses against using digital platforms that usually come up when discussing the topic in activist circles. Many of them are answered in the following post. If you think you have a better argument against the use of the Internet for advocacy campaigns, please send it to us in order to improve this guide and continue the debate.

> ➢ El camino al Mundo Real™
>
> ➢ *The Path to the Real World™*

It was proposed to me that I write about the War and the Internet, how online communication is changing offline politics and, specifically, how social media is structuring new forms of social conflict in the wake of the #15M Movement in Spain. In other words, I was asked how these "get-a-job you dirty hippie!" types go about waging their digital war. How, lacking any means, you can conquer, hold and make use of the political hegemony these social movements, the opponents to the Spanish regime and pro-democracy activists, have on the Internet.

Enthusiasts of the Internet as both political tool and battlefield, and I count myself among them, are fond of making grand statements such as: "this will change everything", "it's tyranny's greatest nightmare", or "the Internet is not just a tool, it is an epoch in history", convinced that it's the greatest weapon that we — those at the bottom — have ever had to defend democracy and defeat the enemy. The Internet is what Lawrence of Arabia must have been dreaming about all along. But observing the effects, day after day, isn't enough. There's a parallel struggle wherein we, day after day, have yet to convince our analogue colleagues and sceptics alike that these effects are not only real, but that what happens on the Internet doesn't just stay on the Internet.

In daily practice, or at least in my daily practice, this is the digital divide that worries activists to no end, and this is what the debate is all about. There are two spaces: Internet and the RealWorld™, and many perceive them as discrete, separate compartments. In between these two spaces, they must imagine an unbridgeable chasm "while Internet access for all has not been secured". In my opinion, this argument is the equivalent of what, in an old-style conflict, would have been expressed as: "stop using radio communications, not everyone has a radio receiver".

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I suspect that "Taking our fight to the streets and away from the keyboard" or "Forget about Twitter, come out to the streets" are just slogans. Are you telling me these people don't know that there's Internet on the streets too? How do they think anyone's going to know about what's going on at street level if there's no one to tweet about it?

Then there's those who say that people tend to stay at home because they can watch the protests streamed directly to the comfort of their living rooms. Do you think they've noticed that their argument is suspiciously similar to the one often repeated by the musical industry? That every time you download a song, that's a song you haven't paid for? Me, I think that the Internet is an unbeatable way to get to people who don't have Internet. That's the way it's always been, from the origins of marketing and in two-step flow of communication theory, and that's how it should be in guerrilla marketing. Fashion campaigns aren't geared to influence boys and girls, but to influence boys and girls who influence boys and girls. Political marketing campaigns don't seek to convince voters, but to convince voters who convince voters.

Pizarro didn't know how to read. But Cortés' strategy was read to him, he cloned it and that was his grand tactical advantage. In the same manner, parents keeping their offspring away from the influence of television by disallowing them to watch television don't realise that TV's influence on the child originates with his peers, not the TV set. That's how culture and human social behaviour work, and that's how they've always worked. We live within networks because we've evolved within networks. Regardless of whether you're connected to the Internet or not, the culture you live in is connected to the Internet, as a fish is connected to water.
(...)
It was all over in Barcelona on the #15J, 2011, at 4 pm. We had fallen into the trap. Mass media had criminalised the protest in Parlament and public opinion had shunned our action. By 3pm we had been wiped from the streets and were at the keyboards, desperately deploying for a last ditch computer counterattack. By 9pm, [this video](#) was out. Just minutes after making the front page of Menéame, it spread over Twitter and, within the hour, started getting plastered all over the walls of Facebook. The next morning I overheard two old people talking about the video at the entrance of the supermarket. I don't know how it happened, but I can guess: Not every person in the world is on the Internet, but every person on the Internet is out in the world. Simply put, those pensioners live with people who are connected, and that's more than enough. Not only did we make it through that day but, since then, and going through [#QueSoyCompañeroCoño](#), the concept of the [provocateur](#) has gone beyond protest circles and is now part of global political culture. It's an example of an idea that made it.

In my opinion, the RealWorld™ is just another layer. But, out of all the interfaces, it's the one with most users, more bandwidth, better graphics, and it's the only one in which you can have a beer.

❖ Why Twitter

As we write this guide, Twitter's centrality in terms of political incidence is unquestionable even when everything else is questioned - its diffusion capacity, its influence, its business model, its growth, and so forth.

Suffice to say that the president of the USA came to power because of his ability as a twitter troll; he even uses this platform to threaten his counterpart in North Korea and the whole of humanity with a nuclear war. The elements of twitter and its functioning are paradigmatic of how networks work and its API allows us to visualize them directly (i.e. see yourselves).
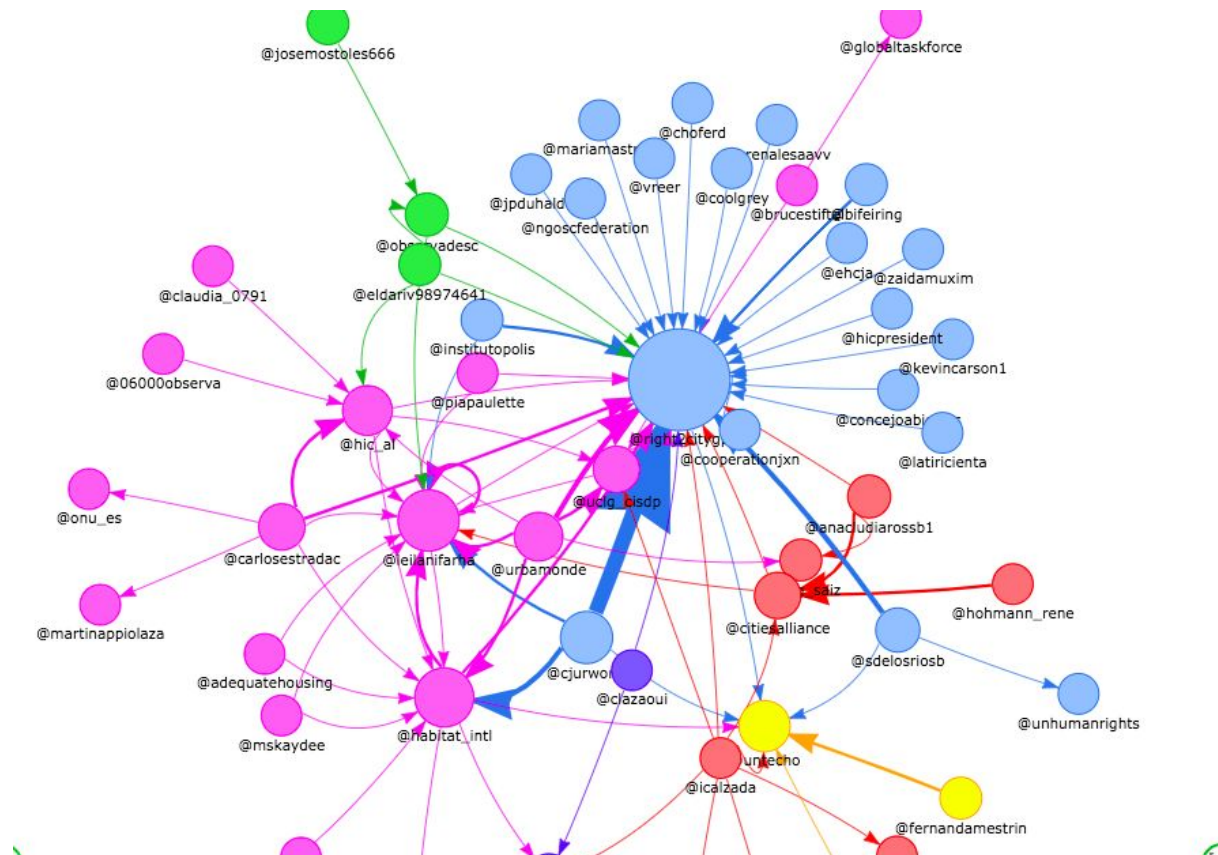
A last albeit less justifiable reason to explain the initial focus of this guide on twitter is the 'twitter-centrism' and eurocentrism of those who write this guide. Do not hesitate to modify this bias or add different modules if you are able to make a version of this guide in your region or focused on another tool.

For all this and for what we explain below in the cycle of virality, the section "Basic structure of a campaign and good communication practices" will be mostly focus on twitter.

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10 practices of successful networks:

#3understand everything as networks and nodes
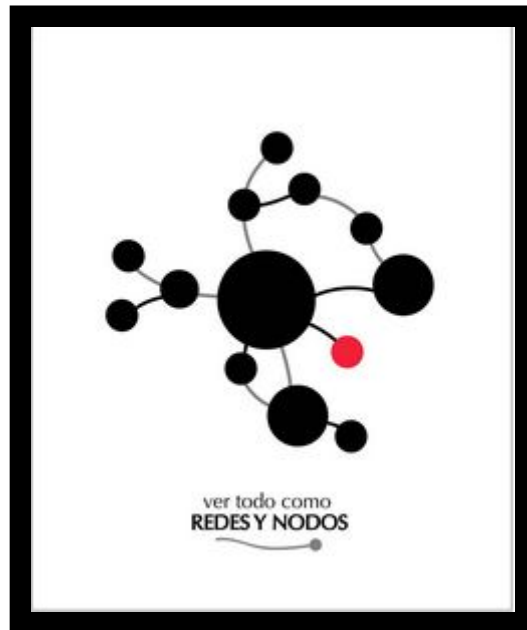
Every year, the Edge Club poses a question to all its members. In 2017 it was:
 WHICH SCIENTIFIC TERM OR CONCEPT SHOULD BE MORE WIDELY KNOWN?
Sheizaf Rafaeli's response from the University of Haifa, Israel was:
 "networks"

His answer, a short text about networks, helps make them more widely known.
You can find the original in English here
https://www.edge.org/response-detail/27036

Enjoy:

> *Networks*
> *Biological, human, and organizational realities are networked. Complex environments are networks.*
> *Computers are networked. Epidemics are networks. Business relations are networked. Thought and*
> *reasoning are in neural networks. Emotions are networked. Families are networks. Politics are networked.*
> *Culture and social relations are, too. Your network is your net worth. Yet the general public does not yet*
> *"speak networks."*

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Network concepts are still new to many, and not widely enough spread. I have in mind structural traits like peer-to-peer and packet switching, process qualities such as assortativity, directionality and reciprocity, indicators such as in- and out-degree, density, centrality, betweenness, multiplexity and reciprocity, and ideas such as bridging vs. bonding, Simmelian cliques, network effects and strength of ties. These amount to a language and analytical approach whose time has come.

Much of scientific thought in the last century, especially in the social and life sciences, has been organized around notions of central tendency and variance. These statistical lenses magnified and clarified much of the world beyond earlier, pre-positivist and less evidence-based approaches. However, these same terms miss and mask the network. It is time to open minds to an understanding of the somewhat more complex truths of networked existence. We need to see more networks in public coverage of science, more in media reporting, more in writing and rhetoric, even more in the teaching of expression and composition. "Network speaking" beckons more post-linear language.

Some of the best minds of the early 21st century are working on developing a language that is not yet known, integrated or spoken outside their own small circle, or network. It is this language of metaphors and analytical lenses, which focuses on networks, that I propose be shared more widely now that we are beginning to see its universal value in describing, predicting, and even prescribing reality.

In an era of fascination with big data it is too easy to be dazzled by the entities ("vertices") and their counts and measures, at the expense of the links ("edges"). Network ideas bring the connections back to the fore. Even if these are hidden from or in plain view they are the essence. Statistics, and especially variance-based measures such as standard deviation and correlation analyses are reductionist. Network lenses allow and even encourage a much needed pulling back to see the broader picture. In all fields, we need more topology and metrics that recognize the mesh of connections beyond the traits of the components.

As with literacy, recent generations witnessed an enormous leap in numeracy. More people know numbers, are comfortable with calculations, and can see the relevance of arithmetic and even higher math to their daily lives. Easy access to calculators, followed by widespread access to computation devices have accelerated the public's familiarity and comfort with numbers as a way of capturing reality, predicting and dealing with it.

We do not yet have the network equivalent of the pocket calculator. Let's make that a next improvement in public awareness of science. While a few decades ago it was clear the public needed to be taught about mean, media and mode, standard deviations and variance, percentages and significance, it is now the turn of network concepts to come to the fore. For us to understand the spread of truth and lies, political stances and viruses, wealth and social compassion, we need to internalize the mechanisms and measures of the networks along which such dynamics take place. The opposite of networking is not working.

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❖ The cycle of virality

❖ **Viral culture**

> ➢ Viral culture implies an approach to the diffusion of culture not as something linear but as a network (analogous to epidemics, for example).

> ➢ It implies focusing, not on the cultural object or product, but on the conversation that is generated around it.

> ➢ Success is defined, not by the success in receiving the product, but by the degree of appropriation and continuation that people give to it.

> ➢ This implies that, once launched, we must assume a high degree of loss of control of the product. Hence the importance of pre-launch work in a campaign.

❖ **There is a cycle of virality through which information makes a journey.This cycle includes:**
> ➢ Internal communication (from the moment we have an idea and share its first beta with those closest to it through, for example, a mailing list)
> ➢ External communication (until we find that it's time to share that idea with others we do not know and to whom we might not understand how they will get access to our content and ideas) without a clear boundary between internal and external communication.

❖ **Dissemination Vs advocacy**

Facebook in Spain has almost 10 times more users than Twitter. If our goal is to reach as many people as possible why not just use facebook?

We can observe that what in the morning is viral on Twitter in the afternoon is viral on Facebook. People talk in the afternoon on Facebook about what in the morning was spoken on twitter

Imagine a tree: the lower we are, the less diffusion we reach but the more capacity to set the agenda.

This is the idea that this fragment of "The Road to Real World™" tries to explain:

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Ideas change the world. I know because I monitor it every day in real time. Some of them you see born in weird but authentic spaces, a Saturday at 5am. The next day, some talk about that idea in the skyscrapers of Reddit while working in offices. Someone who sees that idea there takes it to the cover of [Menéame](#). Once past the bottleneck of Menéame's filter village, it automatically spreads across the vast meadows of Twitter. That same night she'll be on the walls of the FaceBook housing estates, where she'll be seen by many more people than at any of the previous stops. But the goal is not to stay there. If you just get here you're not getting a real virality but just inbreeding, very open, but inbreeding after all. We still have to get to the Real World™ because that's where everybody is.

When you see that idea in the WhatsApp groups you know that you are almost there. Just one last station: the old and eternal mail chains are the gateway to the Internet. Everyone who is on the Internet has an email. Congratulations! You have already reached the Real World™ going the other way from the Internet. The idea you were fighting for has triumphed over your enemies. People talk about it in bars and on the street.

There are shortcuts. For example, using Twitter, we can make an issue on our agenda (health, education, housing, rights, democracy...) jump from the Internet to the paper press in one step. Obviously we don't just use Twitter to spread the word among people who use Twitter. The goal is never to do Trending Topic but to set the agenda. We use that shortcut every day. There is another shortcut between Menéame and the TV newsrooms.

Depending on the idea and the strategy, going down this road may take a few hours or several years, but I've only observed a continuum along the way. If there is a gap between the Internet and the Real World™ is not more insurmountable than there is, for example, between Twitter and Facebook or between the Anglo-Saxon and Latin blogosphere.

❖ **Proposal for a practical exercise :**

Let's list all the tools we use to communicate internally and externally and put them in a basic order to know how information flows in our campaigns from the moment an idea arises until we get your feedback back in the Real World.

We propose a very basic scheme that can be further expanded:

➢ Mailing lists
➢ Collaborative documents
➢ Instant Messaging
➢ Web/Blog
➢ Aggregators (Reddit, Menéame)
➢ Twitter
➢ Facebook
➢ Whatsapp chain

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❖ Facebook

- ❖ We probably all know Facebook and would be able to complete this guide with tips and tricks to improve the virality of our posts and the effectiveness of our advocacy campaigns.

- ❖ The most basic: What will not change within three months. Facebook continually changes algorithms, in order to lead you to pay for viralizing information because it is a business. What we explain here is the logic behind Facebook's operation that will never change: **what generates more virality is the real human conversation between real human beings -** of which we activists have more than enough, and companies pay to simulate!

  If Facebook algorithms detect real human conversations between real human beings in your publication it will be promoted and will reach more people. It's as simple as that.

- ❖ **There are three ways to accomplish this in a post:**
1. If you have a few seconds, like the publication... but a bot could also do that.
2. If you can, share it too... but a bot could also do that. So much better is if you share it on your wall with a comment where you talk to your people in your own words.
3. Commenting... that's a lot harder for a bot. Even better, respond to a comment already made by generating a conversation in the comments.

- ❖ **Try it:**

Gather some friends and go to a post. Beyond liking the post and other people's comments, make your own comments and respond to others'. Use one of those comments as a note to share on your wall. It will be enough if a few of you to do it at the same time for the virality of the post to skyrocket. If the post is really good this trick will have helped other people see it and join in the conversation and hack into Zuckerberg's business.

The emojis, likes, reactions, the ready-made phrases, all of these are only part of Facebook's business strategy to contain its interaction crisis. Facebook needs our interactions to survive much more than we need it to disseminate our content

- ❖ **To pay or not to pay**

Facebook's business model is perversely good. It consists of locking us up in endogamy bubbles (as if it weren't enough for us activists to lock ourselves in on our own) and charging you for getting out of them. If you pay, their business will work like a drug dealer: you will have a virality high and your publication will break that endogamy bubble, but when you stop

paying you won't go   back to the previous place but to a much lower one, so you will have to pay more.

To pay or not to pay is a decision of your group, but in both cases you must apply what we explained in the previous section to survive in Facebook. If you don't pay for your content they will never get out of the bubble that facebook encloses you in if you don't generate real human interaction in your publications. If you pay and don't generate it, you'll be hooked on what Zuckerberg sells

.

❖ **How to make a post: :**
  ➢ A Facebook post should not exceed 400 characters under any circumstances and should always be as visual as possible.
  ➢ Use the syntax of Facebook: replace as much as possible with topics and mentions to provoke it.
  ➢ Always end with a call to action, even if it is the simplest in the world "if you agree share it!". That call to action must answer the question of the reader: ok I agree, what can I do about it? It's about touching your audience... and encouraging them to take action.

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Basic structure of a campaign and good communication practices.

❖

4 elements of an advocacy campaign

- ➢ Narrative
- ➢ Calendarization
- ➢ Strategy
- ➢ Team

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❖ NARRATIVE

➢ **Memetics**

Each of our messages has to be contextually autonomous. We cannot require the recipient to have specific knowledge or to know any of our prior communications in order to understand it.

Each message must be a basic unit that has to work alone for a receiver to whom our communication reaches for the first and last time.

This memetic logic of minimum units of information is the old logic of ideas-force, bullets, headlines or banners. A good tweet is nothing more than that and is nothing new in communication.

➢ **Attention economics**

The different receivers of our message form an asymmetric network. They have different degrees of involvement, interest and availability.

We must write thinking at the same time about:

- Those who have a few seconds (tweet message)
- Those who have a minute (facebook-style summary post)
- Those who have a few minutes (blog post with a few bold words in each paragraph)
- Those who want to learn more about the topic (links to other contents)

➢ **Tip: Doing so will save you the trouble of writing the main tweet (title), several tweets(bold) and the facebook post.**

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❖   How to write for the web (SEO)

We will not talk about Search Engine Optimization (SEO) as a knowledge for insiders or anything that can be taken care of someone a posteriori; rather, this section is a basic guide for how to write for the web.

This module aims to be very basic with SEO techniques for everyone. It's about, to some extent, a **war for appearing higher up in Google searches**: Google invents ways to prioritize original and quality content in searches, SEO experts invent tricks so that copied and poor quality content appears first, and Google then corrects its algorithms to punish them.

The world of SEO is a complex world full of techniques and traps that will work for some time and that do not interest us because we already have what Google wants to show: original content and quality. In fact, we have more than enough.

Rather it is about, as we explained in the objectives of this guide, valuing the work we do - or in this case, nothiding it.

If we follow these rules when writing for the web, our content will appear higher up on Google while leaving open the possibility that somebody with expertise in SEO can improve that positioning. If we don't follow these rules and all the secrets and tricks of the SEO world, our contents might not appear to whoever is looking for them.

There are two types of SEO:

❖ SEO On Page (before publication)

Some rules:

➢ Think of the **keywords** in your post. You can do it the other way around if it's easier for you: think of the words that will be put on Google by someone looking for your post.

➢ Write the **title** of the post using those keywords. The more descriptive the better. Creative and cool titles don't work on the web 😖. Descriptive titles do. Descriptive and cool titles are great.

➢ Use those keywords to create the **URL** (instead of an automatic URL)

➢ Use the entry you created earlier to create a **meta description** of the post (a small summary of the post, which appears previewed when searching on Google)

➢ Use **photos**. The rule of thumb is that at no time can anyone scroll the entire screen and find it full of text. Before that happens, a photo must appear. Put a title to those photos and be able to be a description. Even if that doesn't appear in the post, you'll help Google find you.

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❖ **SEO off page (after publication)**

Google loves human-selected content. We're the ones who have taught Google how to search with every click we make. A cover in a social aggregator like Reddit or Menéame, done without bots, catapults your post to Google's top results. Someone linking you, quoting you, making a tweet, a Facebook post about your post, is worth more than any SEO trick. If you want to get it:

➢ Assume that your post was not viralized just by publishing it no matter how interesting it is and no matter how well you have done the SEO on page. Go out and move it. Spread it. Campaign. Share it with whoever you think might be interested.
➢ Be reciprocal. Networks like reciprocity. Share things about others if you want them to share yours.

❖   The interface and the user:**Who we want to be and who we want to talk to**

We have to decide how we manifest in the outside world.

We can manifest ourselves as:

- A mark

- An ephemeral identity

- An anonymous identity

- A lobby

- A means of dissemination

- etc.

We may have several of these identities at once but we must be aware of the different behaviors they involve. Mixing them unconsciously can be fatal tactically and even "legally".

What is our target.

- The equals

- The kindred

- The sympathizers

- Those who listen but are diverse to us

- Those who do not listen (similar)

- Those who do not listen (diverse)

- Friends of the enemy

- The enemy

- Institutions, media...

- etc.

Find a minimum common denominator between you and your target for each meme

- Create them in the correct order

- Before releasing it (and only if I have it completely finished because I don't want to bother busy people) I contrast it between related to collect improvements, pollution, desire, diffusion ...

- Released in the direction of the target knowing that I will have an impact of 10% - 2% compared to the reach I know.

- If I get the meme to occupy someone else's space it will be co-opted [1] and I will have achieved the goal.

- I disappear

Things are won without being noticed.

❖   The recipe for virality

The success of a campaign is directly proportional to the effort intelligently invested. Trusting that something done quickly will magically turn viral just by hitting the publish button is like trusting us to win the lottery. It's better not to, although dreaming is free.

There is no recipe for virality, but if there were it would have s**ome of these ingredients:**

- ➢ An *Amateur* touch: it gives authenticity, it shows that we are real people communicating something we believe in and not the communication department of a big company doing marketing. In fact, the communication departments of large companies try to imitate this amateur touch in their communication products.

- ➢ An *Informal* Touch: there has been a trend towards informality in the world since the 1950s that is accentuated in the digital world. It shows a closeness that parties and companies try to imitate with unequal success. When it works, it is not at odds with seriousness and rigor.

- ➢ A touch of *Humor*: it is an unforgeable signal of the intelligence of the transmitter and that it treats the receiver as someone intelligent.

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❖ Timing

Timing is vital in a campaign. Anyone can see how the same message loses its virality when time passes.

➢ **Modulate your communication**

If we are always at maximum intensity or repeat the same message people filter our communication as noise. Besides not listening to us, this means a lot of wasted work. What is the minimum volume and the maximum? Here is how we can modulate that volume:

★ **In daily communication:**

Each group has to know the amount of resources (time, energy, effort) at their disposal and know the minimum volume that their community can receive - without the audience thinking that you have disappeared. What is the base level of communication that is needed to sustain engagement. The ideal for our well-being is when the community understands that silence is a message: "What are they up to?""

★ **In campaigns:**

They are the peaks of maximum volume and activity. Just before each campaign, silence is important. In no case make a drip of previous information (only the essential thing to create expectation). Warn your internal community through private networks that there is going to be a campaign. Involve it in the campaign, but also in the strategic silence before the launch. Incorporate each type of member of your network at the right time (close collaborators, people to be warned out of deference and the last day to everyone possible).

➢ **It's all communication.** Silence is a message. Excessive communication is not communication, it is noise, it is spam.

Why earthquakes are always trending topic on Twitter

An earthquake does not come little by little and warning. It comes suddenly and by surprise. Without us noticing it has been accumulating tension for a long time and is released in a very short time.

This is the sequence we have to imitate if we want to be a trending topic. A fine rain that has intensified a little has never been a trending topic.

Let's take everything we have in our network for a campaign. All the people willing to collaborate all the content, all the materials and the same day at the same time - let's launch everything as high as possible. This will increase our chances that other people will see these fire signals and join the conversation.

The moment of maximum intensity of a campaign is therefore the launch.

❖ **Strategy**

➢ **Network communication, positive sum games and economy of abundance.**

> *"The removal of the physical constraints on effective information production has made human creativity and the economics of information itself the core structuring facts in the new networked information economy"*
>
> *"Why can fifty thousand volunteers successfully coauthor Wikipedia, the most serious online alternative to the Encyclopedia Britannica, and then turn around and give it away for free?"*
> *"Desde la máquina de vapor hasta la línea de ensamblaje, desde la prensa de doble rotativa hasta el satélite de comunicaciones, las restricciones de capital en la acción fueron tales que simplemente querer hacer algo rara vez era una condición suficiente para que uno pueda hacerlo".*
>
> *". As collaboration among far-flung individuals becomes more common, the idea of doing things that require cooperation with others becomes much more attainable, and the range of projects individuals can choose as their own therefore qualitatively increases".*
>
> - Yochai Benkler, The Wealth of Networks: How Social Production Transforms Markets and Freedom (http://www.benkler.org/Benkler_Wealth_Of_Networks.pdf))

We must stop looking at network communication from the perspective of scarcity: the attention that the struggle next to mine gets is attention that loses mine. This is not a zero-sum game. The more attention a network gets, the more attention its members get, and vice versa.

➢ **Objective**
The key to a campaign is not to have a common objective, but to have a very specific objective.
An objective will always be common to more or less members of a network (always enough to do something and never all members with maximum intensity). But only a specific objective generates working hypotheses and allows to take the next step: a concrete objective is "scalable".

➢ **Win-win Strategy**
What advocacy means: it means setting the agenda and not necessarily achieving the goal itself. If we do not achieve our goal, but raise the costs to decision-makers and make our issue the central issue, we have fulfilled our obligation and our campaign has been a success even if we do not achieve an objective that never depends on ourselves.

➢ **The strength of the weak**

Always think strategically. The exact tweet at the exact moment and inserted in the correct flow (the hit of the moment, the correct mention) makes the difference and can be viral regardless of the size of your community and your diffusion capacity.

The participation of small accounts makes the difference and shows that a great campaign is having real success.

➢ **There are 3 types of campaigns.**

Let's choose strategically depending on our specific objective

1. Create your own campaigns
2. Flooding other people's campaigns
3. Dilute in global campaigns

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❖ Team

➢ **The numbers are not important.** They have never been in the guerrilla ... of communication. But it is not to deceive ourselves, to know how many we are and what forces we have and never to reveal them. Manifestations of force by number: online petitions, demonstrations, should be the exception and not the rule. They reveal our number. If we are few, it will be a failure. If we are many we will create an inflation of the protest that will play against us since we will have to overcome that mark in the next call so that it is not a failure.

➢ **The 1/9/90 rule is indisputable on the internet**
https://en.wikipedia.org/wiki/1%25_rule_(Internet_culture)
Traditional organizations such as companies aspire to maximum production with minimum people. In networked organizations there will always be a fluid network with asymmetric and changing implications.

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10 practices of successful networks:

#4 work out loud

trabajar
EN VOZ ALTA

The easiest way to work out loud is to create an instant messaging group. A strict netiquette must be followed to prevent the group from filling with noise and becoming unusable.

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Example of instant messaging group label to work out oud:

- Objective: To work out loud. Share what we are working on and might be of interest to the team. Reduce the time we spend on informational and coordination meetings.

- What to share? What is happening, is going to happen or has happened of interest for the group. What I'm doing, what I need now, non-routine work that can affect other people: meetings, trips, new projects, projects that are closed - If in doubt: Let's share!
- What NOT to share?
  - Interesting news (if this group works we will value to open another group for this).
  - Long conversations and deep discussions. Let's leave them for the Real World and deal here with more technical questions.
  - Curiosities and jokes. We must all read everything so it is better to keep it to a minimum

- How to share? In tweet format (as synthetic as possible) and minimum with the minimum number of characters / clear and simple message / If someone wants more information, it can be requested in other ways.

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10 practices of successful networks:

#5 comply with a strict "nettiquette"

There is a common place in many organizations that leads them to look for that magic tool that allows information to flow internally in an optimal way and disseminate the results of the work of the organization to the outside. This tool does not exist (and if it exists, its learning curve would be infinite).

The real solution is much less magical. Faced with the fetishism of the tools we claim the organizational culture that takes shape in protocols, netiquettes, FAQs, and so forth. A strict netiquette is one of the 10 digital practices that we have observed in organizations that successfully adapt to changes in the environment.

So what if instead of continuing to look for that magical tool to communicate with our colleagues, we simply start with something as simple as putting titles on our emails?

Below is an example of a netiquette: it is a basic netiquette of rules that can be used in mailing lists. It is made taking the netiquette developed by Xnet, made from the old Usenet Netiquette and Hacktivistas manuals. Feel free to modify it and reuse it. The electronic mail is historically the first tool of Internet (it arrived decades before the web for example) reason why this label contains norms of common sense and of proven effectiveness whose spirit can be applied to digital behavior in general.

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1. No untitled mail:
Write each title imagining yourself within three months looking for that mail in your browser.

2. Think of a Label (a word highlighted in the title in capital letters) for the title so that colleagues who don't have to read that email can jump visually just by looking at the label. Suggested tags (Source: The Tongue and Quill):

- ACTION: It is obligatory that the addressee makes some action.
- INFO: For mail for informational purposes only, no action or response is required.
- DECISION: Requires a decision by the recipient.
- REQUEST: Seeks permission or approval from the recipient.
- COORDINATION: For when any type of coordination with the addressee is required.

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3. Before writing an email, take 10 seconds. Think, develop and then act. Be brief. Put something concrete as concisely as possible. Never an e-mail of more than 3 short paragraphs.

4. Be clear. Use bold. Separate paragraphs. Be clear when asking. In general, the most valuable resource in your network is the time of others.

5. Use the mail to coordinate technical work and leave the background discussions to other media.

6. Don't open a new thread on the same topic if one is already open. ERGO, before opening a thread look if there is already another one open on the topic.

7. Don't change the subject in the same thread. Open a new one.

8. Correctly identify the person you are responding to.

9. Respond by clarifying what you are responding to. If you answer "agree" to a mail with several points, it is assumed that you agree on all points. If you wish to express agreement with only a few points and comment on others, you can reply to the mail point by point between lines, or by copying and putting in quotation marks the key phrases of the other mail and adding the comments in a clear and differentiated way, or by listing the points and putting a key word so that it is easy to respond by referencing the number or the key word. If the answers cause the thread to lengthen, think about whether it can be resolved with another tool: a face-to-face meeting, a phone call, or a shared document.

10. If the thread has a lot of emails, be sure to read them before answering so you don't repeat the same thing.

11. DON'T SHOUT (don't abuse CAPITALS). Don't compete for attention.

What do you miss? What would you add? What individual behaviour when writing emails do you think would benefit the whole organisation?