

2016 “CHANGE WALMART” STRATEGY MEMO

TO: OUR PARTNERS, ALLIES & SUPPORTERS

FROM: MAKING CHANGE AT WALMART

DATE: SEPTEMBER 17, 2015

RE: 2016 WALMART WORKERS CAMPAIGN STRATEGY

UFCW Walmart Campaign – Past & Present

For the last two decades, the United Food & Commercial Workers (UFCW), the Making Change at Walmart (MCAW) campaign, OUR Walmart supporters, and most importantly, Walmart workers, have consistently helped lead a national grassroots effort to change Walmart for the better.

Since 2005 and through 2015, we’re proud that our broad-based Walmart campaign for and by Walmart workers has helped create an unprecedented groundswell of constant public pressure that has helped achieve significant changes or exposed Walmart significant failures. Among the accomplishments are the following:

- **Health Care:** Compelled Walmart to provide healthcare to Walmart’s part-time workers;
- **Environmental Practices:** Forced Walmart to change its environmental practices;
- **Anti-Family Policies:** Exposed repeated anti-family policies across its Walmart stores, from abusive scheduling to alleged discrimination of Walmart workers;
- **Exploiting Taxpayers:** Exposed the burden taxpayers face because Walmart’s low wage model forces workers and their families to depend on food stamps and other social programs;
- **Crime & Guns:** Exposed unsafe stores and crime rates; pressured Walmart to stop selling guns;
- **Wages:** Compelled wage increases for Walmart workers;
- **Trade Policies:** Exposed its anti-American trade policies, and abuse of anti-worker policies.

The reality is that these incredible accomplishments have been the result of thousands of current and former Walmart workers joining together with our 1.3 million UFCW members, as well over half a million online supporters and activists working together during this unprecedented decade of change.

Yet, for all these incredible gains our movement has made, the reality is that Walmart has not truly changed for the better. The reality is that Walmart will highlight that they have made changes, like its wage increases or improvements on part-time healthcare, only to turn around and cut hours or cut health care benefits after pushing for glowing media coverage. This constant two-faced pattern by Walmart, one for the public and one for its workers, has been and continues to be an enduring problem.

Hence, **we are left with an important question - how must our campaign change to force Walmart to change in a meaningful and lasting way?**

To effectively change Walmart and America for the better, as well as **to ensure that the changes Walmart makes are real, it is critical that we pursue a more aggressive Walmart strategy that empowers Walmart workers like never before.**

The Strategy Ahead – “A Bolder Walmart Workers Campaign”

The OUR Walmart campaign in 2016 will pursue a strategy that is bolder and more coordinated. It will be a national 50-state campaign that is advised, shaped, and led by current and former Walmart workers who will be democratically elected by their fellow Walmart workers. To build on our past momentum, and to reach out to even more Walmart workers, our 2016 OUR Walmart campaign will execute a new strategy that will focus on the following key elements:

- (1) **Walmart Workers Council & Leadership 500 Project**: Establish a new 2016 Walmart Workers campaign advisory council, and a Leadership 500 project of Walmart workers across 50 states;
- (2) **“Going Local” Grassroots Actions**: Execute a series grassroots events and actions to grow our current 50,000 online base of Walmart workers’ support across all 50 states;
- (3) **Public Media Drum Beat**: Execute a series of targeted on-the-ground actions at targeted Walmart stores in cities and towns across the nation;
- (4) **52-Week Social Media Workers to Workers Project**: Launch a multi-platform social media campaign to reach out to Walmart workers utilizing our leadership team as points of contact with new Walmart workers;
- (5) **“Be David” Media Strategy** – Utilize a strategic and creative media campaign to carry the workers’ message to Walmart workers who have not joined the campaign, as well as to an even wider public audience.

The shift in our 2016 strategy is to ensure that Walmart workers will remain the focus of this campaign, and that the OUR Walmart campaign does not become about a single day of actions; but rather a constant series of actions to highlight, empower, recruit, and mobilize all Walmart workers.

Since those who are irresponsible, like Walmart, will attempt to minimize this new direction, let us be more specific about each of the elements of 2016 Strategy.

(1) Walmart Workers Advisory Council & Our Leadership 500 Project

The bedrock and focus of our entire 2016 strategy is about empowering OUR Walmart workers to help lead, advise and execute their campaign. To be effective, OUR Walmart workers must not only offer advice and council, but also help lead outreach efforts across the board. To date, we are proud of the gains OUR Walmart workers have made, but are excited about the growth of the worker-led OUR Walmart leadership team working with the UFCW on forthcoming worker outreach efforts.

To date, UFCW's OUR Walmart campaign has built a significant Walmart worker base and leadership team, and evidence suggests the opportunities ahead are real and exciting. For instance:

- We have over **100 current and former workers who comprise a core leadership team**;
- We have **teams of UFCW organizers in over one dozen Walmart districts and/or regions** across the United States;
- Utilizing a new social media project, **we have seen the largest one-month spike of Walmart workers contacts in over 10 years.**

The most recent Walmart worker outreach efforts have already led to an unprecedented increase in Walmart worker contacts. For example, since July 2015, OUR Walmart workers, utilizing social media, UFCW organizers, and on-the-ground grassroots actions, have seen a substantial uptick in our worker outreach:

- Over 9,250 Walmart workers initial contacts
- Over 350,000 contacts with families and friends of Walmart workers
- These efforts build upon a Facebook base of support that already includes over 50,000 supporters, and an email database that is substantial and significant.
- An email database in the tens of thousands of current and former Walmart workers and allies.

Looking ahead, by applying a series of strategic actions at Walmart stores, expanding our recruitment efforts through on-the-ground worker-to-worker contact, over social and paid media, and by mobilizing local organizers, **our goal in 2016 is to assemble a larger OUR Walmart leadership team of over 500 workers across the United States**, as well as to facilitate the election of a new OUR Walmart workers advisory council.

The key actions we will pursue are as follows:

Key Action I: By October 1, OUR Walmart workers will be voting on and electing a new Walmart workers advisory council board. This democratically elected OUR Walmart team will not only help develop and refine the campaign's strategy and actions, but will also serve as public spokespeople and outreach leaders to Walmart workers across the country who have yet to join our efforts.

Key Action II: The Leadership 500 will be the tip of the spear of our 2016 campaign by helping lead outreach efforts to the thousands of Walmart workers who have reached out to us through the phone, email, or social media since the beginning of our campaign. Within the next twelve months, we will utilize our **Leadership 500 Walmart Workers team** to carry out our message of change to Walmart workers in every targeted Walmart store across key states and cities.

Overall, with the support and leadership of the OUR Walmart worker team, as well as grassroots support of over 50,000 current or former Walmart workers and allies, we will make clear that the hard-working men and women of Walmart do not and will not stand alone.

(2) Going Local: Mobilizing Community & Legislative Allies

Structurally, Walmart is a company that is divided into regions and districts, and measures its local sales on a minute-by-minute basis across all 4,588 of its “local” stores. Essentially, it is a company that prides itself on being part of the community. In reality, Walmart’s failure to pay a real living wage, provide better scheduling, better benefits and workplace protection to its workers – let alone the negative impact its policies have on local social safety nets – exposes the true nature of this multi-billion dollar company.

Going forward, together we will be building on the vast UFCW network of local legislators and community allies that currently stands in the thousands, with a greater emphasis on more local community allies and legislator networks.

Our 2016 goal is to target not just our traditional allies, but to reach out to local veterans, taxpayers’ groups, and advocates for women and children, who will help echo our message that Walmart must change. OUR Walmart workers in these communities will be critical to leading these outreach efforts. By going “more local,” we will be utilizing not only our 1,000 UFCW union locals, but we will also complement these local efforts with our federal and grassroots supporters.

As part of these efforts, we will be executing a series of actions, including the following key action:

Key Action: As part of this effort, we will, beginning this month, launch a “**Tell Walmart to Do What is Right**” local outreach effort that will target over 7,382 state legislators, and over 20,000 local officials and legislators. This outreach effort will highlight local OUR Walmart workers, and/or our community allies and partners. This initial action will represent the first phase of a rolling-thunder strategy that will reinforce future campaign actions throughout 2015 and 2016.

(3) The Constant Public Drum Beat: A 5-Week Holiday Campaign Kick-Off

Walmart currently spends nearly \$2 billion on marketing and advertising annually. They are determined to utilize their vast resources to present a false image to the American public and to gloss over the negative impact the company has on its workers and their families on a daily basis.

To overcome Walmart’s vast resources, UFCW’s OUR Walmart campaign will, starting in fall 2015, begin a series of coordinated mini-campaigns that will highlight the real stories of Walmart workers. We will highlight the voices of current and former Walmart workers, and the struggles they face. This new strategic approach will begin on or around

the week of Black Friday, but will continue throughout the holidays – leading into our efforts for 2016.

The fact is that Walmart expects and wants nothing more than for the UFCW's OUR Walmart campaign to be about one day or one set of actions. However, to force Walmart to change and help Walmart workers, our campaign of change must be about every day and a series of actions. **The simple fact is that the plight of Walmart workers is not limited to Black Friday alone. Walmart workers suffer every day.**

For over 10 years, Walmart actions have been planned on Black Friday. To be more effective in this new era of social engagement and communications, and to reach more Walmart workers, we must make sure that the American people, Walmart customers, Walmart, and most importantly, Walmart workers know that our campaign stands with them every single day. To be effective, that is what this campaign must communicate across any and all future campaign actions.

Key Action: Our 5-Week Holiday Campaign: Beginning on or around the week of Black Friday, we will be pursuing the first 5-week mini-campaign strategy that will last throughout the rest of 2015. Our 2015 mini-campaign strategy will highlight the concerns of Walmart workers across multiple targeted states via a series of coordinated actions and events across various media markets.

The goal is a simple one – to reach tens or hundreds of thousands of Walmart workers, as well as millions of Walmart customers. Throughout this 5-week holiday campaign, we will be engaging in a series of on-the-ground and media actions that will include OUR Walmart workers, our leadership team, our tens of thousands of online and Facebook supporters, our local and national grassroots and community allies, and our 1.3 million UFCW members.

Please note: *We be releasing additional details of the 5-Week Holiday Campaign during the weeks prior to Black Friday.*

(4) Grassroots Social Media – The “Walmart Workers to Walmart Workers” Outreach Project

Walmart employs over 1.4 million hard-working men and women at over 4,500 stores nationwide. Even in the face of poor wages and mistreatment, the simple fact is that it is difficult to expect most of these incredibly hard-working men and women to take aggressive actions that could result in them losing their jobs.

The truth is that many are afraid. Many others may have concerns, questions, and need to know that we are a real partner who is focused on their concerns and bettering their lives – not on any other agenda. UFCW's role is to empower the workers that make up UFCW's OUR Walmart campaign by letting them know that we stand with them, side by side, on their path towards a better life. Successfully reaching out to these workers requires

our campaign to utilize a variety of critical tools. Among the most important to our 2016 strategy will be: (1) social media, and (2) Walmart workers.

As part of our new workers outreach strategy, the UFCW will help facilitate OUR Walmart workers in establishing initial contacts with current and former Walmart workers. The OUR Walmart workers leadership team, as well as other OUR Walmart workers that are active in the campaign, will be the first point of contact to the new workers seeking to join in the fight to better their life at work. The intent here is an obvious one – ***Walmart workers who want to know about the campaign must hear and learn about our mission from other Walmart workers.***

Key Action: The 2016 “Walmart Workers to Walmart Workers” social media campaign will be launching a new test pilot project beginning the week of September 17 and will run for at least seven days across Facebook, Twitter, and other social media or online platforms. This initial pilot project will help model future social media worker outreach efforts throughout 2015 and 2016.

(5) The David vs. Goliath Media Strategy – We Will “Be David”

To overcome the power of Walmart’s “Goliath” multi-billion dollar advertising and PR budget, the OUR Walmart campaign will become the proverbial David. We will be reinforcing OUR Walmart workers outreach efforts, on-the-ground actions, and the “Walmart Workers to Walmart Workers” social media campaign, with an extremely innovative and targeted paid online, broadcast, and local TV ad campaign that is created with, about, and for Walmart workers.

The goals of our “Be David” media strategy are simple:

- (1) Communicate to Walmart workers directly, online or on TV;
- (2) Empower Walmart workers to join the OUR Walmart campaign;
- (3) Build public and community support;
- (4) Change Walmart for the better; and
- (5) Highlight the real voices and struggles of Walmart workers, and the impact that Walmart has on their families and all of our communities.

To execute these goals, we will be utilizing a series of new ad concepts that will highlight Walmart’s failures in ways not seen in any recent Walmart campaigns.

As part of our new strategic approach, these ad campaigns will be run in support of ground actions, as well as other innovative efforts to reach out to Walmart workers, their families, their friends, and the community as a whole.

Key Action: Our most recent “A Better Life” media campaign included a multi-state Labor Day media across targeted local TV markets, national print (i.e. USA Today), and social media (i.e. Facebook). These media efforts to reach out to Walmart workers were supported and reinforced by over 50 ground actions during this same period of time.

A Look Ahead – Great Challenges & Great Opportunities

Looking ahead, with a bolder and more Walmart workers-focused strategy, the opportunity to change Walmart for the better will only grow. Critical to OUR Walmart workers' success is our joint ability to communicate in more creative and innovative ways to the people whose lives we are fighting to change for the better – Walmart workers and their families.

Our 2016 “Change Walmart” campaign strategy will not only help grow OUR Walmart workers movement, but it will also empower OUR Walmart workers to fight for real change. It will help empower our grassroots supporters, our local community allies, as well mobilize our UFCW members across this nation. Most importantly, we believe it will prove to every Walmart worker that we stand together ready to fight for them.