

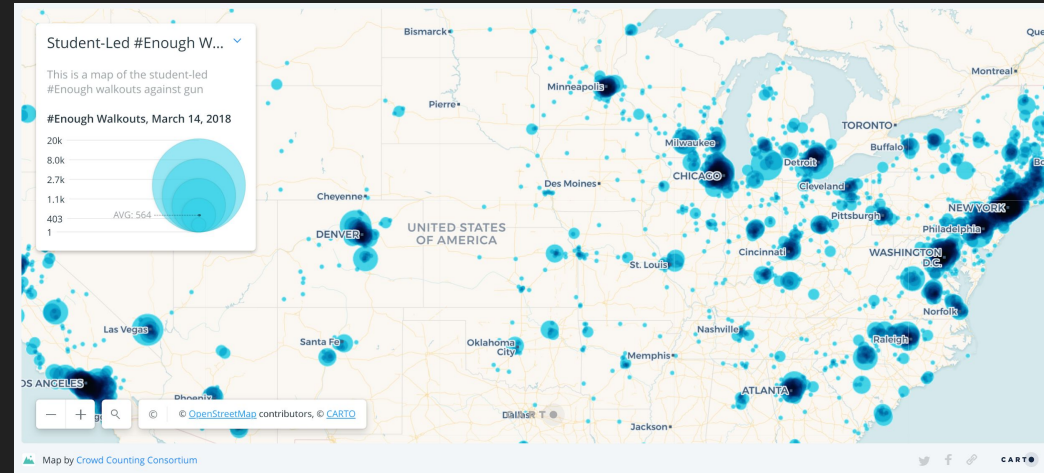
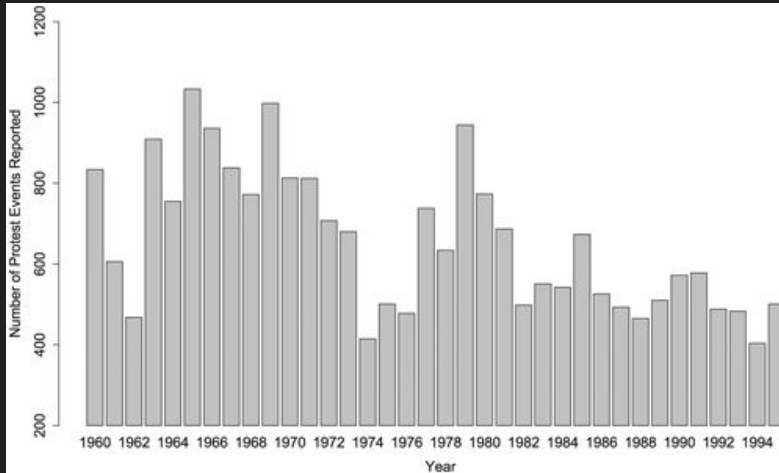


Laura K. Nelson | Northeastern University  
@LauraK\_Nelson | [L.Nelson@northeastern.edu](mailto:L.Nelson@northeastern.edu)

**What is strategy?**

Wang, D. J., & Soule, S. A. (2016). Tactical Innovation in Social Movements: The Effects of Peripheral and Multi-Issue Protest. *American Sociological Review*, 81(3), 517–548.  
<https://doi.org/10.1177/0003122416644414>

Crowd Counting Consortium.  
<https://sites.google.com/view/crowdcountingconsortium/>





# Discourse

**connects a series of actions, claims, and  
symbols into a coherent  
mission.**

**(Benford and Hunt 1992; Brulle 2000; Ferree et al. 2002;  
Laclau and Mouffe 2001; Snow et al. 1986; Benford and Snow 2000)**





Today  
Tomorrow

SCHOOL STRIKE  
POUR

SCHOOL  
STRIKE

AS THE  
OCEAN  
RISE  
WE

当你不去的气候抗议  
Peppa Pig

The Oceans  
Are Rising, And  
So Are We!

WE WANT OUR  
HOPE & DREAMS  
BACK  
GRETA THUNBERG

OUR MOTHER  
IS ON FIRE



SKOLSTREJK  
FÖR  
KLIMATET

School Strike  
4 Climate





# **Strategy in diversity:**

- **Environmental Movement Organizations (527 total)**
- **Data: News Media Sources (406 total, >350,000 articles)**
- **Discourse and Tactics**



# Methods:

- data-driven, inductive, interpretive
- C-H-C`
- topic models; hierarchical clustering; POS tagging

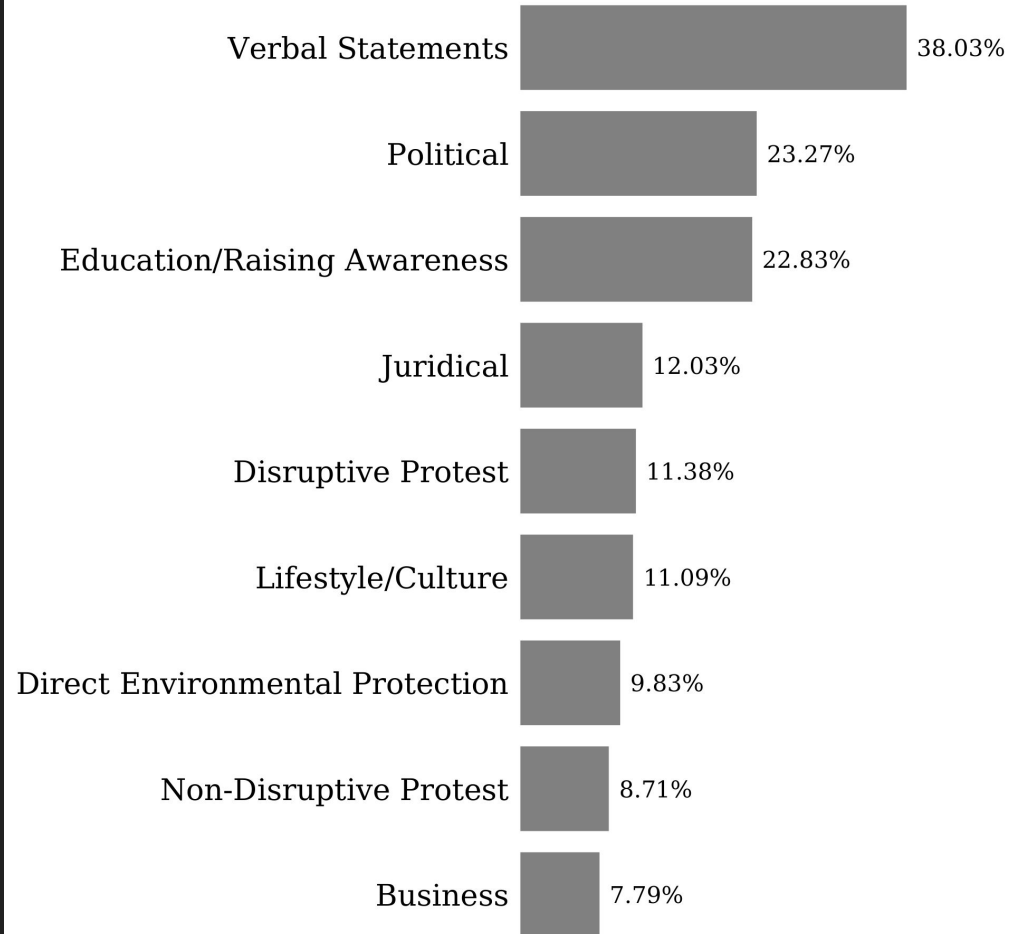
# **1. What do organizations do?**

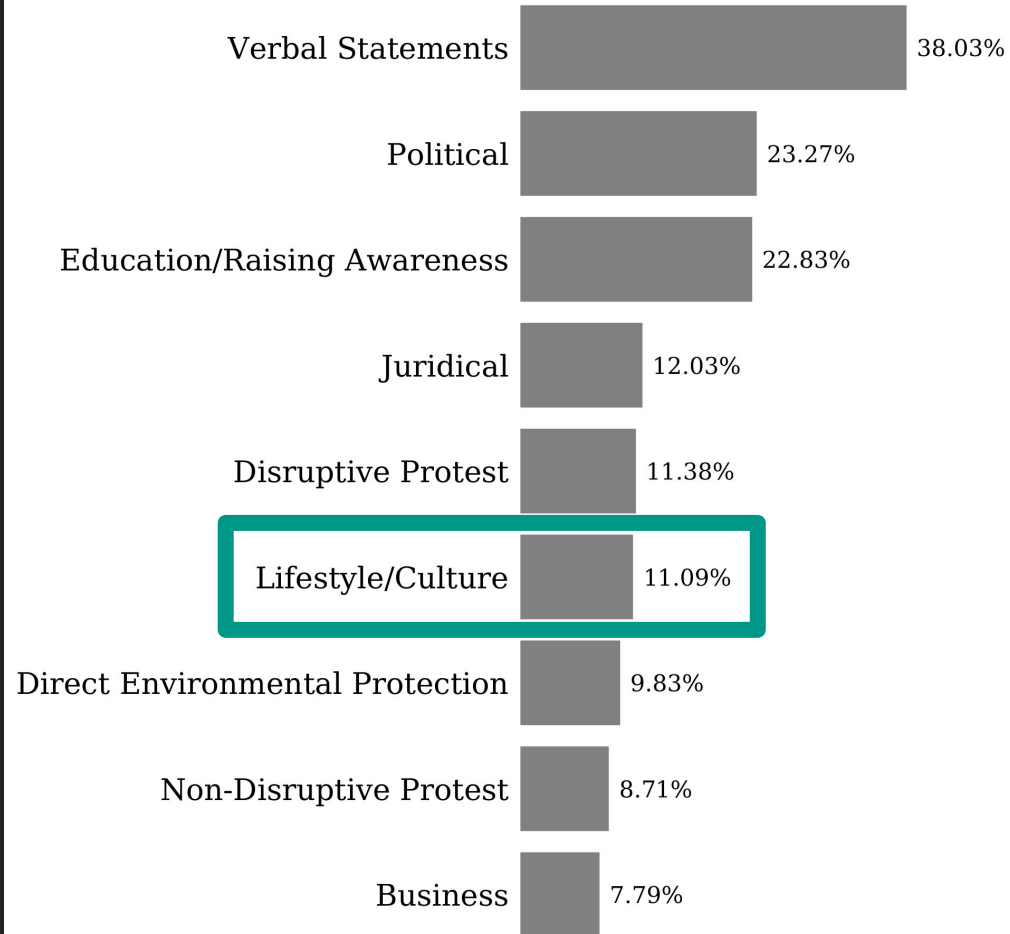
Non-Disruptive Protest	Disruptive Protest	Political	Juridical	Education/ Raising Awareness	Direct Environmental Protection	Lifestyle/ Culture	Business
chant	blockade	campaign	audit	editorial	build	kayak	boycott
demonstrate	chain	donate	enforce	outreach	improve	harvest	brand
organize	prevent	elect	inspect	publish	preserve	trek	downsize
petition	damage	endorse	represent	report	protect	cycle	export
protest	sabotage	regulate	testify	tweet	recycle	cook	subsidize
challenge	naked	amend	prosecute	teach	pollinate	beekeep	purchase
rally	obstruct	debate	summon	distribute	retrofit	appreciate	sponsor
march	rappel	ratify	ban	study	volunteer	backpack	certify
parade	videotape	repeal	fine	write	weed	garden	assess

Non-Disruptive Protest	Disruptive Protest	Political	Juridical	Education/ Raising Awareness	Direct Environmental Protection	Lifestyle/ Culture	Business
chant	blockade	campaign	audit	editorial	build	kayak	boycott
demonstrate	chain	donate	enforce	outreach	improve	harvest	brand
organize	prevent	elect	inspect	publish	preserve	trek	downsize
petition	damage	endorse	represent	report	protect	cycle	export
protest	sabotage	regulate	testify	tweet	recycle	cook	subsidize
challenge	naked	amend	prosecute	teach	pollinate	beekeep	purchase
rally	obstruct	debate	summon	distribute	retrofit	appreciate	sponsor
march	rappel	ratify	ban	study	volunteer	backpack	certify
parade	videotape	repeal	fine	write	weed	garden	assess



Non-Disruptive Protest	Disruptive Protest	Political	Juridical	Education/ Raising Awareness	Direct Environmental Protection	Lifestyle/ Culture	Business
chant	blockade	campaign	audit	editorial	build	kayak	boycott
demonstrate	chain	donate	enforce	outreach	improve	harvest	brand
organize	prevent	elect	inspect	publish	preserve	trek	downsize
petition	damage	endorse	represent	report	protect	cycle	export
protest	sabotage	regulate	testify	tweet	recycle	cook	subsidize
challenge	naked	amend	prosecute	teach	pollinate	beekeep	purchase
rally	obstruct	debate	summon	distribute	retrofit	appreciate	sponsor
march	rappel	ratify	ban	study	volunteer	backpack	certify
parade	videotape	repeal	fine	write	weed	garden	assess





## 2. What do actions mean?





## Personal Transformation

Humane Society  
Chesapeake Bay Foundation  
Wilderness Society  
Defenders of Wildlife

National Wild Turkey Federation  
PETA

Friends of the Earth  
U.N. Environment Programme  
World Wildlife Fund  
Natural Resources Defense Council

Sierra Club

## Community Mobilization

Ducks Unlimited  
Trout Unlimited

The Nature Conservancy  
Trust for Public Land

National Audubon Society  
National Wildlife Federation  
RARE

0 200 400 600 800 1000 1200

Distance

## Personal Transformation

Humane Society  
Chesapeake Bay Foundation  
Wilderness Society  
Defenders of Wildlife

National Wild Turkey Federation  
PETA

Friends of the Earth  
U.N. Environment  
World Wildlife Fund  
Natural Resources Defense Institute

## Institutional Change

## Community Mobilization

Ducks Unlimited  
Trout Unlimited  
The Nature Conservancy  
Trust for Public Land  
National Audubon Society  
National Wildlife Federation  
RARE

# Goal Orientation

0 200 400 600 800 1000 1200  
Distance

# Community Mobilization

## Nature Conservancy

Our mission is to conserve the land and waters on which all life depends. Our vision is a world where the diversity of life thrives, and people act to conserve nature for its **own sake and its ability to fulfill our needs and enrich our lives.**

## Audubon Society

Our program “unite[s] diverse communities in conservation action. Since 1905, Audubon’s vision has been a world in which **people and wildlife thrive.**”

# Institutional Change

## Greenpeace

We 'bear witness' to environmental destruction in a peaceful, non-violent manner. We use **non-violent confrontation to raise the level and quality of public debate**. In **exposing threats** to the environment and finding solutions we have **no permanent allies or adversaries**.

## Sierra Club

Have the clout to **influence public perception and public officials** on our core issues, and to **elect and hold accountable** environmentally committed leaders at all levels of government.



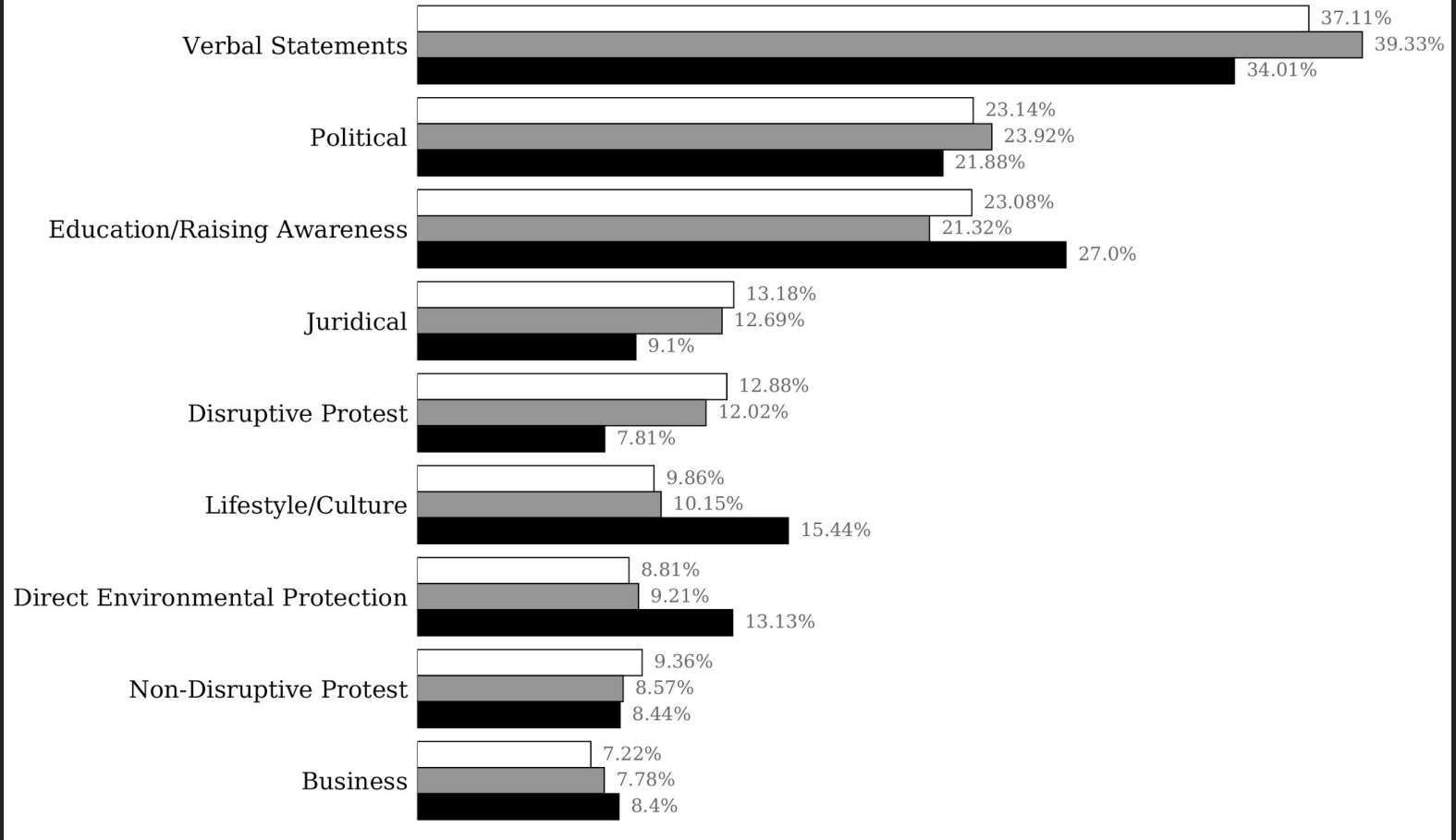
# Personal Transformation

## PETA

In today's world of virtually **unlimited choices**, animal exploitation is simply unacceptable. ... We have the power to spare animals excruciating pain **by making better choices** about the food we eat, the things we buy, and the activities we support.

## Defenders of Wildlife

To enable people and wildlife to share landscapes, Defenders **equips people with innovative science-based tools and strategies** to reduce conflicts that may occur with wildlife. Our goal is to foster transformation in both **human attitudes and how wildlife and people interact**, from conflict to coexistence.



□ Personal Transformation    ■ Institutional Change    ■ Community Mobilization

# Tactic: Buycott

Seacology



Community Mobilization

PETA



Personal Transformation

Climate Counts



Institutional Change

### **3. What is Strategy?**

### 3. What is Strategy?

Strategy emerges when organizations (discursively) link an action to an organization's **goal orientation**.

### 3. What is Strategy?

Strategy emerges when organizations (discursively) link an action to an organization's **goal orientation**.

Tactics become **meaningful** when they are connected to a strategy.



### 3. What is Strategy?

Strategy emerges when organizations (discursively) link an action to an organization's **goal orientation**.

Tactics become **meaningful** when they are connected to a strategy.

Strategy is a **meaning-making** process.

### 3. What is Strategy?

Strategy emerges when organizations (discursively) link an action to an organization's **goal orientation**.

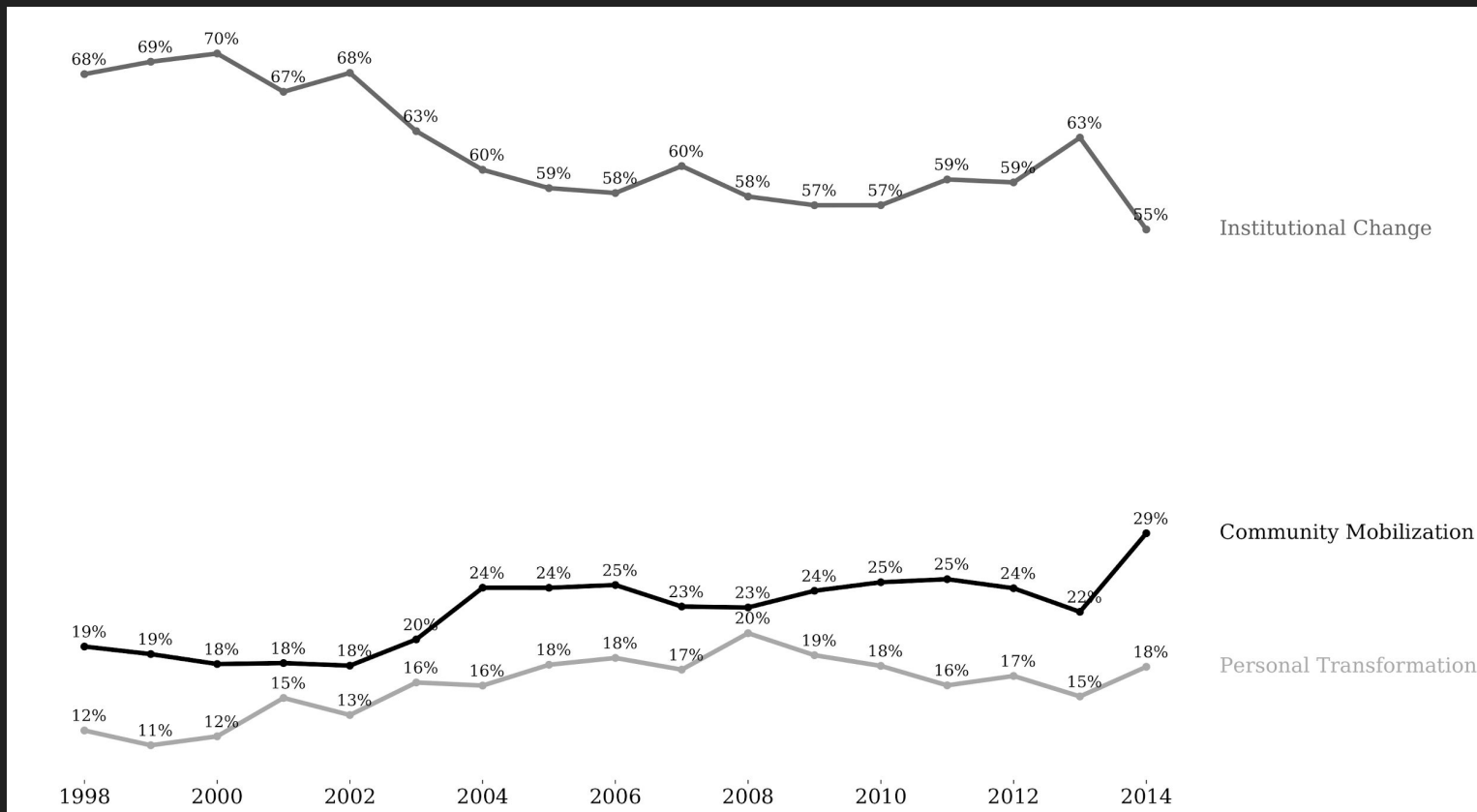
Tactics become **meaningful** when they are connected to a strategy.

Strategy is a **meaning-making** process.

**Context** is key to understanding action and strategy.

## **4. Which Strategy is Winning?**

# 4. Which Strategy is Winning?



# 4. Which Strategy is Winning?

