THE CONSUMER EVOLUTION

A Framework for Collective Economic Action

Every Purchase Is A Vote.

Start casting yours on purpose.

This framework belongs to no one. Use it. Adapt it. Run with it. Set up a campaign. Tell people. The only thing that makes it fail is doing nothing.

A note before you begin

Someone sent this to you. A friend, a family member, a stranger, someone who thought you should see it. That is the only way it travels. It has no official publisher, no organisation, no specific campaign behind it.

It was written to be copied, forwarded, adapted, and passed on, and if it is doing its job, it will reach far more people than the person who wrote it will ever know.

You will not find out who that person is. The author of this document will never come forward, will never be named, and will never claim it. Anyone who says they wrote it is lying, and anyone who tells you it can be dismissed because of who wrote it, or what they really wanted, is trying to change the subject.

There is no one to expose, no agenda to uncover, no figure behind the curtain. That is deliberate. An idea that belongs to no one cannot be discredited by attacking the person who had it. It can only be answered on its own terms, or acted on.

So judge what follows by one test alone: is it true, and does it describe the world you actually live in? If it does not, discard it. If it does, the rest of this document is about what you can do about it.

Read on.

PART ONE: THE PROBLEM

The System Was Meant to Work Differently

Capitalism made a promise. Businesses compete. Consumers choose. Competition drives quality up and prices down. Businesses pay fair wages and taxes. Governments invest those taxes into what society needs. Money flows. Everyone benefits.

That promise has been broken, not because capitalism failed, but because it was deliberately redesigned by the wealthy and powerful. Through lobbying, legislation, and the capture of the political systems meant to keep it in check. The rules of the economy have been rewritten by the rich, who benefit the most from rewriting them.

What we have now is not capitalism as it was meant to function. It is a corrupted version, engineered to extract wealth upward and keep it there.

The evidence is all around you. Record corporate profits. Stagnant wages. Housing, food, power, and healthcare outpacing incomes for a generation. The wealth gap growing every single year. More people working harder for less. More families one bad month from the edge.

This is not bad luck. This is the system working exactly as it has been redesigned to work.

How They Do It

The system has been rigged so thoroughly that the people at the top no longer need to be villains. They just need to follow the rules, rules they wrote. Legal and ethical are no longer the same thing. They are leveraging their resources to steal yours, and they have made it perfectly legal.

They have many tactics.

- *Wage suppression.* Automation, offshoring, and the gig economy have dismantled the collective power workers once had. You cannot strike your way to a fair deal when the company is already planning to replace you with software.
- *Engineered convenience.* Every platform, app, and loyalty programme is a data machine built to keep you spending without thinking. The ease of staying is designed. The friction of leaving is designed.
- *Market manipulation.* Where competition has been eliminated, companies charge what they like. Excess profit extracted from the things you cannot live without, paid directly to shareholders.
- *Political capture.* Corporate lawyers draft legislation. Lobbyists deliver it. Revolving doors connect regulators to the industries they regulate. The system meant to protect you has been captured by the people it was supposed to protect you from.

- *Tax avoidance.* Offshore structures and legal loopholes ensure as little profit as possible flows back to the societies that enabled it. Public services starved while corporate profits grow.
- *Propaganda and distraction.* Immigration. Crime. Culture wars. Anything that keeps people fighting each other rather than asking who actually benefits from the arrangement. They use the systems they have gained control over (media, social media etc) to deliberately create division and keep you distracted. The people with power make the rules, benefit from the rules, and work hard to make sure you blame someone else. They keep telling you it's immigrants, it's criminals, poor people, lazy people; groups who actually have no control or power in the system. They want you to look everywhere else but up!

Why the Old Levers No Longer Work

You already know something is wrong. Most people do. The question is: what can anyone actually do about it? For most of the twentieth century, ordinary people had three ways to push back against concentrated economic power.

Industrial Action

Strikes worked when labour was irreplaceable. It is not anymore. Automation, offshoring, and the gig economy have seen to that. AI companies have made replacing human labour among their stated goals. The powerful want to dismantle the lever of collective labour action.

Political Action

The difference between centre-left and centre-right governments on economic policy is smaller than either admits. The propaganda machine breaks every coalition for change into competing factions. The centre holds. People are deliberately misled to believe their vote makes a difference while the extraction continues.

Regulatory Protection

The agencies built to protect competition have watched market after market fold into the hands of a few. Regulatory capture is not an abstraction. It shows up in what you pay for groceries, for power, for banking, for the essentials you cannot opt out of. When a handful of firms control a market, prices climb and there is no one left to undercut them.

None of these levers are gone, they have been purposefully eroded to the point most people can't participate in any meaningful way. And it's accelerating.

We have to fight back. No one is coming to save us. Doing nothing is a choice, and that choice supports the status quo that grows the extraction. The reason things are feeling

harder, is that these forces are accelerating. As wealth concentrates more, it concentrates faster. That wealth is coming from somewhere... You and your family.

We need a lever they cannot take away. And we have one. At least for now.

PART TWO: THE SOLUTION

The Last Lever: Consumer Power

Here is something the corporations extracting from you cannot change, cannot automate away, and cannot lobby their way around:

They need your money.

Not your labour, that can and is likely to be replaced. Not your vote, that has been neutralised. Your money. Every week, every household, in every country makes dozens of decisions about where their money goes. Those decisions, made individually, feel small. Made collectively and deliberately, they are the most powerful economic force available to ordinary people. They are the tap through which corporate revenue flows. And we control the tap. We just have not organised around it.

But this lever is weakening too and there isn't much time left. Once jobs are automated, people become dependent on the purse strings of government or corporations and access to financial support in this system will require compliance. People have only a small window of time to use this lever before it is taken away too.

This is the insight at the centre of this framework: **Every Purchase Is A Vote.** When you pay for something, you are voting for the company that made it, the practices it uses, the wages it pays, the taxes it avoids, and the politicians it lobbies. You are voting with money that matters to them far more than your ballot does, because your ballot comes once every few years and your spending comes every day.

The goal of this framework is to help people start casting those votes deliberately.

Why This Works

Consumer action is not new. But most of it fails because it is reactive, uncoordinated, and short-lived. Someone does something outrageous, a hashtag trends, the company issues a statement, the news cycle moves on. Nothing changes.

This is different. Here is why.

- *It targets the one thing they cannot sacrifice.* You can ignore protests. You can weather bad press. You can wait out public anger. You cannot ignore a sustained, documented drop in revenue. When the quarterly numbers show a pattern of spending moving away, staying away and not coming back, then boardroom behaviour changes. Lobby for a tax break, get it, and gain a million dollars. Lose 5 million in redirected consumer spending and suddenly the maths of lobbying changes too. We make extraction cost more than it gains.

- *It is impossible to criminalise.* They cannot make it illegal to not buy their product. They cannot make it illegal to tell people why you stopped. This approach lives entirely within the law, which means they have no mechanism to shut it down.
- *It requires no permission and no leader.* No central authority to capture. No organisation to defund. No figurehead to discredit. Anyone can start a campaign. Anyone can participate. The movement cannot be stopped by stopping any one person.
- *Anyone can participate.* You do not need extra money, time, or risk. If you can redirect even a small amount of spending, do it. If you cannot, tell one person. The person who shares this with their network matters as much as the person who cancels a subscription or changes banks.
- *It uses their weapons against them.* AI, social media, and data have been used to extract from us. They are also tools that let ordinary people organise, reach millions, and move fast. The technology is not the enemy. Aimed differently, it is ours.

It Has Worked Before

This is not a theory waiting for its first test. The lever has been pulled before, and it moved.

In December 1955, in Montgomery, Alabama, a woman named Rosa Parks was arrested for refusing to give up her bus seat. The Black community of Montgomery responded with a single collective decision: they stopped riding the buses. Not for a week. For three hundred and eighty-one days. Around forty thousand people walked to work, organised carpools, shared taxis, rode mules, did whatever it took rather than hand their fare to a system that treated them as less than human. Black passengers had been roughly three quarters of the bus company's riders, and their withdrawal cut its revenue by an estimated two thirds or more, thousands of dollars a day in 1950s money, month after month, while downtown businesses bled alongside it. The buses were desegregated. The boycott did not do it alone, a court ruling delivered the final blow, but the boycott is why the case mattered, why the world was watching, and why the city could not simply wait the problem out. Ordinary people, refusing to fund their own mistreatment, for as long as it took.

The lever still works, and it does not care whose hand is on it. In 2025, American shoppers walked away from the retailer Target over its reversal of commitments they valued: foot traffic and sales fell for months and its share price fell by roughly a third. Two years earlier, a consumer backlash from the opposite end of the political spectrum stripped Bud Light of its place as America's best-selling beer, a position it had held for more than twenty years, and its sales had still not recovered years later, remaining approximately 40% below pre-boycott levels.

You do not have to agree with why people stopped buying in any of these cases. That is the point. The lever has no politics. It responds to one thing only: sustained, collective,

deliberate withdrawal of money. Every failed boycott you have ever heard of failed because it was none of those three things. Every one of these succeeded because it was all of them.

What This Is. What This Is Not.

What it is

- A framework for people-driven economic change, entirely within the law.
- A philosophy anyone can adopt, adapt, and act on, no permission required.
- A decentralised movement. No authority. No membership. No leader. Anyone can run a campaign.
- Focused on one thing: how money flows, who captures it, and how ordinary people can redirect it.

What it is not

- *Not anti-capitalism.* It is anti-corruption of capitalism. The market, when it actually works, is a useful mechanism. This framework fights the rigging, not the market.
- *Not socialist or communist.* This is not an ideological movement. It does not advocate for state ownership or centralised planning. It advocates for consumers having power and using it.
- *Not political.* It does not support any party, any candidate, or any side of the culture war. The political distraction is part of the problem. This framework is deliberately outside it.
- *Not illegal.* Everything here is entirely within the law. The moment a movement breaks the law, those in power have a mechanism to discredit it. This approach gives them nothing to work with.

The Decentralised Cell Model

The structure of this movement is its greatest strength. There is no organisation to capture, no leader to discredit, no central fund to defund.

Campaigns operate like cells. Each is independent, set up to target a specific extraction method with specific, achievable goals. When those goals are met, the campaign winds down. New extraction is identified, new campaigns emerge, started by whoever sees the problem and is willing to act. Nobody owns this. Nobody controls it.

A movement that can be stopped by stopping its leader has a fatal vulnerability. A movement made of thousands of independent cells, each targeting a specific extraction method, is impossible to stop. Like a virus targeting every extraction mechanism simultaneously, you cannot cure it by attacking any single campaign.

What binds the cells together is not a central authority. It is a shared understanding: **extraction is the problem, consumer power is the lever, and together we can make it too costly to continue**. That understanding, and the culture it builds, is the movement.

The movement already exists. It just hasn’t seen itself yet.

PART THREE: THE PRINCIPLES

These principles are the philosophical spine of the movement. Every campaign under this framework should be consistent with all of them. They are not rules imposed by a central authority, there is no central authority. They are the shared standards that make the movement coherent, credible, and impossible to dismiss.

Principle One: Every Purchase Is A Vote

Consumer spending is the largest pool of economic power that has never been organised in the interests of the people who hold it. Individually, each purchase is small. Collectively, sustained spending decisions directed with intention are the most powerful economic signal available to ordinary people. The goal is not punishment. The goal is to make them notice. When the convenience trap is disrupted and people start spending deliberately, the company understands that its customers have become intentional rather than habitual. That understanding changes behaviour faster than any regulator can.

Principle Two: Redirect Rather Than Simply Refuse

Where possible, spending that leaves a target company should go somewhere specific; an independent operator, a cooperative, a farmers market, a local business. The redirect is as important as the withdrawal. It builds the alternative economy alongside the campaign. It demonstrates that the goal is not destruction but rebalancing. Refusal alone is protest. Redirect with purpose is economics.

Where no redirect exists, withdrawal still speaks. Cutting your spending tells the extractor, in the only language it understands, that you will not keep funding your own exploitation. And the absence of any alternative is itself part of the evidence: a market that has eliminated every choice has already confessed.

Principle Three: Protect the Small

The targets of this framework are concentrated economic power, duopolies, oligopolies, platform monopolies, corporations whose market position enables extraction at scale. The corner store, the local cafe, the independent operator, these are not the problem. They are often the solution. They are the redirect destinations. Any campaign that accidentally targets small operators is not running this framework. It is misusing it.

That said, scale is not a shield from accountability. A smaller operator with documented evidence of exploitation is a valid campaign target if the evidence standard is met. The protection this framework extends to small businesses is protection from being targeted by competitive interest or personal grievance, not protection from accountability for documented harm.

Principle Four: The Connector Is Equal To The Redirector

Not everyone has discretionary income to redirect. A sole parent running on fumes, a person on a fixed income, a worker whose every dollar is already spoken for, but these people are not excluded from this movement. Their contribution is reach and their voice. They know people. They share information. They can make the framework visible to communities that would never have found it otherwise. The movement spreads through grassroots connections. Money concentrates. Reach distributes. A campaign that activates Connectors can reach anyone.

When a redirect for spending does not exist, when the market has been so thoroughly consolidated that no easy alternative is available, voice is an alternative strategy. Make the extraction visible. Name it. Document it. Share it. The absence of a redirect is itself evidence of the extraction, and making that absence visible is part of the campaign.

Principle Five: Evidence Over Opinion

A campaign without evidence is opinion. Opinion can be dismissed. Evidence cannot. Every claim this movement makes must be supported by evidence. This is the movement's protection and its ethical foundation. It is the thing that separates this from a mob and makes it a valid movement.

It is also what makes it impossible to dismiss. When the evidence is airtight, sourced to the company's own documents, the regulator's own findings, the government's own data, attacking the campaign means attacking the company's own numbers. They cannot dismiss it. The evidence standard is one of the strongest tools in the movement's arsenal.

Principle Six: Specific Goals, Specific Asks

A campaign without a specific ask is a complaint. A campaign with a specific ask is leverage. The target company must be able to identify, without ambiguity, what the target needs to do to end the campaign. Without a specific complaint, the campaign has no end condition and no real pressure point. The ask must be named, measurable, achievable, and verifiable. Both the campaigners and the target must understand when it has been met.

Campaigns can have multiple goals, some achievable quickly to build momentum and demonstrate that action produces results, others more substantial. But every campaign must have at least one specific, verifiable primary ask. Without it, there is nothing to win.

Principle Seven: Sustained Pressure, Not Outrage Cycles

The corporations that extract from us have learned to wait out outrage. A news cycle burns hot for forty-eight hours and then dies. Their communications team issues a statement. The world moves on. Nothing changes.

Sustained pressure is different. A campaign that holds for six weeks, twelve weeks, six months, that changes the quarterly numbers. That changes boardroom conversations. That makes the maths of extraction and lobbying look different. The discipline of sustaining a campaign, holding the specific ask, not being distracted by the alternative narrative the company will inevitably deploy, this is where most campaigns fail. It is also where this movement wins.

Principle Eight: Document Everything

Every win. Every corporate response. Every legal threat. Every attempt to change the subject. Document it. Share it. Add it to the evidence base. The movement grows through accumulated proof of its own effectiveness. Each campaign that succeeds makes the next campaign more credible. Each legal threat published alongside the evidence makes the legal threat strategy less viable next time. The campaign record is not just a record, it is a weapon for the campaigns that come after.

PART FOUR: IDENTIFYING EXTRACTION AND VALID TARGETS

What Is Extraction?

Profit is legitimate. When a company takes a risk, builds something useful, and earns a return, that is how the system is supposed to work.

Extraction is different. Extraction is what happens when a company takes more than it earned, not through innovation or value creation, but by manipulating the conditions around it. By eliminating competition so you have nowhere else to go. By capturing the regulators who were supposed to keep it in check. By lobbying for rules that lock in its advantage. By making the cost of leaving higher than the cost of staying. By deceptive and manipulative marketing. The product or service did not get better. The value did not increase. The price went up because they could make it go up, and because you have no real choice but to pay it.

That is extraction. And it is everywhere:

- **Pricing manipulation in a concentrated market:** charging more than a competitive market would ever allow, because the competition has been eliminated.
- **Fee extraction:** adding charges that provide no value to the customer, exploiting the friction of switching or the complexity of terms and conditions.
- **Environmental extraction:** air, water, soil, and climate belong to everyone. When corporations pollute to cut costs, they convert a shared resource into private profit and leave the bill, in health costs and climate damage, with everyone else. The profit is theirs. The bill is ours.
- **Wage suppression:** paying less than the labour market would produce in a genuinely competitive environment, using the threat of automation or offshoring to keep wages below what productivity justifies.
- **Asset capture.** The wealthy buy up what everyone needs, housing, land, infrastructure, driving up the price and then charging the rest of us to access it. Homes that should be places to live become investment vehicles. People who cannot afford to buy have no choice but to rent, at whatever price the market will bear. Necessity becomes their leverage.
- **Supplier squeezing:** using market power to impose payment terms, pricing, and conditions on suppliers that they could refuse in a fair market.
- **Tax avoidance.** Offshore accounts, shell companies, transfer pricing, and accounting loopholes that only exist because corporate lawyers wrote them into the rules. Profits made here, taxed nowhere. The infrastructure they depend on. Roads, courts, educated workers, paid for by the people who cannot afford the accountants to avoid paying for it.

- **Political lobbying to entrench advantage.** Corporations spend on legislative influence to make extraction mechanisms permanent and harder to challenge. They fund political campaigns, hire former officials, and secure private access to decision-makers that ordinary citizens never get. Money in politics puts a thumb on the scale of democracy, incentivising governments to serve the people who funded them rather than the people who elected them.

Who Is A Valid Target?

Any company, industry, politician, or mechanism that creates, enables, or directly benefits from extraction.

That is it. If they are part of the system that takes more than it gives, from consumers, workers, suppliers, or society, they are a valid target.

You do not need a law degree to identify extraction. You can feel it in your cost of living, your stagnant wages, your inability to own a home. But you do need evidence. Every claim your campaign makes must trace to a documented source: the company's own reports, regulatory findings, pricing data, official records. This is not bureaucracy. It is protection. It is what separates a powerful campaign from a complaint, and what stops them dismissing you, discrediting you, or shutting you down.

Valid targets include:

- Companies charging excess prices in markets where competition has been eliminated
- Employers suppressing wages or exploiting workers
- Corporations using lobbying or political connections to protect their extraction
- Landlords and asset holders extracting rent from people with no practical alternative
- Companies using offshore structures to avoid paying tax in the countries where they operate
- Politicians who accept corporate money and legislate in return

What Is NOT A Valid Target

- A small business targeted on the basis of personal dislike or competitive interest rather than documented harm
- A company in a genuinely competitive market where switching is easy and enough alternatives exist.
- A company raising prices in response to genuine cost increases or legal compliance requirements aimed at making products safer for the public, or where there is no evidence of excess profit or market manipulation.

PART FIVE: BUILDING A CAMPAIGN

Anyone can build a campaign. You do not need permission, resources, or a large team. What you need is a clear target, documented evidence, and the willingness to use the tools available to you. Those tools, like the internet, social media, AI, create an opportunity to level the playing field. A single person with a smartphone and a well-built campaign can reach more people than a corporate communications team. That is not an exaggeration. That is the world we live in now. Use it.

Step One: Identify the Extraction

What specifically is the company doing that constitutes extraction? Be precise. Vague outrage is easy to dismiss. A specific, documented harm is not.

Ask yourself:

- What are they taking from customers, workers, suppliers, or society that they have not earned?
- Can I back this up? A company report. A pricing comparison. A regulatory finding. Official records. If a claim cannot be traced to a source, it does not go in the campaign. No exceptions.
- Can I describe the harm in concrete terms? A dollar amount. A number of people affected. A specific practice with a specific impact.

AI tools are your research assistant here. Use them to dig through public filings, compare prices across markets, summarise regulatory reports, and turn complex data into plain language. The work that once required a team of analysts can now be done by one person with the right prompts and a few hours.

Step Two: Define Your Goals

Be specific. Be realistic. People will not sustain action for an abstract goal, they will sustain it for something they can see moving.

- *Set an early win.* Include at least one goal that is achievable quickly. Early momentum builds the participation that sustains longer campaigns.
- *Find the revenue mechanism.* Where does the extraction actually come from? A subscription. A surcharge. A specific product category. That is your leverage point. Aim at it.
- *Define what success looks like.* Be precise enough that both you and the company can identify when the goal has been met. Not "do better", "reduce the surcharge by X% by this date."

Step Three: Define the Call to Action

What do you want people to do? Make it one thing. Make it simple. The lower the barrier, the more people participate.

- *Redirect.* Stop buying from X and buy from Y instead. Name the alternative. Make the switch easy.
- *Withdraw.* Cancel the subscription. Stop using the service. Be specific about what and for how long.
- *Voice.* Share this. Post this. Tag the company. Tell three people. Make noise where the company's reputation lives.

Connect the call to action directly to the revenue mechanism. If they make money from subscriptions, cancellation is the lever. If they make money from foot traffic, the redirect is the lever. If they make money from advertising, reputational pressure is the lever. Aim where it hurts.

A worked example in miniature. The global streaming platforms take an estimated eight hundred million dollars a year out of New Zealand households, and through offshore billing structures pay next to no company tax on it. The extraction: revenue earned here, taxed nowhere. The evidence: the platforms' own subscriber pricing, industry revenue estimates, and the tax filings, or the absence of them, on the public record. The ask: publish country-level revenue and tax paid, or pay a fair contribution here. The revenue mechanism: subscriptions. The call to action: pause or cancel one service, tell the platform why, and tell three people. The win condition: subscriber movement visible in quarterly reporting, which these companies report to the market and cannot hide. One person can check every element of that from a kitchen table. That is a campaign.

When there is nowhere to go: sustained pressure on a concentrated market

Some markets have eliminated the redirect. A duopoly that controls almost all grocery supply, a small group of streaming platforms carving the same content between them: in these markets you cannot simply take your money elsewhere for good, because there is no lasting elsewhere. This is not a reason the framework does not apply. It is the reason it is needed most.

The tactic for a concentrated market is sustained, targeted pressure on one player at a time, and it works best where the purchasing decision is simple and repeatable: the weekly supermarket shop, a monthly subscription. Rather than spreading a weak signal across every company at once, the campaign concentrates the entire withdrawal on a single target, one of the two supermarket chains, one of the streaming platforms, until a specific, documented ask is met. Shoppers move their spending to the other chain for a month; subscribers cancel one platform and take up another. Not because the alternative is virtuous, but because

concentrating the loss on one target makes it impossible to ignore. When the ask is met, the pressure is released, and participants are free to return to normal patterns, or to shift the campaign to the next target and the next ask. The concentration that was engineered to leave you no choice becomes the very thing that gives the tactic its power: when there are only a few players and moving between them is easy, the one losing the business feels every dollar of it.

This works because it does not require a permanent alternative to exist. It only requires that the choice is easy to make and easy to reverse, and that the targets are concentrated enough that the movement registers. The ask must still meet the evidence standard, and it must be specific: transparent and consistent pricing, an end to surveillance-based pricing built on loyalty data, a documented commitment with a deadline. Vague demands cannot be met and cannot be declared won. A precise ask can be both.

Step Four: Build Your Messaging

This is where the playing field levels. Corporations have communications teams, PR agencies, media budgets and big data analytics. You have something they do not: the truth, the tools to spread it, and an audience that is already angry and looking for somewhere to point that anger. Currently the extractors count on and deliberately try to aim that anger at anyone but them, because people who are fighting each other aren't paying attention to them.

Effective campaign messaging does four things:

- *Makes it personal.* Not "corporations are greedy", "this company charges you an extra $X every week for something that costs them nothing." Connect the extraction to the person reading it.
- *Makes it simple.* One clear, undeniable, well-sourced claim beats ten complex arguments. Find the number that tells the whole story and lead with it.
- *Makes it shareable.* Design for the share, not just the read. A meme, a short video, a single image with a single statistic, these travel. Essays do not.
- *Makes it easy to act on.* End every piece of content with one specific thing someone can do right now. One thing. Not five.

Use AI to build your content at scale: generate social posts, meme templates, short video scripts, explainer graphics. Use it to identify where your target audience spends time online. Use it to monitor the company's response and spot when the pressure is landing. The technology that has been used to extract from people can be turned around and used to fight back.

Step Five: Launch and Hold

Launch hard. Then hold.

Make the call to action impossible to miss and easy to complete. Use automation to help you produce and schedule content across every channel you use, and put real names and real voices on it; volume without authenticity reads as spam and gets treated as spam, while a smaller amount of genuinely human material travels further. Send it to influencers and to those who align with your campaign and already have an audience. Then hold the line, because if you get momentum, the company will respond, and their response will be designed to make you stop.

They will issue a statement. Announce a community programme. Drop the price of one visible item. They will try to change the subject. Do not let them. Measure every response against your specific ask. If it has not been met, the campaign continues.

- Publish regular updates. Show the movement. Show the pressure landing.
- Celebrate partial wins, a company that moves even slightly has been moved. Acknowledge it. Then hold for the full ask.
- Publish their responses. A legal threat published alongside the evidence it tried to suppress is the best advertising your campaign will ever get.

Step Six: Close and Share the Playbook

Campaigns end. That is by design. When the ask has been met, close the campaign, document the outcome, and share what worked.

What was the leverage point? What content travelled? What did the company do first when the pressure landed? What would you do differently? This is the playbook for the next campaign, yours or someone else's.

If the campaign ends without the ask being met, document that too. A company that refused a specific, documented ask has given the next campaign exactly what it needs to go further.

Every campaign, win or not, makes the movement stronger. Share everything.

PART SIX: CONNECTING THE MOVEMENT

How Independent Campaigns Become a Movement

There is no central organisation. There is no membership. There is no authority. So how do individual campaigns, run by independent people targeting different companies in different places, add up to something larger than the sum of their parts?

Through shared language. Shared philosophy. Shared standards. And the deliberate use of connective tissue that links independent actions into a recognisable culture.

- *Use the movement's language.* Every Purchase Is A Vote. The Consumer Evolution. These are not brand elements, they are signals. When someone sees them on a campaign in their country, they understand immediately that this is part of something larger. Use them. Link to consumerevolution.org. Make the connection visible.
- *Hold the evidence standard:* The credibility of every campaign under this framework depends on the same thing: documented, verifiable claims. When campaigns consistently meet this standard, they reinforce each other, each one making the next more credible, more powerful, and harder to dismiss. A single campaign built on unverified claims does not just fail on its own. It hands those in power a weapon to use against every campaign that follows. The evidence standard is what unifies this movement and what makes it impossible to ignore.
- *Share wins loudly.* When a campaign achieves its goal, publish it. Share it everywhere. A win for one campaign is proof of concept for every other campaign. It is the most important recruitment tool the movement has.
- *Cross-promote and support.* When you see another campaign operating under this framework that is targeting legitimate extraction with solid evidence, share it. You do not need to agree with every aspect of every campaign. You need to recognise that the movement is bigger than any single campaign and that solidarity is a strategic choice, not just a moral one.

Campaign Colours, Symbols, and Identity

This movement has no official logo, colour, or trademark. Those things create targets, they can be challenged, copied, or used against us. What cannot be taken away is shared language, philosophy, and principles.

Campaign creators are free to develop their own visual identity. What matters is the connection to the movement's core ideas. If your campaign uses *Every Purchase Is A Vote* and points people to consumerEvolution.org, the signal is clear. That is enough.

PART SEVEN: PROTECTING YOURSELF AND YOUR CAMPAIGN

The Truth Is Your Best Protection

The greatest risk to any campaign is making claims you cannot back up. Not just legally but also reputationally. A campaign built on documented, verifiable facts is one that cannot be easily dismissed, attacked, or discredited. When every claim traces back to a primary source, a company's own report, a regulatory finding, pricing data, official records, proven news reports, the truth does the heavy lifting. Cite your sources explicitly. Include document names and dates. This is not about legal safety. It is about being unassailable.

Note that meeting the evidence standard does not guarantee legal protection. The truth is your strongest defence, but it is not a substitute for counsel when you need it.

Legal Threats Are a Tactic, Not a Verdict

If you receive a legal threat, a cease and desist, a letter from a law firm, do not panic. Legal threats are the most common intimidation tactic used against consumer campaigns. They are designed to make you stop without the company going to court. Most never result in litigation because the company knows its case is weak.

When a legal threat arrives:

- Do not respond immediately. Take time. Get legal advice if possible.
- Publish the threat in full, alongside your evidence. A company that threatens legal action rather than addressing the evidence has confirmed the evidence is accurate enough to worry them. The threat is campaign material.
- Assess your evidence. If every claim is sourced and documented, your position is strong. If a specific claim is not, consider modifying or removing it while holding the rest of the campaign.

Keep Your Campaign Identity Separate

Use a dedicated email address for campaign communications, not your work or personal email. Use an encrypted messaging app for coordination. Create dedicated social media accounts for the campaign, not linked to personal accounts. Protect your evidence base in multiple locations before going public. Back up everything offline. If a platform removes your content, the backup is what you republish from.

Anticipate the Retaliation Playbook

Well-resourced companies have a standard playbook when they are targeted by consumer campaigns. Know it before it arrives.

- *The alternative narrative.* They will not defend the behaviour. They will change the subject. A community investment announcement. A sustainability initiative. A warm story about local suppliers. Acknowledge it. Assess it against your specific ask. If the ask has not been met, the campaign continues. This is not the response you asked for.
- *The legal threat.* Covered above. Publish it. Hold the evidence. Keep going.
- *The media hit piece.* Companies with media relationships may try to run negative stories about campaign organisers. The best protection is the evidence. If every claim is airtight, attacking the messenger only draws attention to the message.
- *Social media targeting.* Coordinated reporting of accounts, pile-on harassment, fake reviews. Use dedicated campaign accounts. Document everything. Coordinated attacks are themselves campaign material.
- *Employer pressure.* If you are employed by a company with a relationship to the target, that relationship may be used against you. Keep your campaign identity separate from your professional identity.

PART EIGHT: SECURITY AND STAYING SAFE FOR CAMPAIGN ORGANISERS

Why This Section Exists

For most campaigns, the chance of ever needing the measures in this section is low. But it never hurts to know how to keep yourself safe and which tools to use, and the time to set them up is calmly at the start, not in a hurry after something has gone wrong.

If a campaign starts to work, and especially if it starts to affect a large organisation's money, it can draw attention. You do not need to become a security expert to handle that. You only need to close a few obvious doors before anyone thinks to try them, because the handful of campaigns that do run into trouble almost always do so through something basic that a single afternoon of preparation would have prevented.

Think of this as ordinary precaution, the digital equivalent of locking up when you leave the house. Not paranoia. Preparation.

A Note on Proportion

Match your security to your situation. A small local campaign built entirely on public documents, run by someone using their own name by choice, may need very little of this. A campaign targeting a large, well-resourced company on evidence that costs that company real money needs all of it.

The mistake in both directions is the same: treating security as fixed rather than proportional. Do not exhaust yourself with elaborate measures a small campaign does not need. Do not run a significant campaign on the assumption that no one will ever bother to come looking. Assess the target's capability and motivation honestly, and secure accordingly.

Start Here: Use a VPN

Before anything else, install a VPN and turn it on whenever you do campaign work. A VPN, or virtual private network, does two simple things. It hides which sites and services you are connecting to from your internet provider and anyone watching your network, and it hides your real location and connection details from the sites you visit. It is the digital equivalent of not doing campaign work from a desk with your name on it.

Choose a reputable paid provider with a clear no-logs policy, meaning it does not keep records of what you do while connected. Avoid free VPNs, which often cover their costs by collecting and selling the very information you are using the VPN to protect. Turn it on first,

before you set up any of the accounts below, so that none of that setup is tied to your home or work connection from the start.

The Principle: Separate Everything

The single most important idea in this section is separation. Your campaign identity and your personal identity should never touch. Not once. Every link between them is a thread someone can pull.

This matters because you are not hiding from the public, you are protecting yourself from retaliation. The company you target may have every incentive to find out who you are, not to answer your evidence, but to apply pressure to your job, your family, or your reputation. Separation is what makes that expensive and difficult instead of easy.

- *Separate email.* Create a dedicated email address for the campaign, from a provider that does not require your existing phone number or personal details to register. Use it for nothing else, ever. Never sign into it on a work device or a work network.

- *Separate accounts.* Every social media account, every platform login, every service the campaign uses should be new, created for the campaign, and never linked to a personal account. Do not follow the campaign from your personal account. Do not let a platform "suggest" the connection for you by sharing contacts or logging in across both.

- *Separate devices where you can.* If the campaign becomes significant, the strongest step is a separate device, or at minimum a separate browser profile used only for campaign work, so that cookies, logins, and browsing history never mix. This is the difference between a link that is hard to find and a link that is sitting in plain sight.

- *Separate payment.* If the campaign needs to pay for anything, hosting, a domain, a tool, use a payment method that is not tied to your name where that is lawful in your country. A prepaid card bought with cash is the simplest option. Never put campaign infrastructure on your personal credit card.

The test is simple. If someone obtained everything on your campaign identity tomorrow, would any of it lead back to you? If the answer is yes anywhere, that is the thread to cut first.

Secure Communication

How you talk to the people you organise with matters as much as what you say.

- *Use end-to-end encrypted messaging.* Ordinary text messages and most email can be read in transit or handed over on request. Use a messaging tool that is end-to-end encrypted, meaning only you and the person you are talking to can read the message, and that is not

tied to your identity. Turn on disappearing messages so that conversations do not accumulate into a permanent record that can be seized or leaked later.

- *Assume anything not encrypted is public.* Write every unencrypted email, every ordinary message, every platform DM as though it may one day be read aloud by the company you are targeting. Because it may be. If you would not put it on a billboard with your name on it, it does not belong in an unencrypted channel.

- *Be careful what leaves a trace.* Documents carry hidden information. A file created on your personal computer can carry your name in its properties. A photo can carry the location it was taken. A scanned document can carry the serial number of the machine that scanned it. Before publishing any file, strip this hidden data, most tools that create the file can also remove it, or convert the file to a format that does not carry it.

- *Trust is a security question.* As a campaign grows, the people inside it are the largest risk, not the technology. Keep the circle that holds sensitive information small. Not because people are untrustworthy, but because the more people who hold something, the more surfaces exist for it to escape through, deliberately or by accident.

Protecting Your Accounts

The simplest attacks are the most common, because they work.

- *Use a password manager and a unique password for every account.* Reused passwords are how one leaked login becomes access to everything. A password manager generates and remembers a different strong password for each account so you do not have to.

- *Turn on two-factor authentication everywhere.* This is the single highest-value thing you can do. It means that even if someone has your password, they still cannot get in without a second code. Use an authenticator app rather than text-message codes where you can, because text messages can be intercepted or redirected.

- *Guard the recovery paths.* Attackers often do not break the front door; they reset the password through the recovery email or phone number. Make sure the recovery options on your campaign accounts point only to other campaign-controlled, well-secured accounts, never to your personal ones.

If Something Goes Wrong

Plan for compromise before it happens, because a plan made calmly in advance is worth more than any reaction made in panic.

- *Know your first move.* If an account is compromised, the first step is to change the password and revoke active sessions from a clean device. If you have two-factor authentication on, you have usually bought yourself the time to do this.

- *A leak of identity is not the end of the campaign.* The framework is built so that no single person is essential. If your identity is exposed, the campaign can continue without you, because it was never dependent on you. Hand it on. The evidence still stands. The redirect still exists. The specific ask is still unmet. Your exposure changes nothing about whether the target's documented behaviour was real.

- *Document the attack.* An attempt to hack, silence, or unmask a campaign is itself evidence of bad faith by the people who feel threatened by it. Recorded and published, it becomes campaign material, exactly as a legal threat does.

PART NINE: DIGITAL TOOLS

Why This Section Exists, and Why It Names No Products

The same technologies being used to automate people out of their livelihoods are available, today, to the people fighting back. A handful of people with the right tools can now research, produce, and distribute at a level that once required an organisation with staff and a budget. This is the single largest shift in favour of small campaigns in a generation. Use it.

This section deliberately does not recommend specific products or brand names. There are two reasons, and both matter.

First, tools change monthly. Anything named here would be dated within a year and wrong within two, and a framework that has to be rewritten every time a product launches or dies is a framework nobody can rely on. Second, naming tools creates dependency and creates targets, the same reason this movement has no logo and no central platform. What follows describes capabilities and how to use them well. Finding the current best tool for each capability is a search anyone can run, and running it yourself keeps the movement independent of any single provider.

One principle governs all of it: **a tool you have not tested is a risk, not an asset.** Never build a campaign on a tool you have not personally verified does what you think it does. The evidence standard applies to your instruments as much as to your claims.

Research and Evidence-Building

The most time-consuming part of any campaign is the evidence: finding it, reading it, and turning dense primary sources into something an ordinary person understands. This is where the new tools help most.

- *Use AI to read faster, not to think for you.* Large language models can summarise a two-hundred-page regulatory report, pull the relevant figures from an annual report, or explain a financial disclosure in plain language in minutes. This is a genuine force multiplier for a small campaign. But it carries one non-negotiable rule: every fact an AI tool gives you must be verified against the primary source before it goes anywhere near a campaign. These tools invent plausible, well-worded, completely false statements, and a single fabricated figure that traces to nothing hands your opponents the weapon they need to discredit everything. Use AI to find and digest evidence. Use the primary source to prove it. Never publish a claim whose only origin is a machine.

- *Keep a clean chain from claim to source.* For every claim in your campaign, keep the primary document, the page or section, and the date, so any reader can follow the same path you did. Good tools speed up finding evidence. They do not replace the discipline of citing it.

Content and Communication

Producing clear, professional material used to be a barrier for people without design or media skills. It is not anymore.

- *Level the production gap.* AI tools can help you draft plain-language explainers, turn evidence into shareable graphics, produce video and audio, and adapt one campaign's material into another's. A small campaign can now look and read as credibly as a corporate one. Use this to make your evidence clear and accessible, never to embellish it. The most powerful thing you have is the truth, presented plainly. Slick production in service of a weak claim fools no one and cheapens the movement.

- *Keep a recognisably human voice.* Material that is obviously machine-generated, generic, hollow, and everywhere at once, reads as untrustworthy, and audiences increasingly recognise it on sight. Use the tools to help a real person say something real more clearly. Do not use them to flood channels with content nobody wrote and nobody means.

- *Never fabricate.* Do not use these tools to generate fake images, fake quotes, fake testimony, or fake endorsements. It is wrong, it destroys credibility instantly, and it betrays the one advantage this movement has over the people it opposes: that everything it says is true.

Distribution and Amplification

A campaign nobody sees changes nothing. Getting the message in front of people is as important as building it.

- *Understand how reach actually works.* Platforms reward content that people engage with and share. A clear, specific, emotionally resonant message with a single obvious action attached will travel. A dense wall of statistics will not, however good the underlying evidence. Lead with the human story and the specific ask; keep the full evidence one click away for anyone who wants it. This is the Connector principle in practice: the message is built to be passed on.

- *Do not depend on any single platform.* Any account can be suspended, any post removed, any reach throttled, sometimes by the ordinary churn of a platform, sometimes because someone asked. Publish across several channels. Keep an off-platform way to reach your supporters, such as a simple mailing list, that no platform can switch off. Owned channels survive; borrowed ones can be taken away.

- *Meet people where they are.* Different communities gather in different places. The campaign that matters to renters, to a particular town, to a workforce, or to a diaspora will spread through the channels those people already use, not through the ones you personally prefer. Ask where the people you need actually are, and go there.

Protecting the Evidence Base

If the evidence can be deleted, the campaign can be deleted. This is the point most campaigns overlook until it is too late.

- *Assume takedown attempts.* A campaign that starts costing a company money creates an incentive to make the evidence disappear, through hosting complaints, platform reports, or legal pressure on whoever is carrying it. Assume this will happen if you succeed, and prepare for it before it does, not after.

- *Redundancy is the defence.* The answer to takedown is not a stronger single location; it is many locations. Keep multiple copies of your complete evidence base, across different services, different providers, and ideally different countries, plus offline copies you physically control. When one copy is removed, the others remain and the removed one is republished within hours. What replicates faster than it can be deleted cannot be deleted.

- *Distribute the record, do not centralise it.* The Campaign Record is strongest when it does not live in one place that can be seized or silenced. Spread it. A record held in twenty places by twenty people is far harder to erase than one held on a single site, and its very persistence becomes proof of the thing the target was trying to bury.

The Tools Change. The Principles Do Not.

Whatever exists when you read this will be better, cheaper, and more capable within a year. New tools will appear; the ones described here will be superseded. That is expected, and it is why this section describes capabilities rather than products.

The principles do not expire. Verify everything against primary sources. Tell the truth and never fabricate. Keep a human voice. Depend on no single platform. Make the evidence impossible to erase. Test every tool before you trust it. Hold to those, and whatever technology you have in your hands becomes what it should be: a way for ordinary people to match the reach of the organisations they are holding to account, and to do it without becoming what they oppose.

PART TEN: KEY DEFINITIONS

These definitions provide the precise meaning of terms used throughout this framework. Precision matters. Vague language loses campaigns. Precise language wins them.

The Evidence Standard

The test every campaign must meet before launching. Every factual claim must be supported by traceable evidence, preferably from primary sources. This should be documented and published.

Primary Source

Direct, original evidence of the behaviour being documented, the company's own annual report, regulatory findings, pricing data, receipts, written communications from a company representative, court records, verifiable statistics. A primary source says what happened without requiring you to trust someone else's account.

Secondary Source

A source that reports, interprets, or summarises primary evidence, news articles, academic papers, advocacy reports. Useful for finding primary sources and context. Not sufficient on their own. If your only source is a news article, find the primary source it is based on and cite that instead.

Extraction

Any business practice that takes more from customers, workers, suppliers, or society than it provides in return, enabled by pricing power, market concentration, wage suppression, regulatory capture, or political influence. Not the same as profit. Profit is a legitimate return. Extraction is the surplus that only exists because the system has been manipulated.

Market Concentration

A market controlled by a small number of companies, a monopoly (one), duopoly (two), or oligopoly (few), whose combined market share eliminates meaningful competitive pressure. In concentrated markets, companies charge what they choose because customers have no practical alternative.

Political and Regulatory Capture

The process by which corporations use their resources, lobbying, personal relationships, revolving-door employment, campaign donations, to influence the political and regulatory environment in their favour. Captured regulation does not protect the public from extraction. It protects the extractors from accountability.

The Specific Ask

The single, verifiable change in behaviour the campaign is demanding. Named. Measurable. Achievable. Time-bound where possible. Both the campaign and the target must be able to identify without ambiguity when it has been met. Vague asks lose campaigns. Specific asks win them.

Not *"stop influencing politicians" — "publish a full public register of all political donations, lobbyists employed, and ministerial meetings within 90 days."*

Not *"treat your workers better" — "pay all frontline staff the living wage by 1 January, with independently audited payroll data published quarterly."*

The specific ask is the campaign's pressure point and its end condition. Without it, the offender can claim to have changed without changing anything.

The Redirect

The alternative destination for spending redirected away from the target, an independent operator, a more ethical product line, a cooperative, a local business, a direct-from-producer model. It should be accessible to the people being asked to use it, if the alternative is impractical, the redirect will not work. Itself should not be a valid campaign target. And if no redirect exists at all, that absence is the point: a market that has eliminated every alternative has already told you everything you need to know about the extraction. In that case, withdraw as much as possible from that market and make the withdrawal loud.

The Connector

A campaign participant whose contribution is reach rather than spending power. The connector shares the framework, the evidence, and the call to action through their networks. As valuable as the redirector, the movement spreads through connectors. Money concentrates. Reach distributes.

The Convenience Trap

Companies work hard to make spending thoughtless. Subscriptions that renew automatically. Platforms you use simply because they are already there. One-tap payments designed to remove any moment of hesitation. None of this is accidental. It is engineered to

keep your money flowing without you ever consciously deciding to give it. Becoming an intentional consumer, stopping to ask where your money is going and why, is the first act of resistance.

Personal Testimony

The direct account of an affected person, a consumer, a worker, a supplier. A form of primary evidence when obtained with explicit informed consent, recorded accurately, and corroborated where possible by documentary evidence. Treat it carefully. The people who provide testimony may face professional or personal consequences. Protect their identifying information unless they have explicitly consented to its use.

The Campaign Record

The accumulated documentation of everything the campaign does and everything the target does in response. Published publicly. Backed up in multiple locations. It is the proof that the campaign operated in good faith, the resource for future campaigns, and the evidence that the approach works. Document everything. Publish it. Protect it.

Good Faith

A campaign is run in good faith when its purpose is to achieve the specific documented change it states as its goal, through legal means, using evidence that meets the evidence standard. A campaign is not run in good faith when its real purpose is to harm a competitor, settle a personal grievance, or target an individual rather than a company's documented practices. Good faith is not a feeling. It is demonstrated by the evidence standard and the specific ask.

APPENDIX: THE CAMPAIGN TEMPLATE

Use this template as a starting point. Fill it in. Publish it alongside your evidence base. This is your campaign foundation.

Campaign Name

[What is this campaign called? Make it specific and memorable.]

The Target

[Which company or entity is the campaign targeting? Be specific.]

The Extraction Method

[What specifically is the company doing that constitutes extraction? Describe it precisely. Reference your primary sources.]

The Evidence

[List your primary sources. Document name. Date. Page number or section. What does each source prove?]

The Specific Harm

[Who is harmed? How? By how much? Make it specific and measurable.]

The Specific Ask

[What specifically do you want the company to do? By when? How will you know when it has been done?]

The Revenue Mechanism

[Which part of the company's revenue does the extraction come from? Subscriptions? A specific product category? A surcharge? A pricing policy? This is your leverage point.]

The Participation Strategy

[How will people participate? Redirect (where?), withdraw (from what?), voice (how?), or a combination? Be specific about the call to action.]

The Redirect Destination

[If redirecting, where should people take their spending? Named. Specific. Accessible. Why is it a better choice?]

The Campaign Timeline

[How long will the initial campaign run? What are the assessment milestones? What is the end condition?]

The Escalation Plan

[If the company does not respond to the initial ask, what is the next step? Escalate the goal? Expand the coalition? Apply pressure to advertisers or suppliers? Know this before you launch.]

The Campaign Record Location

[Where will the campaign record be published and backed up? Name at least two locations.]

THE WORKED EXAMPLE

A framework tells you what to believe. A worked example shows you what to do. Published alongside this document is a complete campaign brief built end to end under this framework: *Are You Still Watching?*, a campaign on the global streaming platforms and the tax they do not pay. The target named. The evidence laid out. The ask made specific. The win condition defined. Read the framework for the principles. Read the brief to see them used. Then build your own.

THE WINDOW

One more thing, and it is the reason not to put this document down and come back to it later.

Everything in this framework depends on one fact: money still moves through your hands. That is precisely what is being engineered away. Every year, more work is automated, more income becomes conditional, more of daily life runs through platforms that decide the terms. The people building that future are not hiding it; they are announcing it from conference stages. When it arrives, the lever in your hands will belong to someone else.

They are counting on you to be tired. They are counting on you to be distracted. Above all, they are counting on you to wait.

Don’t wait.

The movement already exists.

It just hasn’t seen itself yet.

Every Purchase Is A Vote.

This framework belongs to no one. Use it.

consumerEvolution.org