

Really reaching people outside your own bubble with narrative change

24. Bocholter Forum für Migrationsfragen

April 5, 2025 | 14:00 to 16:00 | Workshop (Block 1)

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Michael Owen



Owen Wilson



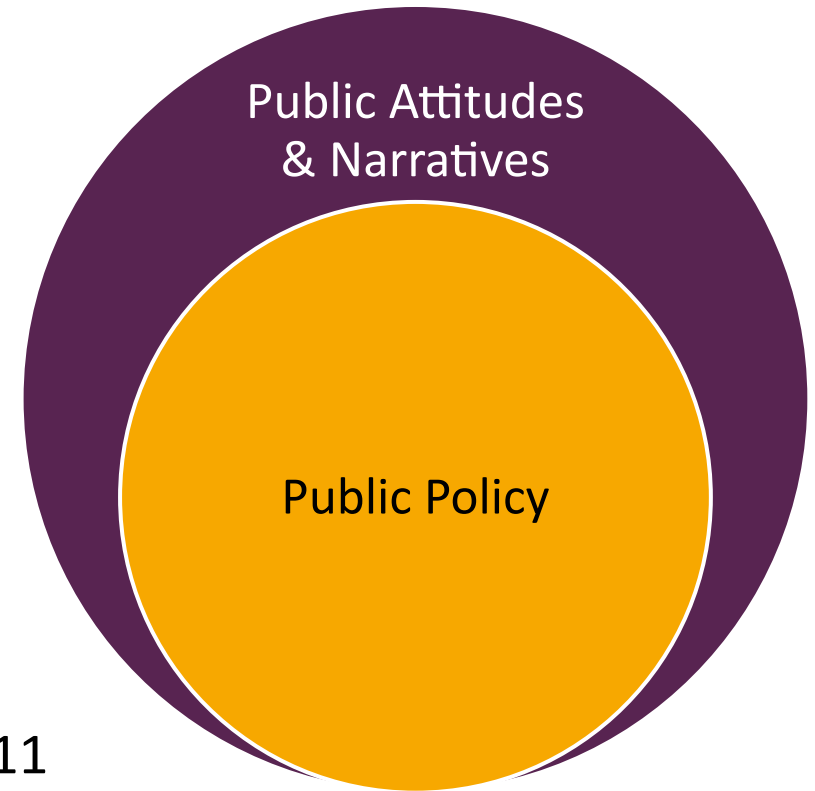
Owen

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Eóin

Develop & support effective advocacy initiatives to promote & safeguard democratic principles & open society values

- Advocacy support organisation
 - Working across sectors
 - Peer learning towards community of practice
 - Evidence & testing
 - Piloting & Scaling what works
-
- Policy Training Team within Open Society Institute – 2002 to 2011
 - Registered in Berlin as a non-profit company (gGmbH) in 2012



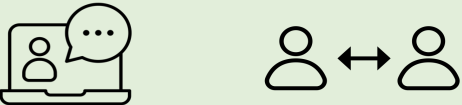
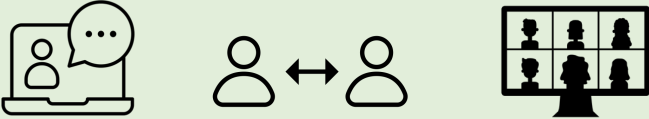
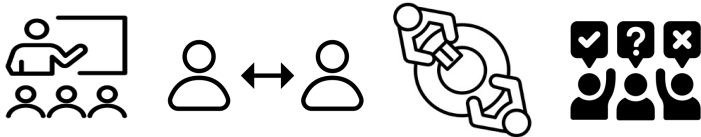
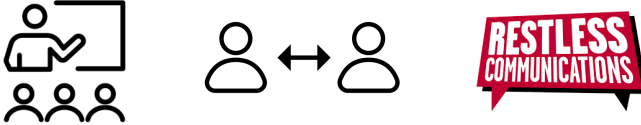
Migration & Civic Space

International Centre for Policy Advocacy

ICPA



New Narratives Lab

	Jan to June	July to December
2021	 <i>Focus:</i> Building a strategy to engage the middle <i>Methods:</i> Online workshop (5 x 3 hr sessions)/Mentoring/WG doing development work	 <i>Focus:</i> Build draft pitch & materials & test <i>Methods:</i> in-person workshop (2.5 days) /Mentoring/WG doing development work/Online focus groups
2022	 <i>Focus:</i> Storytelling for Social Media Campaigns <i>Methods:</i> Workshops/WG work/Interviews with protagonists/ National survey	 <i>Focus:</i> Build Social Media Campaign – video content, copywriting, audience profile for Facebook ads <i>Methods:</i> Workshops/Mentoring/WG work including videoshoot with main protagonist
2023	 <i>Focus:</i> Finalise & rollout pilot social media campaign <i>Methods:</i> WG work/campaigning/testing & evaluating	 <i>Focus:</i> Compiling evaluation of pilot, drawing lessons & designing toolbox on pilot for wider use in CLAIM network <i>Methods:</i> Workshop/Mentoring/Certification of WG

#KommMit Pilot Coalition (2023)

#KommMit Pilot Coalition



Partner im
**Kompetenznetzwerk
Islam- und Muslimfeindlichkeit**



**Multikulturelles
Forum e.V.**

Support Organisations



Funded by

as part of the federal programme



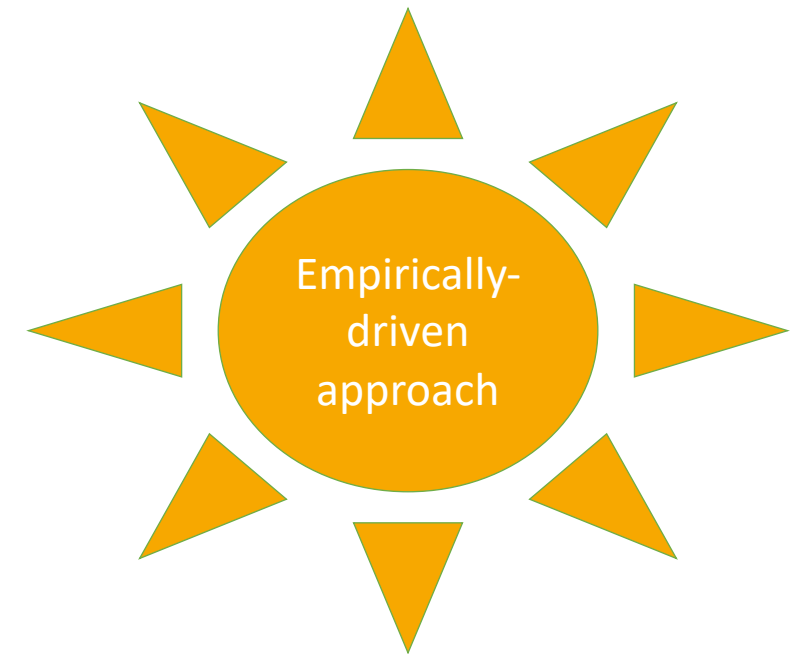
Federal Ministry for
Family Affairs, Senior Citizens,
Women and Youth

Live Democracy!

Lecture – Earlier today

The aim is to provide insight into a **value-based approach to narrative change** and share ICPA experience of supporting **a real campaign pilot** to further illustrate the process & practice and be the basis to **reflect on the comms work of participants**.

1. The Challenge & the Power of Frames
2. Targeting the middle
3. Campaign Case: #KommMit – CLAIM Allianz
4. Evaluation & Testing
5. Common challenges to Narrative Change
6. Longer-term change using Strategic Communications
7. Discussion

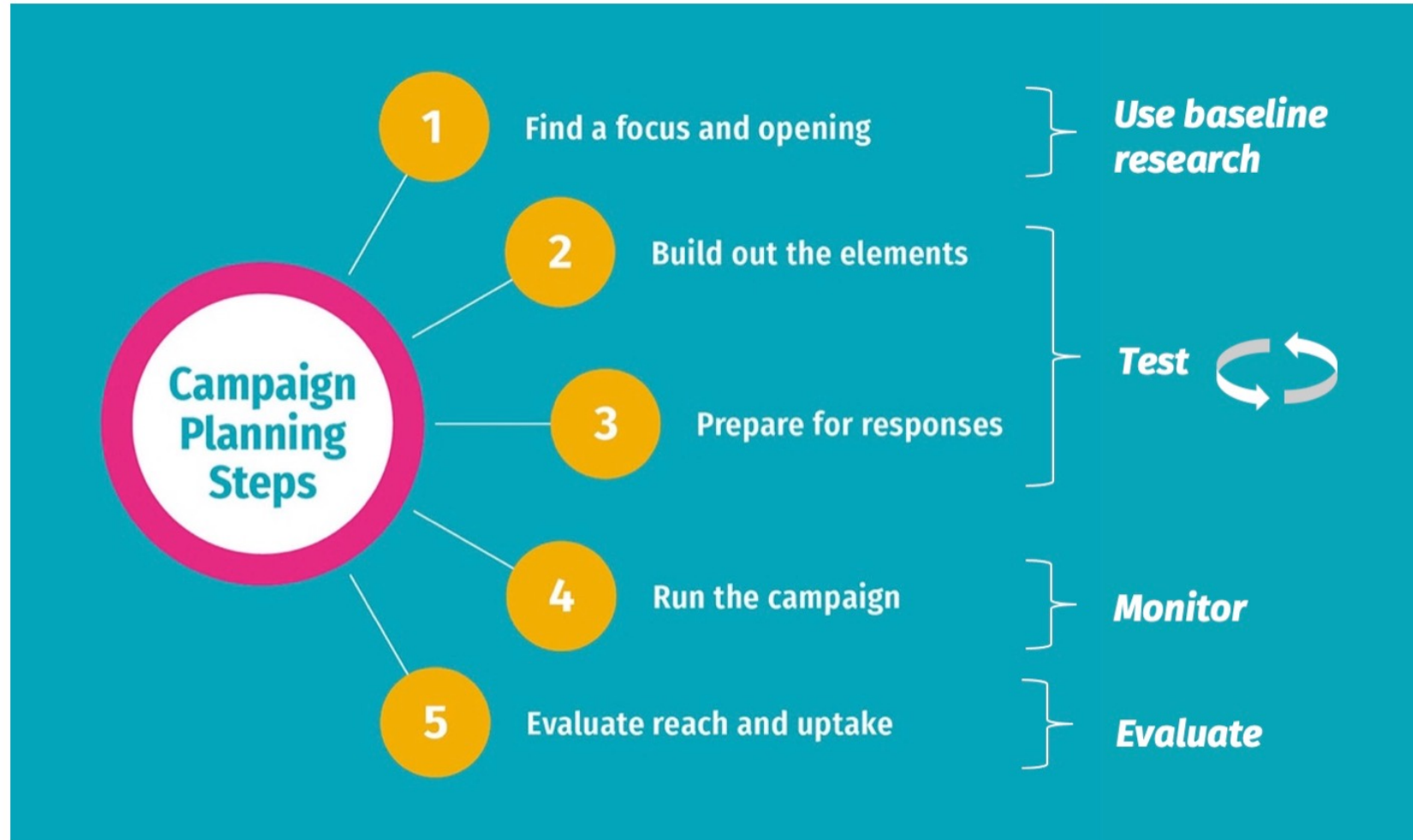


Workshop – Aim & Approach

The aim is to build insight into the *key steps in starting to build an authentic, empirically-driven, value-based narrative strategy* to reach to the movable middle.

1. Baseline research to start building a strategy
 - Segmentation research
 - Campaign Case: #KommMit – Getting to know ‘The Established’
2. Positive Value Mapping exercise – finding an overlapping value space
3. The next steps to a tested a campaign concept
4. Discussion & reflection

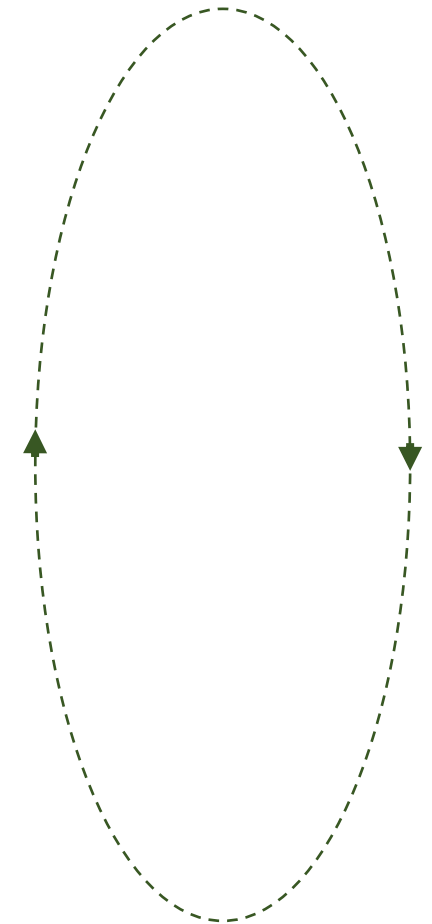
Empirically-driven Narrative Change



1. Baseline research to start building a strategy

Steps to a strategy

	Find a focus & opening	
	<i>Element</i>	<i>Detail</i>
1	Target middle segment(s) & their current frames	Identify a specific sector of the middle to engage in the campaign and their current frames/positions in the debate
2	Positive value map	Map out the positive values that the target audience sees themselves promoting or defending in their views/positions.
3	Narrative Space for your campaign	Identify an overlap between the values of the target segment and the value and narrative space you are willing to message into.
4	Opportunity or opening	Choose an upcoming event, debate or opportunity that allow you to will reach and engage the target middle segment(s).
5	Feasible campaign objectives	Develop a set of feasible objectives for your campaign



Resources for Step 1

Narrativ-Karte zur Debatte über Migration/Integration/Islam/Muslim*innen in Deutschland (30. Oktober 2019 – 30. Oktober 2020)

Basierend auf einer Analyse von frei zugänglichen, öffentlichen Social-Media-Posts, durchgeführt von bakamosocial



Blau: Swayable; Schwarz: More in Common

Entwickelt durch den Research and Evaluation Hub, ICPA-Inkubator für Strategische Kommunikation.

Die Profile basieren auf zwei Quellen: 1) Segmentierungsdaten der More in Common 2019 Studie - <https://www.dieanderereitung.de> 2) Einstellung zu Migration, Muslim*innen und Islam aus einem Swayable-Test von Kampagnenmaterialien, der 2019 durchgeführt wurde (Policy Centre) 2020

Die Pragmatischen

„Wenn wir es genau nehmen, sind wir Egoisten. Jeder will nur das Beste für sich. Jeder macht sein Ding in Deutschland.“

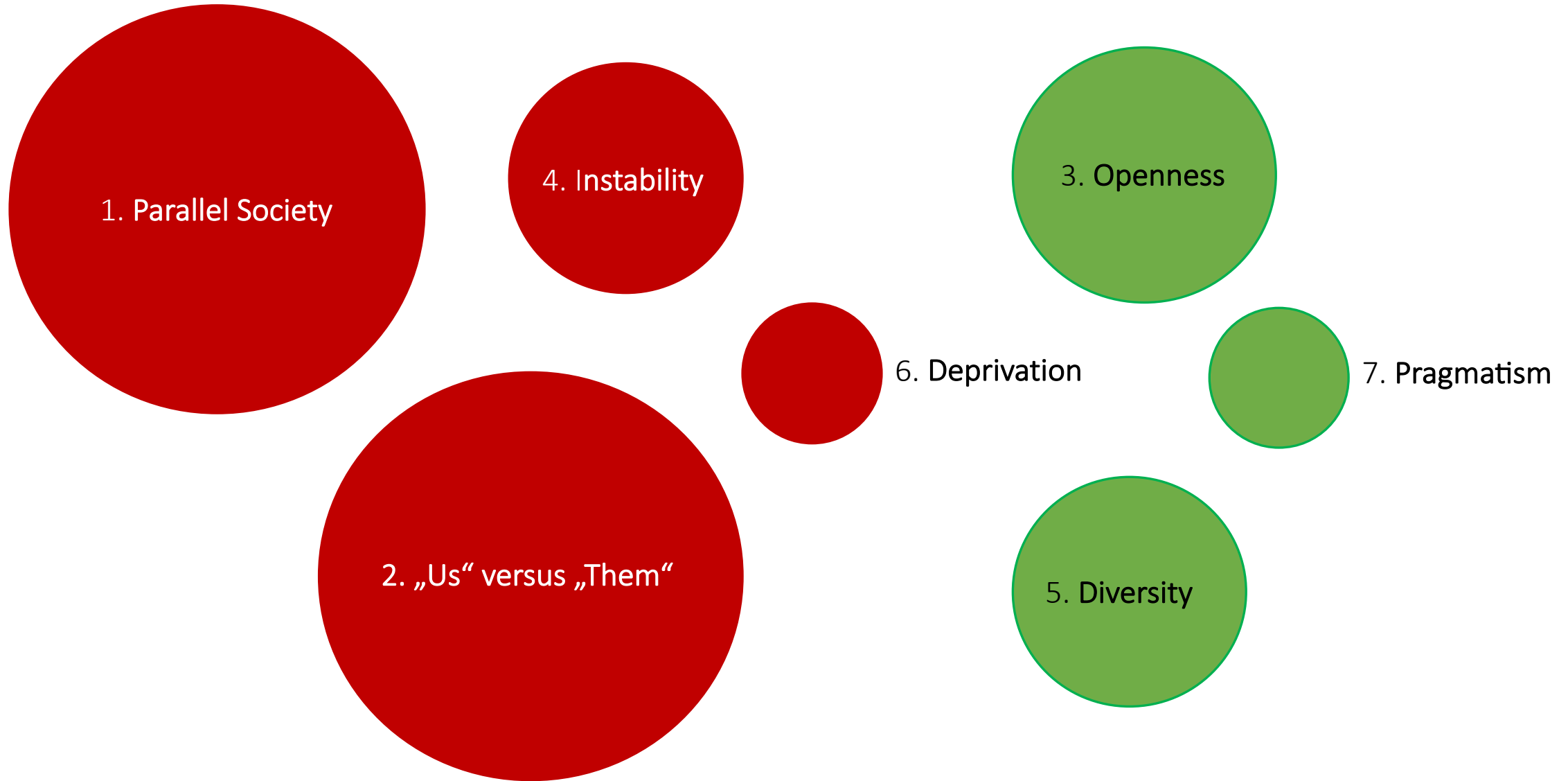
Die andere deutsche Teilung: Zustand und Zukunftsfähigkeit unserer Gesellschaft

16%

More in Common
DEUTSCHLAND

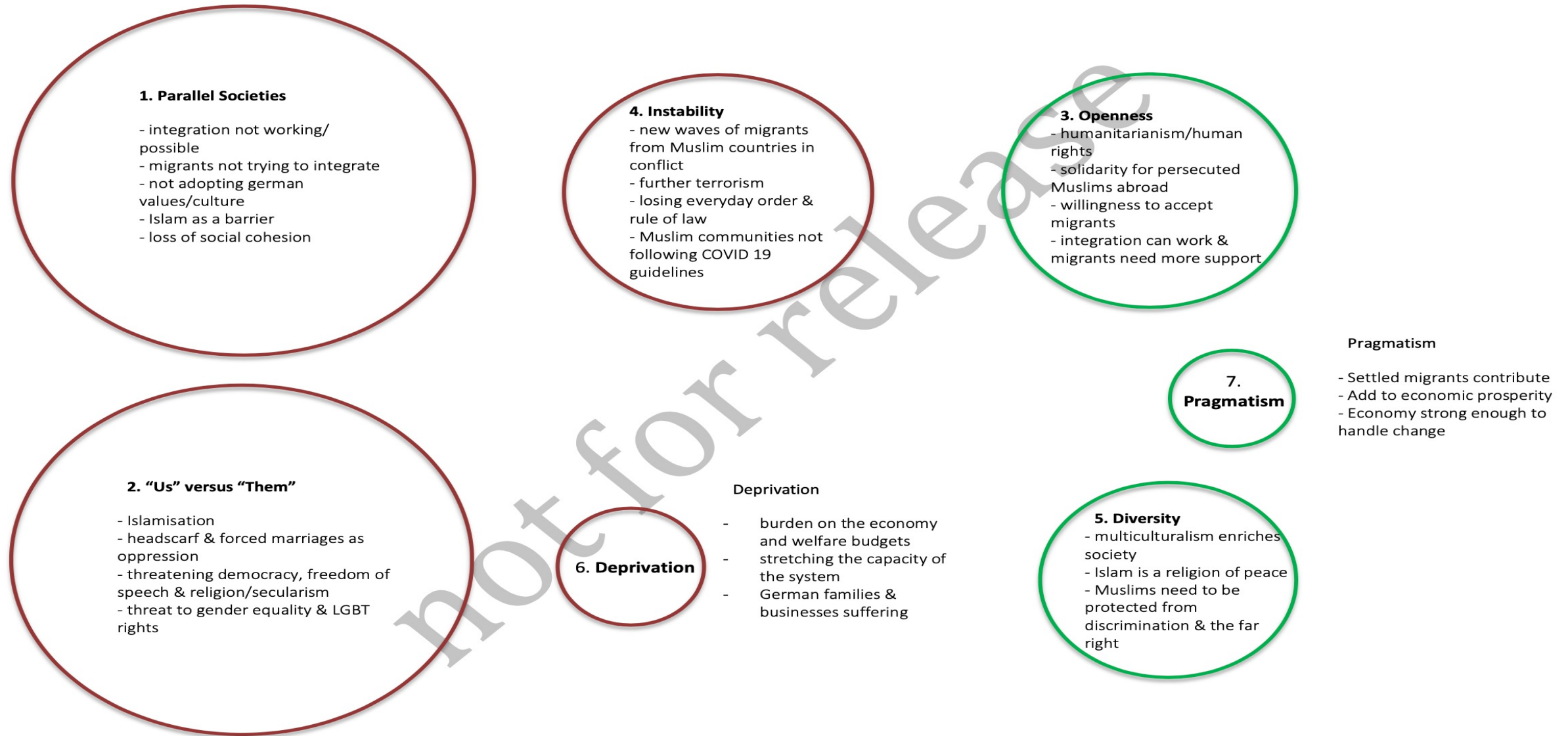
Laura-Kristine Krause
Jérémy Gagné

Frame map of the social media debate 2020



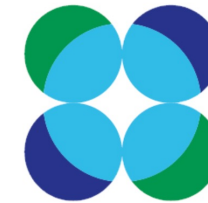
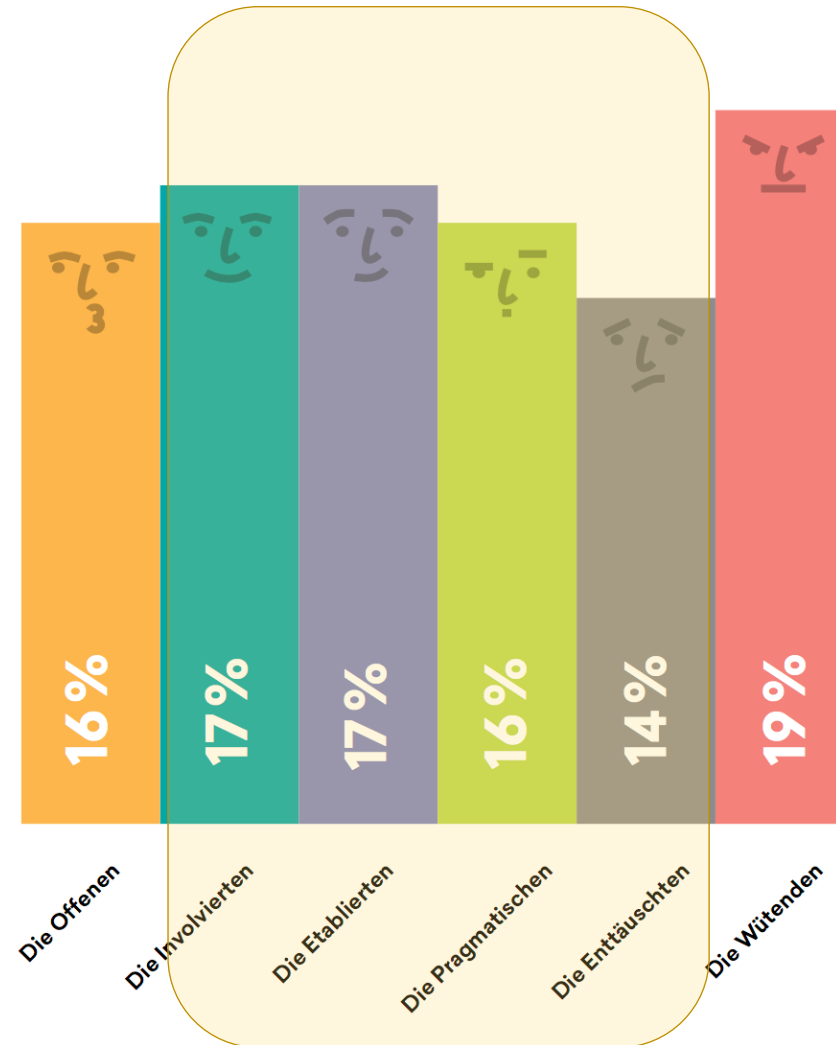
Narrative map of migration/integration/Islam/Muslims debate in Germany (Oct 30, 2019 – Oct 30, 2020)

Based on an analysis of open source, public posts on social media by bakamosocial.com



* Circle size represents the approximate size of frame in the social media debate

More in Common Segmentation (2019)



**More in
Common**

Segmentation approach in general

FIGURE 6: SEGMENTATION



Source: Ipsos.

Put simply:

1. Group people based on similarity of attitude
2. Then find out who the group are (e.g. Anxieties and Demographics)

Source: More in Common (2017) *German Segmentation Study on Attitude to Migration*

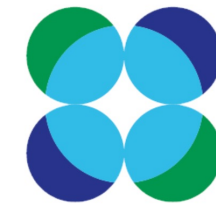
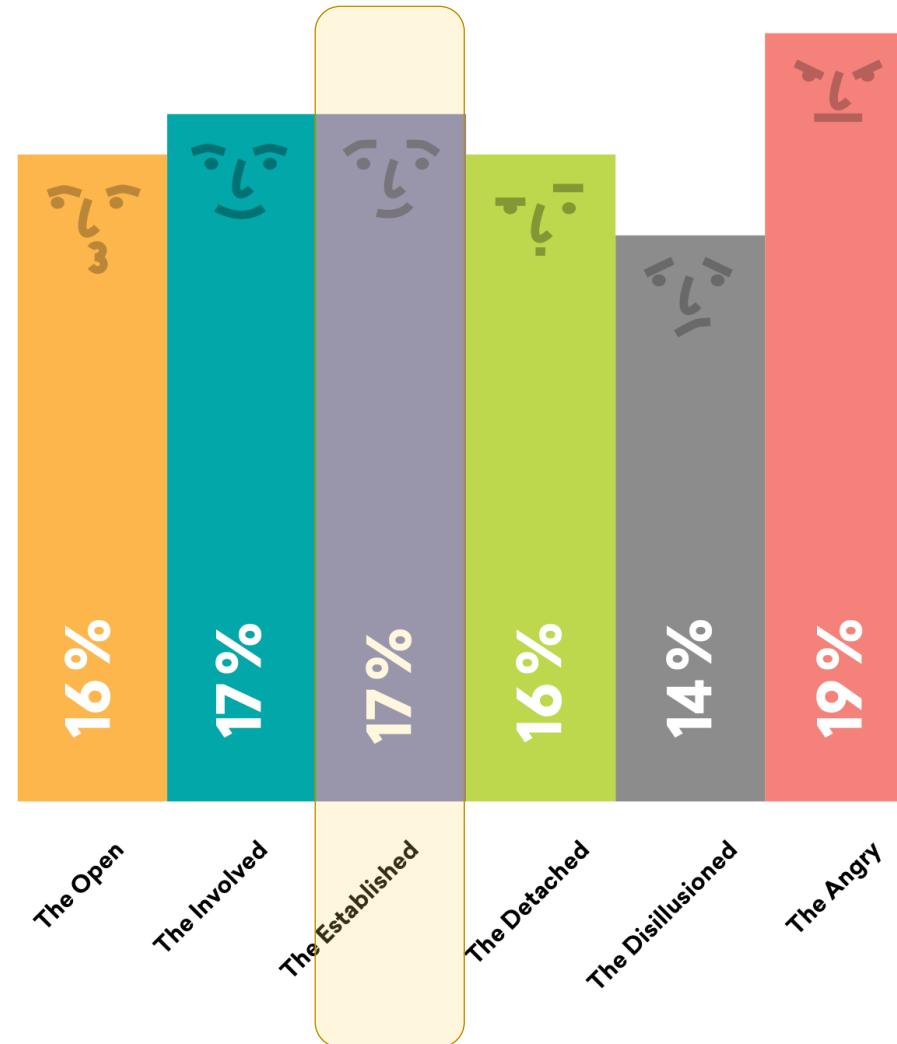
Personify the middle

- Personify the middle, e.g. Bernhard ->
- Role playing
- Difficult at the start, but it gets easier!
- Key immersion thru focus group observation – research to names/emotions



Target Audience/Segment

Germany's six segments



**More in
Common**

Activity 2 - Summarising the middle

- **Traditional Liberals:** older, retired, open to compromise, rational, cautious.
- **Passive Liberals:** unhappy, insecure, distrustful, disillusioned.
- **Politically Disengaged:** young, low income, distrustful, detached, patriotic, conspiratorial.
- **Moderates:** engaged, civic-minded, middle-of-the-road, pessimistic, Protestant.
- **Traditional Conservatives:** religious, middle class, patriotic, moralistic.

More in Common (2018) *Hidden Tribes: A Study of America's Polarized Landscape*.

Our Summary of the Established

- Quite pro-migration, pro-democracy, rule-following, Centrist, oldest
- Ziemlich migrationsfreundlich, pro-demokratisch, regelkonform, zentristisch, älteste Gruppe

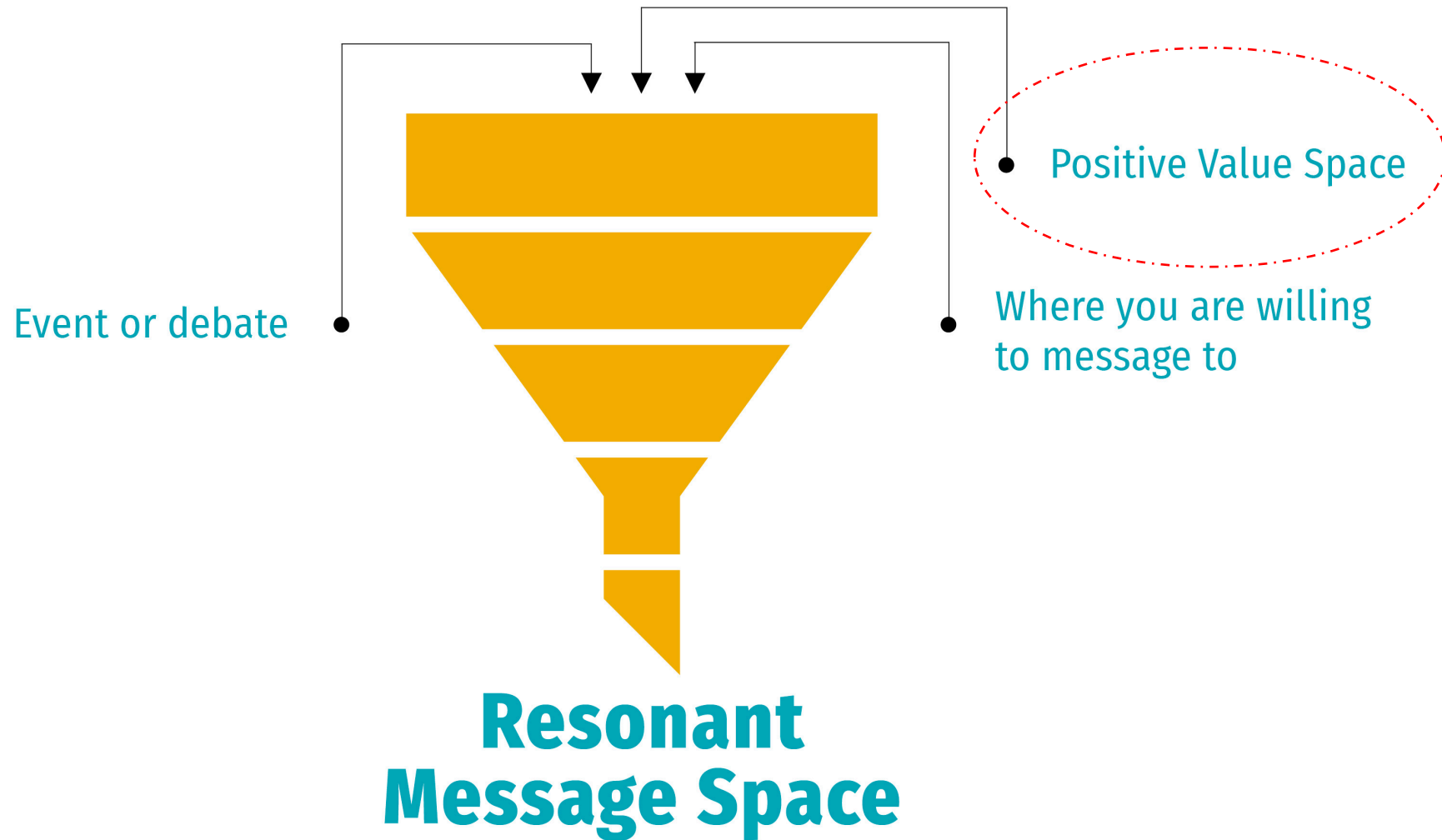
Why the Established?

Only 17% of the German population (17%), but **outsized level of influence at community level**

1. Rather **positive on migration, but less so on Muslims**. Important challenge & solid foundation.
2. Big **community participators**, joining clubs and associations, so are influential. NGOs know them as important stakeholders in their own communities.
3. Mostly parents and grandparents, they are **opinion leaders in their families and communities** (and definite voters).
4. They are **not the lowest hanging fruit** in the movable middle, so if the pilot works, it shows potential.

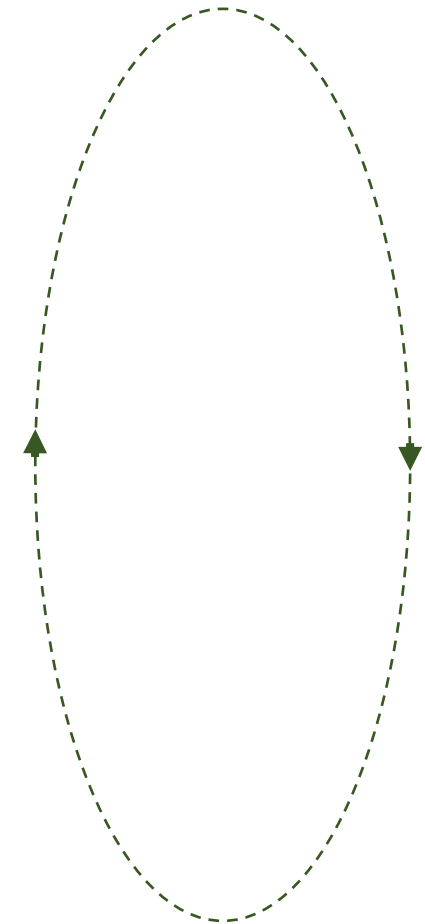
2. Positive Value Mapping

Finding overlapping values



Steps to a strategy

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Moving to an overlapping value space

What the research doesn't give us

- Where the value overlap is – step to positivity
- What to say/message – or will this work?

“positive value map” as the stepping stone

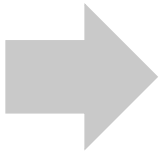
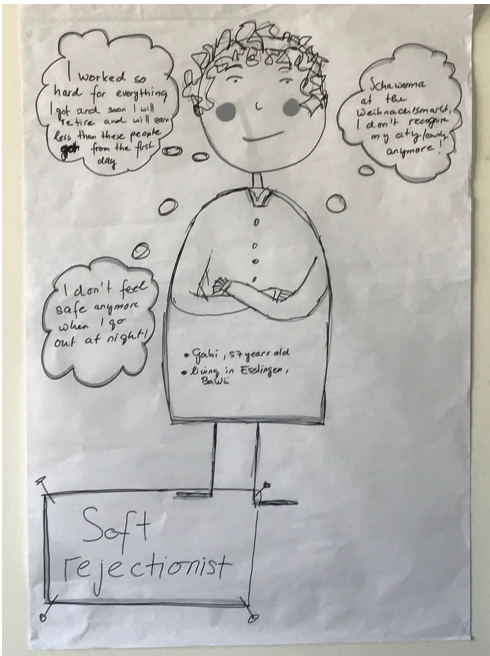
- Working from the values of the target segment in the debate
- Then map their positive value space
- Look for a workable overlap



Self concept of people



Mapping their view of themselves in the debate



my
SELF

VALUES EXERCISE

1. Determine your core value: value that resonates with you. list, simply write down the words of a value you possess that is

Abundance
Acceptance
Accountability
Achievement
Advancement
Adventure
Advocacy
Ambition
Appreciation
Attractiveness
Autonomy

Daring
Decisive
Dedication
Dependability
Diversity
Empathy
Encouragement
Enthusiasm
Ethics
Excellence
Expression

05

Understanding does not equal
agreement.

Example from Italian Group – “Disengaged Moderates”

c. After you have marked your list of values, group them together and choose a title for each group. You can use the following table.

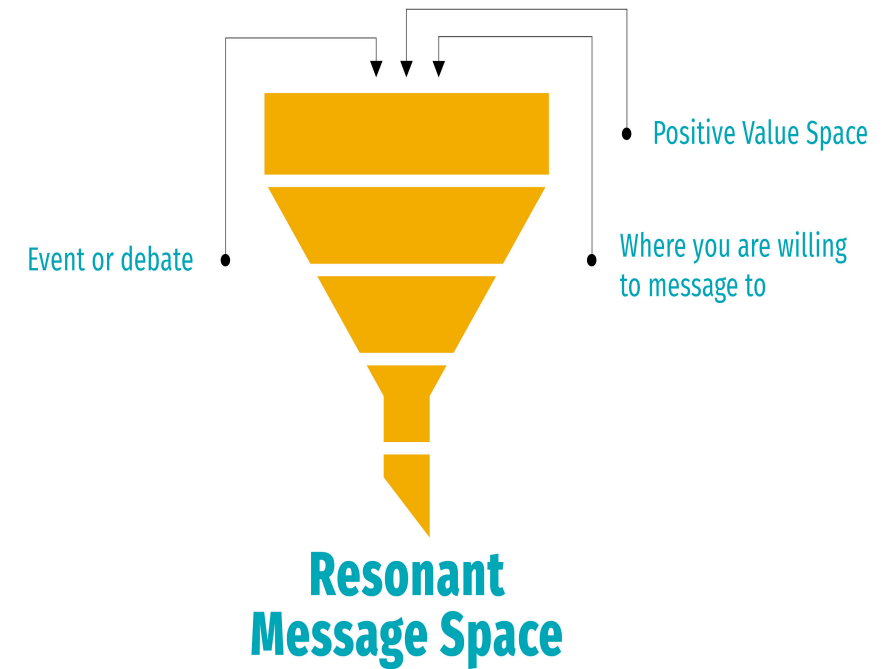
<i>individual</i>	<i>working</i>	<i>community</i>	<i>universal</i>
Benevolence	Dependability	Acceptance	Diversity
Well-Being	Flexibility	Charity	Ethics
Honesty	Independence	Compassion	Freedom
Humility	Intelligence	Generosity	Fairness
Individuality	Knowledge	Service	Justice
Open-Mindedness	Simplicity	Empathy	Peace
	Trustworthiness		

After mapping, discuss:

From the groups you identified, mark the values:

- that *you would be happy to build a message on, &*
- the *ones that would be suitable* for your *target opening/debate/event*.

This should be overlapping value/resonant space on which you can build positive messages.



What are the middle like?

Defining characteristics of the middle:

Not so informed, engaged – holding ideas that often don't follow

- Mushy, Balancers

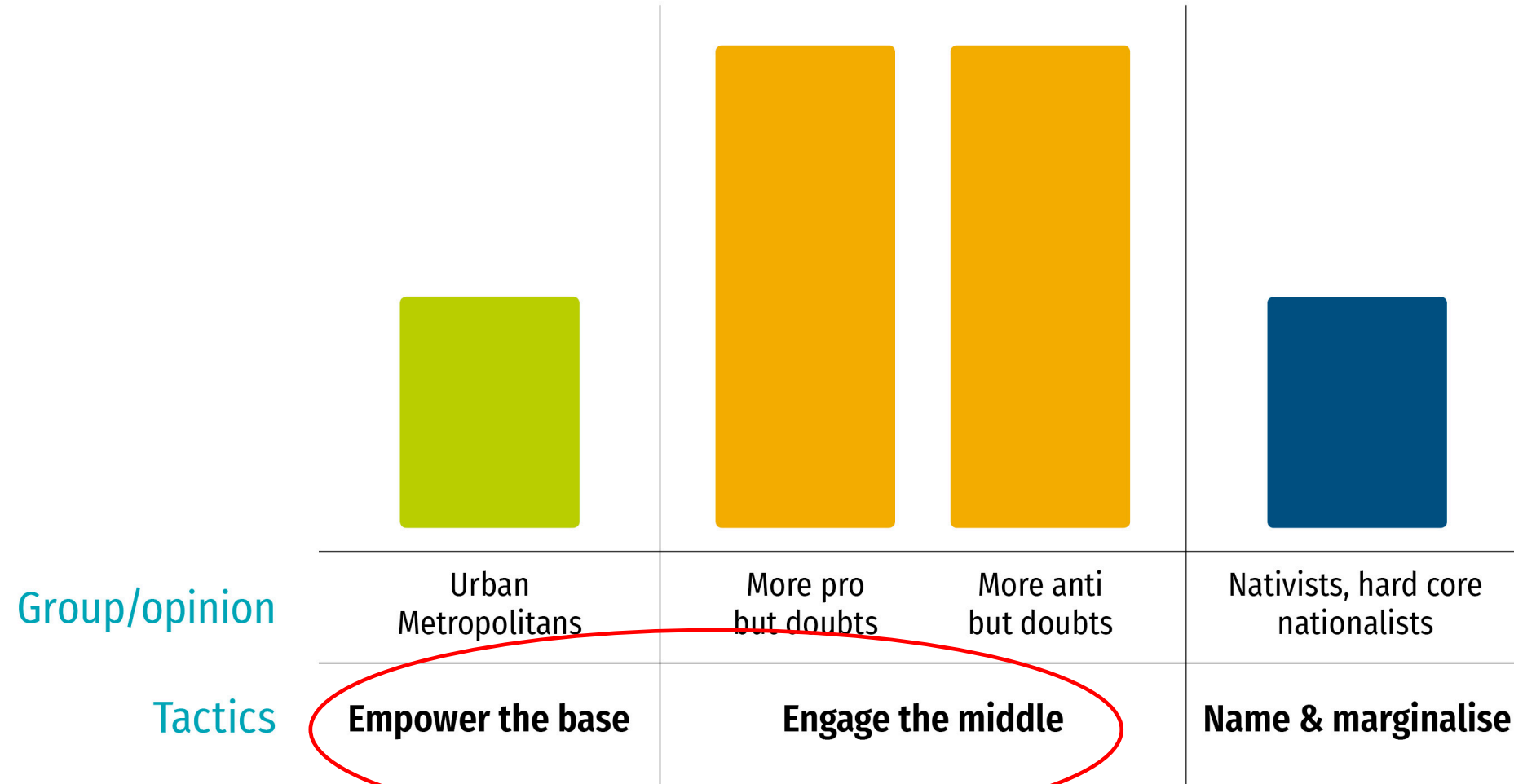
You can change their minds

- Movable, Balancers

Are emotional, influenced and tired by ongoing debates

- Conflicted/Anxious/Frustrated/Exhausted

Both/And, Not Either/Or



3. Next steps to a tested campaign concept

Komm Mit

Wie sieht der Alltag muslimischer Menschen aus?

Genau diese Einblicke fehlen uns oft. Einblicke in den Alltag muslimischer Menschen.

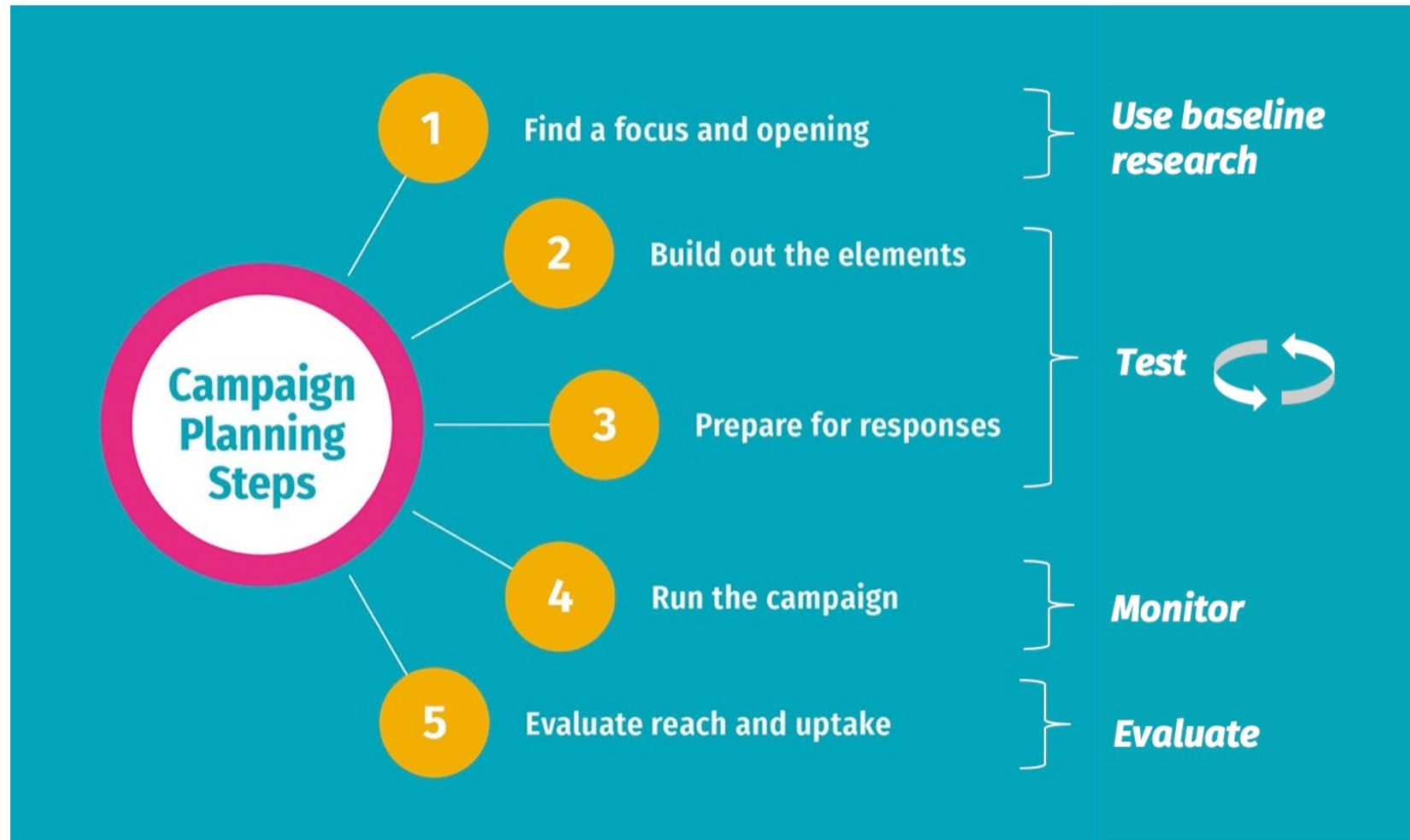
Sie alle prägen unsere Gesellschaft: als Kollegen, Nachbarinnen und Freunde – durch Höhen und Tiefen.

Um eine bessere Zukunft für uns alle zu gestalten, stehen wir als Gemeinschaft füreinander ein.

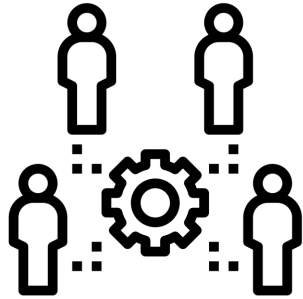
#KommMit und erlebe die Energie der Gemeinschaft.



Empirically-driven Narrative Change



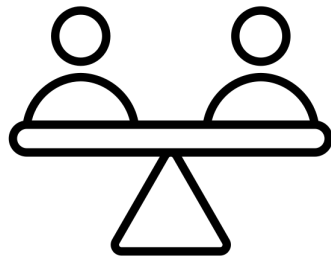
#KommMit Value Appeals



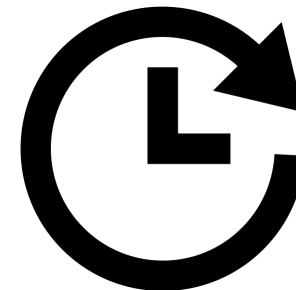
Togetherness/
Interdependence/
Solidarity



Responsibility/
contribution/
Participation



Justice/
Stability/
Security



Intergenerational
Future

3 x Tradespeople Protagonists

1. **Ayoub** - Baker



2. **Murat** – Carpenter



3. **Yusuf** - Butcher



A8 story board: Baking ausbildung/mentorship

K— German *Ausbildung*; passionate baker; export; showing his grades; learner (his level); future of bakeries; young people; 400 employees/staff

F— Concern about future; pride (*Ausbildung*); problem, solution, hope; relief from anxiety; rolling up your sleeves

C— Hungry for more? Visit the website. Tell your friends. Long term attitude change.

Scene	Visual	Text
1		First line: 1/3 of bakeries were closed Second line: between 2009-2019 in NRW.
2		What if you had to travel 25km for your bread?
		Luckily there is Ayoub / zum Glück gibt es Ayoub

Bread rising in an industrial oven video (but footage will be reserved).

Same as above.

Ayoub kneading dough.

3		V1: Ayoub speaking & subtitled: "I'm working to become a <i>meister</i> " V2: Ayoub speaking & subtitled: "I'm working to become a <i>meister</i> " "And training others too"
4		V1: Ayoub speaking & subtitled: "15 years in, and I'm still learning" V2: Ayoub speaking & subtitled: "15 years in, and I'm still learning" "And German bread is the best in the world!"
5		V1: No one in Lunen will have to go 25km to the bakery V2: Thanks to Ayoub and his colleagues, no one in Lunen will have to go 25km to the bakery

Ayoub smiling holding a tray of German bread.

Ayoub with his Geselle certificate.

Selfie of Ayoub and the crew with sleeves rolled up.

Testing & Evaluation



- **Message Testing** (*Formative Evaluation*)
 - *Is this working? Are we going in a good direction?*
 - During the development process
 - Adjust & scale what's working
 - Can be part of the monitoring process



- **Campaign Evaluation** (*Summative Evaluation*)
 - *Did it work?*
 - After the process/campaign rollout

#KommMit Pitch

What does the everyday life of Muslim people look like?

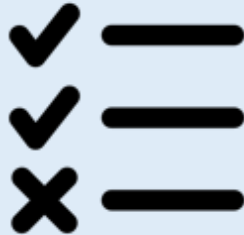
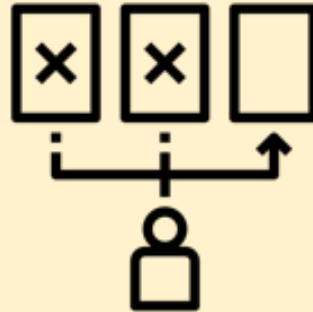
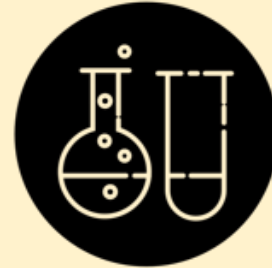
It is precisely these insights that we often lack. Insights into the everyday lives of Muslim people.

They all shape our society: as colleagues, neighbours and friends - through ups and downs.

To shape a better future for us all, we stand up for each other as a community.

#ComeWith and experience the energy of community.

Testing Methods used in #KommMit

Testing the campaign concept		Testing & Evaluating the campaign content	
1. Focus groups	2. Opinion polling	3. Test & learn with ads	4. Randomised Controlled Trials
			
			
			

1. Focus Groups

The Established

Group 1

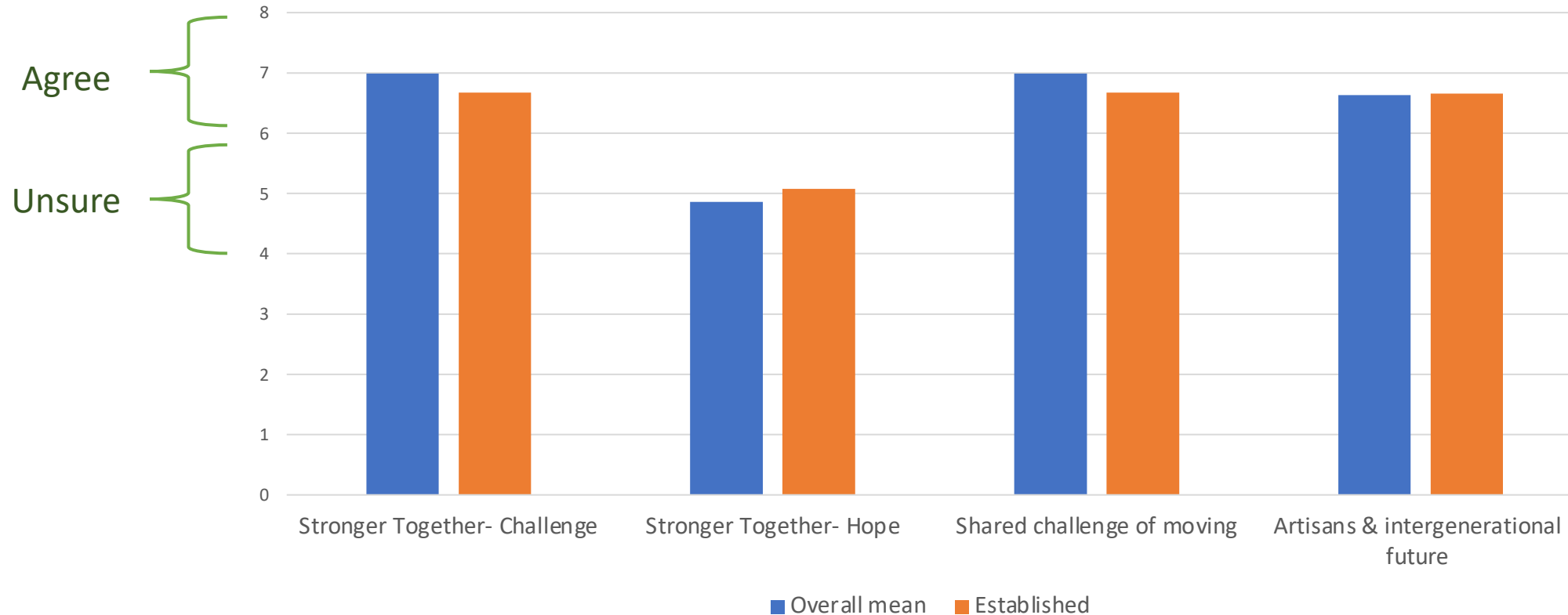
Group 2



- 2 online groups x 6-8 people from target group
- Campaign group observing
- Testing the values appeals, campaign pitch, 1st draft content in storyboards
- Opportunities and Challenges in the results



2. National Poll on Topline Narratives



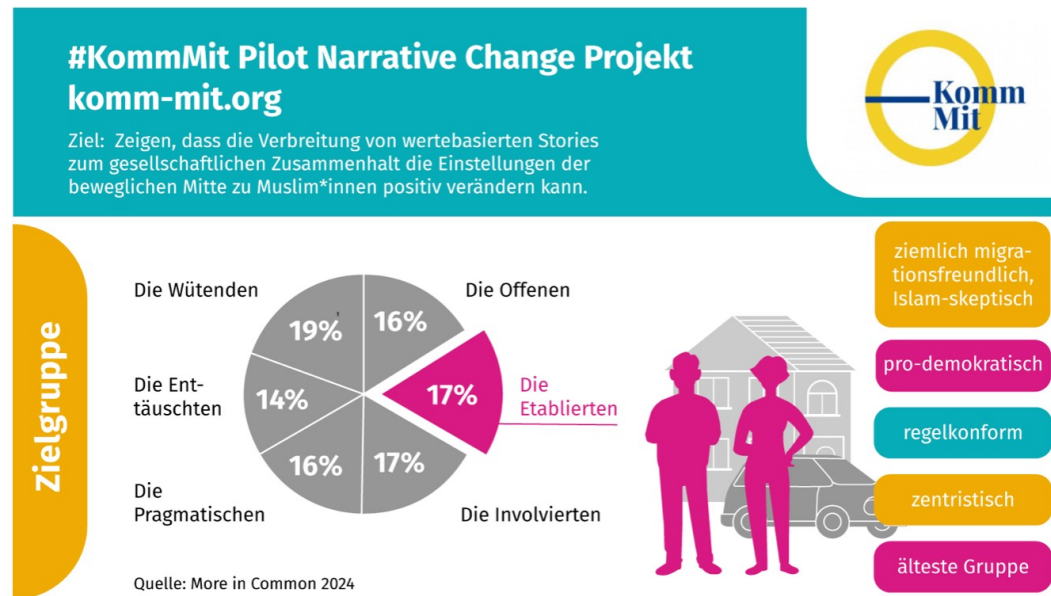
- IPSOS Fast Facts Panel Survey
- Sample size = 1000 people
- Our expert segmented the data



Key resource (2024)

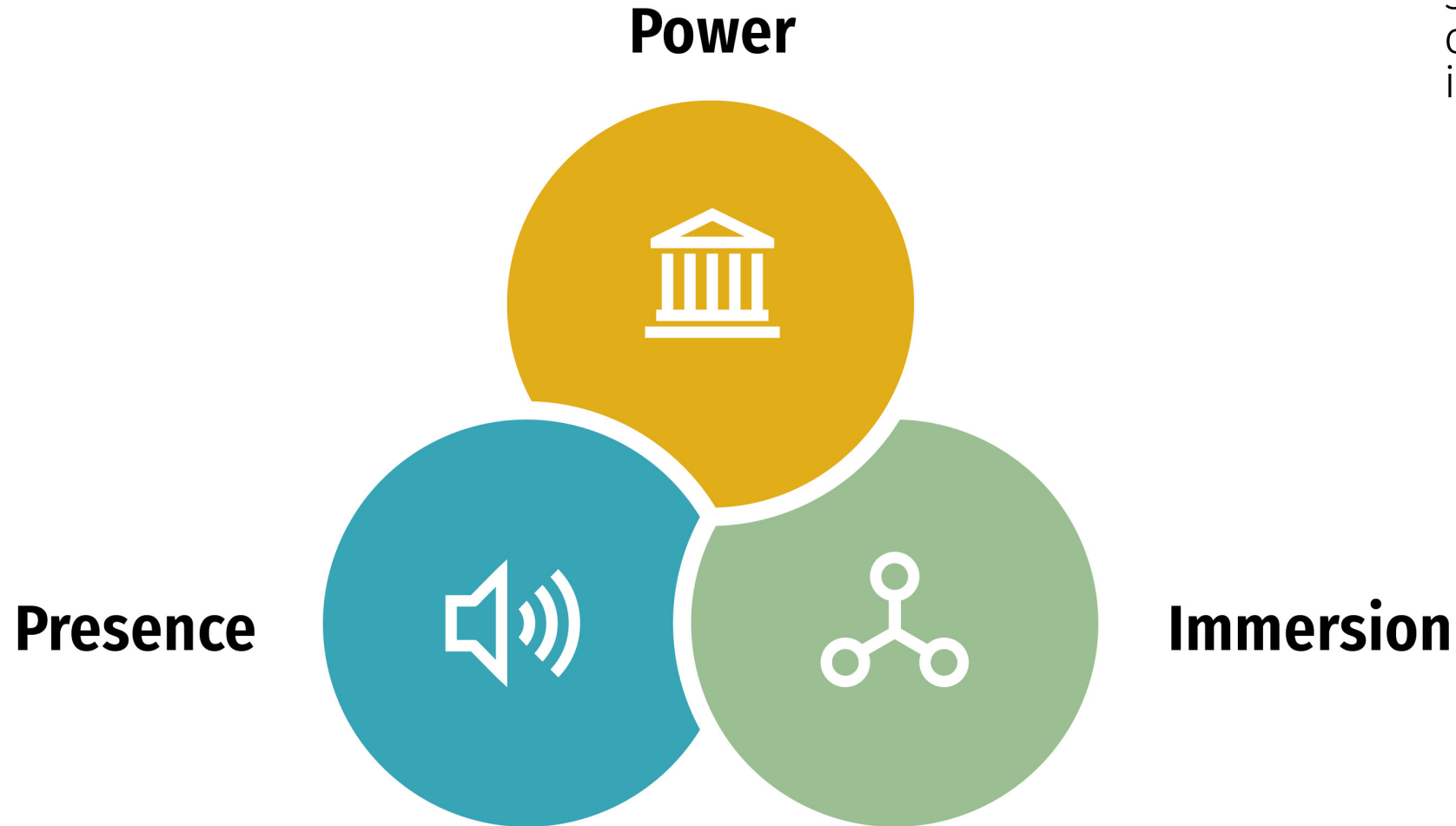
Die #KommMit-Toolbox: Narrative Change-Praxis zur Förderung des gesellschaftlichen Zusammenhalts

In den letzten 10 Jahren haben wir mit zivilgesellschaftlichen Organisationen (CSOs) in Deutschland zusammengearbeitet, um mit einem Narrative Change-Ansatz zu experimentieren und wirksame Wege zu finden, um die **skeptischen mittleren Zielgruppen in Bezug auf Migration und Integration zu erreichen, konstruktive Gespräche über gesellschaftlichen Zusammenhalt anzustoßen und letztendlich die öffentliche Meinung zu verändern, damit Vielfalt und Integration wieder auf die Policy Agenda gesetzt werden.** Die vorliegende Toolbox stellt den Höhepunkt dieser Reihe von Experimenten dar und gibt einen detaillierten Einblick in die Praxis und die aus den Erfahrungen und Ergebnissen gezogenen Lehren.

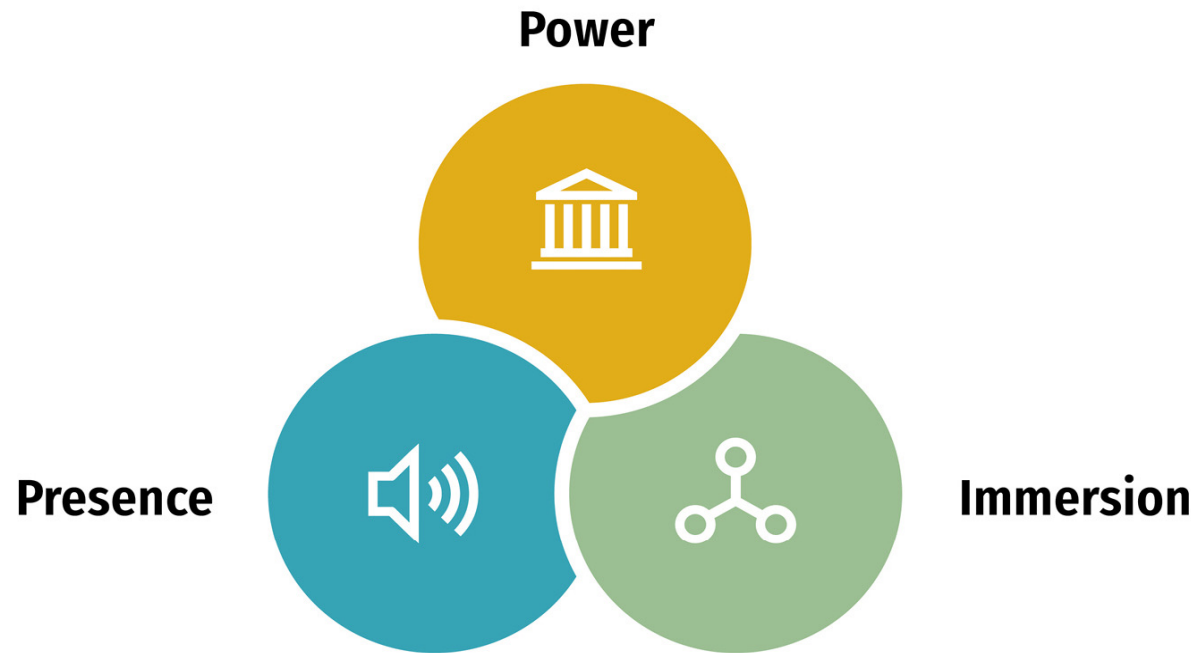


- In-depth Step by step though the #KM pilot
- From strategy to stories to testing to rollout
- Messaging approach
- Adopt or adapt the approach

Strategic Comms as a Theory of Change



Link: <https://www.narrativechange.org/toolkit/what-strategic-communications>



Presence	→ build consistent voice and visibility in media spaces → getting the message “out”/“known” → Dissemination → building surround sound, volume and velocity
Immersion	→ design engaging interventions to socialise narratives in interactions, relationships and everyday practice → getting the message “in”/“owned” → chances to discover/engage with the narrative → Shifting norms/behavioural expectations
Power	→ making the political space or building the support to make change → changing the rules of policy/law