





Fundamentals *of a* Referendum

Referendum on the United Kingdom's membership of the European Union

Vote only once by putting a cross ☐ in the box next to your choice

Should the United Kingdom remain a member of the European Union or leave the European Union?

Remain a member of the European Union

☐

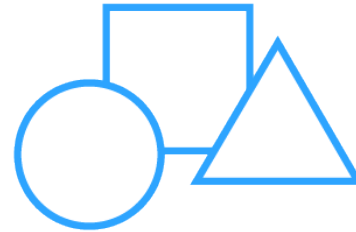
Leave the European Union

☐

**Don't treat it
like a candidate
campaign**



No personality involved



Abstract Concept



Positions Lock In Early

Questions to
maintain the
status quo are
easier to win

*The proposed solution is
not acceptable, no
matter how big the problem.*

*There is a problem, and it is
their problem. The referendum
is the **best solution**.*

**The messenger
matters as much
as the message**

*Hard to win if messenger
represents narrow group.*

*Messengers must be
visible and from a
variety of backgrounds.*

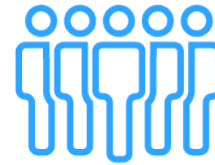
Define the terms that appeal to the self-interest of the voter



*Will this be good for
me and my family?*



*Will this be good
for your budget?*



*Will this be good for
your community?*



*Will this make you
more secure?*



*What will this mean
for your future?*

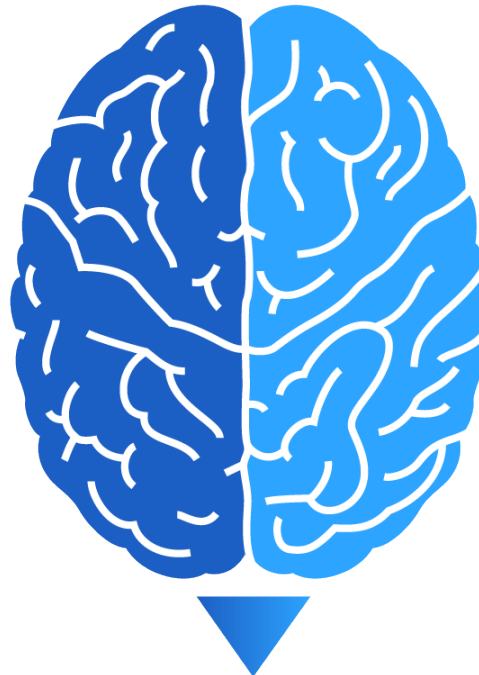
Referendums are contentious and emotionally charged

Must appeal to the left and right brain.

LEFT

*Logical
Sequential
Rational
Analytical*

Objective
looks at parts



RIGHT

*Random
Intuitive
Holistic
Synthesizing*

Subjective
looks at wholes

BRAIN DYNAMIC

Three-phased approach

It all starts with research

Phase I

Opinion Research

*Avoiding the
False Consensus*

*Qualitative vs.
Quantitative*

*Message
Development*

Phase II

Alliance Building

Attracting Allies

*Grassroots and
Grasstops*

*Early Tactical
Development*

Phase III

Going Public


Prepare Training


Press


Online


*Maintaining
the Drumbeat*

Tactics


Search engine optimization 

On target display advertising 


Direct mail 

Social media 

Micro-targeting 

Interactive content including video 

Motivation based targeting 

Personal values 

How EU Referendum Campaigns Differ

**A different
animal**

*Referendums are not as
prevalent*

*Lack of domestic
referendum campaign
expertise*

A different set of privacy rules

Limited access to and use of voter data

Targeting is more cumbersome

Limits some communication tools

Timing and spending restrictions

The calendar is condensed

Spending limits are tight

*Limited, late disclosure and
reporting*

Tactics are in flux

Use of opinion research still evolving

Emphasis on earned and social media

Less emphasis on digital, TV and radio

**Brexit Will Lead to
Additional
Referendums**

**Growing populist
and Eurosceptic
movements**

*Dissatisfaction with EU
and strong desire for
reform*

*Perceived lack of action by
national and EU elected
officials*

Domestic pressures

**Easy and
effective political
tool**

*Low threshold for
qualification*

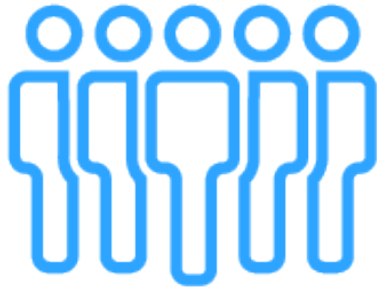
*Policy maker “escape
hatch”*

*Used as leverage to “cut a
better deal”*

Strategic Takeaways

Referendums likely to catch fire

Voters like them, policy makers don't.



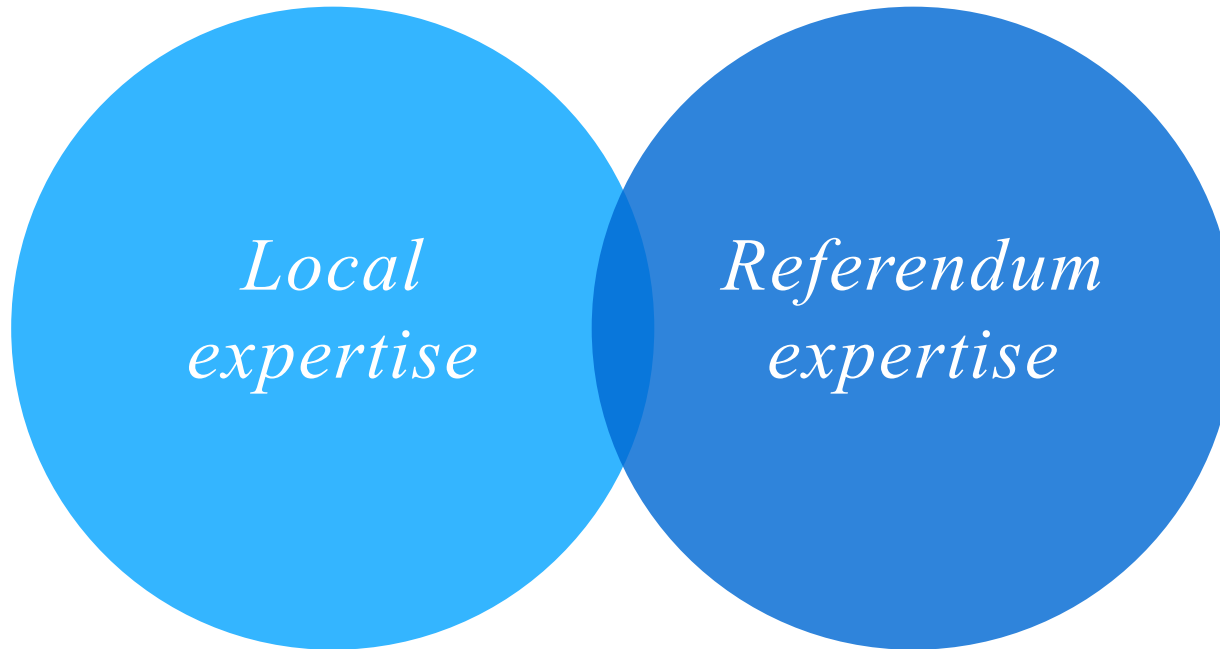
Referendums are not new

Don't reinvent the wheel.

*Learn from,
study other
jurisdictions.*



Combine local political expertise with referendum expertise



Apply the fundamentals

*Every country and
political situation is
unique, however...*



*The fundamentals and the
methodology typically apply
everywhere*

Thank you!