

Air Insight: A User-Led Approach to PM_{2.5} Communications

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SIDEKICK

RESEARCH-DRIVEN COMMUNICATIONS



Sidekick is a research-driven, strategic communications and design agency, applying immersive design thinking approach, SBCC, and policy advocacy to deliver meaningful, measurable social impact across Southeast Asia.

ORGANIZATIONS WE'VE WORKED WITH





AIR INSIGHT:

A USER-LED APPROACH TO PM 2.5 COMMUNICATIONS



 **Breathe
Cities**





The Challenge

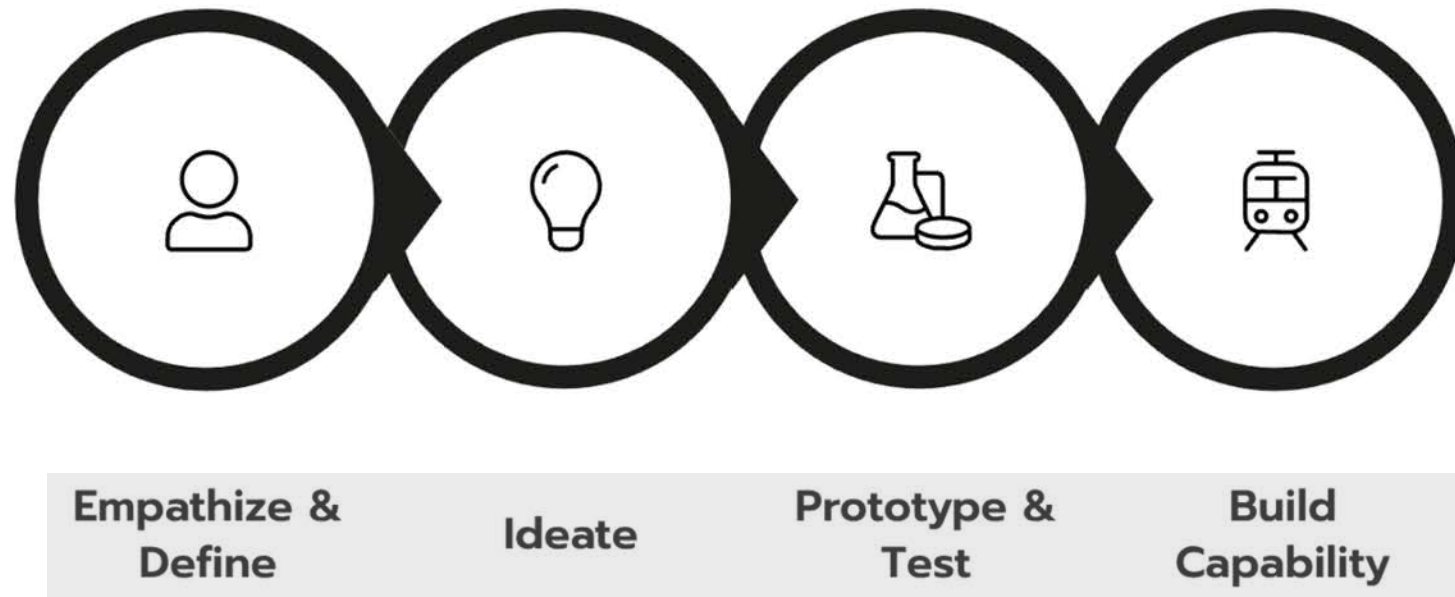
BMA identified public communication as a key challenge – in helping residents understand what to do during smog periods and building trust in the city’s clean air actions.

Our Approach

To address this, we took a user-centered approach to behavior change, using human-centered design to ground communication strategies in real audience insights

Our Design Process

We followed a structured human-centered design process across four phases – from deep audience understanding through to capability building within BMA teams.



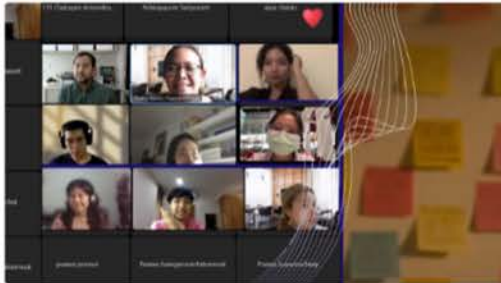
Each phase built on the last – ensuring that every communication prototype was grounded in real audience insight before being tested and refined with actual participants.

Empathize & Define

We began by understanding what information people find useful in their daily lives and how air quality messaging can integrate into the content they already consume.

Focus Groups

Examined how BMA's current air quality communication is perceived across different demographic groups.



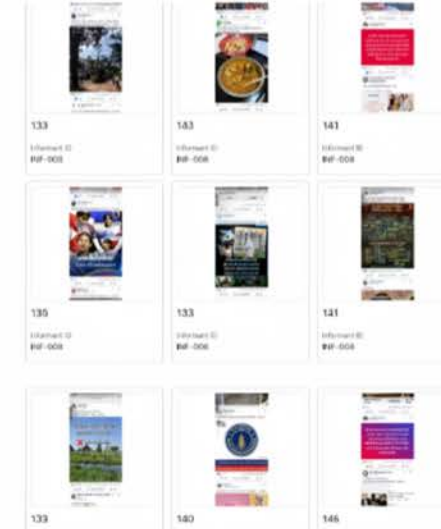
Shadowing

Observed how people navigate daily life and encounter – or miss – air quality information in their routines.



Daily Media Journals

Participants documented what they consumed throughout the day, why they chose it, and how it made them feel.



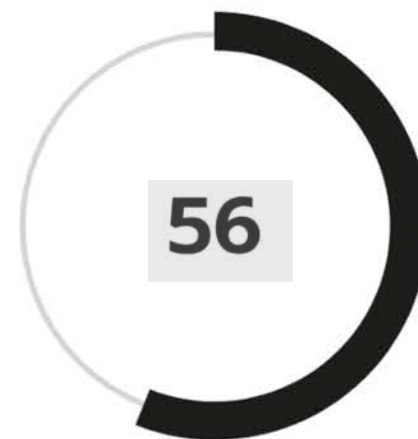
Through this process, we identified what types of information create real public value – whether through **practical usefulness, emotional relevance, or trust-building**.



Ideate, Prototype & Test

We identified shared themes across different demographic groups and **co-created ideas with representatives from each segment**. This process led to the development of **56 communication prototypes**, which are currently being tested and refined.

- A capacity-building workshop in May will enable BMA teams to integrate this user-centered and behaviorally informed framework into their **2026–2027 PM2.5 communication strategy**.



Communication prototypes developed



Capacity-building workshop with BMA teams

Framework

Designed these prototypes based on this – COM B

How We Change Behavior: The COM-B Model

COM-B is a behaviour change framework that explains that behaviour happens when people have the right combination of three elements:



C – Capability

Knowledge and understanding



O – Opportunity

Supportive environment and
access

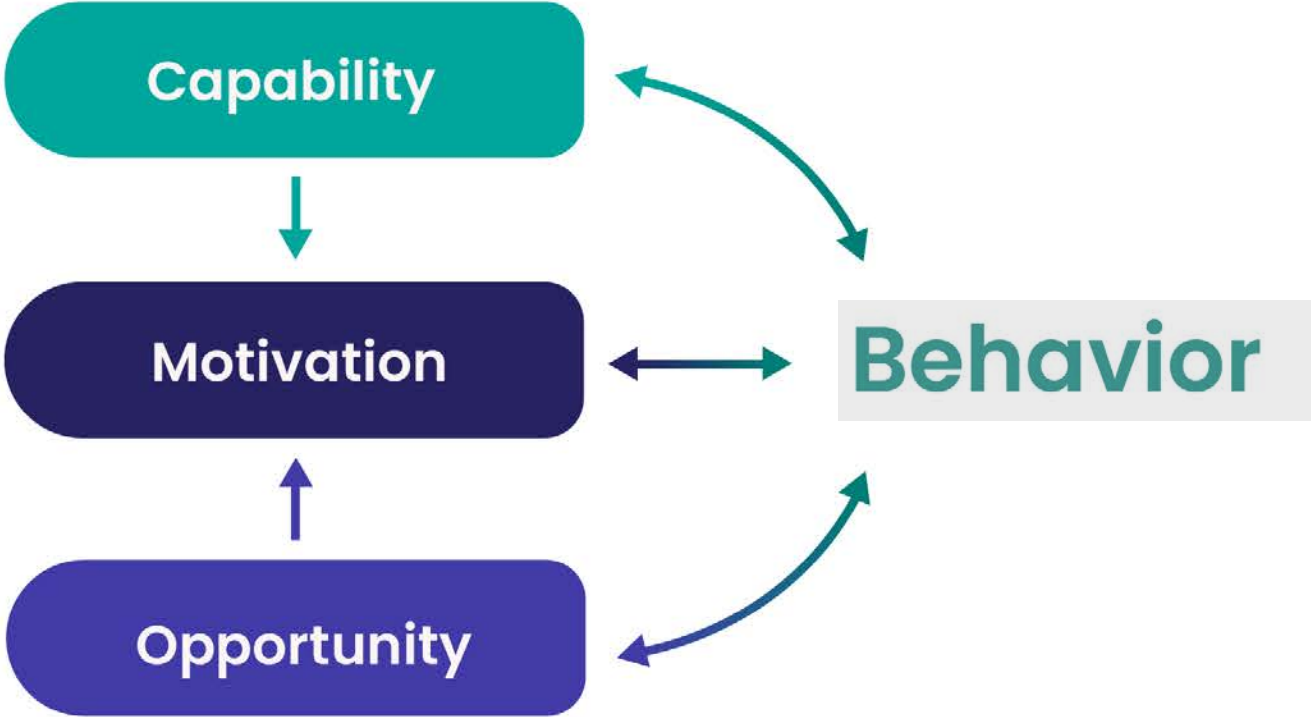


M – Motivation

Willingness and confidence

Why this matters: **Trust, clarity, and relevance must be in place before we can expect any behaviour change.**

Capability, Motivation, Opportunity – Behavior (COM-B) Theory



Designing for COM-B: What This Looks Like in Practice

C – Capability: Clarity, User-Led & Impact

- Keep communications **concise, readable, and easy to understand**
- Use **visuals and messages that convey the main idea at a glance**
- **Tailor messages to the audience's needs, routines, knowledge, and emotional state**
- Use trusted individuals, KOLs, or experts they relate to
- **Avoid blame or guilt-based messaging** – create a sense of value or pride in taking action
- **Communications that show success, results or actual impact in concrete and relatable way**

O – Opportunity: Channel Presence

- Communications must be **present in channels that reach the intended audience** – both online and offline
- People must have **regular opportunities to see or interact with messages** in their daily lives
- Channels should make participation easy, convenient, and **compatible with daily routines**

M – Motivation: Building Trust

- Communications that build confidence and trust in BMA
- When trust increases, people naturally feel more motivated and become more willing to participate in BMA activities or support BMA initiatives

B – Behaviour: The Outcome

- Increase people's intention to act
- Support protective behaviours (masking, route changes, checking PM maps, etc.)

Findings...

Public Participant Segmentation

Demographic groups we worked with from Empathize → Prototyping Phase can be divided into the following



Exposure Level

- **High: Riders, street vendors, outdoor workers**, warehouse and transport workers – **limited ability** to avoid polluted environments
- **Moderate: Daily commuters, office workers** – **some ability** to protect themselves depending on routine and location
- **Low: Retirees, work-from-home professionals**, mostly indoor workers – **can avoid** PM2.5 most of the time



Level of Concern

- **High:** People experiencing symptoms, parents of young children, and individuals responsible for caring for others
- **Moderate:** People who practice basic self-care and **pay attention only when pollution becomes visibly severe**
- **Low:** People who feel unaffected, rarely think about air quality, or do **not perceive it as an immediate personal risk**



Age Group

- **18–30:** Young workers, gig economy, early career
- **31–45:** Parents, primary earners
- **46–60:** Long-time workers, often balancing health and income
- **60+:** Retirees, grandparents

We also consulted civil society organizations representing diverse interest groups throughout the process.

Content Marketing

Effective content marketing focuses on delivering **meaningful value to the audience** – rather than simply **promoting institutional priorities**. When content is useful, relevant, and trustworthy, engagement and behavior change become more likely.

Instead of: "Here is today's PM2.5 number."

You think: "How does this number affect someone's school run, commute, elderly parent, outdoor work, or exercise plan today?"

That's the shift from broadcasting information to creating value.



What Content Do People Consume?

During December–January, we conducted **daily media tracking** with participants. They documented what they consumed throughout the day, why they chose it, and how it made them feel. Across all exposure groups, the main content genres include:

News (tabloid entertainment vs. hard news)

Information & general knowledge (short explainers)

Health & wellness

Entertainment

Travel & exploration

Self-development & motivation

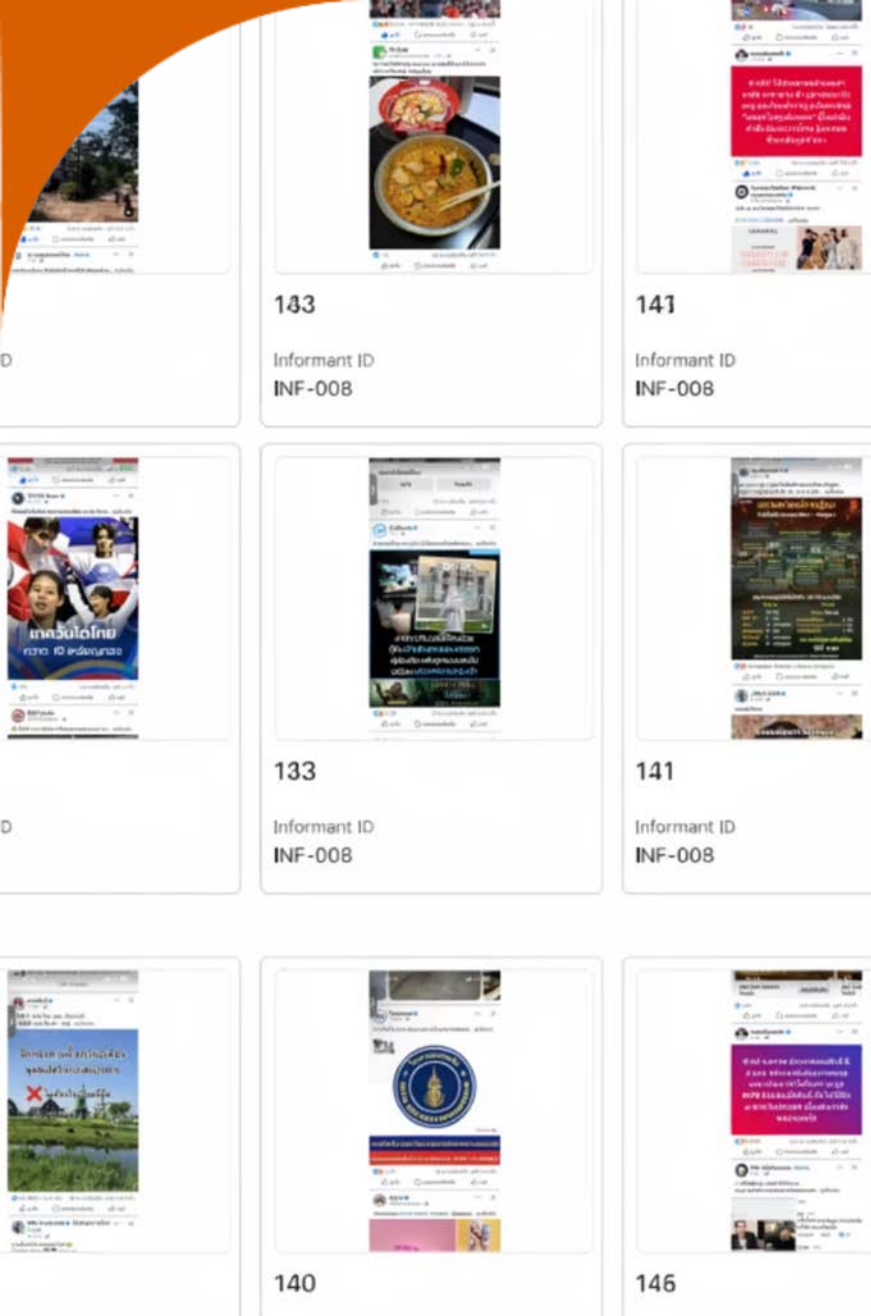
Beauty & fashion

Gardening & farming

Home & living

Kids & parenting

Animals & pets



HIGHLIGHT

อยู่ๆการจราจรก็ติด

แบบไทยๆ หมูบึ่ง, ไก่ย่างข้าวเหนียว, น้ำขง

Key Insight

Entertainment remains important across all exposure levels, concern levels, and age groups. What people find entertaining can differ across groups.

However:

- High Concern individuals (across exposure groups) consume more knowledge-based content particularly health and food-related information.
- As concern decreases, consumption shifts toward entertainment, tabloid-style news, fashion, travel and lifestyle content.



Across exposure groups, **older audiences** tend to share similar values and interests:

- Family
- Nation and community
- Health and safety
- Traditional news and cultural content
- Food and caregiving

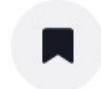
รีวิว วัดค่า ฝุ่น PM 2.5 ตามจุดต่าง ๆ ในกรุงเทพ



2406



18



187



164



PM 2.5 Content

Across all exposure groups

High Concern

Actively looks for health guidance and often shares information with others.

Mid Concern

Pays attention when pollution visibly worsens or during smog episodes.

Low Concern

Often normalizes exposure and sees air pollution as unavoidable.

Prototyping...

HIGH exposure



PM2.5 Audience Personas

From Segmentation to Personas: Designing PM2.5 Content by Lived Reality

HIGH EXPOSURE PERSONA

(Limited environmental control | Daily dust exposure)

Core Reality

- Outdoor / commute-heavy life
- Lower disposable income
- Limited ability to avoid pollution
- Makes decisions based on daily survival needs

Psychological Profile

- Practical and time-constrained
- Emotionally fatigued by constant exposure
- Responds to respect – not blame
- Rejects academic or technical tone

Concern Overlay

- **High Concern:** Actively seeks health guidance, shares info
- **Mid Concern:** Engages when dust visibly worsens
- **Low Concern:** Normalizes exposure, sees it as unavoidable



HIGH EXPOSURE – Media & Design Lens

(Age Nuances | Aesthetic Direction | Content Strategy)

Age Nuances

- **18–30:** Trend-driven, influencer-led, emotional framing; serious issues enter via personality and drama
- **31–45:** News + alerts + family protection; urgent and practical tone resonates
- **46–60:** Health, safety, and daily management; strong Facebook + LINE use
- **60+:** Family, nation, wellbeing framing; clear visuals and high readability matter

Aesthetic Direction (Moodboard 01)

- High contrast
- Bold typography (Mali / Kanit)
- Strong primary colors
- Energetic, street-level realism

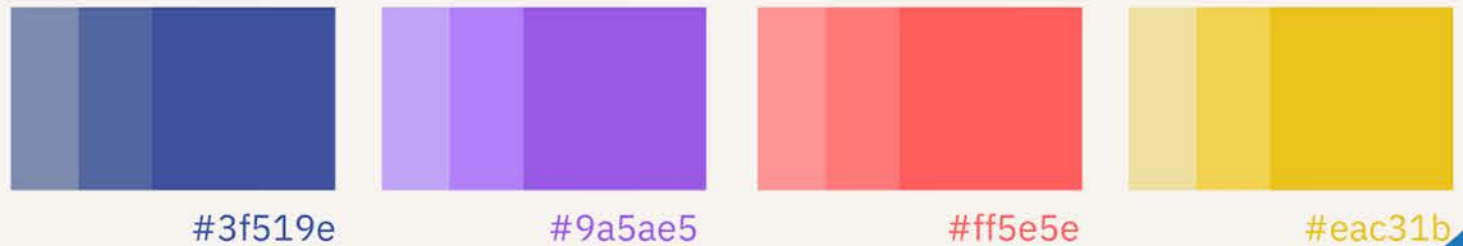
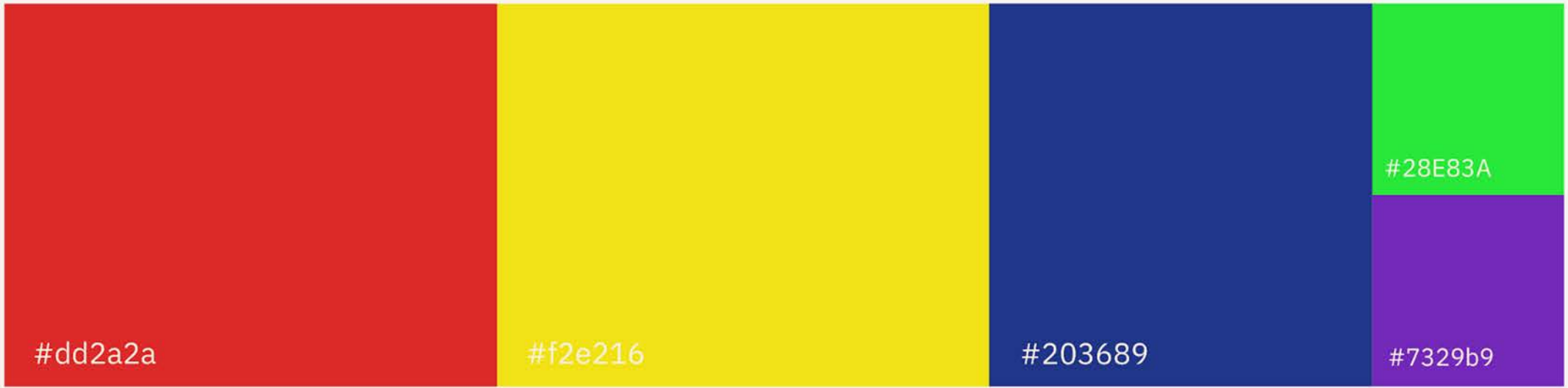
Content Strategy Fit

- Short, practical summaries
- “What to do today” guidance
- Occupational framing (PM 2.5 x Rider / Vendor / Driver)
- Encouraging tone
- Light entertainment as emotional relief

COLOR PALETTES



PRIMARY





TYPEFACE



PRIMARY

Kanit

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

กข

Aa

Mali

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

กข

Aa

□ TYPOGRAPHY

- clear outlines
- high-contrast primary colors
- text on solid color backgrounds

H

ตัวอย่าง

ตัวอย่าง

ตัวอย่าง

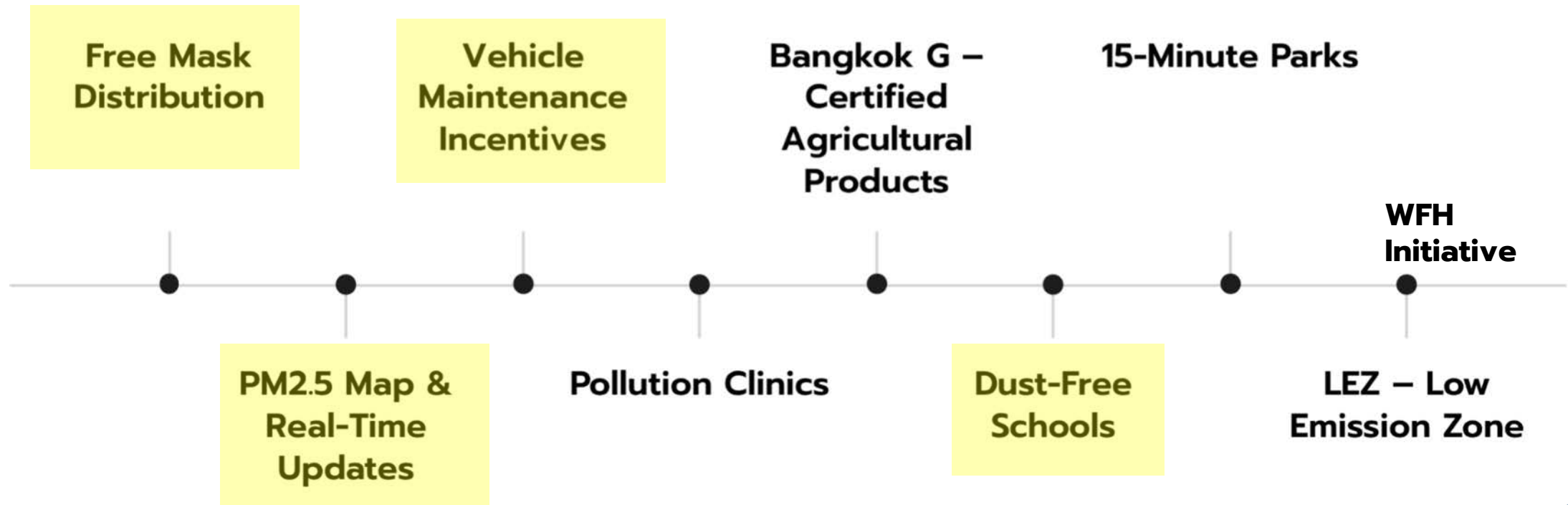
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ตัวอย่าง

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Designing Behavioural Prototypes from Existing BMA Actions + Persona

We used existing **BMA policies and initiatives that people already found useful + impactful** and **combined** them with our **insights** on audience media personas to **design** behavioral communication **prototypes**.



PM2.5 Map & Real-Time Air Quality Updates

Instead of presenting statistical data alone, the map was reframed through **storytelling** – showing **real urban activities** and **familiar outdoor settings**, paired with practical **self-protection guidance in encouraging tone** and PM2.5 levels.



Free Mask Distribution

Rather than simply announcing free mask availability, this was reframed as a campaign encouraging mask use. Characters representing common occupations within this exposure group were featured, with empathetic and encouraging messaging.



Dust-Free Schools

Deadpan comedic format – currently popular within this demographic – used to introduce dust-free schools across Bangkok, focusing on accessibility and availability.



Vehicle Maintenance Incentives (Engine Oil Discounts)

Adapted BMA's existing incentive to **include motorcycles**, recognizing that this group relies heavily on motorcycles as primary transportation.

CHECK UP

ล้างฝุ่น!

เปลี่ยน น้ำมันเครื่องวันนี้

พร้อมตรวจเช็คสภาพ **ไส้กรองอากาศ**

FREE

MOTOR OIL BOTTLE

The advertisement features a yellow background with a black and white checkered border at the top and bottom. It includes a circular inset showing a person wearing a face mask working on a motorcycle engine. A bottle of motor oil is also depicted. The text is in large, bold, black and red fonts.

ปิดตู้ฝุ่น!

อากาศสะอาด จากรถคุณ

เปลี่ยน น้ำมันเครื่องวันนี้

FREE

พร้อมตรวจเช็คสภาพ **ไส้กรองอากาศ**

MOTOR OIL BOTTLE

The advertisement features a black background with a yellow and black checkered border at the top and bottom. It includes a circular inset showing a person wearing a face mask working on a motorcycle engine. A bottle of motor oil is also depicted. The text is in large, bold, white and yellow fonts.

Older Segment within High Exposure Bangkok G – Certified Non-Burning Agricultural Products (also works with Moderate and High Exposure groups)

Short-form **ASMR-style cooking content using traditional music**, featuring Bangkok G produce with a clear call to action.



MODERATE EXPOSURE



MODERATE EXPOSURE PERSONA

(Some environmental control | Routine commuters balancing cost + lifestyle)

Core Reality

- Office workers, daily commuters
- Moderate disposable income
- Can protect themselves situationally

Psychological Profile

- Practical but aspirational
- Values “smart living” and optimization
- Interested in tools, deals, and efficiency

Concern Overlay

- **High Concern:** Research-driven, health & product focused
- **Mid Concern:** Engages when pollution visibly worsens
- **Low Concern:** Lifestyle-first; air quality secondary unless disruptive



MODERATE EXPOSURE – Media & Design Lens

(Age Nuances | Aesthetic Direction | Content Strategy)

Age Nuances

- **18–30:** Lifestyle, self-improvement, beauty, work humor; information must support personal goals
- **31–45:** In-depth news, health, macro explainers; high tolerance for analysis
- **46–60:** Functional media use; practical how-to, risk prevention, health routines
- **60+:** Usefulness > personality loyalty; credibility matters

Aesthetic Direction (Moodboard 02)

- Balanced color palettes
- Clean editorial layout
- Sarabun / Anuphan typography
- Modern but accessible tone

Content Strategy Fit

- Lifestyle-integrated air quality messaging
- Deals & incentives framing
- Self-care via trusted creators
- PM2.5 maps embedded into daily routine planning

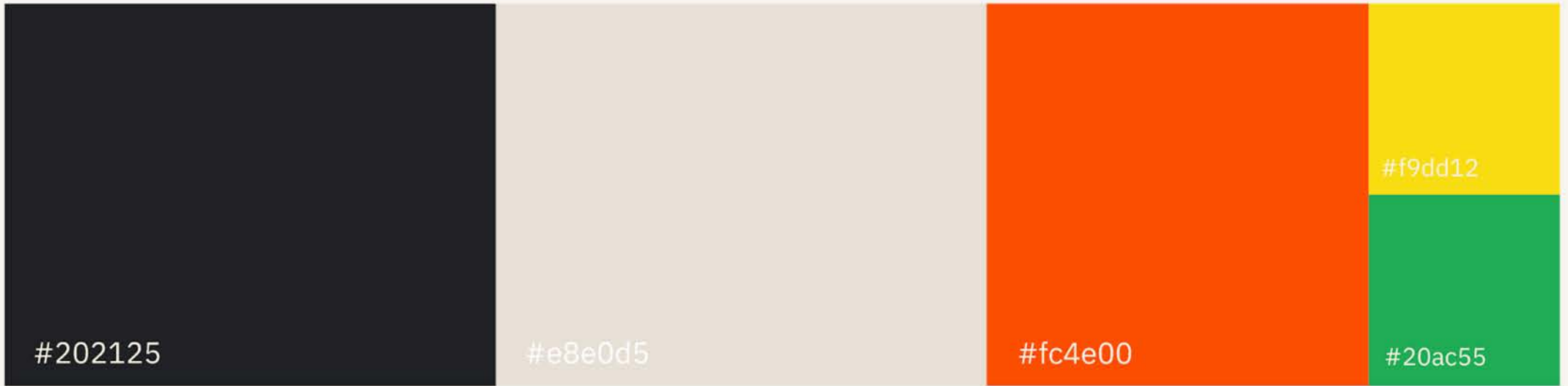


COLOR PALETTES

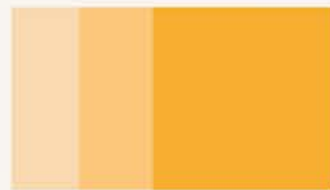


Muted color palette for a softer visual tone

PRIMARY



#f44ea6



#f8ae31



#96c612



#283c7c



TYPEFACE

M

PRIMARY

Anuphan

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

กข

Aa

Sarabun

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

กข

Aa

○ **TYPOGRAPHY**

- more muted tones
- Maintain light outlines

M

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ตัวอย่าง

ตัวอย่าง

EXAMPLE

EXAMPLE

EXAMPLE

AGE
60+

ตัวอย่าง

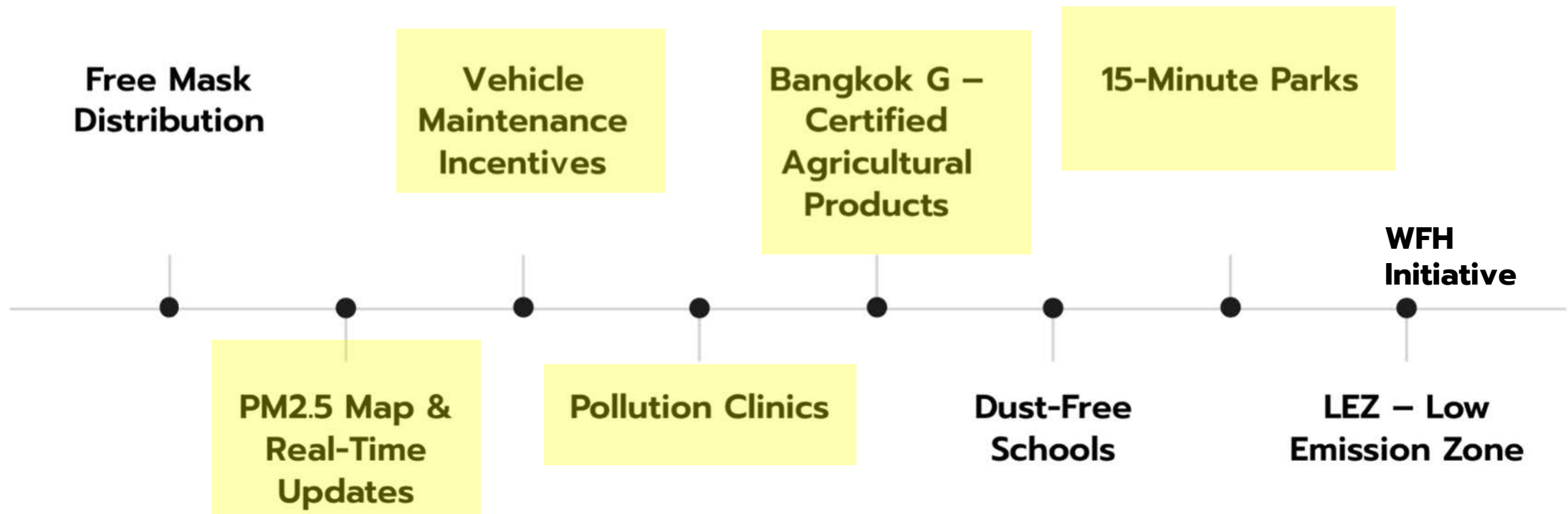
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EXAMPLE

Designing Behavioural Prototypes from Existing BMA Actions + Persona

We used existing **BMA policies and initiatives that people already found useful + impactful** and **combined** them with our **insights** on audience media personas to **design** behavioral communication **prototypes**.



PM2.5 Map & Real-Time Updates (Lifestyle Integration)

Lifestyle-format content such as “What’s in My Bag” – integrating protective items (mask, inhaler, purifier tools) while prompting viewers to check PM 2.5 levels.



PM2.5 Map + Free Mask Distribution

Self-improvement format (e.g., learning a new language – popular with this group), integrating air quality topics into **aspirational lifestyle content**.



Vehicle Maintenance Incentives

Similar concept to High Exposure, but **adapted in tone, aesthetic, and style to match this demographic's** preferences while maintaining the **“deal” appeal.**



COMBO CHECK-UP

เปลี่ยนน้ำมันเครื่องวันนี้
ประหยัดทันที 30%

ฟรี! ตรวจสอบเช็คระบบ 20 รายการ
ค่าบริการเปลี่ยน-ถ่ายน้ำมันเครื่อง

#รถคันนี้ลดฝุ่น

เครื่องยนต์สะอาด ลดฝุ่นPM2.5

15-Minute Parks: Greener City, Cleaner Air

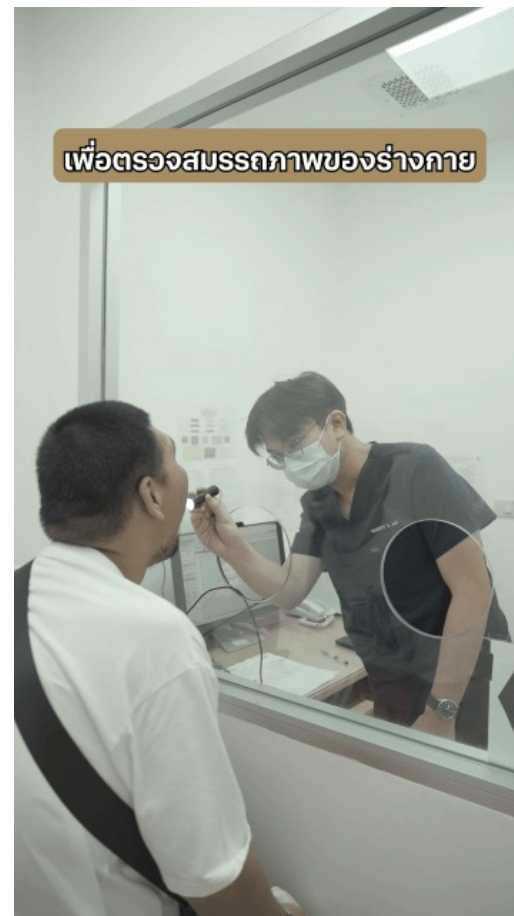
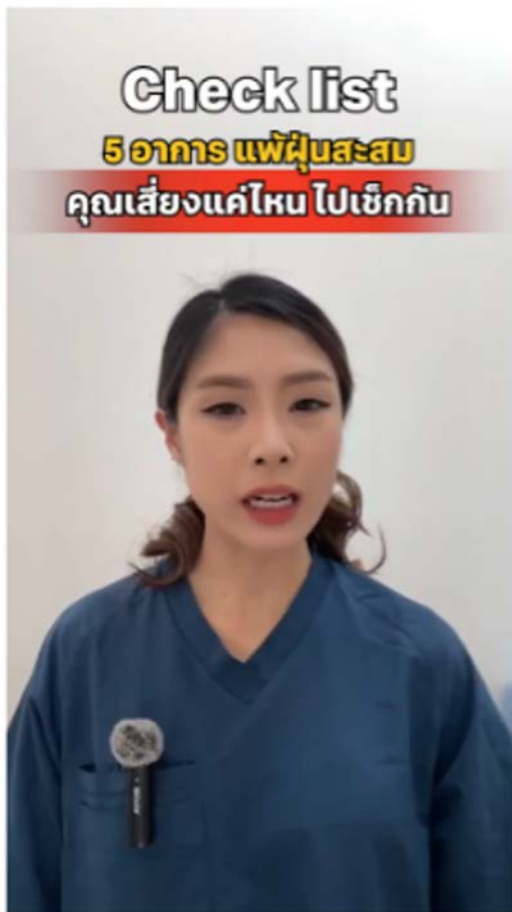
Highlighting **how planting trees and expanding urban green space helps reduce PM2.5** and lower surrounding temperatures. Encouraging **everyday actions** – from visiting local parks to planting trees at home and within communities. – **more time and disposable income compared to high exposure groups = take action**



Pollution Clinics

Self-care tips delivered by trusted health creators (doctor/nurse).

Highlighted **pollution clinics** as a unique service – rare in Asia – and increased awareness of availability.



Older Segment within Moderate Exposure (this also works with High and Low Exposure older segment)

Dust-Free Schools

Human-interest storytelling featuring parent interviews.

Aligned with older audiences' **values around family, safety, and children's wellbeing.**



LOW EXPOSURE



LOW EXPOSURE PERSONA

(High environmental control | Planning flexibility)

Core Reality

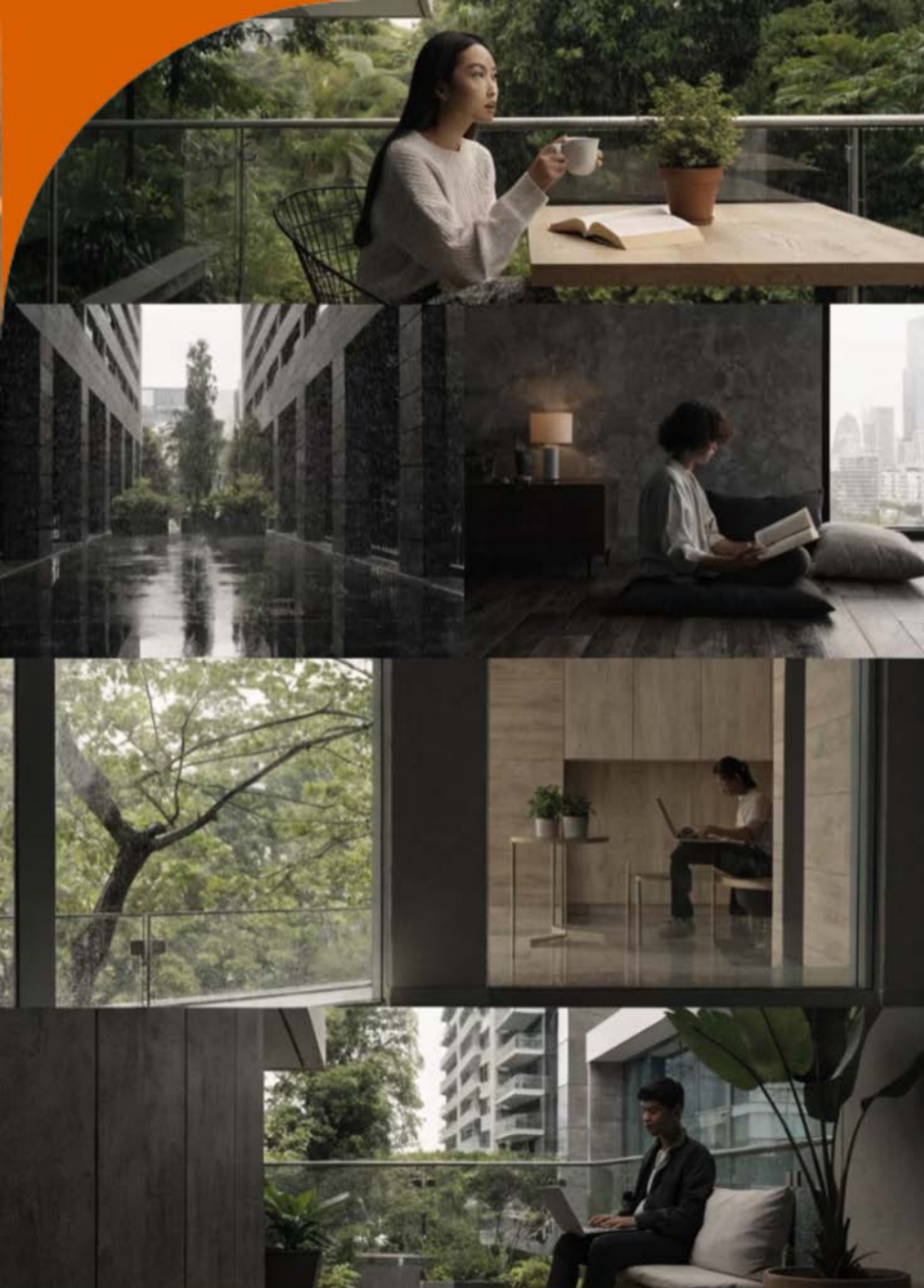
- Retirees, WFH professionals, mostly indoor workers
- Higher income
- Can avoid PM2.5 most of the time

Psychological Profile

- Analytical and systems-aware
- More likely to question governance
- Comfortable with longer-form, evidence-based content

Concern Overlay

- **High Concern:** Research-driven, policy and evidence focused
- **Mid Concern:** Engages when pollution disrupts plans
- **Low Concern:** Sees dust as seasonal or distant; limited proactive engagement



LOW EXPOSURE – Media & Design Lens

(Age Nuances / Aesthetic Direction / Content Strategy)

Age Nuances

- **18–30:** Status, finance, self-branding, future-oriented success content
- **31–45:** Browsing-oriented; humour, curiosity, selective information engagement
- **46–60:** Policy, economic news, health screening, fact-based content
- **60+:** Longevity, quality of life, family and future generations

Aesthetic Direction (Moodboard 03)

- Soft gradients
- Minimal typography (NotoSansThai / Bai Jamjuree)
- Calm, reflective tone
- Globally influenced design

Content Strategy Fit

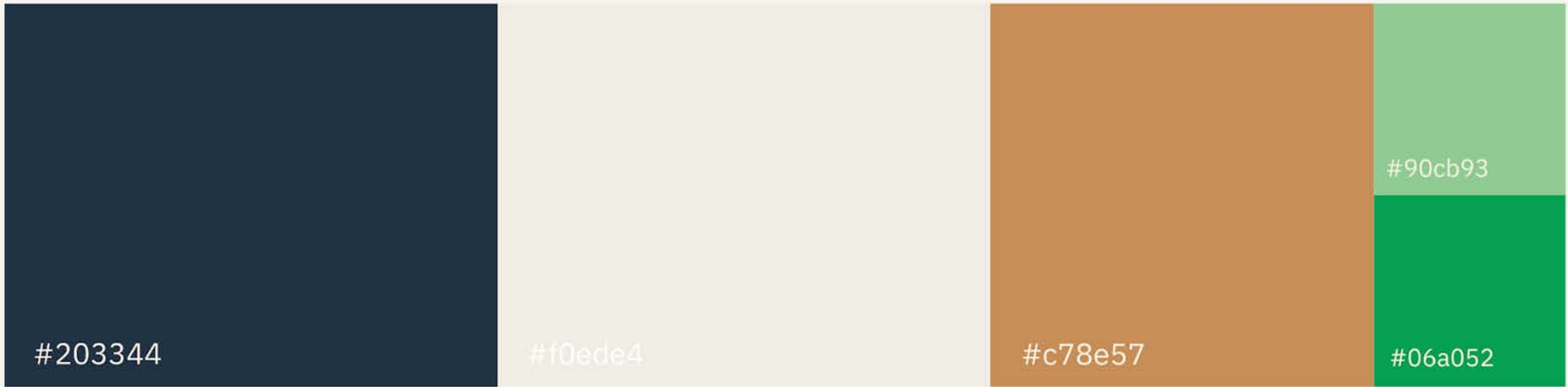
- LEZ simplified explainers
- Meteorology and source breakdown graphics
- Planning-oriented PM 2.5 maps (weekly / monthly)
- Green space and systemic framing



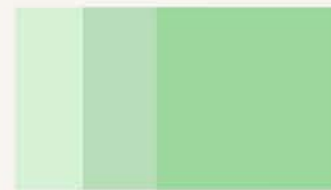
COLOR PALETTES

Use **soft, desaturated colors** to maintain visual comfort

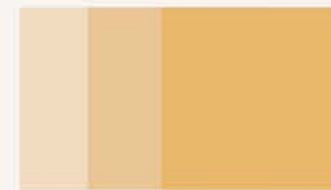
PRIMARY



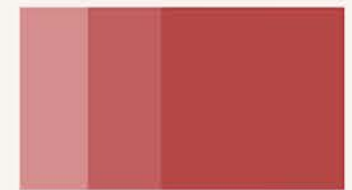
#b2caca



#8cbfa9



#eab86a



#b54845

○ TYPEFACE

PRIMARY

NotoSansThai

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

กข

Aa

Bai Jamjuree

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

กข

Aa

○ **TYPOGRAPHY**

- Minimal or no text outlines
- Soft, low-contrast typography
- Simple presentation for visual comfort

ตัวอย่าง



ตัวอย่าง

EXPOSURE

AGE
60+

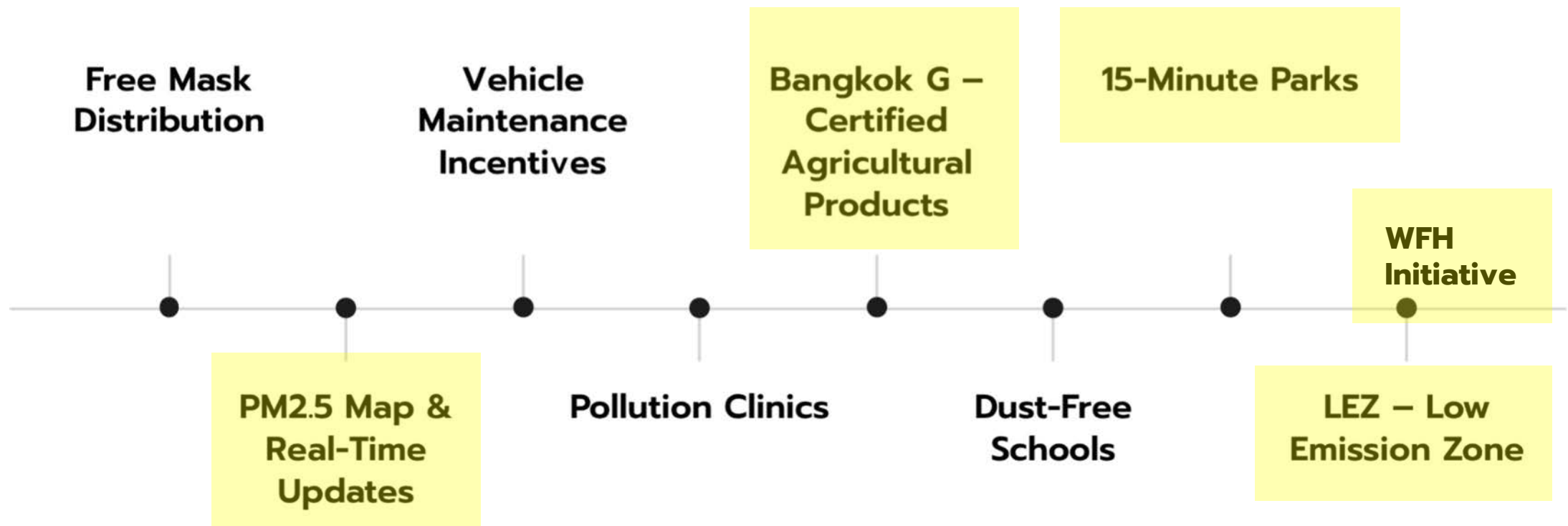
ตัวอย่าง

EXAMPLE

EXAMPLE EXAMPLE

Designing Behavioural Prototypes from Existing BMA Actions + Persona

We used existing **BMA policies and initiatives that people already found useful + impactful** and **combined** them with our **insights** on audience media personas to **design** behavioral communication **prototypes**.



LEZ – Low Emission Zone

- Simplified academic content presented in an **editorial-style format**.
- Clear, **evidence-based explanations** help audiences understand the policy, its **impact**, and what comes next.



กรุงเทพมหานคร เตรียมประกาศใช้มาตรการเขตลดมลพิษ หรือ Low Emission Zone (LEZ) ครอบคลุมทั้ง 50 เขต ตั้งแต่ปี 2569 เป็นต้นไป ยกระดับการจัดการ PM2.5 จากเฉพาะพื้นที่สู่ระดับเมือง โดยมุ่งเน้นแก้ปัญหาแหล่งกำเนิดหลักอย่างตรงจุด คือภาคการจราจรและการขนส่ง

ในกรุงเทพมหานคร กรุงเทพมหานครมีพื้นที่เมืองเก่าที่เรียกว่า "ดินแดนสีส้ม" สภาพดินแดนบริเวณนี้โดยรอบมีอาคารสูงหนาแน่น มีรถจักรยานยนต์จำนวนมาก และมีแหล่งกำเนิดฝุ่นจำนวนมาก โดยเฉพาะอย่างยิ่งที่มาจากท่อไอเสียของรถยนต์

ฝุ่นละอองขนาดเล็ก PM2.5 ไม่เพียงแต่ก่อมลพิษทางอากาศ แต่ยังอาจเป็นอันตรายต่อสุขภาพของประชาชน โดยเฉพาะอย่างยิ่งในเด็กและผู้สูงอายุ ผู้ที่มีโรคประจำตัว และผู้มีภาวะโรคหัวใจและหลอดเลือด

โดยเฉลี่ยแล้วกรุงเทพฯ มีค่า PM2.5 ในกรุงเทพมหานครเกินกว่าค่ามาตรฐานของ WHO ถึง 5 เท่า โดยเฉพาะอย่างยิ่งในช่วงฤดูร้อนและฤดูหนาว ซึ่งค่า PM2.5 ในกรุงเทพมหานครมีแนวโน้มที่จะสูงขึ้นเรื่อยๆ

การจราจร แหล่งกำเนิดฝุ่นที่ยังมีไม่ได้

จากข้อมูลของกรมการขนส่งทางบกพบว่าปีละมีรถจักรยานยนต์ในประเทศไทยประมาณ 640,000 คัน และมีรถจักรยานยนต์ที่จดทะเบียนแล้วประมาณ 500,000 คัน ซึ่งรถจักรยานยนต์เหล่านี้มีแหล่งกำเนิดฝุ่นจำนวนมาก

ที่ผ่านมา กรุงเทพมหานครมีการจัดการจราจรและควบคุมมลพิษในกรุงเทพมหานคร (PM2.5) โดยการขนส่งสาธารณะที่มีประสิทธิภาพและปลอดภัยมากขึ้น

กฎหมายกรุงเทพมหานคร เพื่ออากาศสะอาด

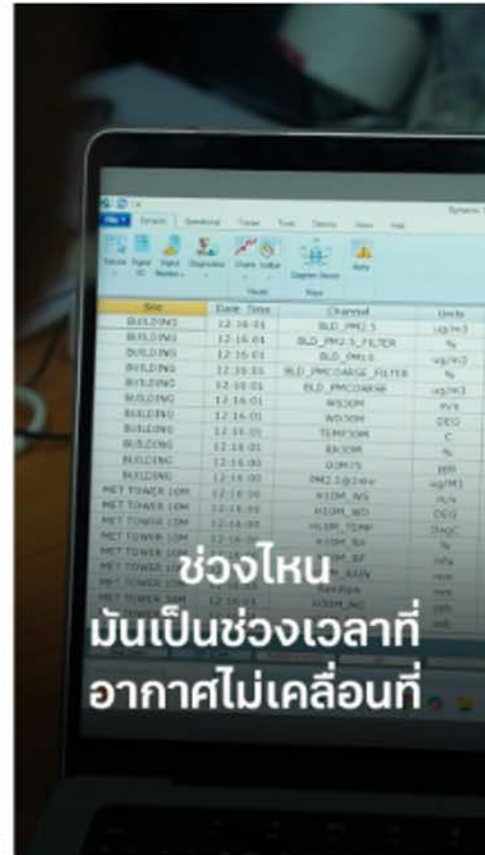
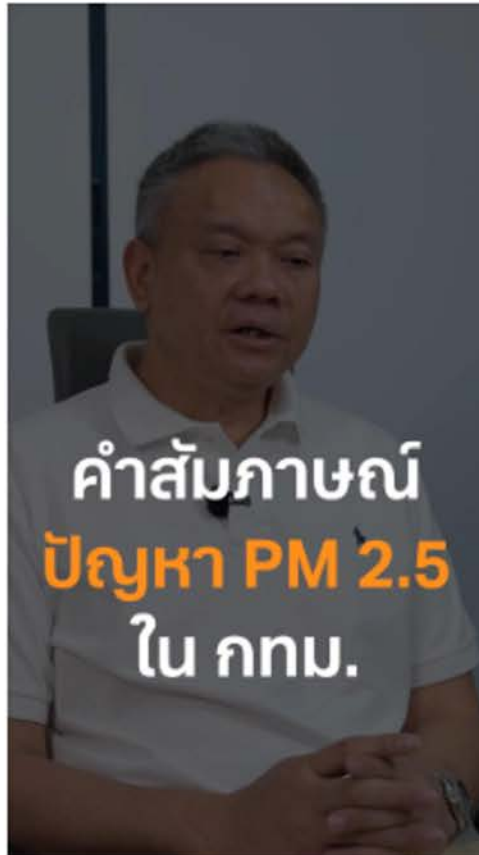
หนึ่งในมาตรการสำคัญที่ กทม. นำมาใช้ คือ เขตลดมลพิษ (Low Emission Zone - LEZ) ซึ่งจะมีขึ้นที่ "จุดเปลี่ยน" ในกรุงเทพมหานคร

เขตลดมลพิษ LEZ คือการจำกัดการเข้าถึงของรถที่ปล่อยมลพิษสูงในพื้นที่ของกรุงเทพมหานครในช่วงเวลา 30 นาทีขึ้นไป และจะมีขึ้นที่จุดเปลี่ยนฝุ่นในกรุงเทพมหานคร การจัดการจราจรและควบคุมมลพิษในพื้นที่ของกรุงเทพมหานครและการจราจรและขนส่งสาธารณะในพื้นที่ของกรุงเทพมหานคร และจะครอบคลุมทั้ง 50 เขตของกรุงเทพมหานครในปี 2569



PM2.5 Facts & Information

- Simplified, **expert-led videos explain PM2.5, BMA's actions, and what people can do.**
- Graphics on meteorology and pollution sources support clear, evidence-based understanding.



15-Minute Parks (Green Space & Dust Absorption) (Slight Tweak in the color and graphic design compared to the moderate exposure group)

Framed as a broader campaign emphasizing the value of urban green space.

Encouraged not only park usage, but also creating green spaces at home or within communities.

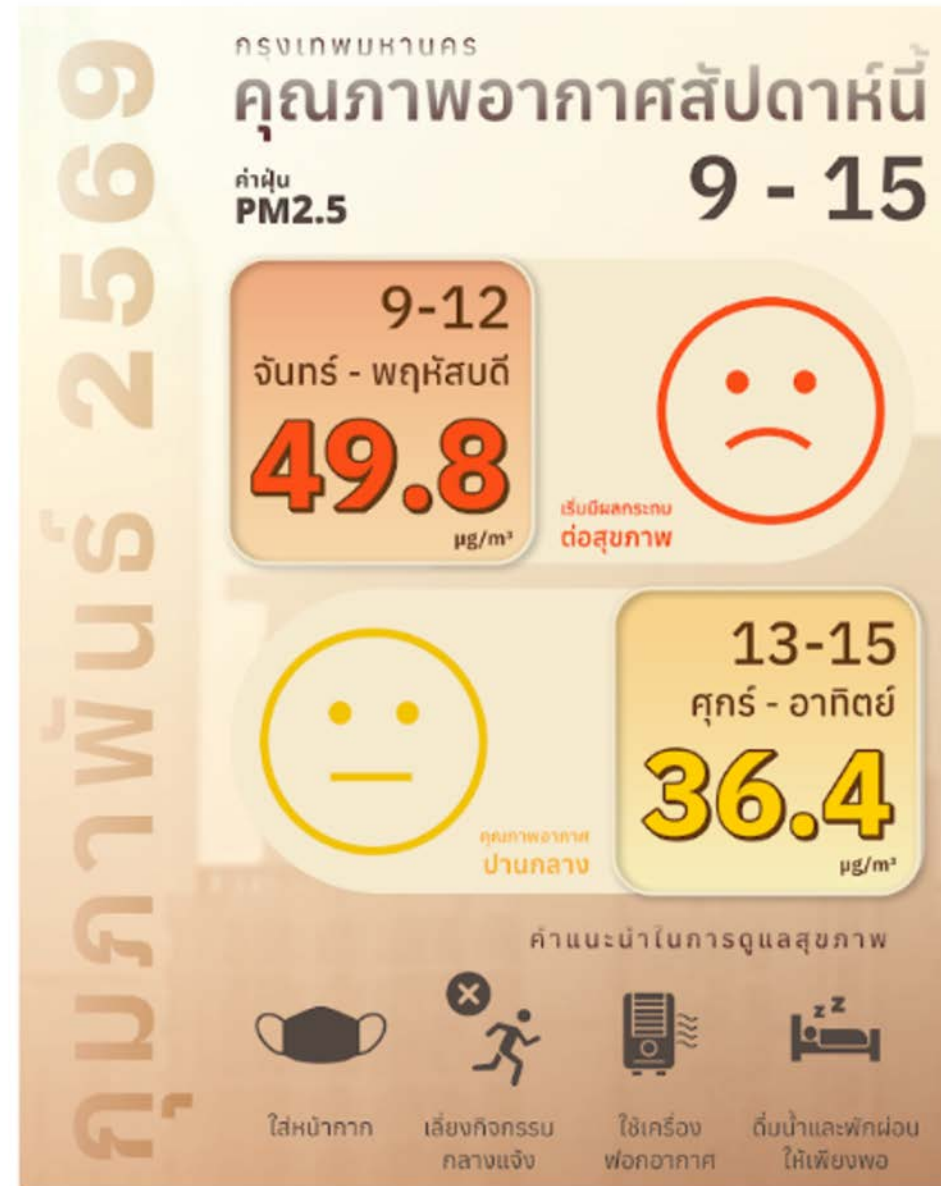


PM2.5 Map & Real-Time Updates

Adapted for **longer-term planning**.

This group has greater flexibility to **plan weekly or monthly schedules**, choosing indoor/outdoor activities strategically.

The map format reflected this planning-oriented mindset.



WFH Initiative

Showcasing the impact of BMA's - **Work From Home - network with evidence** of reduced traffic and emissions, **encouraging those who can to also participate.**

กว่า 400 บริษัทเข้าร่วมโครงการ
WFH ในวันที่ฝุ่นหนา
สามารถลดปริมาณรถได้ถึง**9%**



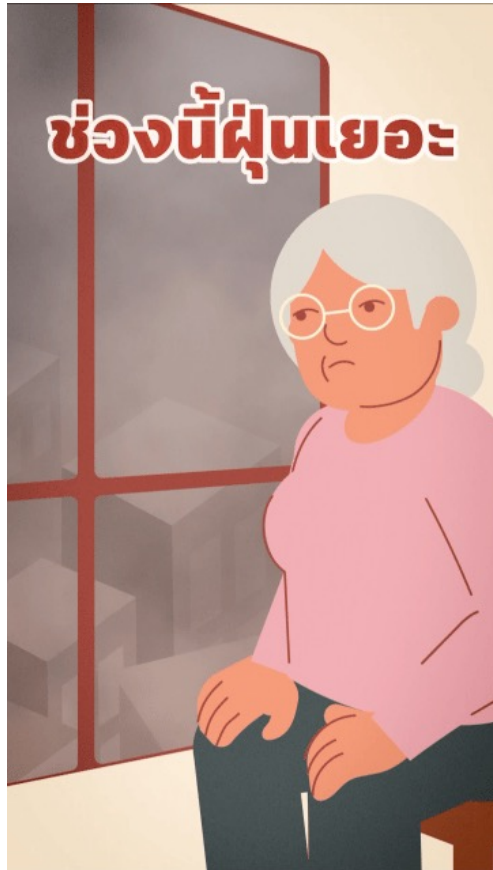
มาร่วมเป็นองค์กรที่ดูแลเมืองไปด้วยกัน
คนทำงานอิสระก็ช่วยได้

ดูแลกรุงเทพฯของเราไปพร้อมกัน

Older Segment within Low Exposure

15-Minute Parks

Content focusing on safe exercise indoors for older adults on high pollution days, **including illustrated/cartoon formats preferred by this group**. Encouraged park visits on cleaner days.



From Prototype to Potentially Scalable Communication

Launch Strategy Potential

Launch with **high-concern audiences across exposure groups**.

They are already **seeking information and are more likely to engage and share**.

We recommend launching with **high-concern audiences across all exposure groups**. These individuals are already motivated, actively seeking information, and more likely to engage, share, and influence others. The initial objective is to build **credibility and meaningful engagement** – not just reach.

Message Focus for High-Concern Audiences

- Immediate health risk and everyday impact
- Protection framed as care and responsibility
- Clear, practical steps for daily/weekly planning
- Visible and consistent government action
- Direct link between personal protection and structural measures

In the beginning, **work with trusted creators who produce content in styles that audiences are already familiar with. Pair this with BMA content so it feels connected to official information.** These creators help attract attention and guide audiences toward BMA channels.

Then:

- **Keep some collaborations**
- **Gradually build consistent content formats on BMA's own platforms**

Phase 1 – Trust Transfer

Partner with trusted KOLs and familiar content formats to act as a spark plug, directing audiences to BMA channels.



Phase 2 – Co-Presence

Maintain selective influencer collaborations while establishing consistent, audience-aligned formats on BMA's own platforms.

Phase 3 – Ownable Formats

Develop repeatable content series (e.g., 7-Day Forecast, What You Need to Know Today, PM 2.5 x Occupation) to build habit, predictability, and long-term engagement.



How Algorithmic Growth Works

When engagement grows, algorithms show the content to similar audiences. Popular content keeps getting recommended, so reach grows naturally without depending on influencers.

Distribute to Lookalike Users

Distribute content to similar ("lookalike") users, expanding reach organically beyond the initial audience.

Reinforce High-Performing Formats

Reinforce high-performing formats, allowing the page to grow sustainably without relying heavily on influencers.

Compound Distribution

If the content continues to perform well, distribution compounds – allowing the page to grow sustainably. Sustained algorithmic reach depends on **consistency, engagement depth, and audience alignment.**

For this to work long term, the tone, formats, and channels need to stay consistent. **If the content suddenly goes back to institutional messaging, engagement drops.**

Critical Success Factor: Governance & Channel Alignment

Experience shows that when audiences are brought to a government page and content reverts to an institutional tone, **engagement declines and organic reach weakens.**

Tone Consistency

Maintain the audience-centered voice across all content – never reverting to institutional broadcasting.

Format Discipline

Stick to the formats and genres that resonate with each audience segment, informed by the research.

Clear Channel Strategy

Ensure each platform is used intentionally, aligned with the audiences who actually use it.

- The **May workshop** will determine whether existing BMA channels can support this model or whether structural adjustments are needed. Sustained impact depends on tone consistency, format discipline, and a clear channel strategy.



WHAT IS A BRAND?

- STRONG REPUTATION
- PERCEIVED AS VALUABLE
- STANDS OUT FROM COMPETITORS
- GENUINE CONNECTIONS WITH CUSTOMERS