



# THE SOCIAL MOVEMENT CHALLENGE: LESSONS FROM NETFLIX'S MONEY HEIST

FEBRUARY 19TH // MARCH 12TH 2022



Participants competing in the challenge will learn from two top IE University professors: one from the world of Storytelling, and the other from the world of Data and Analytics.

We are living in the age of attention. Every organization, company, brand and even social movement is actively competing across the landscape of online content for our awareness, attention and purchasing power. Attention is everything. It's what drives consumer behavior. It has the ability to launch a brand into the stratosphere of the global economy. But when done poorly, it can destroy a reputation overnight.

\*"Money Heist" is a registered trademark of Netflix. In the challenge, this denomination is included with a purely referential character. IE has no relationship, nor is it linked in any way with Netflix, nor with the "Money Heist" series. This challenge is only a study of the lessons revealed in "Money Heist" related to social movements.

# What drives our attention and our interest?

When approached separately, Storytelling and Data and Analytics have limited reach in today's world of intense competition for our attention. Storytelling can be incredibly effective and engaging—but if the message doesn't reach the right audience at the right time through the right channel, it can go unnoticed. Data analytics has the power to reach the target audience at the intended moment, but if the message is not engaging, people won't notice or pay attention to it. However, when combined effectively, both mediums are incredibly powerful in reaching the masses and influencing social change and consumer behavior.

The blockbuster hit series Money Heist (La Casa de Papel) became a global phenomenon when it was launched to Netflix's audience of over 130 million subscribers in over 190 countries. Netflix combined its powerful data-analytics techniques with the gripping plot, intriguing characters and radical use of symbolism in the series. Suddenly, the Professor, Tokyo, Berlin, Rio and the other characters became household names. The song "Bella Ciao" was sung by fans from Italy all the way to Indonesia. And the iconic Dali mask and red jumpsuit became symbols in real-life protests about real-life issues. Money Heist's story has become deeply and permanently integrated into popular culture.

# So what is about the challenge?

You are the investigator in this story. Your task is to draw lessons from Money Heist and apply them to today's most powerful and impactful social movements.

What can you learn from the global success of Money Heist? How is the success of the series similar to and replicated by social movements around the globe? Are there parallels between the power of data, social networks, storytelling and symbolism in Money Heist, and the rapid rise of social movements that we see in today's world?

# Important dates

FEBRUARY 19TH

## Global Money Heist live online launch session and material distribution\*

You have to choose one session depending on your time zone:  
1pm (CET), 7pm (CET)

MARCH 5TH

## Deadline for essay and video submission

MARCH 12TH

## Live online announcement of The Social Movement Challenge: Lessons from Netflix's Money Heist winner\*

# About the challenge

## 1

### JOIN THE LIVE LAUNCH SESSION:

Professors Brian Hallett and Josep Curto will launch the challenge during a live, online global event on February 19th. You will be provided with all of the materials you need to get started on your research.

## 2

### WATCH THE VIDEOS:

Your first task is to view the videos created by IE University Professors Brian Hallett and Josep Curto in which they reveal the lessons from Money Heist.

## 3

### SELECT A SOCIAL MOVEMENT:

Then, you will choose a social movement from the list below. Choose a movement which is interesting to you and which you find compelling and thought-provoking (you don't necessarily need to agree with the movement or be a follower).

## 4

### ANALYZE THE MOVEMENT:

You will analyze the movement and ask yourself the following questions:

- What ignited it?
- What were its main milestones?
- What were the drivers of the movement?

**Storytelling:** How did storytelling and symbolism play a role in the rise of the movement? What is the story (or stories) which captured the public's attention? What kinds of symbols (slogans, songs, hashtags, clothes, faces, names, etc.) propelled the movement?

**Data:** How did data analytics and social media play a role in the movement? How did data reshape problems as well as solutions? How did data analytics drive decision-making and action?

- What would you have changed or done differently if you were in charge?

## 5

### WRITE A SHORT ESSAY AND MAKE A SHORT VIDEO:

Finally, you will prepare and submit a written paper with your ideas (maximum four pages) as well as a short video (maximum five minutes) in which you explain and detail your ideas, analysis and answers to the above questions about the social movement you have selected.



Social movements to choose from:

- **Black Lives Matter**
- **#MeToo**
- **ALS "Ice Bucket" challenge**
- **Qanon**
- **Climate Change & Greta Thunberg**
- **LGBTQ rights**
- **Occupy Wall Street**
- **The Arab Spring**
- **The Tea Party movement**
- **Challenge Accepted**  
**#womensupportingwomen**

"In case you want to choose a social movement which doesn't appear in the list, you can send us an email: [ieuchallenges@ie.edu](mailto:ieuchallenges@ie.edu)"

# Video 1

## The power of storytelling to create social change and action (with Professor Brian Hallett)

In this video, we will explore the power of storytelling to drive human action, learning, adaptation and innovation. In short, why is storytelling the most powerful technological tool that human beings possess?

We live in a world that is inundated with content. Everywhere we look we are bombarded with images, entertainment, ideas and products, and they are all competing for our attention. Which messages get through and resonate with us? Why is it that some messages are able to break through the noise and connect with us in meaningful ways that engage, impact and influence us and our behavior?

Could it be that we're being manipulated through targeted marketing? Or is there something much deeper at work here? These messages, whether they come from entertainment, social movements, or companies and brands, harness the magical power of the story. Storytelling is literally in our DNA. It's the way that all cultures have communicated and passed on knowledge from generation to generation since the beginning of civilization.

Money Heist became a global sensation due to its powerful storytelling. It made use of imagery, symbolism, branding and exciting archetypal characters that pretty much anyone anywhere in the world can relate to. Whether you've seen the whole series or not, we will explore the power that a clever and imaginative story can have. Let's see what we can learn from it and how those lessons could help us understand how the most powerful social movements and brands tell their stories.

# Video 2

## Data & analytics—driving social change (with Professor Josep Curto)

Money Heist is now a global phenomenon, but that was not always the case.

In this video, we will discover how Netflix took an under-watched, extremely good series from a local Spanish channel (Antena 3), and instantly produced their own hit. Additionally, we will learn how data is becoming the main critical asset to drive social change.

We will also explore the aspects that link the data-driven success factors of Money Heist with how data is reshaping the way problems are defined, and how solutions are developed to address pressing social issues.

What is the impact of data analytics on decision-making and television production? How did Netflix's recommendation engine save Money Heist from being an obscure cult hit? What is the connection between these techniques and social change?

# Speakers

## Brian Hallett



More than 20 years ago, Brian left the corporate world to pick up a camera and tell stories with it. As an acclaimed photographer and director, his passion is to work with clients to define their brands and tell their stories through unique, high-impact campaigns. Brian encourages his clients to “take risks and tell their stories boldly,” creating advertising and branded content campaigns for brands such as Cartier, Mastercard, Hugo Boss, Coca-Cola, McDonald’s, Max Factor, ESPN, Baume and Mercier, Hyundai, BMW, Pantene and Wella, among many others.

By creating brand storytelling campaigns through images, Brian has been able to work in over 20 countries with numerous international clients. “The challenge that we face today in marketing and communications is to break through the ‘clutter’ of information and noise by conveying the essential personality of the brand in a way that differentiates us from the competition and speaks directly to the client’s values,” he says. His experience in the Americas, Europe and Asia as an organizational insider as well as external consultant has given him insights into brand identity, consumer behavior, market identity and emerging trends in digital media.

Brian has been an Associate Professor at IE University in Spain since 2012. His courses in Branding and Storytelling Through Image-Making and Photography and Video Production within the Master in Visual & Digital Media, as well as the International MBA program, are renowned for their energetic and interactive teaching style, providing participants with the opportunity to achieve real and profound change and growth. Brian's students have congratulated him with the Award for Favorite Professor several times.



[www.brianhallett.com](http://www.brianhallett.com)

# Speakers

## Josep Curto



Josep Curto (BSc, MSc, EMBA) is a consultant, data scientist, entrepreneur and professor who has helped many companies create competitive advantages based on data. He believes that the combination of data, models, technology and experience is the ultimate blend to help organizations around the world provide better services and create new products.

His expertise comprises data technologies, methodologies and strategies and how they can be applied to solve business problems, improve decision-making, discover hidden insights, validate business hypotheses and create data products and services. He complements his professional career with a passion for higher education through his role as Adjunct Professor at IE Business School.

Born in Spain, Josep has lived in five countries across three continents, and has traveled to more than 30 countries. His motto in life is: “All data models are wrong by definition. Some are useful. Let’s use them wisely.”

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