An Introduction to Social Marketing

Viv Caisey
Brilliant Futures

Matthew Wood
Brilliant Futures

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Welcome

While you are having coffee ...

... in your pack is the first exercise we would like you to do.

The Marketing Maze

The Advertisements you need to look at are displayed at the front of the room
‘It would be easy to give the public information and hope they change behaviour but we know that doesn’t work very satisfactorily.

Otherwise none of us would be obese, none of us would smoke and none of us would drive like lunatics’

Ian Potter, Director
New Zealand Health Sponsorship Council,
New Zealand Herald, June 2007
Brief History

1: Government ‘Choosing Health’ White Paper commitment
   Independent national review of social marketing

2: Established National Social Marketing Centre
   Phase 1: 2005/2006
      Undertaking independent national review
      ‘It’s our health!’ – published June 2006
   Phase 2: 2006+
      Developing social marketing capacity & skills


The Roots of Social Marketing

Two ‘parents’

Social policy
- social sciences,
- social reform,
- social campaigning

Marketing
- commercial
- & public sector

SOCIAL MARKETING

Both areas contribute valuable expertise, skills, techniques and theory
Defining Social Marketing

“the **systematic** application of *marketing, alongside other concepts & techniques*, to achieve specific *behavioural goals*, for a *social/public good*”

French, Blair-Stevens 2006
And...

‘The simultaneous adoption of marketing philosophy and adaptation of marketing techniques to further causes leading to changes in individual behaviours which ultimately in the view of the campaign’s originator will result in socially beneficial outcomes’ Susan Dann

‘the systematic application of marketing alongside other concepts and techniques, to achieve specific behavioural goals, for a social or public good’ French, Blair-Stevens, 2006
So What is Social Marketing?

- The product benefits individuals and society not shareholders
- Focuses on developing customer / consumer insight
- It is one of a number of interventions, not instead of other interventions
- It can be an planned intervention approach but can also be used to inform and enhance strategy development
- It borrows techniques and tools from commercial marketing that influence purchasing behaviour to influence social behaviour

The aim is to move people to action, not just give them information
So What is Social Marketing?

• True marketing approach – **about making what we can sell not selling what we can make** – moving away from communicating a message WE have crafted to using audience to craft a product and message that will be received

• ‘The meaning of communication is the response we get’ – start from what the audience will respond to

• The right product to the right people at the right price in the right place at the right time with the help of the right people

• Our ‘sales force’ are as important as our ‘customers’
From Selling what WE Want…

EatWell
Your guide to healthy eating

8 tips for making healthier choices

Just Eat More
(fruit & veg)

1. medium apple
2. halves of canned peaches
3. heaped tablespoons of peas
4. medium bowl of mixed salad
5. heaped tablespoon of orange juice
6. handful of grapes
7. strawberries
8. whole dried apricots
9. 16 cia

5 A DAY

NHS

www.nsmcentre.org.uk
From Selling what WE Want…

Health
To Selling What Our Audience Want

While dinner’s cooking, you’ve got time to do the decorating.

Uncle Ben's Express Rice can transform any easy meal into something much more special in just two minutes. There's a whole new world of ready meals to choose from, so why not prepare your taste-buds for an express trip to the Med with our Tomato and Spinach rice? And leave the decorating until you've got more time.

Ready in Minutes Gone in Seconds
TOMATO, HAM & CHEESE PASTA BAKE
another classic from

NO ARTIFICIAL COLOURS  NO ARTIFICIAL PRESERVATIVES
NO ADDED MSG  NO HYGENATED FATS  NO HASSLE
To Selling What Our Audience Want

Why is HiPP ORGANIC

Mum's choice?

Harry knows why!

For Harry (7 months), HiPP Organic tastes just like his mum's home cooking, and it's this great home-cooked taste which makes him impatient to get started.

For his mummy, Louise, it's the peace of mind of knowing that HiPP Organic baby foods contain no harmful chemical residues, such as pesticides.

Open the jar, Mum!

HiPP ORGANIC

Mum's Choice

Join the HiPP Baby Club at www.hippbabyclub.co.uk today!
To Selling What Our Audience Want
To Selling What Our Audience Want

Convenient
‘Something for Me’
Fun
Popular
‘Not as Bad’
Easy
Application of Social Marketing
Making the distinction between:

- **Strategic social marketing**
  - Inform and enhance policy, strategy & its implementation

- **Operational social marketing**
  - Applied as a specific planned process as a social marketing programme/campaign/initiative
Social Marketing by another name?

Cabinet Office Engage Programme
‘making government communications more effective by putting our audiences first…. Great communication starts with an open mind and a listening heart’

- Takes principles of strategic communication and adapts them for government – using techniques such as segmentation, targeting and insight to develop communications that shift attitudes and change behaviours.

- Builds on findings from The Phillis Review – review into government communications

- See www.cabinetoffice.gov.uk/government_communications/engage
Social Marketing by another name?

DEFRA’s 4 Es

• In 2005, the UK’s Sustainable Development Strategy – ‘Securing the Future’ was published – gives lead to delivering sustainable behaviour change by engaging communities and recognises social and economic complexities that influence behaviour.

• To be taken forward by Community Action 2020 – Together We Can – supporting the voluntary and community sector – as a catalyst to behaviour change.

• Defines a new approach:
  Enable
  Encourage
  Engage
  Exemplify
Health Promotion Activity

Who are they targeting?
What are they selling?
Key Features of Social Marketing
The 8 Benchmark criteria

1. Customer orientation
2. Clear focus on behaviour
3. Informed by behavioural theory
4. Insight – what moves/motivates?
5. Exchange – increase benefits/reduce barriers
6. Competition – internal/external
7. Segmentation – targets specific audience groups
8. Mix of methods – information/services/rules...
Customer Orientation

Communications & message based approach

crafting ‘our messages’
accurate / relevant / clear

communicating the messages
creative / clever / funny / impactful / interesting / attention grabbing / etc

Customer based social marketing approach

understanding the customer
what ‘moves & motivates’

generating ‘insight’
directly informing intervention options (intervention mix & marketing mix)

Starts with the customer and what’s important to them
Segmentation

• Segmentation is the process of subdividing a market into distinct groups that behave in the same way or have similar needs.

• Helps us to determine the best products and services to offer different audience segments.

• We can identify the groups most worth pursuing – the underserved, the “most likely to change”.

• Enables us to focus the people/groups critical to the success of the program.
The Importance of Segmenting

E.g. Volatile substance abuse – Traditional approach

MESSAGE
Don’t sniff glue or aerosols, they can kill you

Hmm, I didn’t know you could sniff glue – I’ll give that a try!

How terrifying, I won’t be doing that!

So what?

It’s a kids drug, I wouldn’t be seen dead doing that.
The Importance of Segmenting

E.g. Volatile substance abuse – Way forward

Break down the audience into clusters with targeted interventions for each group
# Segmentation Variables

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Geographic</th>
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</thead>
<tbody>
<tr>
<td>Age</td>
<td>World, region or country</td>
</tr>
<tr>
<td>Gender</td>
<td>County region</td>
</tr>
<tr>
<td>Life stage/Marital Status</td>
<td>Postcode</td>
</tr>
<tr>
<td>Sexuality</td>
<td>City / inhabitants size</td>
</tr>
<tr>
<td>Income</td>
<td>Density – urban rural</td>
</tr>
<tr>
<td>Occupation</td>
<td>Home type</td>
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<tr>
<td></td>
<td>Home ownership</td>
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<tr>
<td></td>
<td>Climate</td>
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<tr>
<td>Education</td>
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<tr>
<td>Religion</td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td></td>
</tr>
<tr>
<td>Generation</td>
<td></td>
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<tr>
<td>Nationality</td>
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</tbody>
</table>

## Behavioural
- Occasions (regular, social)
- Benefits (quality, service, convenience)
- User status (non user, ex user, potential...)
- Usage Rate
- Loyalty status
- Readiness stage
- Attitude towards product

## Psychographic
- Social Class
- Motivations
- Aspirations
- Lifestyle
- Values
- Beliefs
- Attitudes
- Personality

Adapted from Kotler, Roberto, Lee (2002)
Prioritising Segments

• **Total number** of people in the segment

• Proportion of “at risk” people in the segment
  Greatest reduction in health costs *if behaviour modified*

• **Persuasability** of the target audience

• **Accessibility** of the target audience

• **Resources** required to meet the needs of the target audience

• **Equity** – social justice considerations
Insight

- Develop a **genuine insight** into reality of everyday lives of our audience
- Avoid professional assumptions about what they want, need, think
- Check out and **pre-test** developing insights
- Behaviour change relies on voluntary compliance, we therefore need to offer consumer something they want

**Insight helps us to enable people to make the changes THEY want to make**
The Value of Customer Insight!

The graph shows a comparison of two data sets, with one representing the TESCO Clubcard and the other possibly showing a different metric. The data is presented quarterly, with the most recent data point being 11/09/07. The graph indicates a significant increase in the TESCO Clubcard metric over time.
It’s not just about collecting lots of data…
...but developing ‘actionable insights’

Data

Understanding

Insight

WHAT?
Facts & observations related to our insight task

WHY?
Explaining what’s going on

SO WHAT?
The deep truth that strikes a chord with people

Source: Government Communications Network
Gaining Insight

Motivations
Aspirations
Feelings
Values
Fears

Beliefs
Attitudes
Knowledge?
Facts?
Where from?

Benefits & Buts ➔ Barriers

Demographics
Geographical
Epidemiology
Behavioural

Who & what influences?

What
Do?

Where
Go?

Gaining Insight
Influences on the Consumer

Social Context
- Society
- Communities and Neighbourhoods
- Family and Friends
- Individuals

Lifestyle Factors
- Stress
- Physical Activity
- Diet
- Sexual Behaviour
- Drug Use
- Smoking

Wider Determinants of Health & Wellbeing
- Neighbourhood renewal
- Transport
- Environment
- Education
- Employment
- Economy & business climate
- Inequalities
- Housing
- Regeneration
- Crime & fear of crime
- Arts & culture
- Leisure activities
- Community development & involvement
Example – Insight Driven Healthy Eating

- Uses Real women from targeted social economic group.
- Celebrity is key driver for this audience.
- Highlights ‘beauty, confidence and pride’ of breastfeeding.
- Counters group’s opinion that breastfeeding is ‘sitting cross-legged under a tree humming’ thing – something hippies do!
- Target audience involved at all stages of the research, design and implementation.
- Dads featured prominently.

Central Lancashire PCT

www.beastar.org.uk
Example – Florida’s Truth Campaign

• A comprehensive review of anti-tobacco campaigns revealed that past prevention strategies were outdated and not working. Teens knew about the negative effects of tobacco use but despite this they still saw smoking as rebellious and self-identifying.

• Further insight work revealed that teens wanted to show their maturity, stand up for themselves, be heard, assert their own opinions and were against being manipulated.

• The Truth campaign was therefore a youth-designed and led campaign against the tobacco industry – positioning them as manipulating young people and giving them something to rebel against – the tobacco industry.

• ‘Truth, a generation united against tobacco’ was formed with student advocacy groups, roadshows, merchandise and advertising using the same techniques and agencies to engage youths as those used by commercial marketers with considerable input by the target audience.

• The result was that it was now ‘cool’ to rebel against tobacco rather than use it.

Key = use where the audience is at generally rather than just related to the issue & build credibility by using the audience to design the intervention in just 2 years, % of Florida’s middle schoolers who smoked in the last 30 days fell from 18.5% to 8% and high schoolers from 27.4% to 20.9%.
Exchange

• The offer to the customer > The price to the customer

• Need to fully understand what it will cost the customer to change their behaviour / get our product (e.g. time, effort, money, peer disapproval etc.)

• Understand how we can enhance to offer to promote the benefits and minimise the barriers.

Create value for our consumer
Perceived Benefit > Perceived Cost = VALUE
The most important single central fact about a free market is that no exchange takes place unless both parties benefit

Milton Friedman
Example: Going for a Mammogram

- Fear of finding cancer
- Going to the hospital
- Waiting for the results
- Finding a parking place

- Offer counselling
- GP surgeries
- Reduce wait time
- Provide adequate parking

costs vs. benefits
Commercial marketers offer:

Short term BENEFITS

Pleasure now! Enjoyment, Fun, Convenience, Social status

Longer term COSTS

The environment
Health problems in later years

What we often offer:

Longer term BENEFITS

Your health in 20 years time
A better environment for the next generation

Short term COSTS

Reduce your pleasure from food
Deny yourself a ‘cool car’
Look dull and worthy
Social marketing focuses on what is being offered – ‘our product’

- **Turning**
  - Longer term BENEFITS

- **into**
  - More immediate BENEFITS

- **Reducing**
  - Short term COSTS

- **Make our ‘product’**
  - Fun
  - Easy
  - & Popular

National Social Marketing Centre
Competition

• Facing internal and external competition (habit, addiction, lifestyle etc.)

• Counter messages

• Competition for time and attention of our target audience

• Look for what the competition are doing right! – Learn and adapt

Never underestimate the power of inertia!
Understanding the competition
‘our’ mission & messages
Understanding the competition

Everyday life
Understanding the competition

Reality check
Example – Working with the Competition

- Campaign to increase fruit & vegetable consumption in 2-4 year olds in low income families
- Worked in partnership with retailer, Aldi
- Insight revealed key competitors and campaign elements addressed this

<table>
<thead>
<tr>
<th>Cost:</th>
<th>Healthy Start Vouchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability</td>
<td>Aldi partnership</td>
</tr>
<tr>
<td>Not popular:</td>
<td>Fun and games for kids</td>
</tr>
<tr>
<td>Lack skills:</td>
<td>Easy, fun recipes</td>
</tr>
<tr>
<td>Many messages:</td>
<td>‘Ambassadors’ created – all stakeholders promote same message</td>
</tr>
</tbody>
</table>
Insight Activity
Behaviour & Behavioural Goals

- We need to focus on the **bottom line = behaviour**
- We must **move beyond** being satisfied with **awareness raising**
- We need to become obsessed with **measuring impact** on people’s actual behaviour
- Need to understand behaviour and its **influencers and influences**
- **Behavioural goals** not just behavioural change

**Behavioural Goals = small relevant steps towards an overall outcome**
SMART Goals → **Smarter Goals**

- Specific
- Measurable
- Meaningful
- Motivating
- Achievable
- Realistic
- Rewarding
- Resource-Ready
- Timed
- Towards
- Targeted

*Cork, 2007*
Behavioural Theory

Open Integrated Theory Approach

• Behavioural theory across **different domains:**
  - Bio-physical
  - Psychological
  - Social
  - Environmental / ecological

• Starts with the **customer first** – gain insight to know what makes them tick

• Only when have insight into customer do we look at what theory can help us in selection of intervention options

• We want to know what our customer is doing, then find out why and what can encourage them to do something else
**Behavioural Theory**

‘Standing on the shoulders of giants’ Newton

When know their behaviour use behaviour theory PLUS insight & experience to add ‘WHY they do what they do’....

**Stages of Change**
Where people are at...

Pre-contemplation – contemplation – preparation – action – maintenance - termination

**Social Cognitive Theory**
Maibach & Cotton, ’95 & Bandura ’86)

Why do what they do

Our behaviour is influenced by internal and environmental factors. Internal – knowledge, ability, desire, attitudes. Environmental – resources, availability, accessibility.

**Exchange Theory**
How get them to do something else

Win:Win Not just individual needs / wants but what society allows. If exchange is intangible – need to add value / branding.
Behavioural Goals Activity
The Intervention Mix

- It is not ONE activity but a mix of interventions & methods that is **tailored to the audience** we are working with

- The key is that this intervention is **based on where our audience are** now in reality not where think they are or should be

- The interventions are tailored to the outcome we want to achieve –
  - **Positive behaviours** = increase incentives and remove barriers.
  - **Problem behaviours** = reduce benefits & add barriers

**In any marketing mix, the key is ‘What’s in it for me?’**
  - We need to offer benefits and incentives relevant to our audience
The Intervention Mix

CONTROL

DESIGN

INFORM

SUPPORT
The 4 primary ways to influence behaviour

- **DESIGN**: set environmental & physical context, design, engineer, availability, distribution
- **CONTROL**
- **INFORM**
- **SUPPORT**

National Social Marketing Centre

www.nsmcentre.org.uk
The 4 primary ways to influence behaviour

SUPPORT
provide a service support & respond ‘give people what they need, want, or value’

CONTROL

DESIGN

INFORM
The 4 primary ways to influence behaviour

INFORM
inform, advise, build awareness, encourage, persuade & inspire

CONTROL

SUPPORT

DESIGN
The 4 primary ways to influence behaviour

- SUPPORT
- INFORM
- DESIGN
- CONTROL

CONTROL:
legislate, regulate, enforce, police, require, set standards
Where Does Social Marketing Fit In?

Social marketing considers how to utilise each area & get an appropriate balance or ‘mix’ between different ways to influence behaviour, based on different needs and wants of different consumers, driven by consumer insight.
For Example – childhood obesity

**Educate**
- Motivating materials
- Peer led activity
- Curriculum
- Branding
- Through partners

**Design**
- Cycle paths
- Walking shelters
- Play areas
- Local food co-ops
- Growing facilities

**Support**
- Parents Toolkit
- Activities
- Recipes
- Cooking skills
- Price promotions

**Control**
- Ban advertising of junk food
- Food Labelling
- Remove transfats / excess salt
## The Marketing Mix
### The ‘4 Ps’

| **Product** | • What does the customer get?  
• What’s being offered? |
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Price</strong></td>
<td>• How much will it cost? (not just financially, could also be time, effort, emotional costs etc)</td>
</tr>
</tbody>
</table>
| **Place**   | • How are we going to get this to the customer?  
Where is it available? |
| **Promotion** | • What methods shall we use to communicate?  
• How can we reach the customer? |
A Social Marketing Mix
Making ‘a pact’ with our audience – a two way process

A: Audience
P: Proposition
A: Access
C: Communication
T: Together With

Cork, 2008
Developing a Proposition
Gift wrapping our product

- What’s the behaviour?
- What are the benefits?
- What will help?
- What do they need to do? (& related knowledge & attitudes)

E.g.: Service, resource or support

Cork, 2007
Example - The Right Proposition

Benefits

What will help?

Feel Good
Social
Beat the winter blues

Get Active

Activmobs
Kent County Council

Groups decide activity
e.g. ‘Welliemob’,
‘backmob’
Council provides support
e.g. equipment, trainer,
website
Work with partners
Social Marketing Mix Activity
‘Total Process Planning’ model

A systematic and staged process

A deliberately simple and straight-forward process to help “managing the complexity” within each stage & keep the process ‘on-track’
DH Supporting Social Marketing

Ambitions for Health Programmes:

- **Health Capacity**
  *Work with public health professionals to build skills and competencies in social marketing, through conferences, seminars, resources and work with academic institutions.*

- **Health Insight**
  *Healthy Foundations Lifestage Segmentation (three dimensional segmentation – lifestage, motivation, environment). Sharing insight – ‘one stop market research shop’*

- **Health Innovations**
  *Share knowledge of effective behavioural innovations*

- **Health Partnerships**
  *Local and national partnerships with private and third sector with £1 million of funding to support delivery on the ground.*
Support Available from NSMC

- Resources and presentations
- Links to other social marketing projects – evidence and best practice via case study database
- Training and workshops
- Project management and advice
- Research and Evaluation – ‘one stop shop’
- Commissioning support and resources
- Regional Development and Support Managers
working together to realise
the potential of
effective social marketing

Brilliant Futures
2 Vinalls Business Centre,
Nep Town Road, Henfield
BN5 9DZ

01273 494999
info@brilliantfutures.org
www.brilliantfutures.org

NSM Centre
20 Grosvenor Gardens,
London, SW1W 0DH

0207 881 3045
nsmc@ncc.org.uk
www.nsmcentre.org.uk