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About this resource

This resource has been produced to supplement training seminar’s and presentations undertaken by the National Social Marketing Centre for Excellence.

It collates a developing range of material on different Social Marketing concepts and models that have been developed as part of our work on the National Review of Social Marketing.

As a resource it does not aim to provide detailed and descriptive explanation of Social Marketing (other resources are being developed for this purpose). Instead it aims to provide the reader with a resource that can be ‘dipped-into’ to enhance consideration and wider discussion on different aspects of Social Marketing.

If it helps in triggering further questions and ideas then it will achieve an important aim. A key part of our work is to encourage wider discussion and debate on effective Social Marketing methods and approaches.

We are pleased if people would like to use, or adapt, material from this resource, and only ask that you credit us where relevant.

All of the material here is also available in PowerPoint slide format on our website. We regularly update or adjust models and slides as our work progresses so please consider book-marking the site so you can easily return to it.

If a larger print version would be helpful this can be done by downloading and printing from our website – or alternatively we would be pleased to email or send a larger version to you.

Dr Jeff French & Clive Blair-Stevens
November 2005
The Centre and the National Review

The National Social Marketing Centre for Excellence (NSMC) has been established to increase understanding and use of effective Social Marketing approaches at national, regional and local levels. Working across sectors to develop skills and expertise.

The establishment of the Centre and the increasing focus on Social Marketing has two national drivers:

1) First, the commitment in the cross-Government white paper ‘Choosing Health’ to undertake a National Review.
2) Secondly, the work of the Cabinet Office to integrate a Social Marketing approach within their national review of cross-Government strategic communications and marketing activity.

Full contact details are at the end of this resource.

Thanks

We are grateful to a wide range of people across the country and internationally who have helped inform and influence our developing thoughts and ideas.

The National Consumer Council and the Department of Health have been champions for this work.

We would particularly like to thank the following: Ed Mayo, Fiona Adshead, Sian Jarvis, John Bromley, Julie Alexander, Wyn Roberts, Mark Sudbury, Christopher Holmes, Dominic McVey, Fiona Nicol, Catherine Slater, Sarah Hardcastle, Gerard Hastings, Martine Stead, Ian Potter, Sheila Mitchell, Gina Banns, Diana Forrest, Ben O’Brien, Emma Heesom, Ray Lowry, Beth Ruoff, Greg Stevenson, and Beth Keehn.

Also: Lottie, Stan, Lizzie, and their mums and dads for permission to use their photos.
Sections

1. Why a renewed focus on Social Marketing?
2. Different types of marketing
   How Social Marketing fits in
3. Supporting policy, strategy and implementation
4. Defining Social Marketing
   Key concepts and principles
5. Behaviour and its influences
   The individual in their wider social context
6. Drawing from different disciplines and theory
   Identifying intervention options – using open analysis
7. Social Marketing as a specific planning process
In short

Social Marketing is the systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to a social good

> Its focus on developing customer/consumer insight can significantly enhance efforts which aim to achieve tangible and measurable behavioural goals.

> To effectively use and apply Social Marketing it is critical to understand both what it can do and what it can’t do.

> Social Marketing is one of a number of intervention options, and an assessment of its potential contribution alongside that of other approaches needs to be integrated into decisions on what intervention mix to select.

> Social Marketing can contribute in two important ways:
  >> As a group of concepts and principles that provide critical customer insight to directly inform and enhance effective policy and strategy development. It can also improve the effective development of other intervention methods and approaches.
  >> As a systematic planned intervention approach, it can achieve tangible impacts on specific behaviours of different audiences.
Keeping Social Marketing in perspective

One of a range of potential intervention options, examples include:

- Education
- Legislation and regulation
- Organisation change
- Media advocacy
- Community development
- Policy influencing
- SOCIAL MARKETING
- Community mobilisation
- Communications
- Standard setting and guidance
- etc

It is important to understand what different interventions can and can not achieve and to consider the appropriate mix to use to achieve particular policy goals.
1. Why a renewed focus on Social Marketing?
The bottom line

“If we continue to do what we’ve always done, then we will only get what we’ve always got”

> Social Marketing is not a panacea or *magic bullet, but*:

> Growing evidence and experience (particularly from countries like Canada, Australia and USA) show that when Social Marketing is applied effectively, and in the appropriate context, it can be a powerful tool for achieving tangible and measurable impact on behaviours.

> Currently across England we are *missing a trick* by failing to fully realise its potential.

> Improving the level of understanding and application of Social Marketing is therefore critical if we are to achieve real and measurable impacts on people’s behaviour(s) across a range of different policy and practice agendas.
Citizen-centric or customer-centric

> Putting the citizen or customer at the centre of policy and practice.

> Increasing recognition that traditional communication approaches are limited. Addressing the over-reliance on *message generation* and *message communication* approaches.

> Moving beyond *increasing knowledge* and *raising awareness* to focus much more on having a direct impact on behaviour(s). Achieving specific behavioural goals.
Two national policy drivers

Cabinet Office

Working to develop and promote adoption of a much fuller strategic communications and marketing approach across Government, which has a strong citizen focus at its core.

Cross-government white paper Choosing Health

Announced a major National Review of Social Marketing and development of the first National Social Marketing Strategy for Health.
Towards a step-change in what we do

The Wanless Review

> Focused on the public health and inequalities challenge across Government.

> Improving health and reducing health inequalities acknowledged as a major challenge that will only be achieved if we are able to encourage a step-change in what we do, harnessing the potential of all sectors.

> Simply doing more of what we have been doing, even if we do this better, is unlikely to achieve the goals.

> Achieving what was described as the fully engaged scenario.
The presenting problem

Realising the potential

> We are currently failing to realise the powerful contribution that an integrated Social Marketing approach can make to developing policy, crafting strategies, and implementing programmes of action.

Some challenges

> Increasing understanding of what an integrated Social Marketing approach can contribute and developing a wider shared language and understanding.

> Better capturing and sharing of learning from effective Social Marketing approaches.

> Improving overall co-ordination of Social Marketing activity across sectors, at national, regional and local levels.

> Increasing the impact and effectiveness of all interventions aiming at achieving behavioural goals.
2. Different types of marketing and how Social Marketing fits in
Different types of marketing

COMMERCIAL SECTOR MARKETING

COMMERCIAL MARKETING
Sales, profit and shareholder value

Cause-related MARKETING
Sales, profit and shareholder value
and customer-positive perception of company
(by-product = funds going to a ‘cause’ % of profit)

Pro-social MARKETING
Sales, profit and shareholder value
and customer-positive perception of company
(by-product = profile for a social issue)

Societal MARKETING
Sales, profit and shareholder value
but with focus on socially responsible
business practice

PUBLIC SECTOR MARKETING

Organisational MARKETING

Organisational or service promotion
ie: for public or not-for-profit body
(for NGO’s could include fund-raising)

SOCIAL MARKETING
‘Social Good’
Achievement of specific behavioural goals
relevant to a particular social good
Commercial marketing

COMMERCIAL MARKETING
Product or Service MARKETING

Cause-related MARKETING
% of funds to social cause

Societal MARKETING
responsible business practices
e.g. sustainability, recycling, fair-trade etc

Pro-social MARKETING
profile for a social cause
Public sector marketing

- Organisational or Service Marketing
- Social Marketing
Marketing between sectors

Potential opportunities for partnership between sectors

1. Commercial Marketing
   - Product or Service Marketing
   - Cause-related Marketing
   - Societal Marketing
   - Pro-social Marketing

2. Public Sector Marketing
   - Social Marketing
   - Organisational or Service Marketing
The roots of Social Marketing

Commercial + Not-for-profit

It is often assumed (mistakenly) that Social Marketing is simply about importing *commercial marketing techniques* into the public sector.

However this is only one part of the picture. In fact Social Marketing draws on two different but equally rich sources of expertise and learning:

> Commercial marketing methods and approaches.

> Learning from the not-for-profit or non-governmental and community sector.

This country has a rich history of social reform or social cause campaigns and interventions
Debunking some of the myths

> It’s just commercial marketing for the public sector – **NO!**
> It’s basically just good communications – **NO!**
> It’s really just social advertising – **NO!**
> It’s about telling people what to do, the nanny state – **NO!**
> It’s only focused on individuals and misses all the wider influences on behaviour – **NO!**
> It’s a top-down approach – **NO!**
> It’s just another public sector fad – **NO!**
> And……?
## Recognising some of the differences

<table>
<thead>
<tr>
<th><strong>Commercial Marketers</strong></th>
<th><strong>Social Marketers</strong></th>
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<tbody>
<tr>
<td><strong>Primary aim:</strong> sales, profit and shareholder value</td>
<td><strong>Primary aim:</strong> achieving a ‘social good’</td>
</tr>
<tr>
<td><strong>Funded from:</strong> Investment and Sales</td>
<td><strong>Funded from:</strong> public funds (taxes, donations)</td>
</tr>
<tr>
<td><strong>Privately accountable eg: shareholders and directors</strong></td>
<td><strong>Publicly accountable</strong></td>
</tr>
<tr>
<td><strong>Performance measured in profits and market share</strong></td>
<td><strong>Performance measures often complex and longer term</strong></td>
</tr>
<tr>
<td><strong>Behavioural goals – often clearer to define and more immediate with stronger short term measures</strong></td>
<td><strong>Behavioural goals – commonly more complex and challenging – sustained action over the longer term</strong></td>
</tr>
<tr>
<td><strong>More clearly defined products or services which are less complex to market</strong></td>
<td><strong>Products or services often focused on addressing complex, challenging or controversial behaviours</strong></td>
</tr>
<tr>
<td><strong>Often accessible targets and audiences</strong></td>
<td><strong>Often challenging high risk targets and audiences</strong></td>
</tr>
<tr>
<td><strong>Commercial culture – risk-taking culture often evident</strong></td>
<td><strong>Public sector culture – risk averse culture often evident</strong></td>
</tr>
<tr>
<td><strong>Hierarchical decision-making widely assumed</strong></td>
<td><strong>Participative decision-making valued</strong></td>
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<tr>
<td><strong>Relationships commonly competitive</strong></td>
<td><strong>Relationships often based on building trust</strong></td>
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</table>
3. How Social Marketing can support Policy, Strategy and Implementation
So… what is Social Marketing?

Useful to consider it in two different ways

> As a set of concepts

Used as a set of concepts and principles to inform and enhance development of effective policy, strategy and implementation. That is as a frame of reference or a mindset for helping examine, understand and provide insight into issues and enhance impact and effectiveness.

> As a specific intervention method or planned process

To support implementation by providing a systematic process to achieve targeted behavioural goals, as a specific Social Marketing intervention.
How Social Marketing can contribute

Across three key areas:

1. POLICY: 
   By enhancing effective policy development

2. STRATEGY: 
   By directly informing effective strategy development

3. IMPLEMENTATION AND DELIVERY: 
   By strengthening effective implementation and delivery

Improved customer insight will:

→ Improve effective TARGETING.  
  (of both audiences and of methods)

→ Enhance the IMPACT on actual behaviour.
Application of Social Marketing

A. Concepts & principles informing different levels: Policy, Strategy and Implementation

B. Undertaken as a planned intervention process at the Implementation level

A. Social Marketing informed and enhanced

B. Social Marketing applied intervention ‘planning process’
Application of Social Marketing

1. Policy development and scoping informed by Social Marketing eg: citizen/customer/consumer insight

2. Strategic intervention scoping
a) Informing selection of interventions to achieve goals
b) Included as an intervention option in its own right, alongside others, ie: including a Social Marketing intervention in the mix

3. Applied as a planned Social Marketing process either as
> Social Marketing Programme
> Social Marketing Campaign
> Social Marketing Intervention

4. While also able to directly inform development of other interventions and/or service development and delivery
How Social Marketing contributes

1. Enhancing effective POLICY development

Increasingly, across government, the focus is on developing policy that is based on a sound understanding of the citizen, their lives and the communities they are part of.

For shorthand, this is sometimes described as being citizen-centric (or alternatively customer-centric or consumer-centric), ensuring that policy is really driven by people’s needs, wants and aspirations.

It is here that a Social Marketing perspective can directly contribute real insights and value. The core central feature of Social Marketing is its focus on understanding the citizen/customer/consumer and developing a profound insight into their lives.
How Social Marketing contributes

2. Directly informing effective STRATEGY development

The task of turning policy into coherent and effective strategies is a critical one, whether at national government or local or regional levels. Central to this is being able to both:

a) decide which intervention options to include in the strategy
b) decide the relative balance between different interventions
(given the available resources, both financial and human).

Social Marketing can directly assist and inform these decisions in two key ways:

First, by helping ensure a deeper understanding of the citizen or customer and related insights can directly inform the selection of appropriate intervention options. The critical factor in selecting a particular intervention is whether it is likely to achieve the desired impact on those it is seeking to reach. Social Marketing’s insight approach linked to its population analysis and segmentation approach, can directly inform and assist this assessment and judgement.

Second, beyond simply informing the strategic selection of intervention options, Social Marketing can be undertaken as a specific intervention in its own right, thereby adding an additional intervention option to the strategy developer’s toolbox. Planning and systematically undertaking a targeted Social Marketing intervention can directly contribute to the achievement of behavioural goals and therefore potentially extend and strengthen overall strategic impact and effectiveness.
How Social Marketing contributes

3. Strengthening IMPLEMENTATION and DELIVERY

While ensuring effective policy and strategy development is important, their ultimate success rests on effective implementation and delivery. Good policy and strategy can be undermined if implementation is poorly undertaken and managed.

Social Marketing can help in two key ways:

First, by ensuring a developed and responsive understanding of ‘the customer or consumer’ can inform all initiatives and service developments.

Second, as an implementation method (whether at the level of a dedicated Social Marketing programme, campaign or intervention) it can be systematically applied to achieve and deliver real impacts on targeted behavioural goals.
define

4. Defining Social Marketing
Key concepts and principles
Defining Social Marketing

There are a variety of definitions in the literature, but they commonly include three key elements:

> **First**, it is a systematic process that can be phased to address short, medium and long-term issues.

> **Second**, it utilises a range of marketing concepts and techniques (*a marketing mix*).

> **Finally**, its primary aim is to achieve a particular *social good* (rather than commercial benefit) with specific behavioural goals clearly identified and targeted.
Definitions

Social Marketing is:

the systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to a social good

Health-related Social Marketing is:

the systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to improving health and reducing health inequalities
Social Marketing is...

The systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to a social good.

Health-related Social Marketing

achieving behavioural goals relevant to improved health and reducing health inequalities

Marketing concepts and techniques

systematic application

to achieve a ‘social good’

Behavioural Goals
The ‘customer triangle’

6 key features:
3 core principles
3 core concepts

behaviour and behavioural goals
‘insight’
CONSUMER
voluntary action
‘exchange’
‘competition’
audience segmentation
3 core principles

Behaviour and behavioural goals

The driving purpose is to achieve tangible and measurable impact on actual behaviour. Moves beyond task of communicating information or messages. Clear focus on understanding existing behaviour, and its key influences and influencers. Works to establish specific behavioural goals, not just about ‘behaviour change’.

Voluntary actions

Focused on how to encourage and achieve voluntary action. Starting from where people are at now not where you might want them to be. Positive behaviours = increasing incentives + removing barriers or blocks. Problem behaviours = reducing benefits + adding in barriers or blocks.

Audience segmentation

Looking at different ways to segment and differentiate audiences. Moving beyond the traditional focus on epidemiology and demography. Looking at behaviour and psycho-graphic aspects eg: what people feel/think about the issue Avoiding blanket general messages and approaches.
3 core concepts

‘Insight’

Developing a genuine *insight* into the reality of the everyday lives and experiences of the audience is critical.
Avoiding professional assumptions about what they want, need, or think.
Checking out and pre-testing developing insights

‘Exchange’

The offer to customer >> The price or cost to the customer
Fully understanding what the person has *to give in order to get the proposed benefit*, eg: time, effort, money, social consequences, loss of pleasure, etc.
Understanding how the offer can be enhanced to maximise the benefits, while working to minimise potential or actual blocks or barriers to it.

‘Competition’

Recognising that whatever is being ‘offered’ will always face competition.
Both external and internal competition (eg: the power of pleasure, habit, addiction, etc).
Can include direct counter messages and competing offers.
Or simply competition for the time and attention of the same target customer/audience.
Moving beyond seeing competition in simple terms as *goodies and baddies*. 
Incentives and barriers

Positive:
- Increase incentives and rewards
- Remove barriers and blocks

Negative:
- Remove incentives and rewards
- Increase barriers and blocks

Behaviour
The benefit equation

Getting the right balance between:

Benefit to customer/consumer
What do they really get?
Actual or perceived.

versus

Cost to customer/consumer
eg: Time, effort, money, social costs, giving up a habit or established behaviour, adjustment of pleasure
Developing ‘actionable insights’

Moving beyond the data

> Important to move away from simply identifying and collecting a wide range of information, data and intelligence

> Towards identifying potential ‘insights’ within the data and intelligence – and then testing these with the audience
Focusing on the person at the centre

The reason it is called the ‘customer triangle’

Different sectors and organisations can describe the customer in different ways, eg:
- the consumer
- the citizen
- the client
- the patient
- the service-user
- the public
- the community
- the professional
- the decision-maker
- the politician

The customer can be both:

> the public or citizens
> professionals or key decision-makers
The P’s of marketing

Useful but not directly transferable to Social Marketing

> In commercial marketing the concept of the 4 P’s was developed to highlight key aspects in developing marketing, sometimes referred to as the *marketing mix*. Product – Price – Place – Promotion

> This concept has proved useful and enduring in the commercial context, helping to assist the systematic consideration of the marketing process and helping effective development and targeting.
Classic 4 P’s of marketing

Commercial marketing’s ‘marketing mix’

> **Product**  What does the customer/consumer get?
What’s being offered to them?

> **Price** How much will it cost them?
(Not just money, but also time, effort, emotional costs, etc)

> **Place** Where does the relevant behaviour happen?
Where are there opportunities to reach the customer/consumer?

> **Promotion** What *package of incentives* can be put in place
which will be valued by the customer/consumer?

>> Social Marketing has been able to build on this approach, and stimulated the identification of a number of other P’s.
Social Marketing’s further P’s

Some other P’s have been identified in the literature on Social Marketing... and more get added...

> **Proposition** How it is envisaged that we can help and support the customer to move from current to desired behaviour

> **Partnerships** Identifying common goals and working together in genuine collaborative partnerships

> **Purse-strings** Looking at ways to maximise resources by engaging across all sectors – not just financial but also human resources

> **Politics** Recognising the political drivers and potential constraints and looking at ways to inform, influence and engage the relevant ‘political players’

> **Policy** Using Social Marketing to help link and connect different policy agendas – maximising its impact across a whole system

> **People** Public, Professionals, Politicians – recognising the customer can be any or all of these and gearing efforts accordingly

> **P ...**
The Intervention mix and the Social Marketing mix

At the wider intervention level

> Considering what intervention options to use.

> Considering the balance or ‘mix’ between different intervention options.

> Assessing benefits of including a Social Marketing intervention in the mix.

At the Social Marketing intervention level

> Considering what methods and approaches to use.

> Considering the balance or ‘mix’ between different methods and approaches within the specific Social Marketing intervention?
Developing a proposition

How to move from current to desired behaviour

current behaviour and related knowledge, attitudes, beliefs, perceptions, values, emotional engagement

Intervention mix

Proposition
What will achieve and maintain desired behaviour?

Social Marketing mix

desired target behaviour specific and measurable behavioural goals
5. Behaviour and its influences
Considering the individual in their wider social context
Behaviour and its influences

Developing a shared understanding and framework

> Often assumed there is broad agreement on this.

> In reality we each have different educational and professional backgrounds and perspectives which influence how we understand what influences behaviour.

> Re-examining our individual views on what are the key influences on behaviour is critical.
Seeing the customer in their social context

Each level has direct and indirect influences on the other levels.
Traditionally there has been a bias towards focusing on lifestyle factors in policy and practice.
Wider determinants of health

wider determinants (examples)
- neighbourhood renewal
- transport
- environment
- education
- employment
- economy & business climate
- inequalities
- housing
- regeneration
- crime & fear of crime
- arts & culture
- democratic renewal
- social exclusion
- community development & involvement
- leisure facilities
- transport
- environment
- education
- employment

lifestyle factors (examples)
- stress
- physical activity
- diet
- smoking
- sexual behaviour
- drug use

impact

health & well-being
individuals & communities
4 key elements to intervening

**CONTROL**
- legislate, regulate, enforce, require, set standards

**DESIGN**
- environmental & physical context
- design & engineer
- increase availability
- improve distribution

**EDUCATE**
- inform & advise
- build awareness
- persuade & inspire

**SUPPORT**
- provide & service support
- & respond ‘give people what they need, want, or value’
4 key elements to intervening

Some examples

CONTROL
- Setting hygiene standards in food outlets
- Controlling tobacco sales & advertising to children
- Designing road calming schemes to slow traffic
- Designing safety features into houses & offices
- Increasing availability and improve distribution
- Environmental & physical context
- Design & engineer

EDUCATE
- Requiring drivers to pass a test
- Inform & advise
- Build awareness
- Persuade & inspire
- Information campaigns to highlight new disease or risk
- Providing information to correct misunderstanding or myths
- Providing smoking cessation services
- Provide & service support & respond ‘give people what they need, want, or value’

SUPPORT
- Provide & service support & respond ‘give people what they need, want, or value’
- Providing practical & confidential advice services
- Providing leisure & recreational facilities

Some examples include:
- Legislating, regulating, enforcing, requiring, setting standards
- Controlling tobacco sales & advertising to children
- Providing smoking cessation services
- Designing road calming schemes to slow traffic
- Providing leisure & recreational facilities
- Increasing availability and improve distribution
- Environmental & physical context
- Design & engineer

Some examples could include:
- Increase availability and improve distribution
- Environmental & physical context
- Design & engineer
- Controlling tobacco sales & advertising to children
- Designing road calming schemes to slow traffic
- Providing smoking cessation services
- Providing leisure & recreational facilities
- Providing practical & confidential advice services
Major influences on behaviour
Options and choices

To consider and assess the impact of different influences on the behaviour of the target audience or customer
Recognising the significance of markets on options and choices

Markets

Considering the ‘exchange’ of goods and services across all sectors

- **Commercial**: Wide range of private businesses and services (local, national, international)
- **Statutory**: Wide range of government and NHS related services (local, regional, national)
- **Not-for-profit**: Wide range of bodies & organisations across voluntary and community sector (local, national, international)
Understanding behaviour

Clarifying some basic starting points

> Behaviour = a pattern of actions over time.

> Behaviour is inherently dynamic.
   Subject to change and variation in different contexts and at different times.

> 100% consistency is rare to find.

> Much routine daily behaviour is about habit and does not necessarily involve conscious and active consideration.
   Avoid reliance on ‘cognitive’ message-based communications.

> Starting from an understanding of an audience’s attitudes, hopes, wishes, desires and other motivations is generally more productive than trying to identify and fill information gaps.

> Understanding people’s emotional engagement is critical.
Recognising the limitations of information and cognitive approaches

> Grounded in what can be described as the CCC approach, ‘cognitive communication chain’

> The bias is towards seeing behaviour in terms of cognitive decisions.

> Where there is a primary and often unquestioned assumption that we need to ‘engage the brain’ in order to influence behaviour.
Behaviour is affected by more than ‘what I know’ or ‘what I believe’

- What I know
- What I believe or feel
- How I actually act

Information, Knowledge

Attitudes, Values Beliefs

Actions, Behaviour

Congruence
Behaviour is affected by more than ‘what I know’ or ‘what I believe’

- Information, Knowledge
- Attitudes, Values, Beliefs
- Actions, Behaviour

Other influencing factors

How I actually act

Other influencing factors

What I know

What I believe or feel

Congruence
In public health and health improvement generally, the concept of *behaviour change* is widely used.

While useful, it has particular limitations, and identifying and focusing on *behavioural goals* is more helpful.

**Behavioural goals approach**

- Starts with an initial *whole population analysis* and then considers different ways to divide and *segment* audiences.

- It helps focus attention on three key aspects:
  - Ways to prevent establishment of problem behaviours before they start and become established
  - Ways to maintain and sustain desired behaviours over time
  - Behaviour change where problem behaviours are already evident or established
6. Drawing from different disciplines and theories to identify potential intervention options. Starting from an open analysis approach.
Behavioural influences
a basic theory framework

Each element influences and is affected by the others
Behavioural influences a basic theory framework

With the wider environment having an overall impact

Influencing options and choices, as well as opportunities and constraints
Behavioural influences
a basic theory framework

A range of disciplines offering potential insight

DISCIPLINES
some examples
Behavioural influences
a basic theory framework

Each discipline has its own batch of useful theories

THEORIES
selected examples only

DISCIPLINES
some examples

'Search for code' & consumer information-processing model
Social influence & interpersonal communication
Diffusion of innovations
Economic market theory
Social cognitive theory
Social capital
Attribution & balance theories
Media studies theory
Social networks & support
Living space & design
Indigenous growth
Physiological responses
Hormonal responses
Immunological system functioning
Brain functioning
Genetic pre-disposition

Social norms & group dynamics
Cognitive consistency & dissonance
Protection Motivation Theory
Health Belief Model
Stages of change model
Self-efficacy – perceived control
Theory of planned behaviour
Theory of reasoned action
Social learning theory
Theory of trying
HAPA: health action process approach: intention to act
Learning styles theory
Instrumental & classical conditioning
Rossiter-Percy motivational model
Behavioural modification
Considering different theories from different disciplines

Each discipline has its own batch of useful theories

> Importance (initially) of maintaining an open analysis approach.

> Being able to draw from different disciplines and their various related theories.

> Focusing on what can offer potential insight to help inform and assist selection of appropriate intervention options.
Starting with an open analysis

Avoid closed analysis
Starting with our own preferred theory

Examining the behaviour from the perspective of your preferred theory

Select intervention options that are grounded in the theory you started with

Keeping the analysis open
Start by developing a robust understanding of the customer
eg: collecting data/intelligence on relevant behaviour and related knowledge/perceptions/attitudes/beliefs/values

Draw down from the range of theories (across different disciplines) to identify ones that might offer insight & opportunities for ways to intervene

Develop a ‘working proposition’ for how to achieve & maintain the desired behaviour

Select intervention options most likely to achieve the behavioural goals
Understanding ‘the customers’ behaviour

Drawing on theories from across different disciplines

Developing ‘a proposition’

Considering intervention options & developing a strategy

The chicken and the egg

How to move from:

current behaviour  →  desired behaviour
Behavourial goals approach

Key features

> Starts with a *whole population analysis*.

> Examines different ways to segment the population, focusing on ones with the greatest potential utility or application.

> Recognises limitations of a *behaviour change* approach.

> Particular attention paid to what different audiences think/feel about the particular issue under consideration.
  eg: with the following smoking example, the approach seeks to look at different ways that ‘different smokers’ and ‘different non-smokers’ might be approaching the issue.

> Particular attention is on seeking to intervene before establishment of problematic behaviours.

> Recognises importance of *maintaining and sustaining behaviours* is as important as any *behavioural change*.
Whole population analysis and segmentation

**eg: Smoking behaviour**

**BEHAVIOURAL GOALS**

- Behaviour allies
- Behaviour reinforcement, maintenance support
- Behaviour ‘change’
- Behaviour controls

**SEGMENTATION**
e.g. by relationship to ‘smoking behaviour’

- “never smoked, never will”
- “susceptible to pressure to smoke”
- “recent quitter – potential to restart”
- “would like to quit but finding it hard”
- “strong entrenched resisters”
The importance of focusing on wider behavioural goals

On surface looks like a simple example of a good ‘behaviour change’ approach

A ‘behavioural goals’ approach would have gone beyond ‘behaviour change’ to cover:

– Helping prevent people taking up smoking
– Helping existing smokers quit
– Helping maintain and support behaviour

Changing established behaviours is generally harder than helping prevent them in the first place!

eg: Smoking behaviour

YEAR 1
10 Smokers quit

YEAR 2
100 Smokers quit

with support from smoking cessation service

Over same period
1000 young people take up smoking

YEAR 1
10 Smokers quit

YEAR 2
100 Smokers quit

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– Helping existing smokers quit
– Helping maintain and support behaviour

Changing established behaviours is generally harder than helping prevent them in the first place!
Seeing the customer/consumer in the round

Developing a deep *insight* into people’s everyday lives and the key influences and influencers on them

* > key influences

* > potential partners/stakeholders

* > relevant media

A practical tool:

- media (earned and paid)
- partners and stakeholders
- key ‘influencers’
- customer/consumer
Seeing the customer/consumer in the round

eg: Children
illustrative examples only

A practical tool:
process

7. Social Marketing as a specific planning process
A systematic total process approach

> The key stages in the *Total Process Planning* model will be familiar to anyone applying systematic programme or project planning methods: scope >> develop >> implement >> evaluate >> follow-up!

> While this is a broadly linear process with each step feeding into the next, how activities are organised within each stage is much more *organic and fluid*.

**Being flexible, but also systematic**

> While Social Marketing is flexible and can be adapted and tailored to different contexts, it is important to be systematic when applying it as an intervention.

> Avoiding the temptation to merging stages is particularly important. eg: avoiding jumping into the *development* stage before proper *scoping* has been undertaken.

> Investment of time and effort in effective *scoping and development* is a *critical success factor* for most interventions, but for Social Marketing it can make the difference between a powerful intervention with strong impacts, and one which is ineffective.
Total Process Planning model

A straightforward but systematic and staged process
Scoping stage

Activities within each stage are rarely sequential and usually involve a much more organic and fluid process.

SCOPE
Examining and defining the issue
> Engaging stakeholders and partners
> Reviewing relevant evidence and practice
> Clarifying aims and intentions
> Developing customer insights
> Resources review
> Relationship to other interventions
  Intervention mix
> Considering ethical issues
> Audience segmentation and focus
> Potential behavioural focus
  influences/influencers
> Developing behavioural goals
> Developing an initial ‘proposition’
  To take into next Development Stage

Tasks are illustrative – a fuller Planning Resource is being developed
Scoping stage

Undertaking effective scoping is a critical success factor – key aspects include:

> Examining and defining the presenting issue(s) with key stakeholders/partners involved.

> Reviewing and assessing potential ‘customer’ or ‘audience’ focus and rationale.

> Focusing attention on specific behaviours (and groups of behaviours) – establishing initial behavioural goals.
   In order to ensure selection of effective methods and provide basis on which to subsequently evaluate what impact the Social Marketing intervention has achieved

> Developing a proposition.
   Working out ideas and options for how to move from current behaviours >> the desired or target behaviours

Really seeking to understand the consumer
Development stage

Activities within each stage are rarely sequential and usually involve a much more organic and fluid process.

DEVELOP
Primary: Testing out ‘the proposition’
> Social Marketing options and mix
> Potential incentives and barriers
> Segmentation and targeting
> Further refining aims and objectives
> Indicators of success and verification
  Short, medium and long term
> Evaluation research design
> Creative development and design
> Message(s) where relevant to approach

Secondary: Pre-testing/refining/adjusting
> Testing concepts, approaches, and related messages with relevant audience(s)
> Scheduling and phasing action
> Stakeholder supports
  Sales-force preparation/priming

Tasks are illustrative – a fuller Planning Resource is being developed
Development stage

Testing out the proposition and developing a specific Social Marketing intervention – key aspects include:

> Examining a range of Social Marketing activity and deciding what ‘Social Marketing mix’ to use

> Undertaking primary development work and ensuring that secondary development ‘pre-tests’ and refines work

> Determining appropriate indicators and how best to verify

> Effective stakeholder involvement and ‘priming’ are critical success factors to any subsequent implementation

Note: Once the proposition is developed and pre-tested this can involve adjusting or refining the original scoping work, based on audience or ‘customer’ feedback
Activities within each stage are rarely sequential and usually involve a much more organic and fluid process.

**IMPLEMENT**

Commence interventions/campaign
- Active live monitoring
- Spotting other potential opportunities
- Tackling possible issues or problems
- Live adjustment and refinement
- Maintaining stakeholder engagement
  - sales-force support

Complete current stage
- Recording and capturing
- Feeding back, acknowledging and thanking!
- Inputting into developing evidence base

Tasks are illustrative – a fuller Planning Resource is being developed
Implementation stage

The most immediately visible stage of Social Marketing – key aspects include:

> Handling a ‘live’ and dynamic process that needs to be actively managed to ensure both
  >> Potential new opportunities arising from the intervention are identified and rapidly capitalised on
  >> Potential issues and problems anticipated, or rapidly identified and addressed

> Maintaining effective stakeholder engagement is critical – ensuring that “the potential sales-force” are fully informed and are able to actively input to developments as they occur
Evaluation stage

Activities within each stage are rarely sequential and usually involve a much more organic and fluid process.

EVALUATE

Impact
- Assessing achievement of aims and objectives Using short, medium and long term indicators
- Audience(s) knowledge, attitudes and particularly behavioural goals
- Opinions of others parents, opinion leaders, stakeholders
- Wider societal reactions eg: media coverage
- Identifying any unintended impacts positive or negative

Process
- Learning from how the work was undertaken efficiency, effectiveness, equity, quality, engagement, management process, etc

Cost assessment
- Potential cost-effectiveness/cost-benefit

Tasks are illustrative – a fuller Planning Resource is being developed
Evaluation stage

Dedicated to examining and reviewing the intervention – key aspects include:

> Evaluating impact, outcome, process and cost-effectiveness

> Determining the actual impact on specific behavioural goals
  While factors such as ‘levels of awareness’ and ‘audience views of interventions’ may be important
  they are secondary considerations to what actually happened in terms of the targeted behaviours

> Ensuring relevant stakeholders and partner input – utilising effective participatory evaluation

Note: While a specific stage, it is important to ensure effective integration of an ‘evaluation mindset’ through all the stages of the process
Follow-up stage

Activities within each stage are rarely sequential and usually involve a much more organic and fluid process.

FOLLOW-UP

> Considering with stakeholders implications arising from evaluation
> Following up with relevant decision-makers and commissioners as relevant
> Capitalising on what achieved
> Following-up for medium and long term
> Reviewing in relation to other interventions (non-Social Marketing) outcomes
> Recording and capturing to inform any future scoping of work
Follow-up stage

Importance of recognising it as a dedicated stage

> Evaluation is often seen as the end stage of interventions. However, having a clear and dedicated follow-up stage is critical to ensuring short-term impacts are built into on-going medium and longer term work

> The central purpose of this stage is to:
  >> Actively consider the outcome from the evaluation stage (avoiding potential for findings to be left on the shelf)
  >> To decide how best to capitalise on what has been achieved
  >> To be clear about what remains to be achieved
  >> To capture and record follow-on decisions to inform further scoping work for any follow-on activities
  >> To directly inform further resource decisions for on-going work
success
Social Marketing interventions

10 KEYS TO SUCCESS

> Investment in effective scoping and development phases
> Customer understanding and ‘insight’ is the central driver
> Incentives and barriers to behaviour clearly addressed
> Clear and measurable behavioural goals established
> Overall planning – clear and systematic
> Key people/partners actively involved and primed
> Multi-sector stakeholder and delivery coalitions in place
> Integrated co-ordination evident
> Budget appropriate to aims and methods selected
> Monitoring and evaluation integrated throughout
We are in this together

Your feedback

While the primary purpose of this resource is as a support to other training and development sessions we are running we would be pleased to receive comments on the material and ideas in it. Please send feedback and comments by emailing us on: nsms@ncc.org.uk

Your work

If you are involved in work that focuses on trying to achieve different behavioural goals with different individuals, groups and communities, then we would be pleased to hear from you and to receive information on your developing work.

We are particularly keen to receive information on different types of evaluation undertaken where this demonstrates an impact on behaviour.
We are in this together

Our work and your skills

If you are interested and/or have experience and skills in any of the areas below, we would be pleased to hear from you.
Social Marketing / Marketing / Public Health & Health Promotion / Communications / Audience or Customer Research / Community involvement and engagement.

Network and database

To join our National Social Marketing Network send us your contact details and we will add you to our database.
Important note: We are well aware of information overload and therefore limit the general information/update emails we might send out to around four a year.

Website

A PowerPoint version of this resource, along with our other developing papers and materials, can be accessed and downloaded from:
www.nsms.org.uk
Contact details

National Social Marketing Centre for Excellence

National Consumer Council
20 Grosvenor Gardens, London, SW1W 0DH
Phone 0207 881 3045
Fax 0207 730 5851
Email nsms@ncc.org.uk
Website www.nsms.org.uk

Social Marketing Development Unit

Department of Health
Richmond House, London, SW1A 2NS
Phone 0207 210 3000
Website www.dh.gov.uk
Realising the potential of effective Social Marketing