

# **Social Marketing Introduction**

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# Sosiaalisen markkinoinnin ABC



- Julkaisun voi tilata THL:n verkkokaupasta osoitteesta [www.thl.fi/kirjakauppa](http://www.thl.fi/kirjakauppa)
- Verkkoversio on saatavilla THL:n julkaisuarkistosta [www.julkari.fi](http://www.julkari.fi)

# The NSMC

Established by the Department of Health in 2006, The NSMC is a centre of excellence for social marketing and behaviour change.

## Our Mission

*To maximise the effectiveness of behaviour change programmes.*

A social enterprise since April 2012, we do this for a growing number of organisations through provision of strategic analysis, advice, support and training.



The customer triangle – showing the customer is at the focus of all social marketing projects



# What is Social Marketing?



An **approach** used to develop activities aimed at changing or maintaining people's **behaviour** for their, and societies, benefit.



# It is all about behaviour



# What is Social Marketing?



$$P = S\&K + I\ C + M\&I + Env$$



# Conspiracy of passive failure

We know that some programmes and campaigns are window dressing but we still do them.

Information giving is often the default option when issues are hard to deal with

## Why:

- Pressure to be seen to be acting
- The desire to help
- Poorly developed skills and understanding in population behaviour change
- Short term policy planning budgeting and review



# More than just communications





# More than just communications



**SWINE FLU  
INFORMATION**  
0800 1 513 513  
[www.nhs.uk](http://www.nhs.uk)  
[www.direct.gov.uk/swineflu](http://www.direct.gov.uk/swineflu)

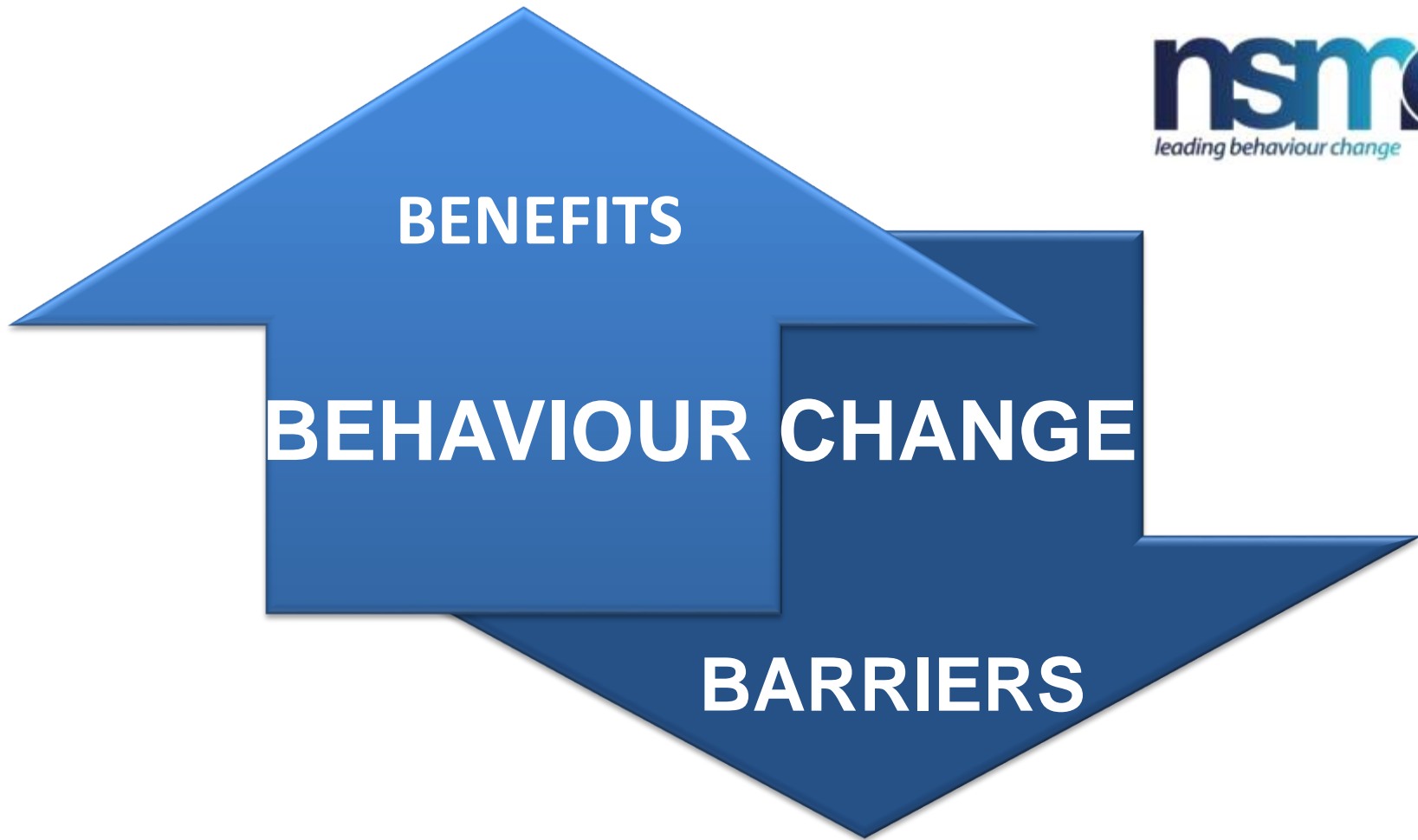
**Germs. Out in a second, around for hours.**

When you cough or sneeze, your germs go everywhere. Fast. And once they've hit a surface, they can survive for hours. Covering your mouth and nose with your hand won't stop them. But a tissue will. Catch the sneeze, then bin the tissue and wash your hands with soap and water as soon as possible to kill the germs. The current swine flu alert increases the importance of this.

**Catch it. Bin it. Kill it.**

Calls to this number are free from UK landlines and most mobiles.



***What can you offer me that is  
better than what I'm currently doing?***

# The core concept



# Fun. Easy. Popular

Three social science determinants:

- Perceived benefits (fun or beneficial)
- Self-efficacy (easy)
- Social norms (popular)

# Boring. Difficult. Lonely

# The ingredients of Social Marketing



## The NSMC's Benchmark criteria

1. Customer orientation
2. Clear behavioural goals
3. Developing 'insight'
4. Audience segmentation
5. Theory based
6. Competition
7. Exchange
8. Methods mix

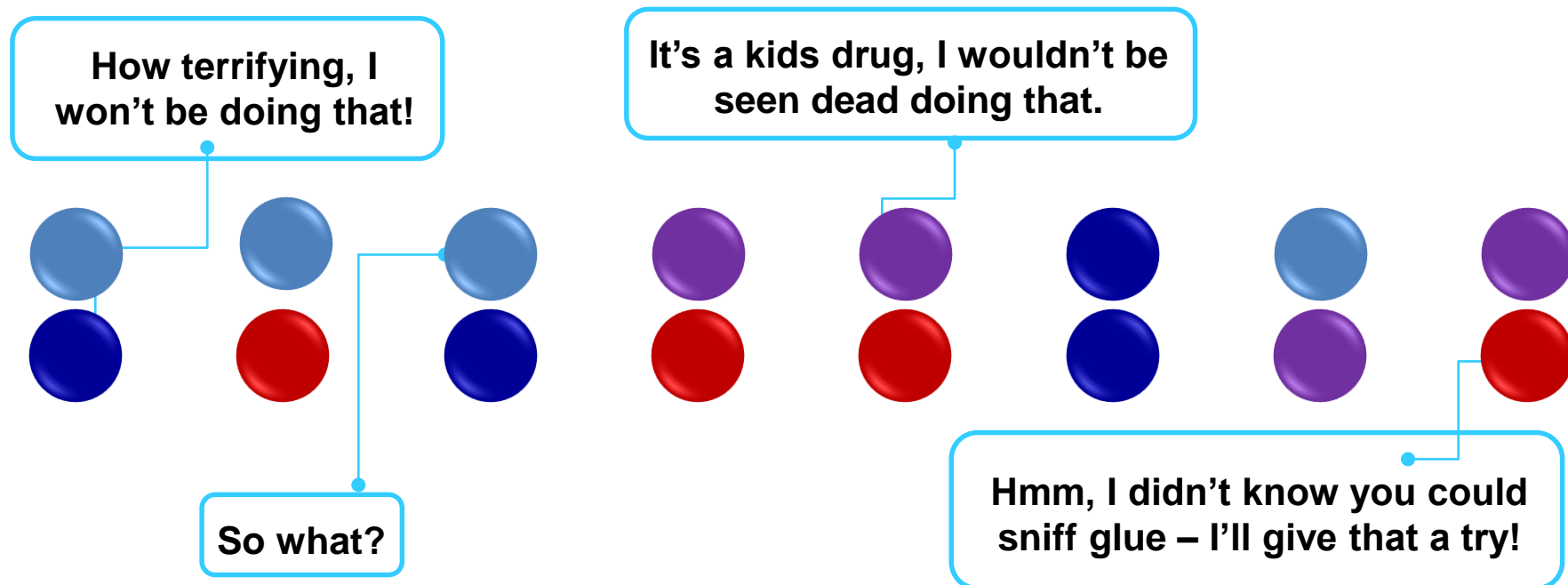
<b>1. BEHAVIOUR</b> <p>Aims to change people's actual behaviour</p> <ul style="list-style-type: none"><li>• The intervention is focused on influencing specific behaviours, not just knowledge, attitudes and beliefs</li><li>• Clear, specific, measurable and time-bound behavioural goals have been set, with baselines and key indicators established</li></ul>	<b>2. CUSTOMER ORIENTATION</b> <p>Focuses on the audience. Fully understands their lives, behaviour and the issue using a mix of data sources and research methods</p> <ul style="list-style-type: none"><li>• Goes beyond interviews and focus groups to use ethnographic techniques as well</li><li>• Uses a range of research analyses and combines data from different sources (qualitative and quantitative)</li><li>• Gains key stakeholder understanding and feeds it into methods mix (Benchmark 8) development</li><li>• Interventions are pre-tested with the audience</li><li>• Involves the target audience and local community, rather than treating them as research subjects</li></ul>
<b>3. THEORY</b> <p>Uses behavioural theories to understand behaviour and inform the intervention</p> <ul style="list-style-type: none"><li>• The theory, or theories used, are identified after conducting the customer orientation research</li><li>• Appropriate behavioural theory is clearly used to inform and guide the methods mix (Benchmark 8)</li><li>• Theoretical assumptions are tested as part of the intervention pre-testing</li></ul>	<b>4. INSIGHT</b> <p>Customer research identifies 'actionable insights' – pieces of understanding that will lead intervention development</p> <ul style="list-style-type: none"><li>• A deep understanding of what moves and motivates the target audience, including who and what influence the targeted behaviour</li><li>• Insight is generated from customer orientation work (Benchmark 2)</li><li>• Identifies emotional barriers (such as fear of testing positive for a disease) as well as physical barriers (such as service opening hours)</li><li>• Uses insight to develop an attractive exchange and suitable methods mix (Benchmarks 5 and 8)</li></ul>
<b>5. EXCHANGE</b> <p>Considers benefits and costs of adopting and maintaining a new behaviour; maximises the benefits and minimises the costs to create an attractive offer</p> <ul style="list-style-type: none"><li>• Clear and comprehensive analyses of the perceived/actual costs versus perceived/actual benefits</li><li>• Considers what the target audience values: offers incentives and rewards, based on customer orientation and insight (Benchmarks 2 and 4) findings</li><li>• Replaces benefits the audience derives from the problem behaviour and competition (Benchmark 6)</li><li>• The exchange offered is clearly linked to 'price' in the methods mix (Benchmark 8)</li></ul>	<b>6. COMPETITION</b> <p>Seeks to understand what competes for the audience's time, attention, and inclination to behave in a particular way</p> <ul style="list-style-type: none"><li>• Addresses direct and external factors that compete for the audience's time and attention</li><li>• Develops strategies to minimise the impact of competition, clearly linked to the exchange offered (Benchmark 5)</li><li>• Forms alliances with or learns from the competing factors to develop the methods mix (Benchmark 8)</li></ul>
<b>7. SEGMENTATION</b> <p>Avoids a 'one size fits all' approach: identifies audience 'segments', which have common characteristics, then tailors interventions appropriately</p> <ul style="list-style-type: none"><li>• Segmentation is drawn from the customer orientation and insight work (Benchmarks 2 and 4)</li><li>• Does not only rely on traditional demographic, geographic or epidemiological targeting</li><li>• Draws on behavioural and psychographic data</li><li>• Identify the size of your segment or segments</li><li>• Segments are prioritised and selected based on clear criteria, such as size and readiness to change</li><li>• Interventions in the methods mix (Benchmark 8) are directly tailored to specific audience segments</li></ul>	<b>8. METHODS MIX</b> <p>Uses a mix of methods to bring about behaviour change. Does not rely solely on raising awareness</p> <ul style="list-style-type: none"><li>• Uses all elements of the marketing mix (product, price, place and promotion) and/or primary intervention methods (inform, educate, support, design and control)</li><li>• Promotion is used to 'sell' the product, price, place and benefits to the target audience, not just to communicate a message</li><li>• Takes full account of existing interventions in order to avoid duplication</li><li>• Creates a new brand, or leverages existing brands appropriate to the target audience</li><li>• Methods and approaches are financially and practically sustainable</li></ul>



# Segmentation

## A 'one size fits all' approach

**“Don't sniff glue or aerosols, they can kill you”**

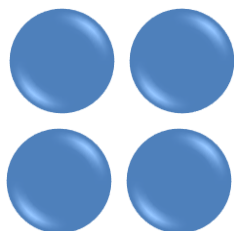


# Segmentation

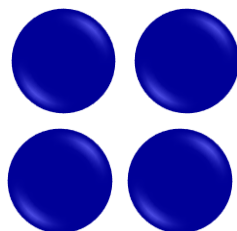
## A segmented approach

Grouping the wider audience so different plans can be considered for each group, and different groups prioritised.

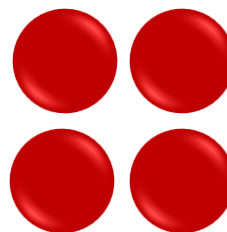
Disinterested –  
not a priority  
segment at  
present



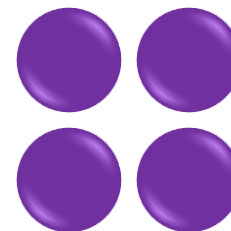
Cautious –  
general  
messages  
working for this  
group



Risk takers – a  
priority. Look to  
provide safer  
ways for them to  
experiment

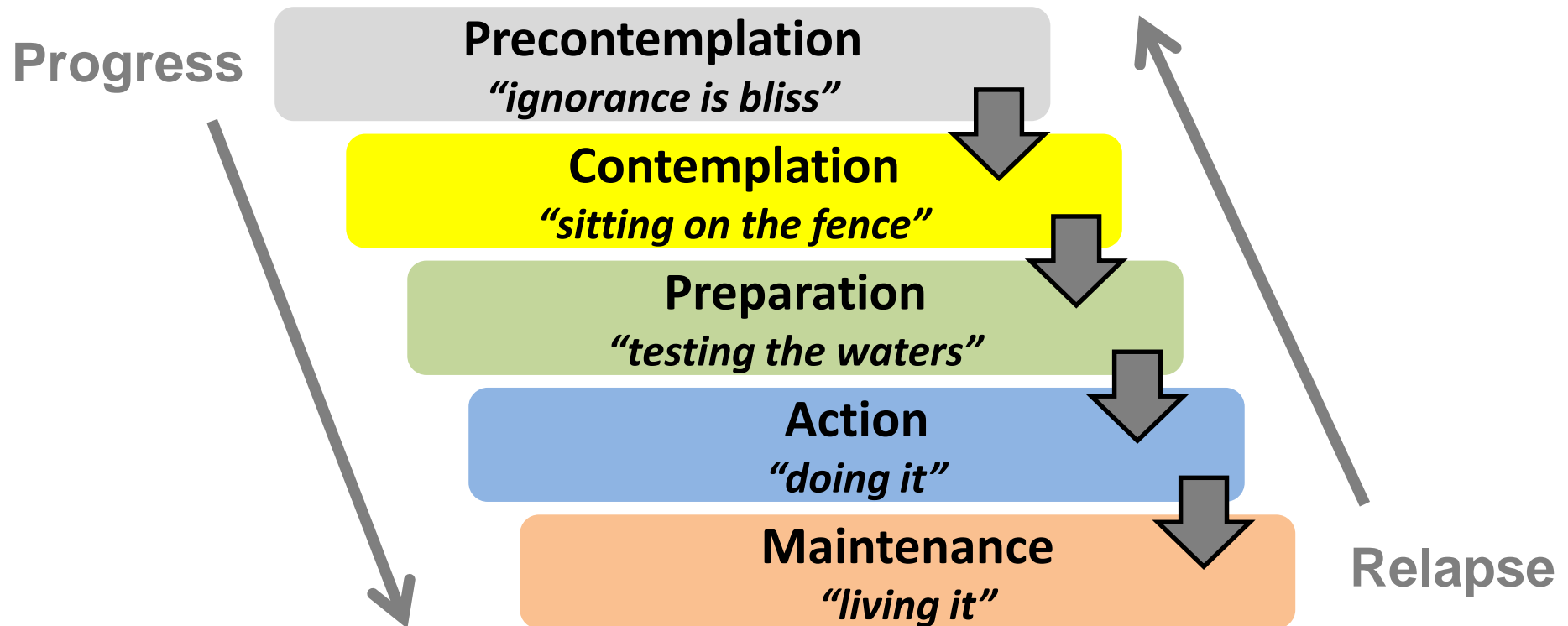


“Grown ups” –  
look to identify  
issue they are  
into and develop  
intervention  
accordingly



# Segmentation

## Ways to segment: Use of theory



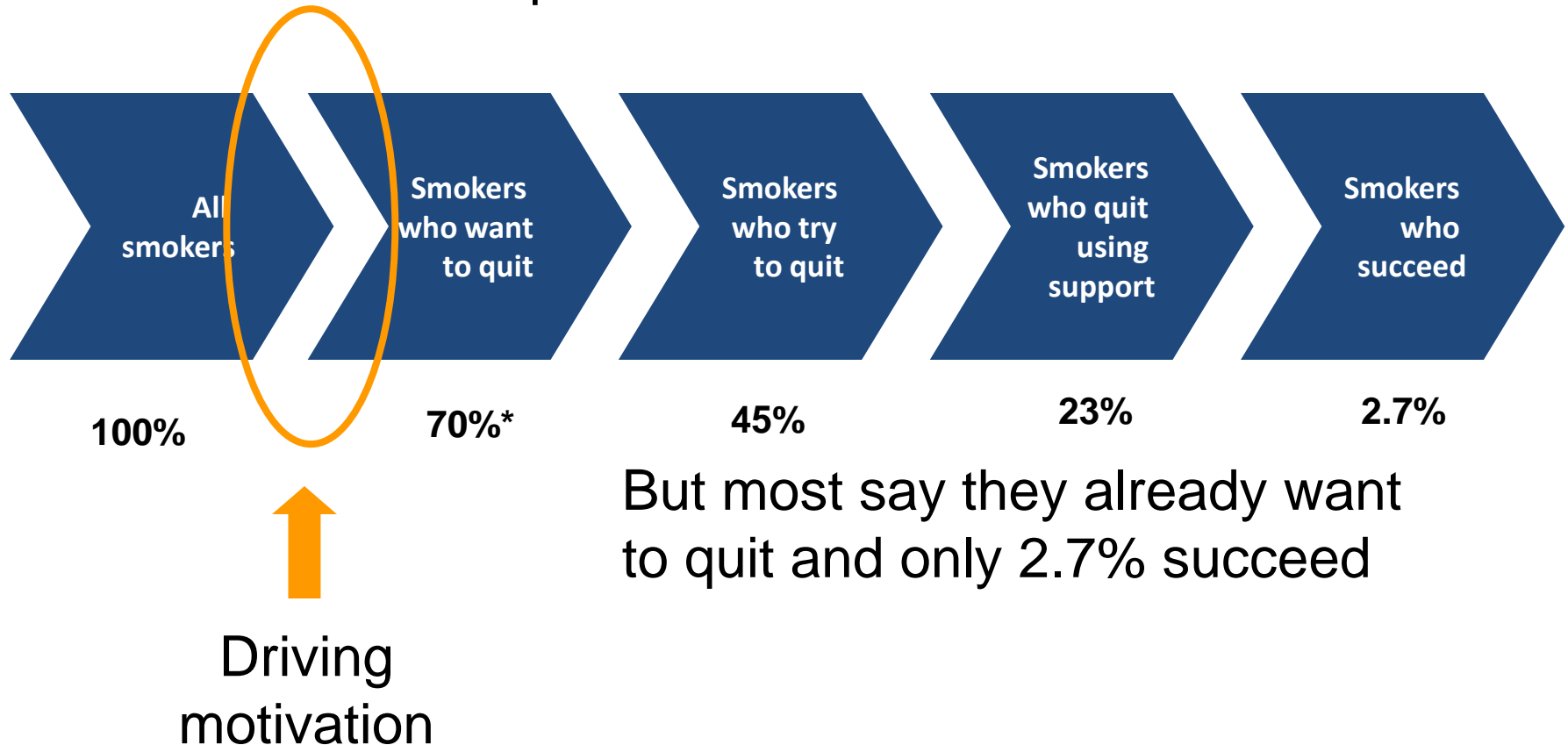
# Whitecrook Smoking Project



Stages	Whitecrook smoking population
	42% of smokers have no intention of quitting
Pre-contemplation	27% might consider quitting sometime in the future
Contemplation	24% are considering quitting in the next year
Preparation	6% have set a quit date

# Segmentation

Traditional smoking cessation campaigns focused on driving smokers to want to quit



But most say they already want to quit and only 2.7% succeed



# Segmentation

**Other stages of the journey also present opportunities**



We don't see things as  
they are; we see them as we are

**(Anais Nin)**

# Determinants



- Internal – the perception that my child may get kidnapped while out playing
- External – there are more cars on the road and it is not safe to play on the streets
- Can we influence them?
- Finding the key “determinants” is at the heart of social marketing

# Determinants



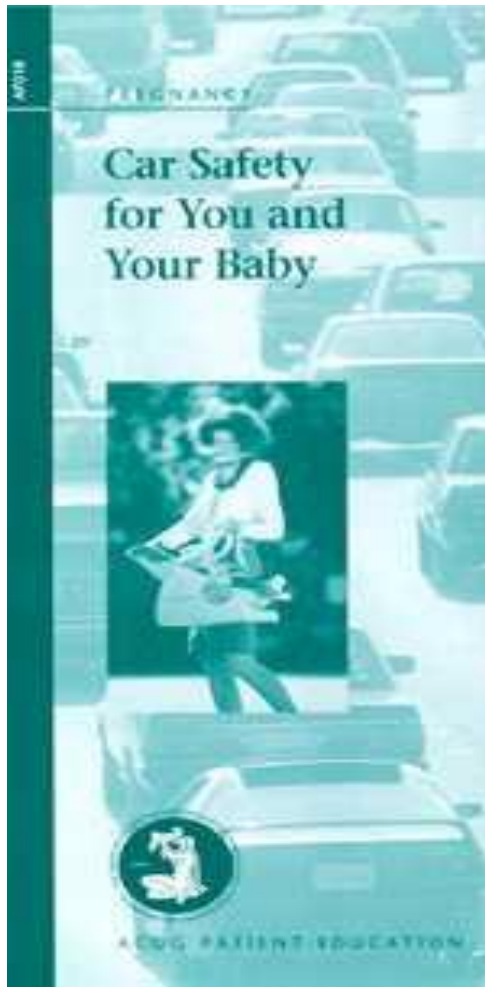


# Behavioural Insights





# Behavioural Insights



## What mattered to pregnant women in Stoke who smoked?

### “Me time”

My cigarettes are my only luxury in life, they take my mind off things and I can have a break – it's my only treat

As a result the numbers of 4 week quitters rose from 38 to 121 in a year



## **NSMC work into men's health services; What do men want from a good service?**

- Clear understanding of what services are offered and expertise.
- Approachable and informed staff (including receptionists).
- Immediate testing and follow-up.
- Physical tests.
- Choice of locations.
- After work and weekend opening times.
- A non judgemental environment.

# Conscious or Unconscious

**Medicare!**

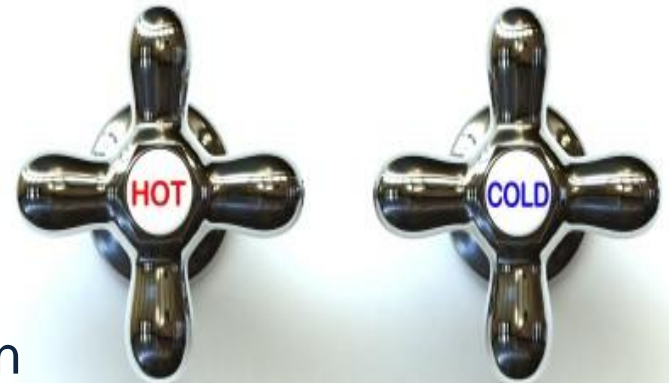


**Donuts!**



# Behavioural economics

- People make decisions differently depending on what state they are in
- Cold state people are more rational and predict they will behave better than they do when in a hot state
- People in a hot state will behave more on impulse and underestimate the affect of their hot state decisions
- How do fathers understand and support their partners when they are in different states



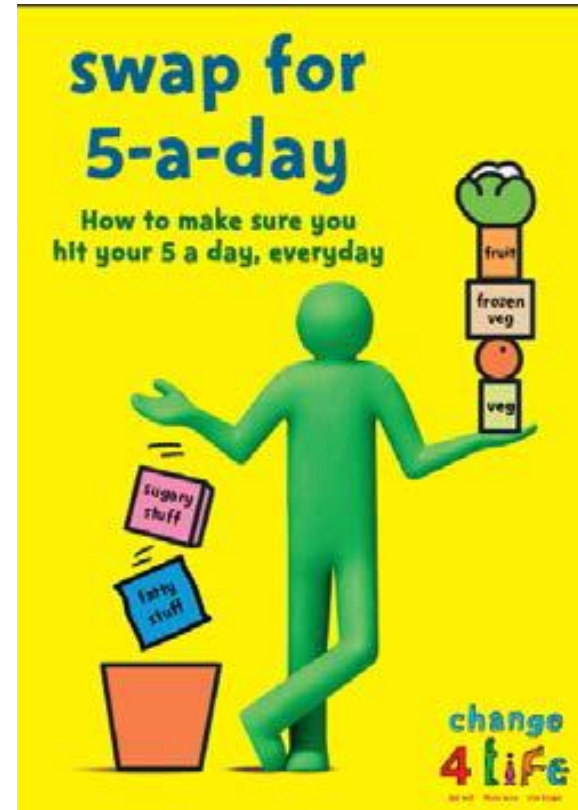
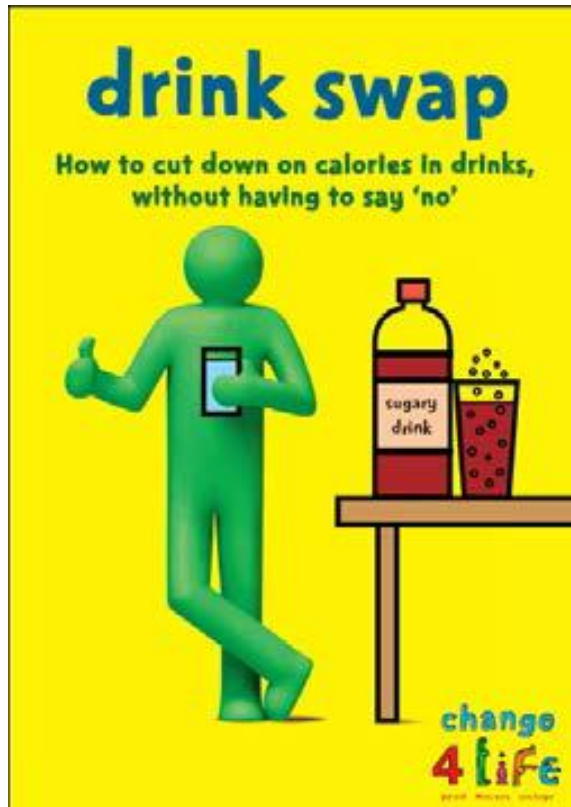


# Behavioural insights tactics



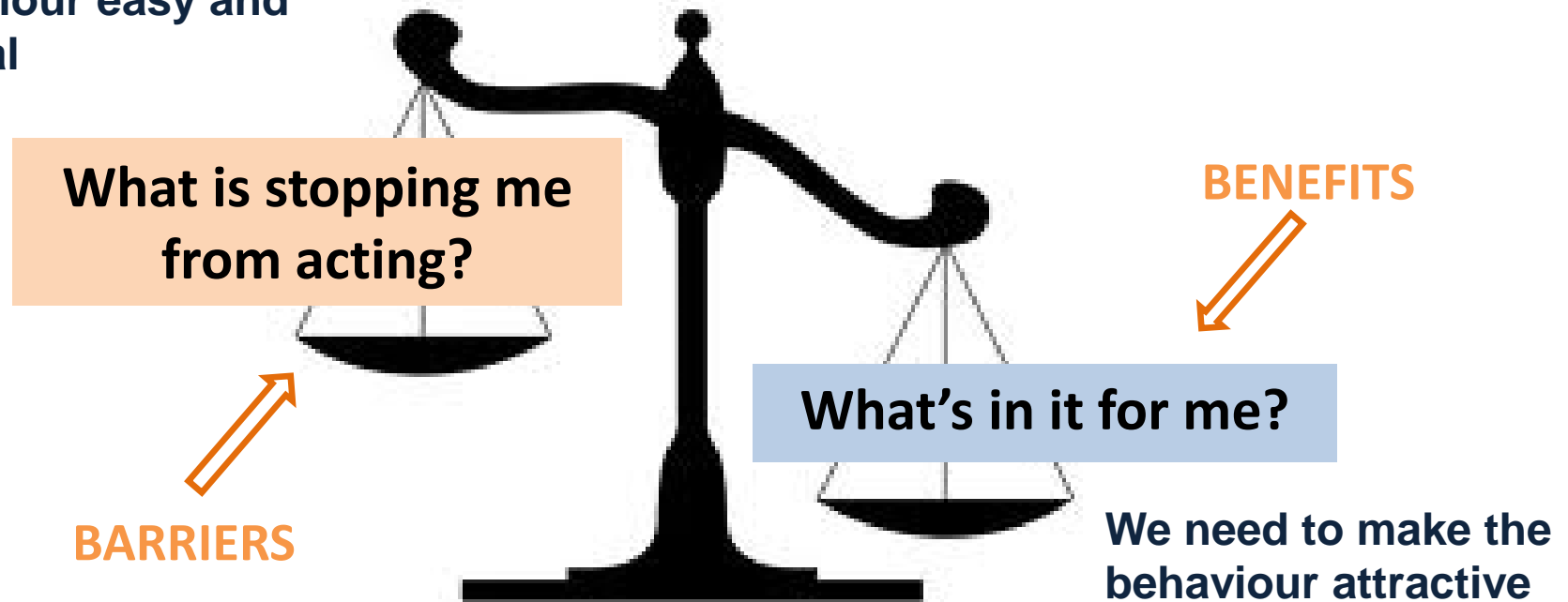
Concept	Explanation	Example
Default	No decision required go with the pre-selected option	Diabetes test for all over 40s in ambulances
Priming	Providing 'cues' to influence behaviours	Using a cardboard figure of a Dr in a supermarket next to the fruit counter.
Affect	Emotions can affect decisions made in a more unemotional state	Using a condom
Ego	We behave in ways that make us feel better – being self consistent	Only having a small glass of wine
Loss Aversion	Preferring to avoid losses than acquiring gains	Not buying fresh food as you throw half of it away
Framing	How you provide information can shape the response	90% of operations are successful or 10% of operations fail.
Commitment effect	Making a commitment, particularly publicly increases the likelihood of the behaviour being adopted	Tear off slip on a Health check letter
Ego depletion	Our willpower weakens the more we use it	People struggling with diets
Norms	We tend to do what others are doing around us	Staying for another drink!

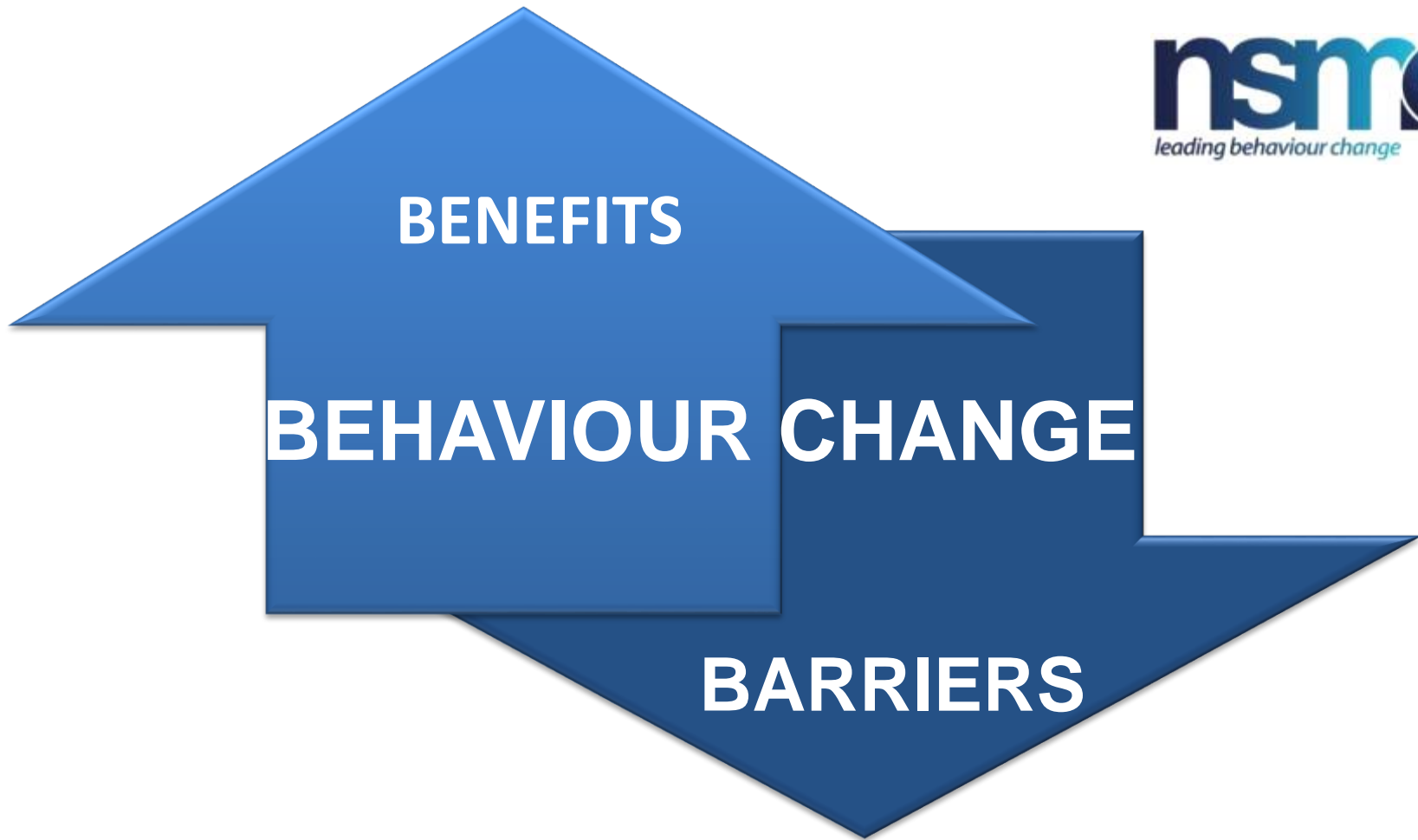
# Behavioural goals



# The core concept: Exchange

We need to make the  
behaviour easy and  
normal





***What can you offer me that is  
better than what I'm currently doing?***

# A mix of methods



There are four 'levers' we can pull to influence behaviour change. A social marketing intervention will look to use a combination of two or more of them.

- **Support** – giving people the means and solutions to adopt the desired behaviour
- **Design** - changing the environment, physical context and our services to support the new behaviour
- **Inform and Educate** - providing information to advise, build awareness, persuade and inspire
- **Control** - Steps to legislate, require, enforce and set standards

# A mix of methods

## **SUPPORT**

*Give people the means to change*



## **DESIGN**

*Change the physical context*



## **INFORM/EDUCATE**

*Provide information*



## **CONTROL**

*Incentivise/Disincentivise*



# The ingredients of Social Marketing



Am I clear on my audience  
(Segmentation) and see  
things from my their  
perspective? (Insight)

Am I clear about what I would  
like people to do? (A clear  
behavioural goal)

Do the benefits of change  
outweigh the costs or  
barriers? (Exchange)

Am I using a combination of  
activities to encourage the  
desired action? (A mix of  
methods)

Think of a programme you work on that requires people to take action – in pairs answer these questions about your project. Where are the main gaps or uncertainties, if any?



# Project Review Checklist



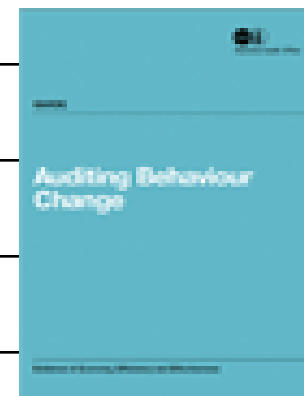
/10	Can evidence link between audience research and programme development
/10	Programme targets clear audience segments and can explain how the segments differ
/10	Has a clear programme aim and sets SMART behavioural goals
/10	Demonstrates a clear exchange for the audience segment(s)
/10	Demonstrates effective stakeholder engagement
/10	Used a range of interventions (4 Levers)
/10	Demonstrates clear behavioural impact compared to the behavioural goals and programme aim
/10	Regularly monitors performance and amends accordingly

# National Audit Office Guide



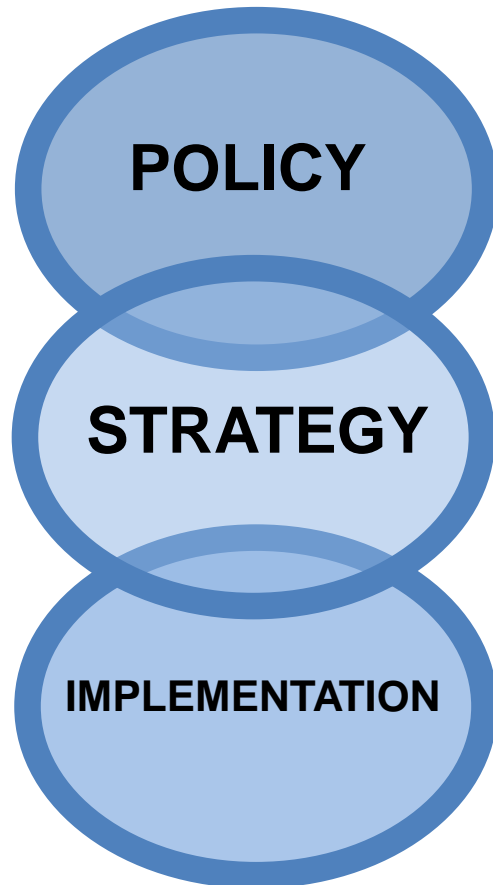
## NAO Auditing Behaviour Change Guide for auditors when assessing a government behaviour change programme

Grade	Criteria
/10	Understanding the audience
/10	Understanding behaviour
/10	Understanding the levers
/10	Designing the intervention
/10	Evaluating the intervention



# Planning to use Social Marketing

# Application of Social Marketing



## Strategic Social Marketing

### Policy development

Being “citizen or customer centric” means being driven by audience insight – Social Marketing focusses on this understanding

### Strategic development

Social Marketing helps to inform selection of interventions to achieve goals (will it work for the audience?)

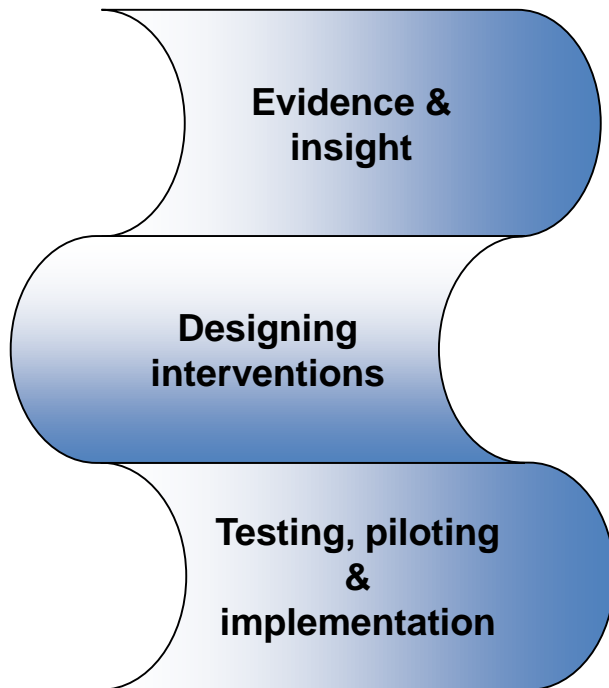
## Operational Social Marketing

Ensures all projects are shaped by the audience

Backed up by a planning process to ensure effective delivery

# Strategic planning

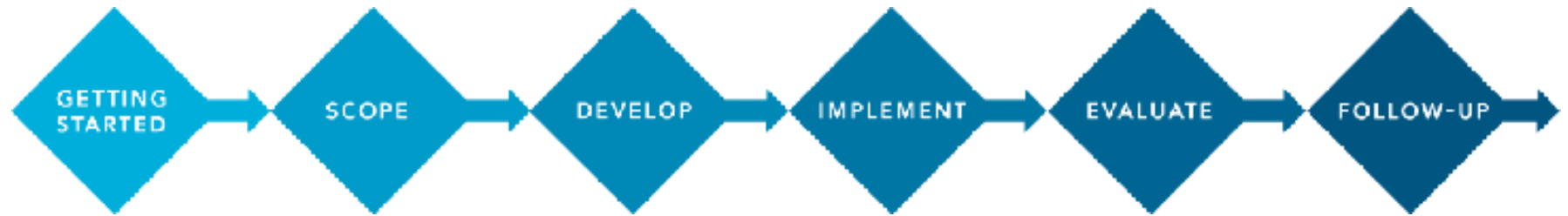
## Social Marketing



## Strategic planning



# The Social Marketing Planning Process



# Organisational design to get the most out of Social Marketing

Building effective organisations  
How corporations and charities get the most out of marketing



## Seven key lessons from the report

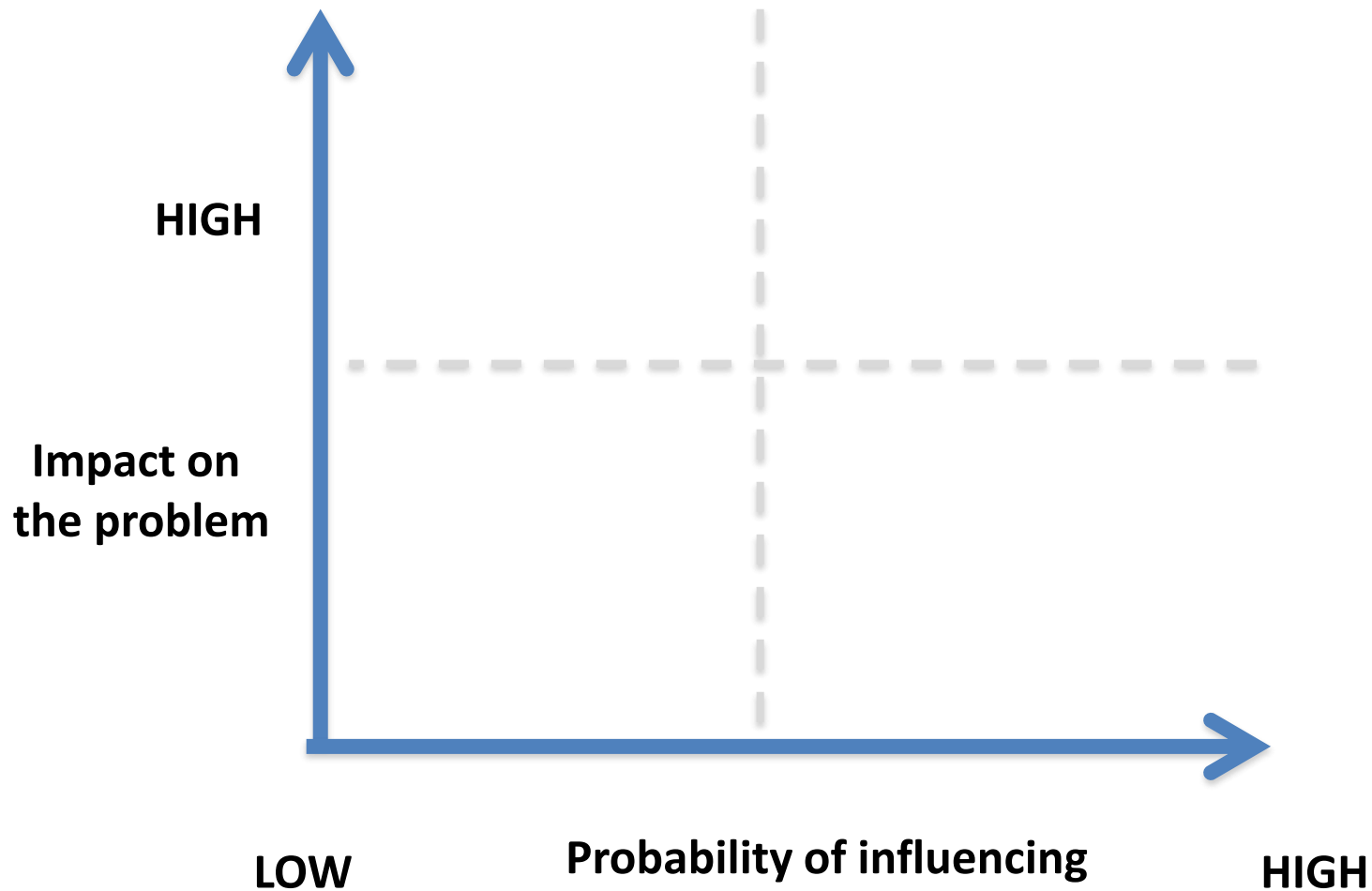
- Value marketing as a central function
- Ensure marketing skills cross every team
- Develop and use customer insight
- Understand the customer journey
- Manage customer relationships
- Monitor the competition
- Segment your audience



# NSMC Planning resources



# Selecting the behaviours



# What is your target behaviour(s)?



- What behaviours have the biggest impact on the problem?
- What behaviours are your target audience most likely to adopt?
- Are these behaviours end-state and non-divisible?
- Is anyone already performing the target behaviour(s)? Why are they already doing it?
- What do you know about the barriers/benefits of your audience adopting this behaviour?
- What don't you know about the barriers/benefits of adopting this behaviour? How could you find out this information?
- How could you measure uptake of the behaviour?

# What is Social Marketing?



$$P = S\&K + I\ C + M\&I + Env$$

# Sosiaalisen markkinoinnin ABC



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# **Social marketing and health inequalities**



# Social Marketing and inequality



“We have been leading on social marketing since 2009 and will continue to support local NHS Boards and their partners to use social marketing.

It is a powerful and effective tool to **target groups** to **change their behaviour** - which will ultimately help to **reduce inequalities** and improve the health of our nation.”

Gerald McLaughlin, Chief Executive, NHS Health Scotland

# “The causes of the causes of ill health”



- **Early years** (child development)
- **Cognitive skills** (educational attainment)
- **Employment and work** (unemployment, work related ill health, working conditions)
- **Healthy standard of living** (income, poverty, fuel poverty, deprivation)
- **Sustainable communities, places and vulnerability** (green space, green infrastructure, housing conditions, homelessness, crime, fear of crime, social inclusion)

# “The causes of the causes of ill health”



From a Social Marketing perspective these are **barriers to action** that we need to understand from **the perspective of the audience**.

We primarily need to use the **design and support aspects of the methods mix** to lower these barriers.

We need to consider upstream interventions and cross team collaboration to lower these barriers.

It is not always the audience that needs to change – we also need to change how we do things.

# How the NSMC can support you to adopt a Social Marketing approach

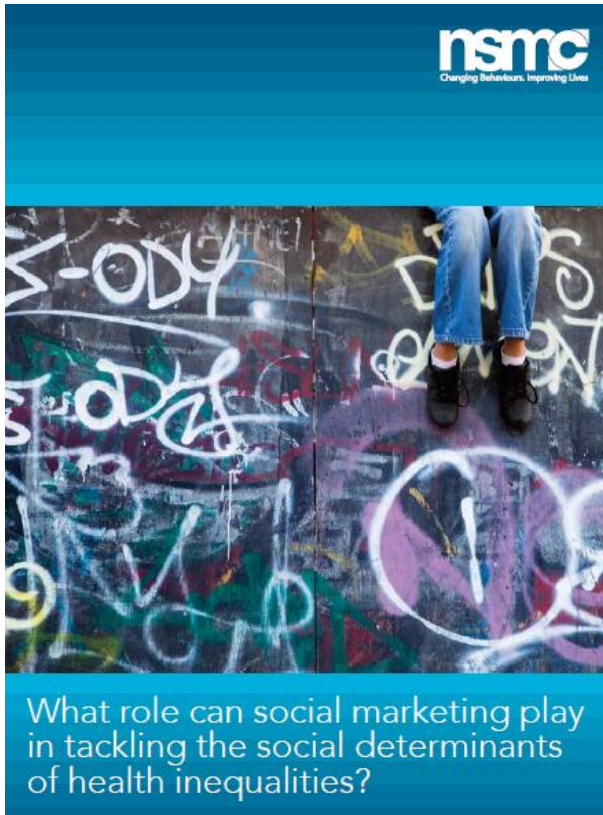


**We are The NSMC, the social marketing experts.**

**We help clients to design and deliver behaviour change programmes through:**

- Programme support
- Research
- Strategic advice
- Training and mentoring
- Providing resources
- Sharing best practice through our membership scheme

# NSMC report



Report reviewed over 100 UK and international projects and programmes that have utilised a Social Marketing approach and that have had a significant impact on inequalities.

# Lessons for policy makers



- Social Marketing helps you to focus on specific, priority behaviours and understand the wider barriers the audience faces when taking action.
- There is need for a two pronged approach – influencing the internal (psychological) and external (environmental) factors that impact on our behavior.
- Social Marketing can be cost effective by using existing community resources, pre-testing approaches, and encouraging preventative action.
- The Social Marketing approach provides a platform for agencies and departments to work together as it is based on evidence and clear behavioural results.



# Exchange concept