

# Social marketing

## SETTING PROGRAM OBJECTIVES AND GOALS



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**MŠMT**  
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# OBJECTIVES/AIMS

- Three possible Objectives to Set:
- **Behavior** (always)
  - What you want your audience to do (observable or reported)
  - E.g. Eat 5 portions of fruits and vegetables; exercise 3 times a week for at least 30 minutes
- **Knowledge**
  - What you want your audience to know (learning)
  - e.g. Risks of not eating fruit and vegetables, benefits associated with exercising regularly, hotline phone numbers,
- **Affect**
  - What you want your audience to feel – attitudes, opinions, feelings, values
  - E.g. Exercising will help you sleep better; you/your kids are at risk when not wearing seat belts, etc.

# How to choose the behavior objective

1. Impact
  - will it make a difference relative to the purpose of your campaign?
2. Willingness
  - Is your audience aware of this behavior?
  - Interested?
  - Have the skills?
  - Many other barriers?
  - Will it satisfy some need they have?
3. Measurability
  - How well can it be measured through observation, record keeping or self-reporting? Can you observe the behavior?
4. Market Opportunity
  - How many NOT currently doing the behavior?
5. Market Supply
  - Are others working on this?
  - Does it need more support?

# Prioritizing behavior objectives

BEHAVIOR	IMPACT	WILLINGNESS	MEASURABILITY	MARKET OPPORTUNITY	SUPPLY	AVG.
Bringing own bag to the supermarket						
Not using single-use straws						
Using reusable water bottle						

1- low; 2- medium, 3- high

Source: Lee and Kotler 2016

# Setting SMART goals

- **A goal is:**
  - A specific measurable goal whose achievement will contribute towards the objectives of the project.
  - The desired level of behaviour change
  - Attributable to the the project

## SMART:

- **S**pecific: not open to different interpretations.
- **M**easurable (need to know baseline)
- **A**chievable: with the resources that are available.
- **R**eliable: durable and consistent data can be gathered
- **T**ime bound: can be measured within he time frame of the intervention

# What does specific mean?

- **Answer the following questions:**
  - What you are evaluating?
  - What are you aiming to achieve?
  - How will change be measured?
  - Who is the intervention aimed at?
  - Where is it taking place?
  - What is its time scale?
  - Who will deliver the intervention

E.g.: The programme will increase the current attendance rate of 12% at the East Rd Vaccination Clinic by white middle class men aged 25-35 from the Small Town area, to a rate of 15% by the end of December 2013.

## Additional goals often set

- Campaign awareness
- Knowledge change
- Beliefs
- Response to campaign elements
- Intent to change

# Case Study: Dying Matters

- £1 Million over five years
- National programme to promote a more open dialogue and better planning for end of life. Research showed that putting off or simply not having conversations about what we want to happen at the end of life.
- A set of SMART measurable indicators was agreed to measure behaviour change among the general public and GPs (e.g. identify patients with a year or less to live; initiate conversations about end of life care; put end of life care plans in place).
- Delivered through a large delivery coalition by 2014 over 30,000 members had been recruited to promote the programmes objectives.



# Questions

1. If you were developing an intervention to encourage people to talk about what they wanted at the end of their life, **what understanding would you want to develop about attitudes and beliefs?**
2. When setting behavioural objectives for programmes, **what kinds of proxy behaviours such as more people writing wills** do you think could be developed to evaluate success?

## Alternatives for goal settings

- Target goals for campaign awareness and recall (e.g. After 3 months 75% of the target audience will recall the campaign slogan)
- Goals for levels of knowledge (50% of target audience will correctly describe the right amount of servings of fruits/vegetables a day)
- Goal for intent to change behavior

# We have the goals: what now?

## Value/cost exchange matrix

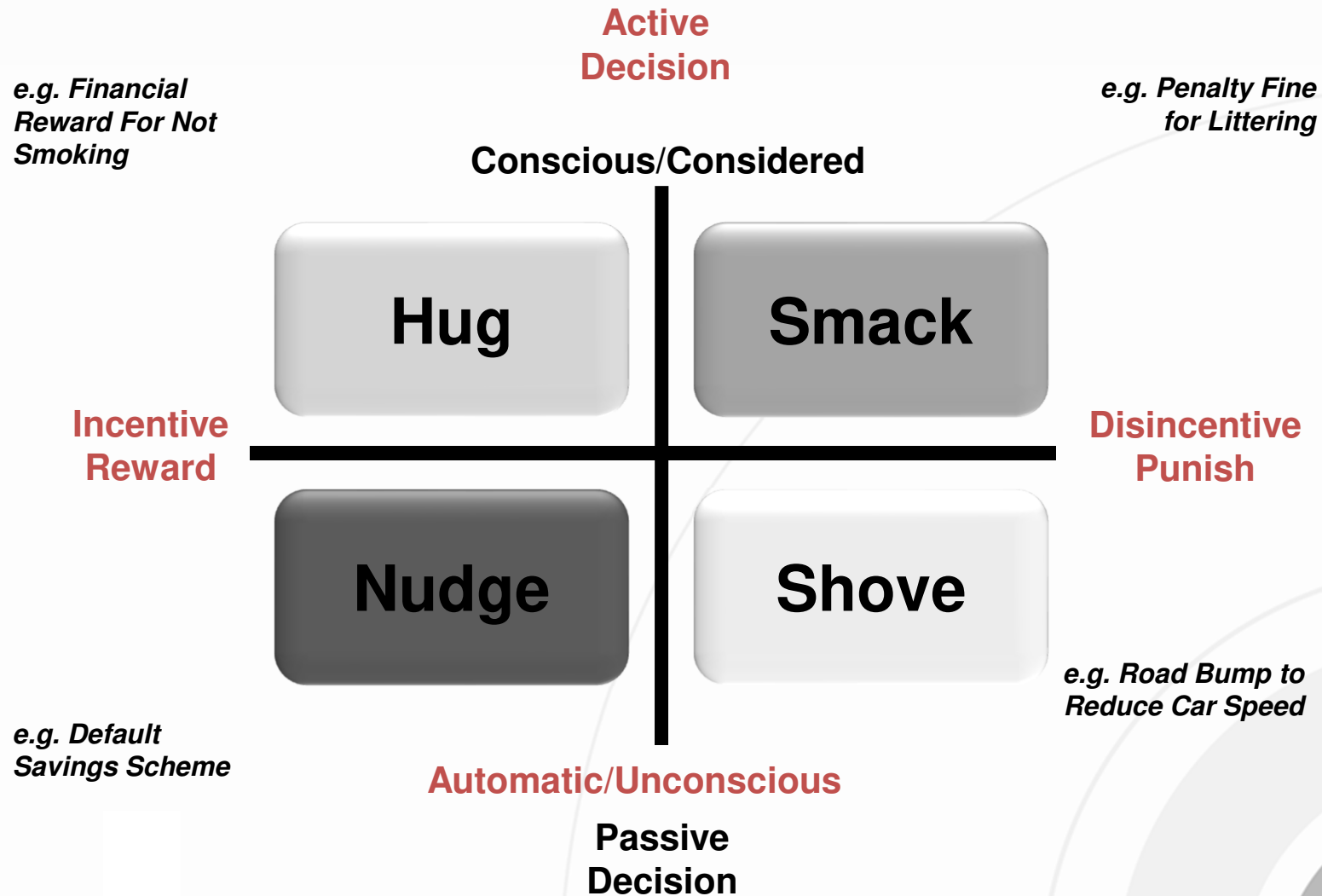
French (2010):

- four forms of behavioural **interventions**: *hug, smack, nudge and shove*.
- can be combined with five **intervention types** (*control, inform, design, educate, and support*) to produce 20 possible intervention approaches that can be used in different combinations.

This matrix **can also be used to assess current strategies and plan new programmes**.

- in many social programme/change situations, multiple combinations of these intervention approaches will be necessary, and different mixes are need with different participants'/stakeholders' target groups.

# Forms of interventions (exchanges): The Value/Cost Exchange Matrix



# Understanding the exchange

Programmes aimed at influencing behaviour can select one of four primary 'forms' of intervention. These 'forms' are defined by two main factors.

- Will **rewards or punishment** be used to encourage the behaviour?
- Will considered **cognitive decision making** be necessary or will **unconscious decision** making be influenced?

Combining these factors four options are possible:

Hug: High cognitive engagement with a positive reward

Nudge: Low cognitive engagement with a positive reward

Shove: Low cognitive engagement with a penalty

Smack: High cognitive engagement with a penalty

All 'Forms' of exchange are legitimate strategies

# The contribution of behavioural economics

Behavioural economics has been defined as:

*'The combination of psychology and economics that investigates what happens in markets in which some agents display human limitations and complications.'*

Thaler (2000)

# System One (Fast) and System Two (Slow) Thinking

- Stanovich and West (2000): two distinct systems of cognition that influence decision-making based on emerging experimental studies
- Expanded by Kahneman (2011) in *Thinking Fast and Thinking Slow*

‘System One’ is intuitive, reactive, quick and holistic.

- relying on heuristics, situational prompts, readily associated ideas, and vivid memories to arrive at fast and confident decisions.
- helpful in routine situations when time is short and immediate action is necessary.
- another system is also at work, unless people specifically shut it down by for example drinking a lot of alcohol.

‘System Two’ is the reflective system that people use for making judgments when they are in unfamiliar or complex situations and have more time to weigh their options.

- allows us to process abstract concepts, to deliberate, to plan ahead, to consider options, to review and revise our actions in the light of relevant standards, rules or procedure.
- exhausting and difficult, people tend not to use this form of thinking very much.

## Additions to understanding from behavioural economics and psychology etc.

- *People exhibit bounded rationality, they are not always totally rational.*
- *People often make systematic mistakes.*
- *People have limited willpower which gets rapidly used up if continuously challenged.*
- *People avoid making complicated decisions.*
- *People often make choices that are inconsistent over time.*
- *People prefer fairness and are willing to pay for it.*
- *People are influenced by how choices are 'framed'.*
- *People tend to be over confident and over optimistic.*
- *People are risk averse. (French and Gordon 2015)*



# Nudging (Thaler and Sunstein 2009)

- behavioural economics and social psychology
  1. Nudges are mechanism for an approach to social transformation called **'liberal paternalism'**.
  2. set up choices and prompts to behaviour that use what they call **'mindless choosing'**.
  3. focus **not on tackling the determinants of social problems or punishing 'bad' behaviour.**
  4. The focus is on **incentivising positive choices and creating the conditions or systems in which people feel able to and want to make constructive choices** for their own and their families' benefit.
  5. These choices **often require little or no effort** and result in a positive personal and social benefit.
  6. **'choice architecture'** as the process of designing such nudge systems and services. Choice architecture results in good social and personal choices and behaviours being made easy and rewarding.

# Nudging

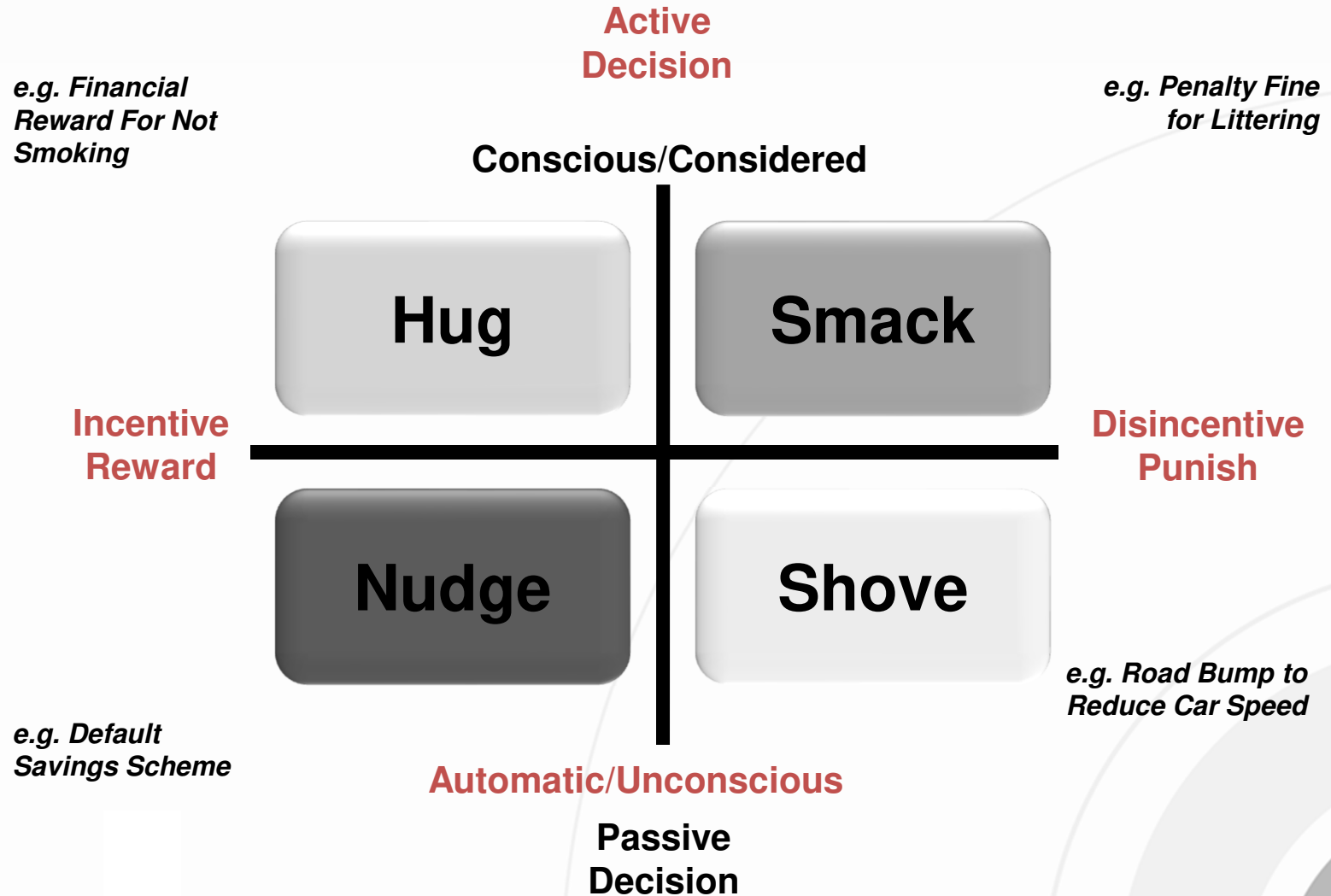
Nudges can be characterised as:

- positive (i.e. they give positive rewards or only minor penalties).
- voluntary.
- avoidable.
- passive/easy (i.e. require little effort and work by mindless choosing).
- low cost, to both the person targeted and the government or organisation utilising them (consequently they are highly cost effective).

Nudges can be seen as a helpful part of many social intervention strategies, but are not a universal magic bullet.

Nudges are also top-down interventions. Nudges are designed by expert 'choice architects', not by the people themselves. They are directive and controlling.

# Forms of interventions (exchanges): The Value/Cost Exchange Matrix



# The basic five 'types' of intervention clusters (The deCIDES) framework

**Control**

**control**  
**/rules/require/constrain/restrict/police/enforce/  
regulate/legislate/incentivise**

**Inform**

**inform/communicate/prompt/trigger/remind/reinforce/  
awareness/explain**

**Design**

**design in or change physical product/environment/  
organisational system/ technology/process**

**Educate**

**Enable/engage/train/skill development/inspire/  
encourage/motivate/develop critical thinking skills**

**Support**

**service provision/practically assist/ promote access/social  
networking/social mobilisation**

## Social marketing behaviour intervention matrix

**Behaviour Intervention Matrix**

'Value/Cost Exchange'

	Hug	Nudge	Shove	Smack
Control				
Inform				
Design				
Educate				
Support				

'de-CIDES'

Source: French 2010b

# Types of intervention

- social marketing planners seek to apply an appropriate mix of intervention 'types' to achieve the behavioural goals of the programme.
- Chosen based on
  - evidence,
  - citizen insight,
  - acceptability assessment and
  - field testing to establish the most effective and efficient mix of interventions.

# Marketing mix

the dominant interpretation of what and how interventions tools are used to market social change

<b>Product</b>  <b>The value</b>	<ul style="list-style-type: none"> <li>• The behavioural offer made to participants</li> <li>• often involves intangibles such as the adoption of an idea or behaviour.</li> <li>• Tangible product offerings such as condoms to encourage safe sex can also be present.</li> </ul>
<b>Price</b>  <b>The cost</b>	<ul style="list-style-type: none"> <li>• the costs that participants have to pay and the barriers they have to overcome to adopt the desired behaviour,</li> <li>• can be psychological (e.g. the loss of de-stressing effect from smoking), cultural, social (e.g. peer pressure to drink), temporal, practical (e.g. cancelling the school run to reduce car use), physical and financial (e.g. the cost of joining a gym to get fit).</li> </ul>
<b>Place</b>	<ul style="list-style-type: none"> <li>• the channels by which behaviour change is promoted</li> <li>• the places in which change is encouraged and supported.</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>• the means by which behaviour change is promoted to participants, for example advertising, media relations, direct mail and interpersonal.</li> </ul>

(The exchange)

# Weaknesses of the 4Ps in social marketing

## PRODUCT

In the commercial marketing sphere there is most often a tangible **product**, or a service, in the social marketing domain one or sometime both **may not be present**.

social marketers identify auxiliaries or alternatives for each of the 4Ps

## PRICE

**Price** often translated to refer to the **tangible economic and intangible physical, psychological, emotional, social and cultural costs** to a participant

## FOCUS

It encourages a **narrow focus on a short term, transactional interpretation of marketing**, failing to value strategic, long-term relational thinking (Rafiq and Ahmed, 1995).



# Weaknesses of the 4Ps model

## PROMOTION

4Ps model proffers a **bias towards time-specific media channels such as television advertising**

## INSTRUMENTS

The 4Ps framework is **too simplistic and lacking in breadth** (Rafiq and Ahmed, 1995).

social programmes often use **other intervention tools**, techniques and strategies that do not directly fit in the 4Ps model (Stead et al., 2007).

# Selecting the right intervention mix

- Criteria that should be used to guide the selection of the particular mix of intervention 'forms' and 'types':
  - Intervention is **supported by evidence of effectiveness** from published and unpublished literature.
  - Plausibility **testing** demonstrates that the intervention can be delivered and sustained over the necessary time-frame to achieve results.
  - An analysis of the insight data from target groups demonstrates a **good fit** with the intervention.
  - Positive **acceptability** analysis can be demonstrated with **funders, stakeholders and recipients**.
  - Risk and reward analysis demonstrates positive outcomes, **cost benefit, return on investment and value for money**.
  - Intervention passes required **ethical** tests and complies with relevant legislation.
  - The intervention is **consistent and additive to the overall policy and strategy objectives**.

# The use of theory in social marketing

## What can they help with

- Selecting Target Audiences
- Setting Behavior Objectives/Goals
- Understanding Audience Barriers, Benefits, Competition, Influencers
- Developing the marketing strategy

# Helping select target audiences

- Diffusion of Innovations Theory
- Stages of Change/Transtheoretical Model

# Setting behavior objectives and goals

- Self-Control Theory
- Goal-Setting Theory
- Self-Perception Theory

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