Influencing Behaviors for Good

DEFINITION

“Social marketing is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience.” Philip Kotler, Nancy Lee, and Michael Rothschild, 2006

Similarities to commercial marketing include:
- Customer-orientation is critical
- Audiences are segmented
- All 4Ps are considered
- Market research is key to success
- Results are measured for improvement

In commercial marketing, however:
- Financial versus societal gain is the goal
- Goods & services are sold versus behaviors
- Competitors are other similar organizations

GUIDING THEORIES

Stages of Change Model describes six stages that people go through in the behavior change process.

Social Norms Theory is based on the central concept that much of people’s behavior is influenced by their perceptions of what is “normal” or “typical.”

Health Belief Model emphasizes target audiences are influenced by perceived personal susceptibility and seriousness of the health issue, and benefits, barriers and cues to action for the desired behavior.

Theory of Reasoned Action /Theory of Planned Behavior suggests the best predictor of behavior is intention to act and this intention is influenced by perceived benefits, costs and social norms.

Social Cognitive Theory states that likelihood of adopting the behavior is determined by perceptions that benefits outweigh costs in self-efficacy (ability to perform the behavior).

Exchange Theory postulates that in order for an exchange to take place, target markets must perceive benefits equal to or greater than perceived costs.

APPLICATIONS

The term social marketing was coined in the early 70s in a pioneering article by Philip Kotler and Gerald Zaltman. Most social marketing efforts are applied to:

Improving public health (e.g. HIV/AIDS, tobacco use, obesity, teen pregnancy, tuberculosis)

Preventing injuries (e.g., traffic collisions, domestic violence, senior falls, drowning)

Protecting the environment (e.g., water quality, air quality, water conservation, habitat protection)

Contributing to communities (e.g., voting, spaying and neutering pets, volunteering, crime prevention)

UPSTREAM & DOWNSTREAM

Downstream social marketing focuses on influencing individual behaviors while upstream social marketing focuses on influencing policy makers, media, corporations and other social influencers. The same ten step process is applicable.

THE ROLE FOR RESEARCH

Market research has a role to play when developing each step and properly focused research can make the difference between a brilliant and mediocre plan.

Formative Research is used to help select and understand target markets and develop draft marketing strategies. It may be new research (primary data) that you conduct, or it may be research conducted by someone else that you are able to review (secondary data).

Pretest Research is conducted to evaluate a short list of alternative strategies and tactics, ensure that potential executions have no major deficiencies, and fine-tune possible approaches so that they speak to your target audience in the most effective way.

Monitoring Research provides ongoing measurement of program outputs and outcomes, often used to establish baselines and subsequent benchmarks relative to goals.

Evaluation Research, as distinct from monitoring, is research that supports a final assessment of the campaign.

PRINCIPLES FOR SUCCESS

1. Take advantage of prior and existing successful campaigns.
2. Start with target markets most ready for action.
3. Promote single, simple, doable behaviors – one at a time.
4. Identify and remove barriers to behavior change.
5. Bring real benefits into the present.
6. Highlight costs of competing behaviors.
7. Promote a tangible good or service to help target audiences perform the behavior.
8. Consider nonmonetary incentives in the form of recognition & appreciation.
9. Make access easy.
10. Have a little fun with messages.
11. Use media channels at the point of decision making.
12. Try for popular/entertainment media.
14. Use prompts for sustainability.
15. Track results and make adjustments.

SOURCE: Social Marketing: Influencing Behaviors for Good Philip Kotler and Nancy R. Lee (SAGE 2008)
Contact Nancy Lee at www.socialmarketingservice.com

Copyright Social Marketing Services Inc. 2008
### Descriptions of Steps in Planning Process

#### 1. Background, Purpose, Focus
Note the social issue the plan will be addressing (e.g., obesity), including a statement of the problem. Summarize factors that led to the development of the plan.

Then develop a purpose statement that reflects the benefit of a successful campaign (e.g., reduce obesity) and a focus that narrows the scope of the plan's purpose to one the plan will address (e.g., physical activity).

#### 2. Situation Analysis
Relative to the purpose and focus of the plan, describe the factors and forces in the internal and external environment that are anticipated to have some impact on planning decisions.

<table>
<thead>
<tr>
<th>Micro Environmental Factors (Strengths &amp; weaknesses)</th>
<th>Macro Environmental Factors (Opportunities &amp; Threats)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>External Publics</td>
</tr>
<tr>
<td>Past Performance</td>
<td>Political/Legal Forces</td>
</tr>
<tr>
<td>Current Alliances and Partners</td>
<td>Economic Forces</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Natural Forces</td>
</tr>
<tr>
<td>Internal Publics</td>
<td>Demographic Forces</td>
</tr>
<tr>
<td>Issue Priority</td>
<td>Cultural Forces</td>
</tr>
<tr>
<td>Management Support</td>
<td>Technological Forces</td>
</tr>
</tbody>
</table>

#### 3. Target Market
The bull’s-eye target market for your marketing efforts is selected and described. A marketing plan ideally focuses on a primary target market, although additional secondary markets are often identified and strategies are developed for them as well.

This is a 3 step process.
1. Segment the market.
2. Evaluate segments.
3. Choose one or more as a focal point.

#### 4. Marketing Objectives & Goals
Social marketing plans always include a behavior objective – something you want to influence the target market to do. Knowledge objectives include information or facts you want the audience to know. Belief objectives relate more to feelings and attitudes.

#### 5. Barriers, Benefits, Competition

<table>
<thead>
<tr>
<th>Desired Behavior</th>
<th>Competing Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barriers/Costs</td>
<td>Benefits</td>
</tr>
</tbody>
</table>

**Barriers** are reasons your target audience cannot (easily) or does not want to adopt the behavior.

**Benefits** are reasons your target audience might be interested in adopting the behavior or what might motivate them to do so.

**Competitors** are behaviors your target audience prefers or organizations that support or promote “undesirable” behaviors.

#### 6. Positioning Statement
Positioning is the act of designing the organization’s actual and perceived offering in such a way that it stands out and occupies a distinctive place in the mind of the target market – where you want it to be. Fill in the blanks to: “We want (TARGET AUDIENCE) to see (DESIRED BEHAVIOR) as (DESCRIPTIVE PHRASE) and as more important and beneficial than (COMPETITION).”

#### 7. Strategic Marketing Mix (The 4PS)

<table>
<thead>
<tr>
<th>Product</th>
<th>Price</th>
<th>Place</th>
<th>Promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>A product is anything that can be offered to a market to satisfy a want or need. In social marketing, the product is the desired behavior, as well as key perceived benefits for adopting the behavior, and any tangible objects or services that add value.</td>
<td>Price is the cost that the target market associates with adopting the desired behavior. Pricing-related strategies to reduce costs and increase benefits include these 6: 1. Increase monetary benefits for the desired behavior. 2. Decrease monetary costs for the desired behavior. 3. Increase nonmonetary benefits for the desired behavior. 4. Decrease nonmonetary costs for the desired behavior. 5. Increase monetary costs for the competing behavior. 6. Increase nonmonetary costs for the competing behavior.</td>
<td>Place is where and when the target market will perform the desired behavior, acquire any related tangible objects, and receive any associated services. Options include: • Physical locations • Phone • Mail • Fax • Internet • Mobile Unit • Where people shop • Where people hang out • Drive-throughs • Home Delivery/House Calls • Kiosks • Vending Machines</td>
<td>Promotions are persuasive communications designed and delivered to inspire your target audience to action. At this step you determine messages, messengers and communication channels. Major social marketing communication channels include: • Advertising • Public Relations • Special Events • Printed Materials • Special Promotional Items • Signage and Displays • Personal Selling • Social Media • Popular/Entertainment Media</td>
</tr>
</tbody>
</table>

#### 8. Evaluation Plan
An evaluation plan outlines why you will be evaluating, what will be measured, how and when. What is measured often falls into one of the categories below:

#### 9. Budget
Identify price tags for strategies and activities with cost-related implications. • Product-related costs • Price-related costs • Place-related costs • Promotion-related costs • Evaluation-related costs

#### 10. Implementation Plan
The implementation plan functions as a concise working document to share and track planned efforts. Most commonly, plans represent a minimum of 1-year activities, and ideally 2 or 3 years.

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
<th>HOW</th>
<th>MUCH</th>
</tr>
</thead>
</table>

---

Copyright Social Marketing Services Inc. 2008