

## 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

### TEN STEPS IN THE PLANNING PROCESS

*See Reverse Side for Detailed Descriptions of Each Step*

- Step #1. Describe the Background, Purpose and Focus for the Planning Effort  
 Step #2. Conduct a Situation Analysis  
 Step #3. Select and Describe the Target Market  
 Step #4. Set Marketing Objectives and Goals (Behavior, Knowledge, Beliefs)  
 Step #5. Identify Audience Barriers, Benefits and the Competition  
 Step #6. Write a Positioning Statement  
 Step #7. Develop a Strategic Marketing Mix (The 4Ps)
- Product
  - Price
  - Place
  - Promotion
- Step #8. Determine an Evaluation Plan  
 Step #9. Establish a Campaign Budget  
 Step #10. Outline an Implementation Plan

Although steps appear linear in theory, they are actually spiral in reality with each step subject to revision as the process unfolds.



### 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 the costs and belief 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.

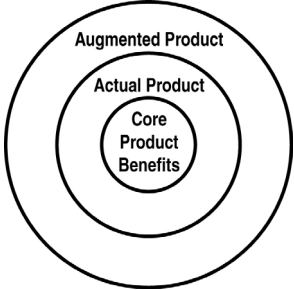
**Evaluation Research**, as distinct from monitoring, is research that supports a final assessment of the campaign.

## 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.
13. Get commitments and pledges.
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](http://www.socialmarketingservice.com)

# DESCRIPTIONS OF STEPS IN PLANNING PROCESS

| 1<br>BACKGROUND,<br>PURPOSE, FOCUS   | 2<br>SITUATION ANALYSIS  |  | 3<br>TARGET MARKET  |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
|--|--|--|---|---|---|--|--|------------|----------|---------------------|-------------------|---|-----------------------------|-------------------------------|--|---------------------------------|---|--|------|-----|------|----------|--|--|--|--|
| <p>Note the <b>social issue</b> the plan will be addressing (e.g., obesity), including a statement of the problem. Summarize factors that led to the development of the plan.</p> <p>Then develop a <b>purpose</b> statement that reflects the benefit of a successful campaign (e.g., reduce obesity) and a <b>focus</b> that narrows the scope of the plan's purpose to one the plan will address (e.g., physical activity).</p>   | <p>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.</p> <table border="0"> <tr> <td data-bbox="456 386 802 436"><b>Micro Environmental Factors</b><br/>(Strengths &amp; weaknesses)</td> <td data-bbox="824 386 1148 436"><b>Macro Environmental Factors</b><br/>(Opportunities &amp; Threats)</td> </tr> <tr> <td data-bbox="456 443 802 611">Resources<br/>Past Performance<br/>Current Alliances and Partners<br/>Service Delivery<br/>Internal Publics<br/>Issue Priority<br/>Management Support</td> <td data-bbox="824 443 1148 611">External Publics<br/>Political/Legal Forces<br/>Economic Forces<br/>Natural Forces<br/>Demographic Forces<br/>Cultural Forces<br/>Technological Forces</td> </tr> </table> |  | <b>Micro Environmental Factors</b><br>(Strengths & weaknesses)  | <b>Macro Environmental Factors</b><br>(Opportunities & Threats) | Resources<br>Past Performance<br>Current Alliances and Partners<br>Service Delivery<br>Internal Publics<br>Issue Priority<br>Management Support | External Publics<br>Political/Legal Forces<br>Economic Forces<br>Natural Forces<br>Demographic Forces<br>Cultural Forces<br>Technological Forces | <p>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.</p> <p>This is a 3 step process.</p> <ol style="list-style-type: none"> <li>1. Segment the market.</li> <li>2. Evaluate segments.</li> <li>3. Choose one or more as a focal point.</li> </ol> |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| <b>Micro Environmental Factors</b><br>(Strengths & weaknesses)   | <b>Macro Environmental Factors</b><br>(Opportunities & Threats)  |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| Resources<br>Past Performance<br>Current Alliances and Partners<br>Service Delivery<br>Internal Publics<br>Issue Priority<br>Management Support  | External Publics<br>Political/Legal Forces<br>Economic Forces<br>Natural Forces<br>Demographic Forces<br>Cultural Forces<br>Technological Forces   |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| 4<br>MARKETING<br>OBJECTIVES & GOALS   | 5<br>BARRIERS, BENEFITS, COMPETITION   |  | 6<br>POSITIONING<br>STATEMENT   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| <p>Social marketing plans always include a <i>behavior</i> objective – something you want to influence the target market to do. <i>Knowledge</i> objectives include information or facts you want the market to be aware of – ones that might make them more likely to perform the desired behavior. <i>Belief</i> objectives relate more to feelings and attitudes.</p>   | <p><b>Barriers</b> are reasons your target audience cannot (easily) or does not want to adopt the behavior.</p> <p><b>Benefits</b> are reasons your target audience might be interested in adopting the behavior or what might motivate them to do so.</p> <p><b>Competitors</b> are behaviors your target audience prefers or organizations that support or promote “undesirable” behaviors.</p> <table border="1" data-bbox="456 894 1127 984"> <thead> <tr> <th></th> <th>Desired Behavior</th> <th>Competing Behavior</th> </tr> </thead> <tbody> <tr> <td>Barriers/Costs</td> <td></td> <td></td> </tr> <tr> <td>Benefits</td> <td></td> <td></td> </tr> </tbody> </table>  |  |   | Desired Behavior  | Competing Behavior  | Barriers/Costs   |  |            | Benefits |                     |                   | <p>Positioning is the act of designing the organization's actual and perceived offering in such a way that it lands on 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).</p> |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
|  | Desired Behavior   | Competing Behavior   |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| Barriers/Costs   |  |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| Benefits   |  |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| 7<br>STRATEGIC MARKETING MIX (THE 4PS)   |  |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| PRODUCT  | PRICE  | PLACE  | PROMOTION   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| <p>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 <b>behavior</b>, as well as key perceived <b>benefits</b> for adopting the behavior, and any <b>tangible objects or services</b> that add value.</p>    | <p>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:</p> <ol style="list-style-type: none"> <li>1. Increase monetary benefits for the desired behavior.</li> <li>2. Decrease monetary costs for the desired behavior.</li> <li>3. Increase nonmonetary benefits for the desired behavior.</li> <li>4. Decrease nonmonetary costs for the desired behavior.</li> <li>5. Increase monetary costs for the competing behavior.</li> <li>6. Increase nonmonetary costs for the competing behavior.</li> </ol>   | <p>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:</p> <ul style="list-style-type: none"> <li>• Physical locations</li> <li>• Phone</li> <li>• Mail</li> <li>• Fax</li> <li>• Internet</li> <li>• Mobile Unit</li> <li>• Where people shop</li> <li>• Where people hang out</li> <li>• Drive-throughs</li> <li>• Home Delivery/House Calls</li> <li>• Kiosks</li> <li>• Vending Machines</li> </ul> | <p>Promotions are persuasive communications designed and delivered to inspire your target audience to action. At this step you determine <b>messages, messengers and communication channels</b>.</p> <p>Major social marketing communication channels include:</p> <ul style="list-style-type: none"> <li>• Advertising</li> <li>• Public Relations</li> <li>• Special Events</li> <li>• Printed Materials</li> <li>• Special Promotional Items</li> <li>• Signage and Displays</li> <li>• Personal Selling</li> <li>• Social Media</li> <li>• Popular/Entertainment Media</li> </ul> |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| 8<br>EVALUATION PLAN   |  | 9<br>BUDGET  | 10<br>IMPLEMENTATION PLAN   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |
| <p>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:</p> <table border="1" data-bbox="94 1766 781 1955"> <thead> <tr> <th colspan="3">PROCESS EVALUATION</th> <th colspan="2">IMPACT EVALUATION</th> </tr> <tr> <th>Inputs</th> <th>Activities</th> <th>Outputs</th> <th>Short-term Outcomes</th> <th>Long-Term Impacts</th> </tr> </thead> <tbody> <tr> <td>Resources used for the campaign</td> <td>Campaign-related activities</td> <td>Campaign visibility, exposure</td> <td>Changes in behaviors, knowledge, beliefs</td> <td>Improvement in social condition</td> </tr> </tbody> </table> |  | PROCESS EVALUATION   |   |   | IMPACT EVALUATION   |  | Inputs   | Activities | Outputs  | Short-term Outcomes | Long-Term Impacts | Resources used for the campaign   | Campaign-related activities | Campaign visibility, exposure | Changes in behaviors, knowledge, beliefs | Improvement in social condition | <p>Identify price tags for strategies and activities with cost-related implications.</p> <ul style="list-style-type: none"> <li>• Product-related costs</li> <li>• Price-related costs</li> <li>• Place-related costs</li> <li>• Promotion-related costs</li> <li>• Evaluation-related costs</li> </ul> | <p>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.</p> <table border="1" data-bbox="1177 1839 1528 1923"> <thead> <tr> <th>WHAT</th> <th>WHO</th> <th>WHEN</th> <th>HOW MUCH</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | WHAT | WHO | WHEN | HOW MUCH |  |  |  |  |
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|  |  |  |   |   |   |  |  |            |          |                     |                   |   |                             |                               |  |                                 |   |  |      |     |      |          |  |  |  |  |