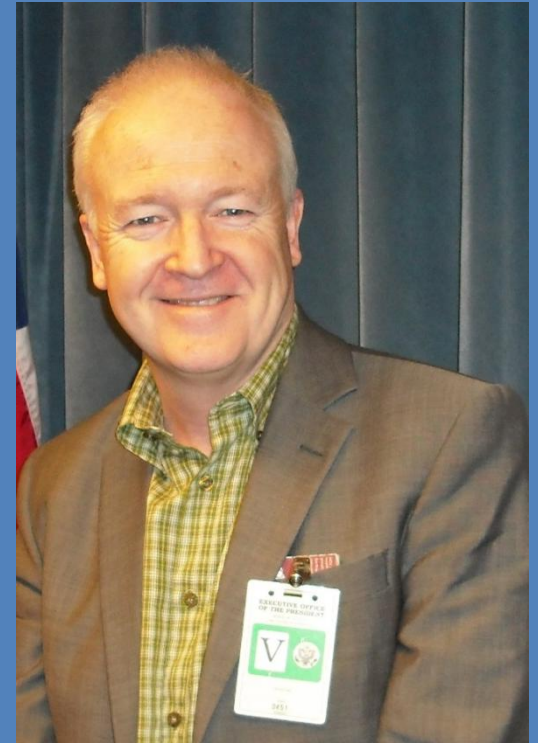


# **Social Marketing: An Approach to Tackling Health Inequalities**

**Wednesday 29 September 2010  
Clifton House, 2 North Queen Street**

**Professor Jeff French**  
**[Jeff.french@strategic-social-marketing.org](mailto:Jeff.french@strategic-social-marketing.org)**

I believe in  
evidence  
based  
presentations!



Marketing

Social Marketing

**STRATEGIC  
SOCIAL MARKETING**

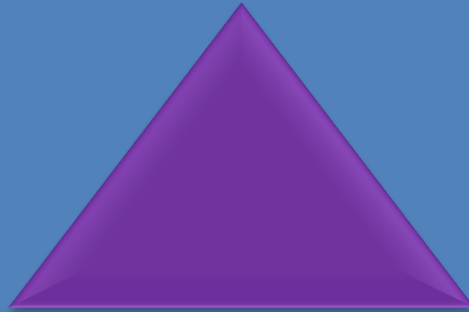
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# WARNING

The views expressed in this presentation are purely my own and those of all right thinking people everywhere. I may start to rant because I passionately believe that **Social Marketing** can do a tremendous amount of good in the world. These thought have been put together over many years and should only be engaged with by citizens and professionals who are prepared to take a critical look at what they are doing. **Those seeking to replicate these ideas and recommended actions at home do so at their own risk.**



**Decide which shape  
best represents  
How you operate at work?**



# Content

The need to focus on citizen driven solutions

The social marketing mind set

The eight key concepts of social marketing

The social marketing planning process

Real life examples from around the world.

Case study exercise

Resources that can help

# My thesis

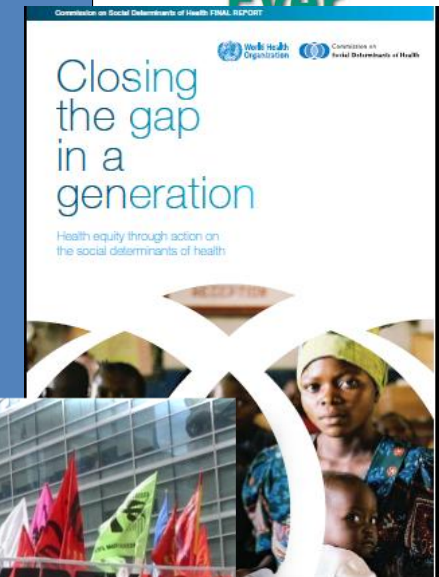
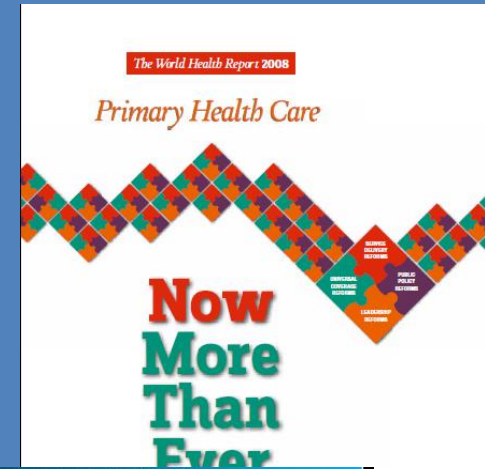
We have to be user driven  
and use **insight** to create value



# 1. Globalisation of unhealthy lifestyles

## 2. Rapid unplanned urbanisation

## 3. Aging populations



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# Many key societal challenges



climate  
change

recycling

theft

physical  
activity

violent

behavioural

obesity

pollution

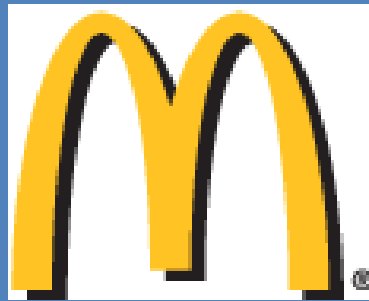
poverty

challenges

HIV / Aids



So why are we  
talking about...



marketing?





# Not to be confused with...



**Stop AIDS.  
Keep the promise**

Not to be confused with...

‘social media’

social media marketing



# Social marketing is:



**marketing  
alongside other  
concepts and  
techniques**

*systematic  
application*

*to achieve*  
**social good**

*behavioural goals*

*French, Blair-Stevens 2006*

*the systematic application of marketing,  
alongside other concepts and techniques,  
to achieve specific behavioural goals,  
for a social good.*

# 8 point Benchmark Criteria

Key features to look for to determine if something is consistent with social marketing

## 8 point National Criteria

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<b>1. CUSTOMER ORIENTATION</b> <i>'Customer in the round'</i> Develops a robust understanding of the audience, based on good market and consumer research, combining data from different sources	<ul style="list-style-type: none"> <li>A broad and robust understanding of the customer is developed, which focuses on understanding their lives in the round, avoiding potential to only focus on a single aspect or features</li> <li>Formative consumer / market research used to identify audience characteristics and needs, incorporating key stakeholder understanding</li> <li>Range of different research analysis, combining data (using synthesis and fusion approaches) and where possible drawing from public and commercial sector sources, to inform understanding of people's everyday lives</li> </ul>
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French, Blain-Stevens (2006 updated 2009)  
 Adapted from earlier criteria by Andreasen (2002)

Customer orientation

Behavioural focus

Theory informed

"Insight"

"Exchange"

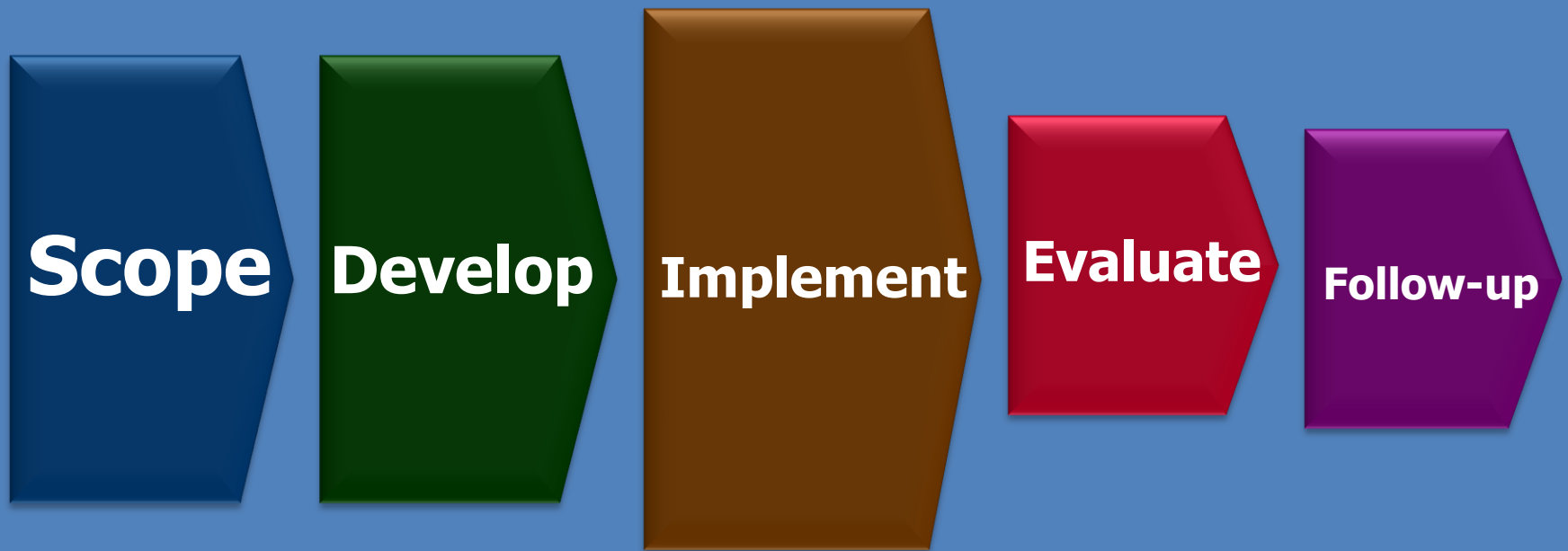
"Competition"

Segmentation

Methods mix

inc: Intervention Mix or Marketing Mix

# TPP Planning Framework





# Our new Govt has new mantra



**'Get more from less'**



**'Serve the people better'**

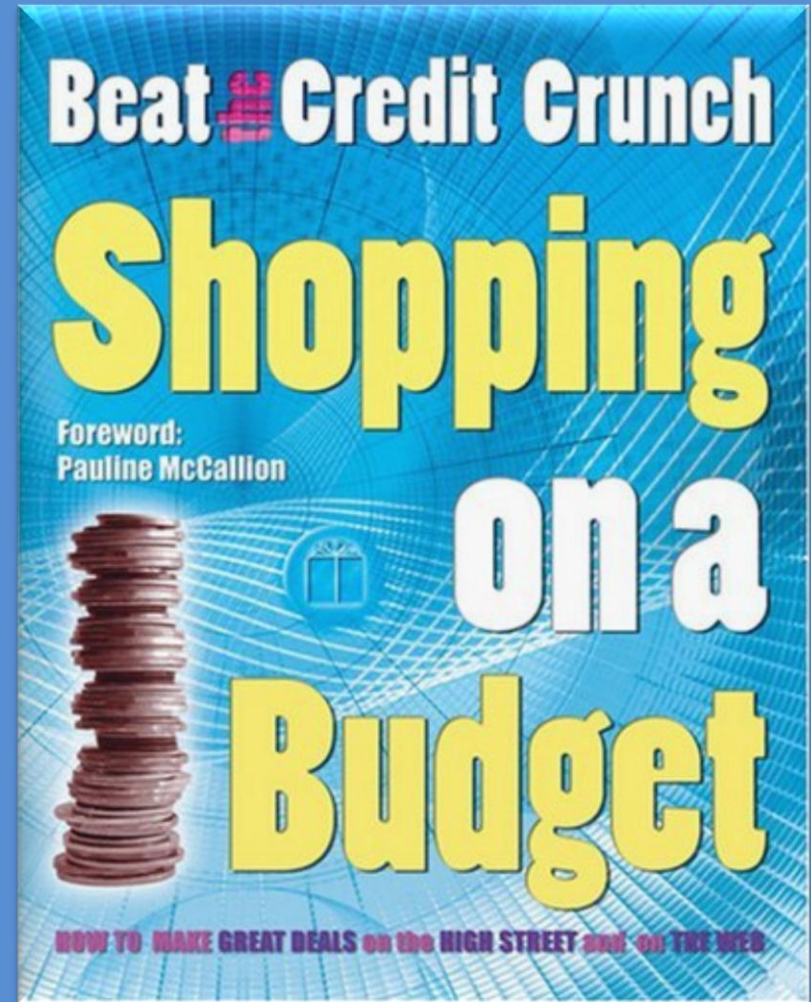


**Relevant whatever the party, whatever the country**

# More for less?

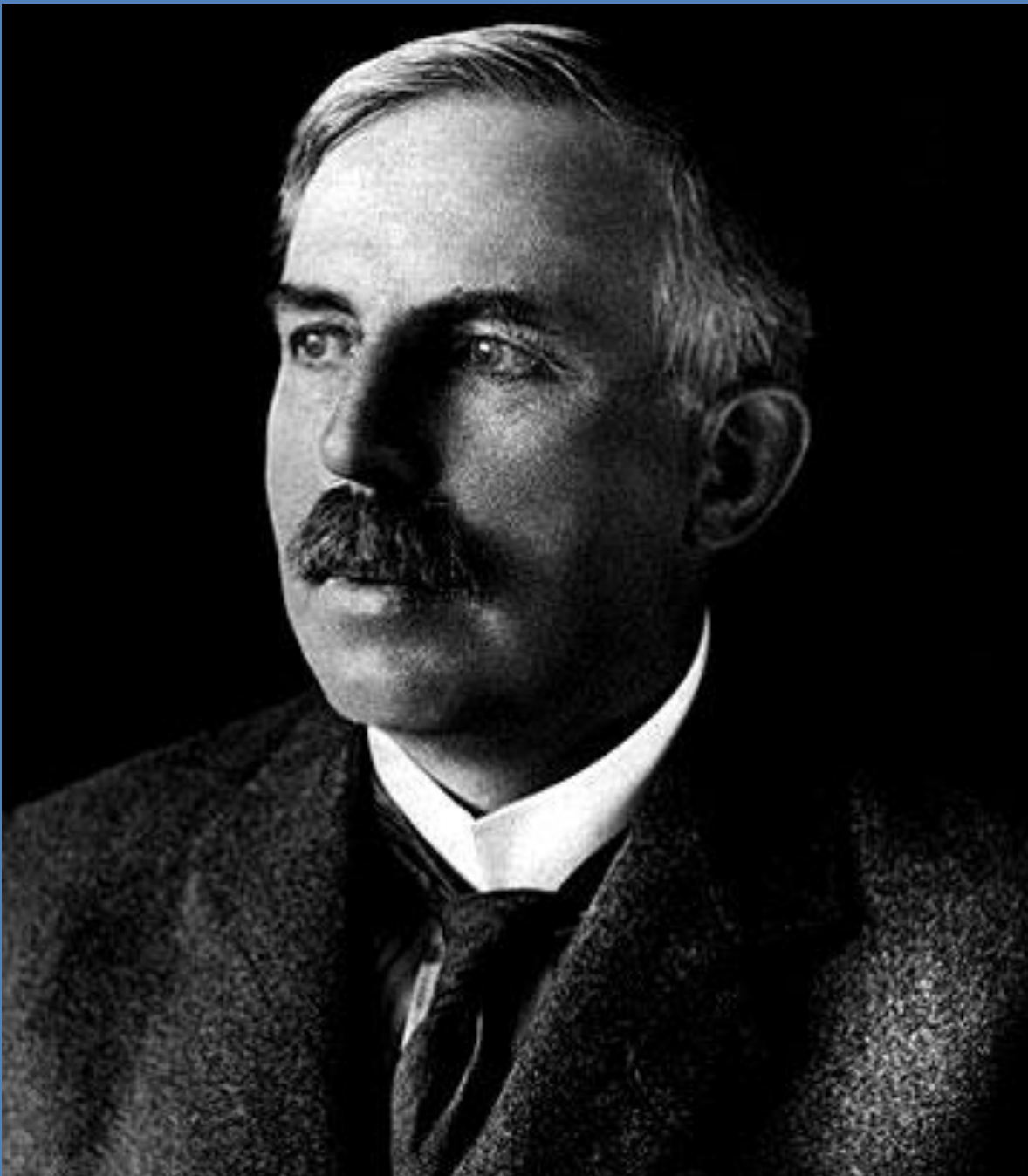
**Less waste**  
of valuable resources:  
time, effort & money

**More effective**  
methods, interventions  
& services



# Not just a better technical fix

- Rooted in mutual beneficial social exchange.
- The post ideological pragmatic centre ground
- Action via:
  - Co-development
  - Co-delivery
  - Co-Review
- Continuous Quality Improvement



## **Ernest Rutherford (1871 - 1937)**

By 1902 Rutherford had established a new branch of physics called radioactivity. His work on radioactive decay won him the 1908 Nobel Prize in Chemistry. He also established the nuclear theory of the atom. In 1919, he announced his success in the artificially disintegration of an atom. He died at Cambridge,



# Sir Andrew Foster



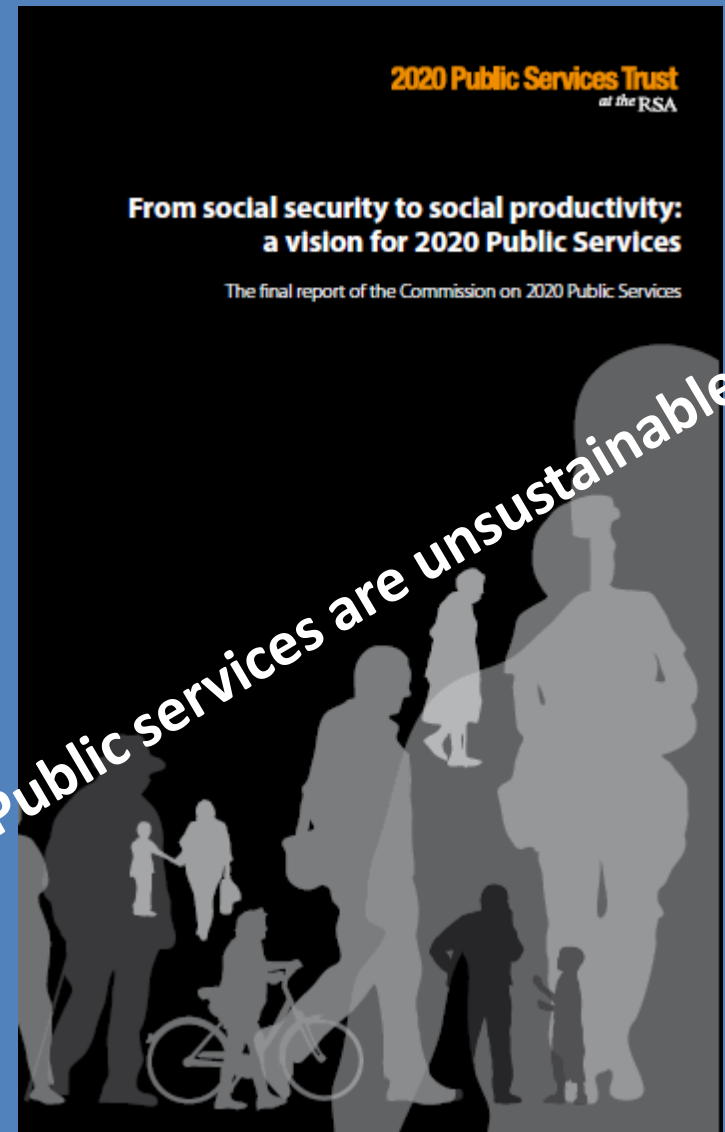
Reconfigure public services around the needs and capabilities of citizens

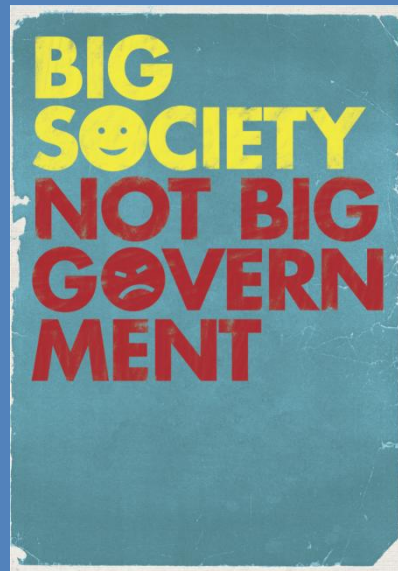
A new deal between citizens and the state, based on social productivity –

Greater social responsibility a

More collaboration between citizens and public services.

Public services are unsustainable.





**"It's about radical change that puts power back in the hands of the people".**

**"It's about people setting up great new schools,"  
"Businesses helping people getting trained for work.  
Charities working to rehabilitate offenders."**





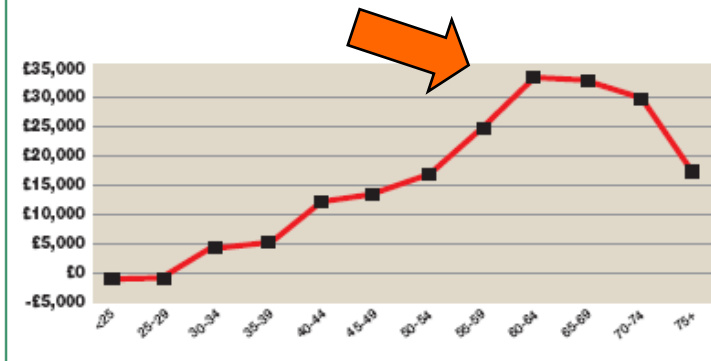


# Put your hands up generation LX

you are the 'Charmed Generation' Typically, people born between 1950 and 1970

You want it  
how you  
want it

UK wealth distribution, by age



# Responsive public services?

MORI survey in 2005 following words best described public service,

## Highest ranked words

- Bureaucratic
- Infuriating
- Faceless
- Hardworking
- Unresponsive
- Unaccountable.

## The lowest ranked words:

- Friendly,
- Efficient
- Honest
- Open.



**Generally  
trusted to tell  
the truth?**

	Tell the truth %	Not tell the truth %	Don't know %
Doctors	92	6	2
Teachers	87	8	5
Professors	79	9	12
Judges	78	14	8
Clergyman/Priests	74	17	8
Scientists	72	16	12
Television News Readers	66	24	10
The Police	65	27	8
The ordinary man/woman in the street	60	27	13
Pollsters	48	32	19
Civil Servants	48	39	12
Trade Union officials	45	40	15
Business Leaders	30	59	11
Government Ministers	24	70	6
Politicians generally	21	73	6
Journalists	19	74	6

**YOU**

# What are people saying to us?

*"I won't take orders from you any more"*

*"Take orders from me I am in control now"*

*"I'm just not going to listen to you any more"*

*"I don't trust you"*

*"I'm smarter than you"*

*"I don't need you any more"*



# Citizens want to be listened to and engaged





How it feels – the fatal conceit

**They don't**

**The State and  
Experts know  
best**



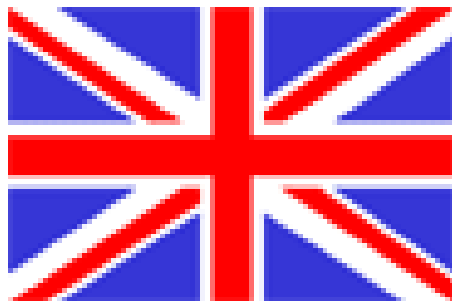
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Jeff, Welcome to Your Amazon.com™

(If you're not Jeff French, [click here.](#))

Shopping from the UK?



Visit  
**amazon.co.uk**

► [Shop now](#)

**How many sociologists does it take to change a light bulb ?**

**What do you get when you cross an economist with a psychologist and a member of the mafia?**

# Valuing different sources of learning

health  
promotion

marketing

communications

sociology

behavioural  
economics

psychology

political  
sciences

community  
development

criminology

anthropology

AND MANY MORE...

social marketing  
and public health  
THEORY AND PRACTICE

Jeff French  
Clive Blatr-Stevens  
Dominic McVey  
Rowena Merritt

OXFORD

“If you can get them  
asking the wrong  
question the answers  
don’t matter”

Thomas Pynchon




**Wrong question:**  
**How about a new  
initiative?**

**The futility of isolated  
initiatives**



# Would be great if...



clear  
communication

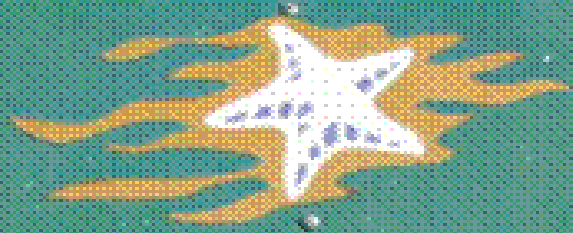
eager & receptive  
audience !



# Wrong question: How do we tell people what to do?



Sometimes creative insight driven  
communication does work by itself



Please do not drop  
your cigarette butts  
on the deck.

The fish crawl out  
at night to smoke them  
and we are trying  
to get them to quit.





# change

**the good guys**

# agents

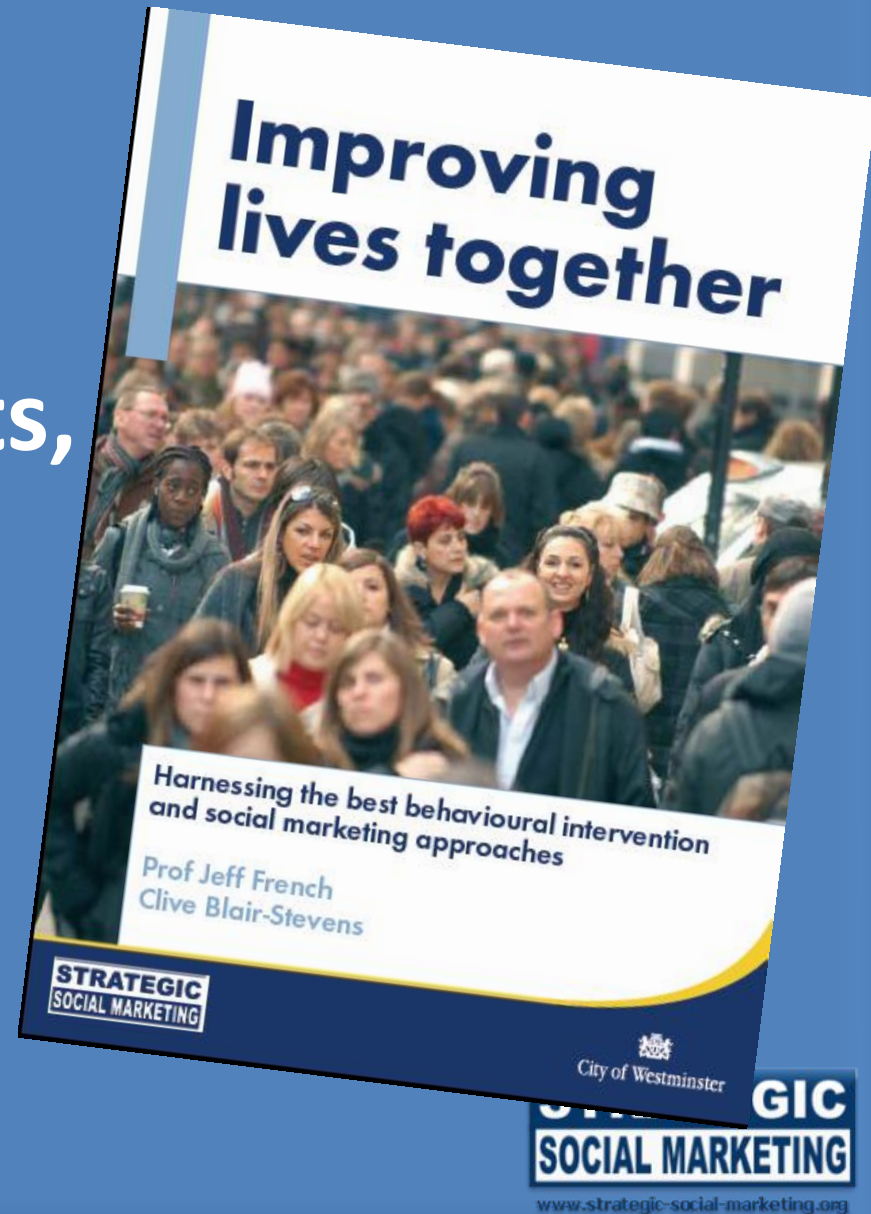
**At the count of three stand up if you  
are engaged in a project that is trying  
to get people to behave differently**

**At the count of three let me know  
how expert you think you are**



# The *Right* Question

How can I create systems, environments, products and services that will help people change?





# The Marketing Mindset

**OUR CUSTOMERS  
MAKE US BETTER**

**WESTMINSTER STANDARD**

**WE MAKE  
IT EASY**

**WESTMINSTER STANDARD**



City of Westminster

# Time to renew your Freedom Pass

EXPIRES  
31.03.10  
RENEW  
NOW



NEW  
FOR 2010  
PHOTO ID  
REQUIRED

www.freedompass.org  
tel: 0845 275 7054 or 020 7934 9633  
mobility@londoncouncils.gov.uk

LONDON  
COUNCILS

Time to renew your  
**FreedomPass**  
Get your photo here



Photo-Me

PASSPORT  
PHOTOS



OAK TREE  
ROAD NW8

CIRCUS  
MEWS W1

ROBERT ADAM  
STREET W1

GLOBE YARD W1

POLLE  
STREET

HAUNCH OF VENISON  
YARD W1

GOLDE  
SQUAR

BAKER'S  
MEWS W1

THREE KINGS YARD W1

FARM  
STREET W1

SAVIL  
ROW

MAYFAIR  
PLACE W1

SWALL  
STREET

HALF MOON  
STREET W1

APPLE  
YARD

SHEPHERD  
MARKET W1

GROOM PLACE SW1

ANGEL  
COURT

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## Example: Child care seats

### CORE INSIGHTS

*'My child is safest in my arms'*

*'God will decide  
when to take my baby'*



How to create a valued  
product or service?



**Priests bless  
the car seats**





# 8 point Benchmark Criteria

Key features to look for to determine if something is consistent with social marketing

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**Customer orientation**

**Behavioural focus**

**Theory informed**

**"Insight"**

**"Exchange"**

**"Competition"**

**Segmentation**

**Methods mix**

inc: Intervention Mix or Marketing Mix

# *Customer orientation*

# The new driver: Citizen Perceived value

Always start with  
a deep  
understanding of  
the target market



# *Behavioural focus*



# Behaviour Change

1. Explicit
2. Simple
3. Easy to start
4. Reinforce
5. Use social influence



# 'VERB, It's what you do'

U.S. Department of Health and Human Services  
Centres for Disease Control and Prevention  
2002 to present

social marketing campaign to increase physical activity among  
*tweens* age 9-13



- 32% decline in the number of sedentary 9 – 10 year olds
- Girls demonstrated a 37% decline in sedentary activity
- lower middle households, 25% more physical activity
- 38% decline in sedentary children from low-income homes

[www.cdc.gov/youthcampaign](http://www.cdc.gov/youthcampaign)

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# *Theory informed*

# BEHAVIOUR: Integrated Theory Framework

Wide range of different disciplines that can contribute

*Trans-theoretical model 'Stages of Change'*

*Theory of planned behaviour*

*Theory of reasoned action*

*Self efficacy – perceived control*

*Social learning theory*

*Cognitive dissonance / consistency*

*HAPA: Health action process approach: intention to act*

*Rossiter-Percy motivational model*

*Social norms & group dynamics*

*Theory of trying*

*Exchange theory*

*Goal setting theory*

*Health Belief Model*

*Learning styles theory*

*Model of action phases*

*Model of inter-personal behaviour*

*Instrumental & classical conditioning*

*Protection Motivation Theory*

*NLP: Neuro-linguistic programming*

*Diffusion of innovations*

*Instrumental & classical conditioning*

*Behavioural modification*

*Genetic pre-disposition*

*Prototype / willingness model*

*Immune-system functioning*

*Physiological responses*

*Hormonal responses*

*Media studies theory*

*Systems theory*

*Social capital*

*Social influences & interpersonal communication*

*Social networks & support*

*Brain functioning*

*Endogenous growth*

*Cultural capital theory*

*Social cognitive theory*

*Adaptive structuration theory*

*Heuristics & consumer information processing model*

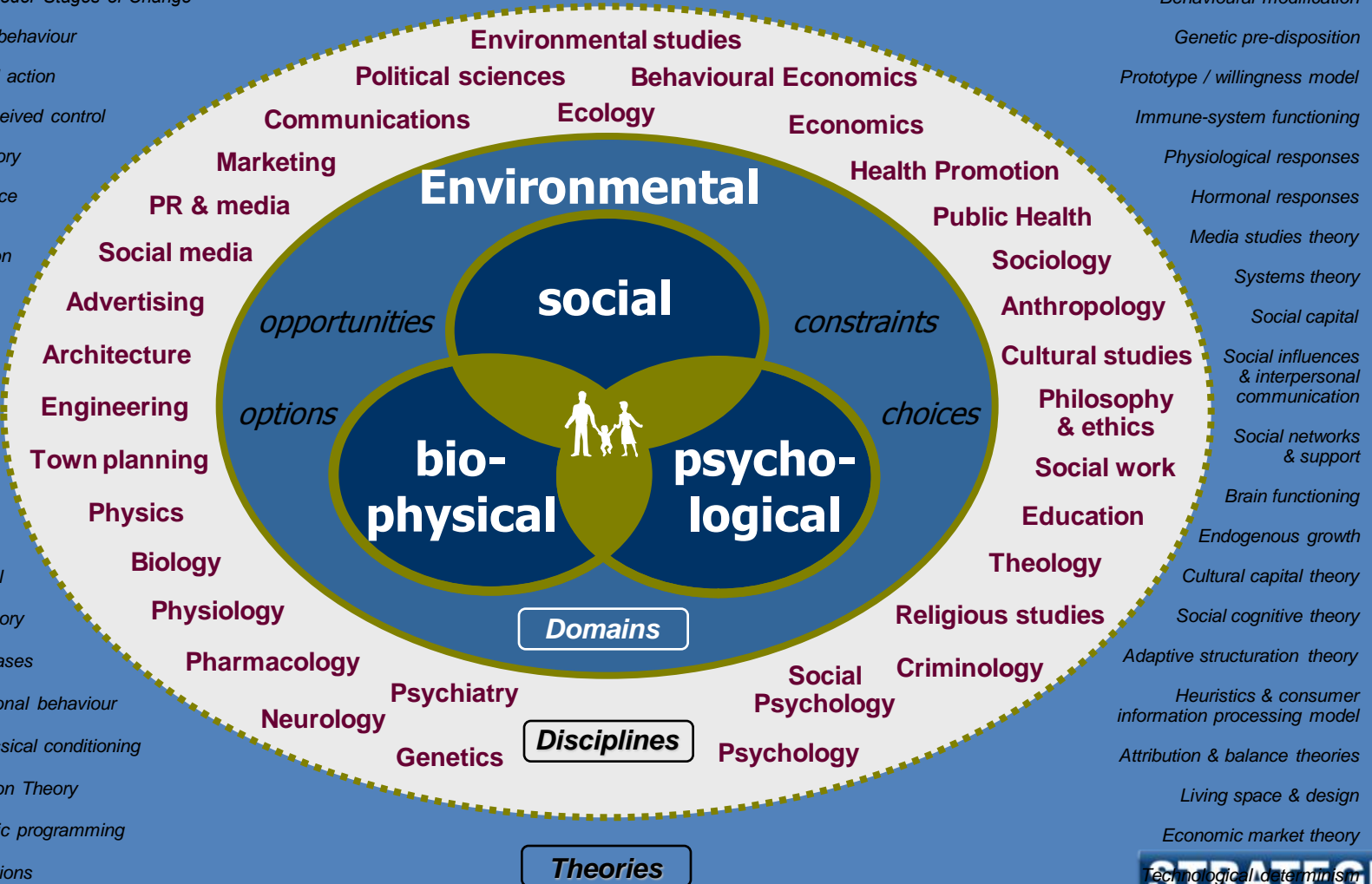
*Attribution & balance theories*

*Living space & design*

*Economic market theory*

*Technological determinism*

*Economic determinism*



*Illustrative examples only of disciplines and theories that can contribute*



# Theory informed : Cognitive dissonance

Numbers dying each year stuck at same level since 2000

Moment of Doubt campaign

**Men aged 17 – 27. Drink driving will have immediate, negative consequences for them personally.**

**The key point of intervention after one pint, control centre still strong.**

**Result:**

The number of people breathalysed during December 2007 rose by 6.4 per cent, number testing positive fell by 19.5%.

The number of deaths and serious injuries **fell for the first time in six years, from 560 → 410** (from 2006 to 2007)



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***“Insight”***

# Why demography is not enough

demographic

male

born 1948

British

2<sup>nd</sup> marriage

affluent

well known  
family



# Insight is the key

*“What causes binge drinking ? You only have to look at the price list”*

(Bar manager)

Supply Side logic

*“Binge drinkers consider it their right, It’s a release for the working class to forget their lives”*

(Youth worker)

Socio political logic





# Insight is the key

*“Its very important to get drunk. I’m spending money and I want to get drunk, and if I don’t its just a waste of money!”*

Quoted in Alcohol Harm Reduction Strategy for England

Cabinet Office 2004

## Personal contextual logic

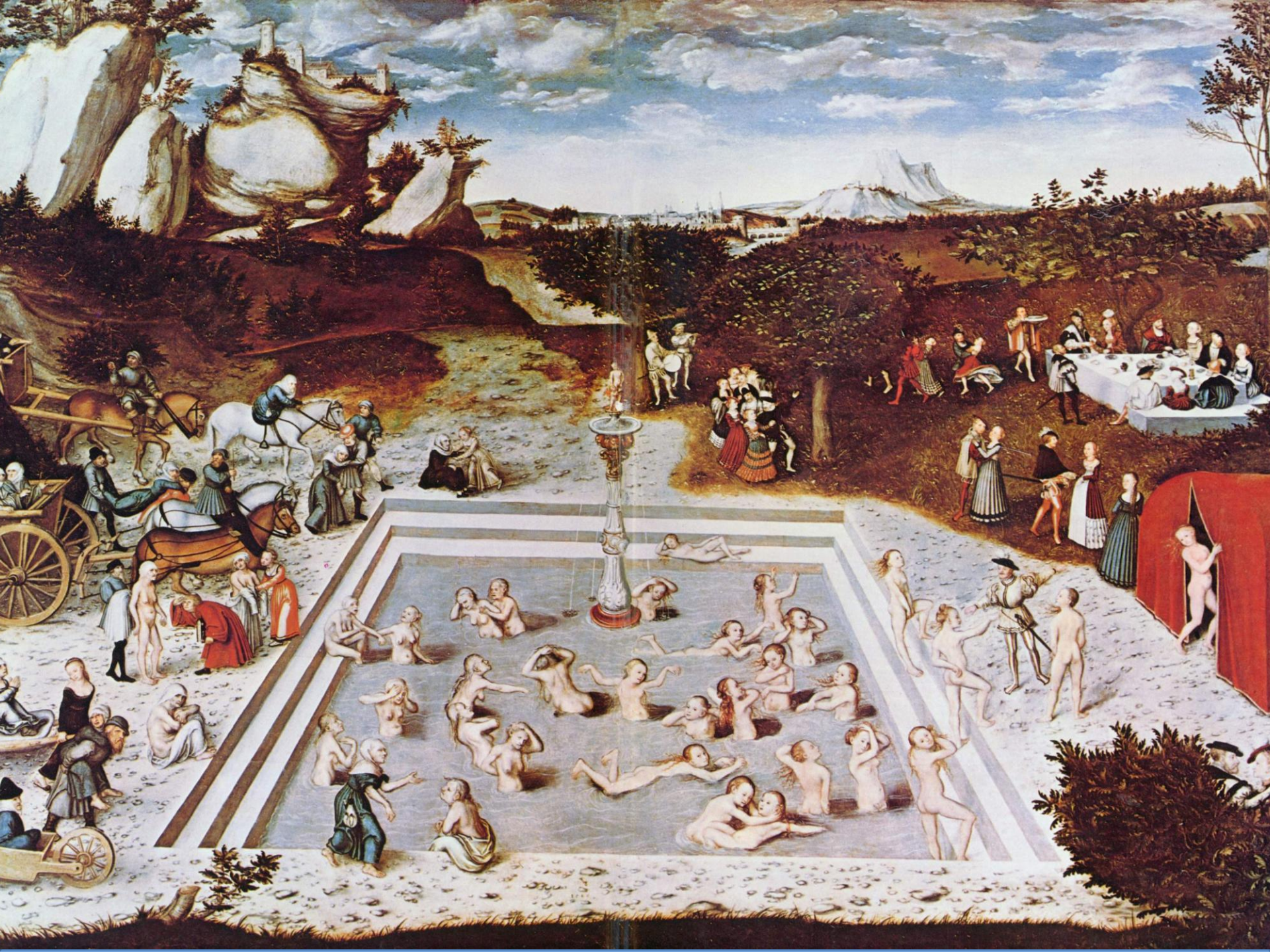


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***“Exchange”***







# Delivering valued benefits

turning

**Longer term  
BENEFITS**

*into*

**more immediate  
BENEFITS: NOW!**

reducing

**Short term  
COSTS**

**Creating  
*‘valued products  
or services’***



**FUN  
EASY  
& POPULAR**

Marketing works to make things:

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# Example: Stopping smoking



NHS smoking  
cessation  
service

A caring NHS service  
**But low uptake!**



ENJOY SOME SERIOUS ME TIME

# The rational exchange (Is most often internal)

Psychological cost

Psychological benefit

Social cost

Social benefit

Financial cost

Financial benefit

Physical cost

Physical benefit

Time cost

Time benefit

v

Incentives to reduce or increase

We Need an  
expanded view  
of exchange



So sometimes you might need to make it

**Horrible  
Hard  
Isolating**



**We also know that  
we are seldom fully  
rationale in the  
economic and  
scientific sense**

# Mindless choosing



Richard H. Thaler  
Cass R. Sunstein

# Nudge



Improving Decisions  
About Health, Wealth,  
and Happiness



# *“Competition”*



# The success of marketing...

## “unhealthy-ness”



premature  
death

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# Need for joint work between Public Private and NGO sectors

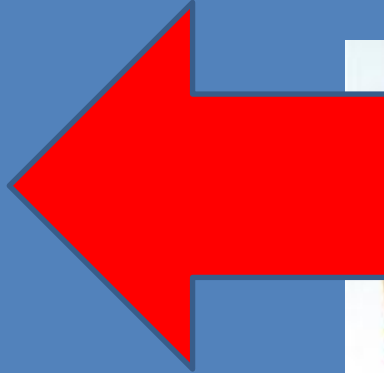
‘When we talk about the new face of capitalism, it can no longer be companies making money at the risk of costs to society’



**Indra Nooyi CEO PepsiCo,**

# Our competition is also internal

1. Over confidence
2. Temporal discounting
3. Loss aversion
4. Social norms





# Example: Drunk behaviour Torquay



Flip-flops &  
lollipops



# *Segmentation*

# Segmentation

**YUPPIES**

*Young Upwardly Mobile Professional People*

**DINKE**

*Double Income No Kids*

**DUMP**

*Destitute Unemployed Mature Professional*

**PIPPIE**

*Person Inheriting Parents Property*

**SCUM**

*Self Centred Urban Male*

**SINBAD**

*Single Income No Boyfriend Absolutely Desperate*

**SITCOM**

*Single income Two Children Outrageous Mortgage*

**LOMBARD**

*Loads Of Money But A Right Dickhead*

## Male spend on beauty products 2005-6 £1.3 billion

## HOTSTYLE

Thursday, October 4, 2013 **METRO** 45a

**HAIR: EXTENSIVE** BLOCKS' GROOMING NO LONGER BEGINS AND ENDS WITH A BAR OF SOAP. MEL JACOBS LOOKS AT THE LATEST PRODUCTS

Such a smooth operator

The market is now a growing products continues to grow as many retailers across the fact of building up. By 2017, sales are forecasted to be spending \$9 billion in the future, up from \$711 million in 2005. Many businesses, we are looking out what they really want when they come to design.

—Fidelizing customers, says Andrew Brown, buyer for top retail chain Newlook in Newmarket, East London. "Our image better be traditional enough, something that if we're in their father's house too," he says. "If a product is equally good quality, then we're in a real winner."

"They like instant gratification," says a spokesman for the United Way, which opened a dedicated food bank in 2005. "They like to think they're doing something to protect their skin. They work hard when they're small and excited. But too much is lost of focus...and never will get continued."

insight. "The best insight, which they have as far as they are concerned, is not actually about what they do."

Therms inside heavily laden with air "discretely" mounted in heavy insulating products. Eighty per cent of our men's the subject about growing," says French.

## Time to experiment

See Catalog, *Franchise of luxury resort's*  
growing into Cater and Board.  
For a full and complete and correct copy.

“You can’t see with anything but  
“willful” eyes and even I said.”

Now that's commonplace: In the past five years, guys have experimented with nudes, risqué and vice versa—but here they're not kidding out.

Even, theStyle takes each expert on an individual tour, based on the success



Here's looking at  
your Man have  
caught the  
greatest bang

**Exotic Shasta  
Mariposa**  
Traditionally  
crafted at  
an Italian  
pharmacy  
located in



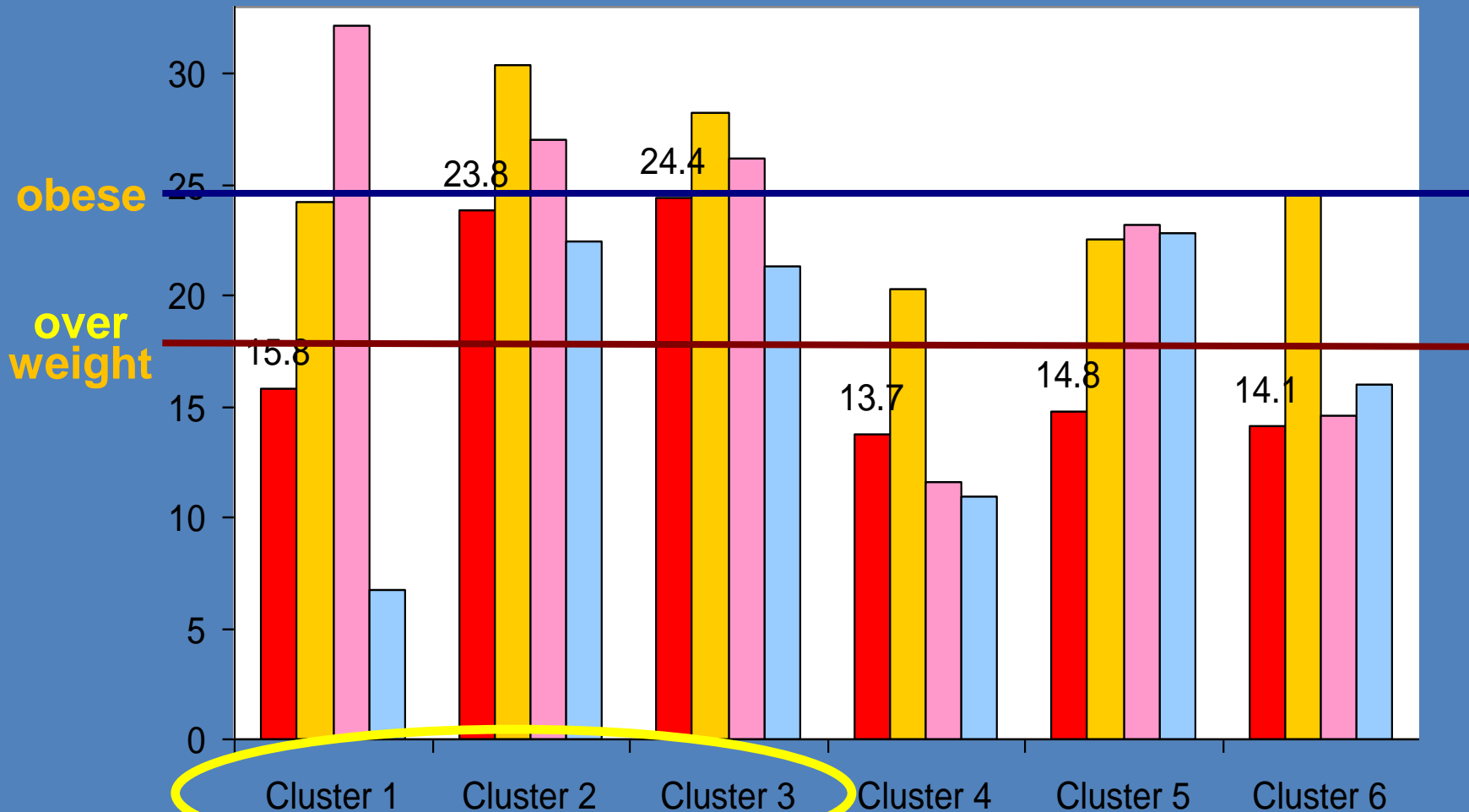
**Wells + Davis**  
A two-step regimen for each body zone. The 'You will show type' dermatology cream, which is used on the face and neck, is a



# GIC ETING

# Cluster BMIs

Body Mass Index



■ % Children above 95th percentile      ■ % Children above 85th percentile  
■ % of Adult Female Parent - Overweight / Obese      ■ % of Adult Male Parent - Overweight / Obese



# Change 4 Life 6 sub-segments

1

poor household diet,  
resistance to healthy eating  
practical barriers dominate  
(expense and time)

2

not engaged with unhealthy weight as a  
health risk  
rejecting on grounds of too challenging  
parental influence over children an issue

3

dieting AND over indulging  
knowledgeable about healthy eating  
and believe they do enough exercise

4

highly controlled food habit  
controlling children's healthy eating  
and exercise

5

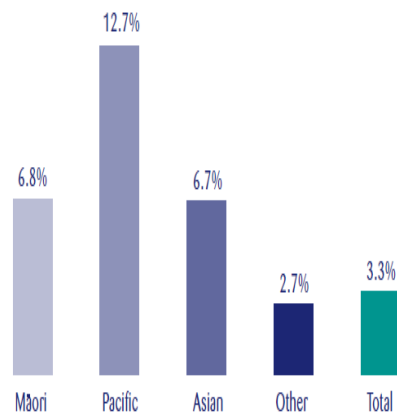
traditional parents with strong family values  
reject many health messages on grounds of  
price.  
low physical activity levels

6

strong family exercise group  
consumption of food above average  
but burning calories through exercise

# ‘Don’t just say they matter’ NZ

Increase in Screening Coverage After 12 Months



## Get together with the women you care about and go for your cervical smear tests.

You and your friends can make your appointments for the same day. That way you can go along together and support each other.

A smear test will tell you if there are any changes to the cells on your cervix. These changes are caused by a common sexually transmitted virus called Human Papillomavirus (HPV), that most women have at some stage in their lives. Usually the virus just goes away by itself but in a few cases it can lead to cervical cancer.

A smear test can find the changes before cancer has a chance to develop. So encourage your friends to go. You could help save their lives.



## Don't put it off.

Contact your nurse, doctor or  
local health worker for an appointment.

Call 0800 729 729 for more information.

Or visit [www.cervicalscreening.govt.nz](http://www.cervicalscreening.govt.nz)



New Zealand Government

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# *Methods mix*

# Intervention mix

## intervention framework

**'de-CIDES'**  
framework

**Control**

**Inform**

**Design**

**Educate**

**Support**

**Inform**

**Control**

**Design**

**Educate**

**Support**



Blair-Stevens / French  
2008

**5 primary  
intervention  
domains**



Inform

Educate

Support

Design

Control



Control

Inform

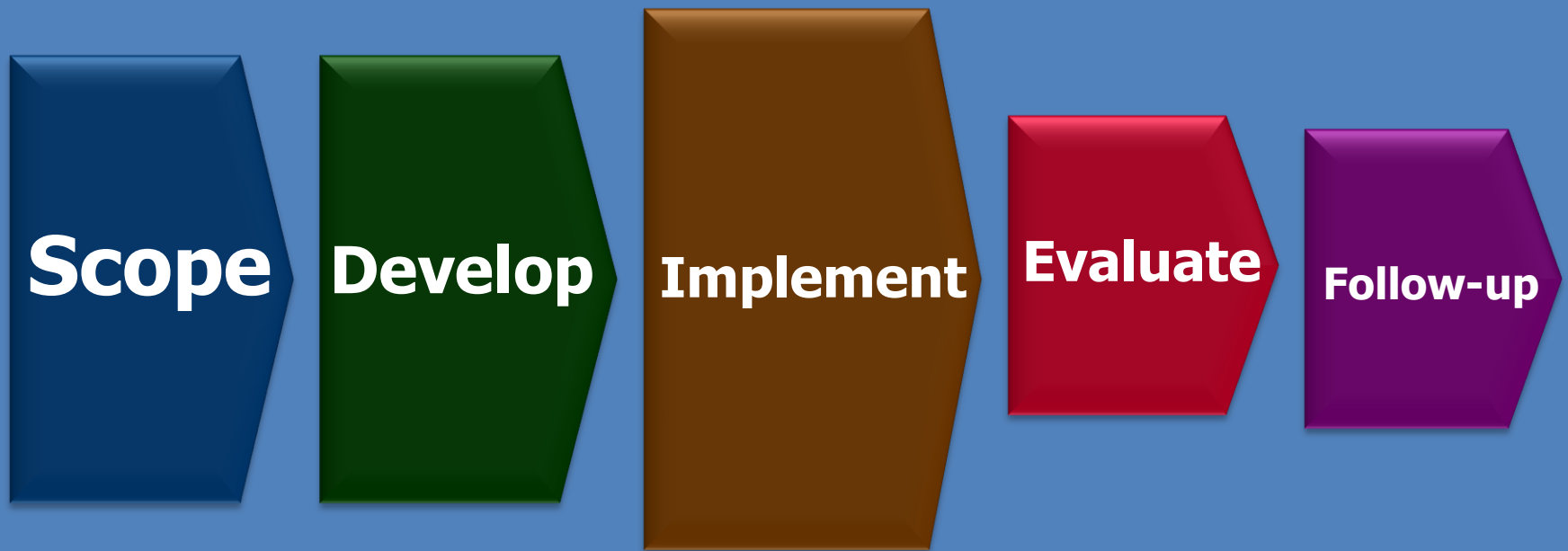
Design

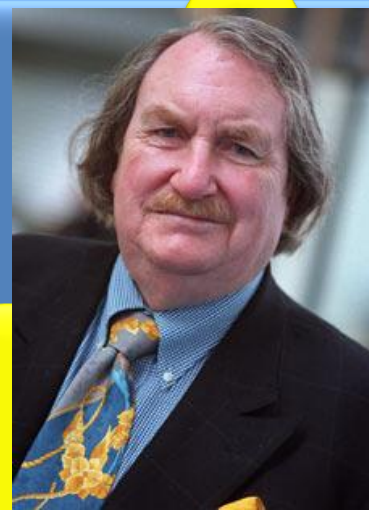
Educate

Support



# The discipline of social marketing



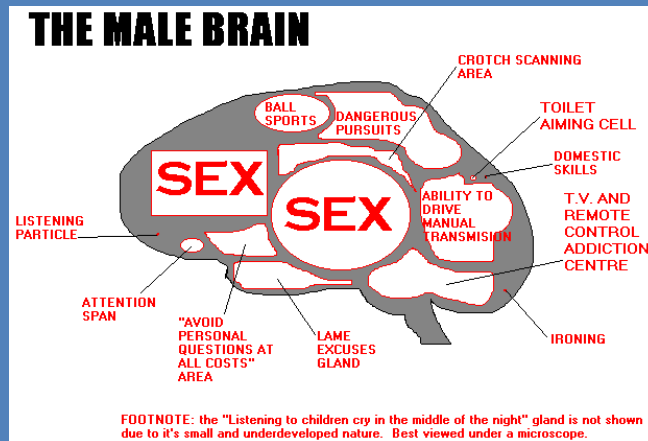


**"Planning is an unnatural process; it is much more fun to do something. And the nicest thing about not planning is that failure comes as a complete surprise rather than being preceded by a period of worry and depression."**

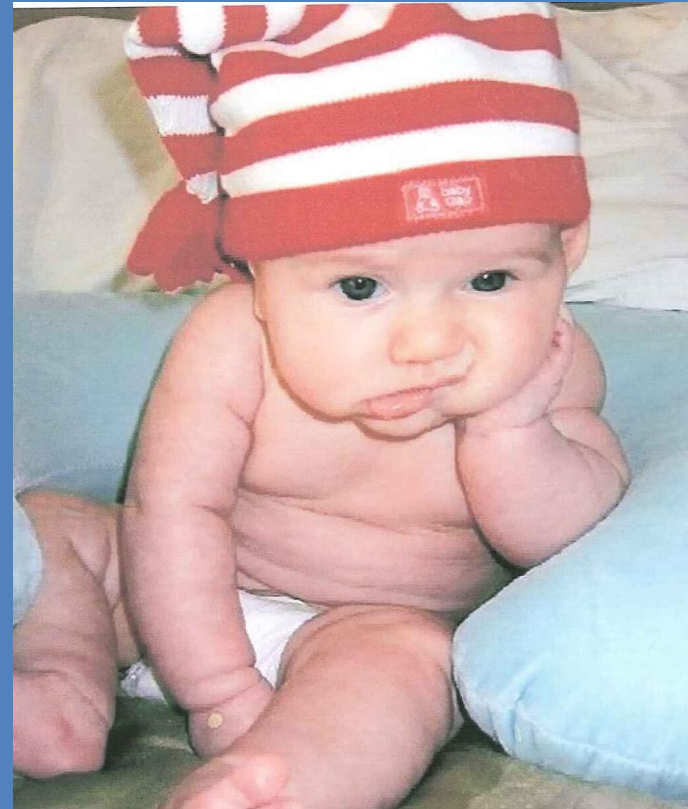
**Sir John Harvey-Jones (1924 - 2008)**



# I can see that look!



So How can  
we use social  
marketing to  
help with  
health  
inequality



# Adopting A Social Marketing Approach

1. Prioritise market segments
2. Focus on single simple doable behaviours
3. Spend time and resources on market research
4. Establish quantifiable goals and measure performance
5. Develop products, enhanced services and improve environments

**Social marketing is a deeply respectful, democratic and empowering way to work**





*“It’s not about  
telling and selling.  
It’s about bringing  
a relationship  
mind set to  
everything we do”*

*Jim Stengel Global Marketing Chief Proctor & Gambel*



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# Democratic social reengineering using social marketing

*Professional led  
Selling / telling  
Awareness  
Adult – Child  
One-off / transitory  
Deficit  
Operational focus  
Whole population  
Control  
Central command  
Compartmentalise  
Weak evaluation & ROI*

Old style 'tell sell and control' paradigm



*Consumer led  
Marketing / relationships  
Behaviour  
Adult - Adult  
Sustained  
Asset  
Strategic focus  
Segmented audiences  
Empower  
Networked leadership  
Whole system  
Strong evaluation & ROI*

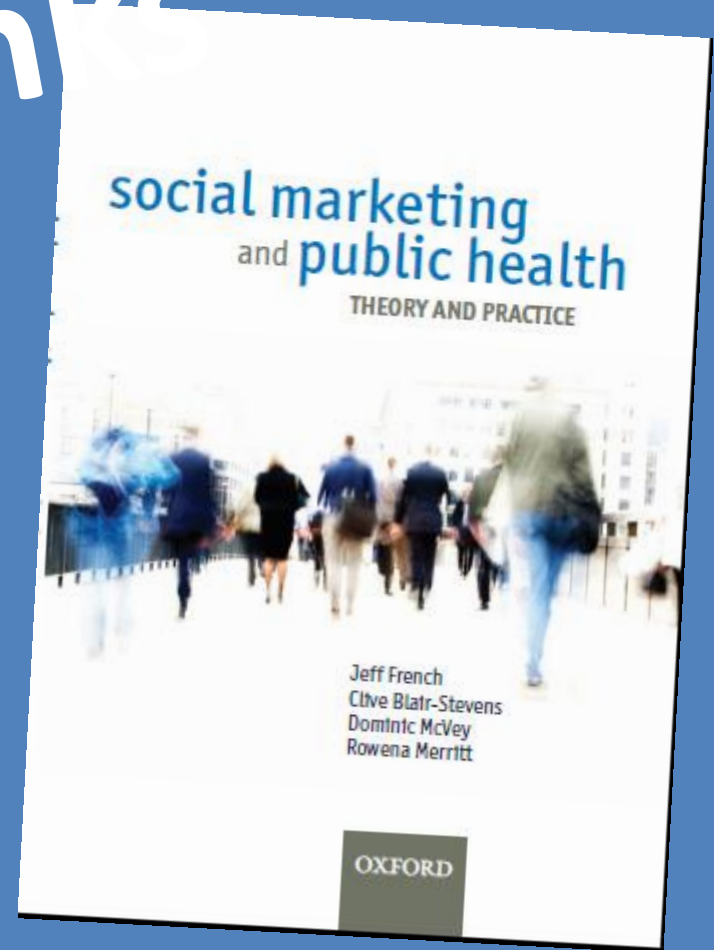
The new Strategic Social Marketing paradigm

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Many Thanks  
If you liked the talk  
why not buy the  
book!

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**EMPOWER !**  
**INSPIRE !**

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**National Social Marketing  
Centre Planning Guide can be  
found at:**

**[www.thensmc.com](http://www.thensmc.com)**



# *Social Marketing* *Magic Dust*