Contemporary Issues in Social Marketing

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Edited by

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**CAMBRIDGE
SCHOLARS**

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Krzysztof Kubacki, PhD is a Social Marketing Research Practice Fellow (VicHealth) and a Senior Lecturer in Marketing at Griffith University. He has been involved in academic and market research for over 10 years, he has published over 35 journal articles and book chapters. The broad area of his research interests could be defined as ''cultural consumption'' and includes projects exploring areas such as relationship between marketing and cultural industries, influence of national culture on national brand, and cross-national comparisons between consumers in the European Union. Weaved throughout his research is an interest in the relationship between social marketing and consumer culture, with his most recent work focussing on alcohol consumption among young people.

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Matt Studley's PhD research at the University of the West of England, Bristol (UWE) investigated the use of Genetic Based Machine Learning to learn the optimal control of physical robots in problems with multiple objectives, a technique that was later applied in the area of Chemical Computing. He has worked in research and development in the telecommunications, e-business, investment and finance sectors in many European countries, the USA, and Australia, and currently leads the undergraduate Robotics Programme at UWE. Dr Studley has run several high-profile public engagement projects bringing robotics issues to the attention of the public, including the internationally-recognised 'Heart Robot' project. He is currently involved in applying distributed sensing to change domestic electricity consumption using approaches from social psychology and sociology, and working with industrial partners on ways to use distributed energy storage to improve UK energy security.

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Lisa Weir is currently with the South Australian Government as joint Social Marketing Manager for OPAL (job share with Jo Williams). Lisa has an Applied Science (Sports Science) degree and a degree in Public Health together with over 20 years' experience in health promotion. Lisa has worked in Australia and overseas in the government and non-profit sector addressing issues such as injury prevention, alcohol, cancer prevention and early detection and healthy weight. She has worked across a broad number of settings including workplaces, community sports clubs, schools and local government. In her current role Lisa's main interests are in ensuring social marketing best practice is applied to OPAL and that social marketing principles can be applied at the local community level to assist with behaviour change.

Jo Williams is currently with the South Australian Government as joint Social Marketing Manager for OPAL (job share with Lisa Weir). OPAL is South Australia's largest single investment in childhood obesity prevention. Jo has an Applied Science degree and fifteen years' experience working across a wide range of health campaigns within the charity, not for profit and government sectors. Six years were spent in London managing Cancer Research UK's "SunSmart" campaign and the National Asthma Campaign's "Be In Control" diagnosis campaign. Jo's current interest is in workforce development around social marketing, working to integrate a social marketing approach across the frameworks of community development and socio-ecological theory of OPAL.

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Introduction

Krzysztof Kubacki
and Sharyn Rundle-Thiele

The 2012 International Social Marketing conference was hosted by the Griffith Business School's Department of Marketing from June 27-29 2012 at the beautifully located Southbank campus of Griffith University, Brisbane, Australia. The conference attracted 68 submissions from 17 countries, exploring a very broad range of social marketing issues, theoretical perspectives and practical case studies. For many of the social marketing researchers and practitioners who met, some for the first time, in Brisbane, the conference became the starting point for another journey – the journey to deliver their work to a much wider social marketing audience. While organizing the International Social Marketing Conference, the idea to develop a book including some of the most exciting work presented in Brisbane in June 2012 was born.

We are writing this introduction almost one year later. Among many other activities, the past year has allowed the group of authors presented in this book to further develop the ideas presented at the International Social Marketing 2012 conference into a full paper for inclusion in this book. The process has included a full review process following submission of the first chapter for review in late 2012. As editors, we are excited to reach the final point where the work of some of the leading social marketing scholars and practitioners will see the daylight. We see this book not only as tangible evidence of all the stimulating conversations which happened in Brisbane a year ago, but above all as a contribution to a rapidly growing discussion about the role of social marketing and its contribution to the contemporary societies.

Contemporary Issues in Social Marketing aims to capture the complexity of the field by offering an eclectic range of studies, from theoretical contributions, through critical reflections, to practical applications. Much of the work presented in this book is set in the context of some of

our most challenging social issues, including (but not limited to) sustainability and climate change, electricity consumption, mental health, cancer screening, blood donation, breastfeeding, the global obesity epidemic, and tobacco use. While some of the empirical research is set in a fixed range of contexts, the ideas extend to the field of social marketing and we encourage the concepts that are presented in this book to be applied to the full suite of behavioural problems that our societies are currently facing. The book is divided into three main sections: section one outlines some of the challenges facing social marketing, section two explores new approaches to social marketing, and the final section showcases three examples of social marketing interventions.

In the opening chapter, Jeff French explores how to embed social marketing as one of the key elements of social policy development. Social marketing has the potential to contribute to the process at several levels, from gathering and facilitating citizens' insights, through developing behavioural objectives and the selection of interventions, to impact evaluation and the assessment of social initiatives. The chapter by Eagle, Case and Low provides an example of how the complexity of social issues and the messages and discussions surrounding them can represent one of the challenges facing social marketers. Taking sustainability and climate change as an example, they offer a discussion of the main factors which need to be taken into account when designing social marketing communications. In the following chapter, based on the analysis of 12 social marketing case studies, Robinson-Maynard, Meaton and Lowry provide an evaluation of 19 social marketing benchmark criteria and their contribution towards the success of social marketing interventions. In the final chapter of the first part of the book, Holden and Cox provide a highly critical perspective on some of the unique ethical challenges facing social marketing practitioners. Their discussion, located within the case of immunizations, offers a deep reflection on the meaning of one of the key social marketing constructs – the social good.

The chapter by McHugh and Domegan explores the relationship between reductionistic linear systems and dynamic holistic systems in identifying solutions to complex social problems, while in the next chapter Lafraniere and Deshpande extend our understanding of the individual decision-making process for social issues by proposing a social behaviour model. In the following chapter, Russell-Bennett and colleagues focus on the role of the services mix for achieving behavioural change. Using three social marketing projects – which target behaviours in the areas of

breastfeeding, blood donation and breast cancer screening – they show the potential of service theories to inform social marketing thinking. Continuing in the same vein, in the final chapter of this part the drivers behind maintaining behavioural change in social marketing are explored by Schuster in the context of mental health. Her research points towards the importance of service experience, relevance, ease of use and location in influencing repeat behaviour.

The chapter by Rettie, Harries and Studley presents a discussion of the role of the social norms approach in influencing behaviours in domestic electricity consumption. Social norms marketing seeks to influence behaviours by challenging perceptions of 'normal' behaviour. The Rettie, Harries and Studley experiment shows that an inclusion of social norms information in feedback to consumers has the potential to increase their engagement, yet does not significantly influence their electricity consumption. The chapter by Weir and Williams presents South Australia's OPAL (Obesity Prevention and Lifestyle) initiative, which promotes healthy eating and physical activity in communities; the initiative is now in its fourth year, and is being trialled in 20 intervention communities. The Weir and Williams case study takes us through the background, planning and execution stages of the first phase of the intervention, which successfully reduced the consumption of sugar-sweetened beverages among children in intervention communities. The final example of a successful social marketing campaign is presented by Jordan, Turner and Djakaria, who detail the power of branding to facilitate culture change. Using experiential marketing, brand ambassadors, endorsements, traditional and social media and direct mail the Syke campaign achieved a significant reduction in tobacco use among alternative rock youth.

In the final chapter of the book, we invited a group of colleagues who were involved in the 2012 International Social Marketing conference to share their reflections on social marketing and the work presented in this book. The outcomes cover a list of six issues which we feel will be critical in the future development of our discipline.

We hope that this book will offer a contemporary understanding of social marketing based on the insights of social marketing experts from across the globe, and that the ideas presented will inspire a new generation of social marketing academics and practitioners to contribute to both practical and theoretical developments within the discipline. Finally, we

wish to thank the many authors who worked to achieve deadlines set throughout the book development process, and the reviewers who so willingly gave us their time and expertise to assist with the double-blind peer review process for the book. Your time, energy and insights have greatly enhanced the quality of the work presented.

PART I:

SOCIAL MARKETING CHALLENGES

CHAPTER ONE

FROM THE PERIPHERY TO THE CORE: EMBEDDING SOCIAL MARKETING IN THE STRATEGIC DNA OF ALL SOCIAL PROGRAMMES

JEFF FRENCH

The need for citizen-centric social policy development

We have seen significant changes in the human condition over the last 20 years. There are at least seven billion people in the world now, but in every region, with the exception of Africa, populations are starting to age[1]. We know that human-driven global warming[2] is an issue, and we will continue to experience a major global economic downturn and an increased threat from nuclear purification. On the positive side, however, we have experienced an unprecedented period of economic growth and wealth creation, and we continue to witness an ongoing technological communications revolution leading to 'always on, always connected' citizens and a general positive improvement in global health (UNICEF, 2011) and literacy (UNESCO, 2012). The rise of citizen empowerment driven by economic development, improved health literacy and technology is leading to the development of what Sandel[3] describes as not only new forms of government, but also new kinds of citizenship. The relationship between the governed and governments is changing rapidly to one that is characterized by more dialogue, more joint responsibility and the co-production of solutions to social challenges. Clarke et al. (2007) argue that this new relationship is informed by the increasing expectation for more

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[1] http://www.un.org/esa/population/publications/worldageing19502050/
[2] http://www.nature.com/nclimate/journal/vaop/ncurrent/full/nclimate1783.html
[3] 4th July 2009 A new politics of the common good. M Sandel. http://www.bbc.co.uk/programmes/b00lb6bt

literate and wealthy citizens to be treated with respect and attention. People want governments and their agencies to emulate many of the customer-centric approaches that are now routine in the commercial sector. People's consumer and market experience leads to sets of expectations about higher levels of service quality from public institutions. People, especially those living in advanced liberal democracies, want governments to inform them, consult with them, incentivize good behaviour, and do less disincentivizing and banning when it comes to social policy interventions (IPSOS Morri, 2010).

Beyond information and compulsion, towards social value

Rothschild's (1999) famous social marketing article entitled 'Sticks and Promises' made the case for governments to go beyond just using the law and information as the default options to bring about desired changes in behaviour for social good. Rothschild advocated the use of marketing thinking to assist the development of more value-based propositions to citizens, in order to persuade them to adopt positive social behaviours. The creation of value (Bagozzi, 1975) the importance of service (Grönroos, 2007) and the relationship-building function and process of marketing (Gummesson, 1987) are all now well established in commercial sector marketing, but much less so in social policy, social programme delivery, and, to some extent, in social marketing. Social marketing must now apply all of these three key concepts, but especially value creation, through what French (2011) calls 'forms' and 'types' of interventions in order to influence and enhance both social policy formulation, social strategy development, and the delivery of social programmes.

One of the central pieces of added value that social marketing can bring to the social policy development and implementation arena is the concept of value creation. Value creation can be stimulated through the use of both rational offers, such as conditional cash payments for socially responsible behaviour, and offers that appeal to more intuitive rapid cognition, such as the design of road systems that slow traffic. Value can also be developed via socially sanctioned and supported disincentives, including fines or exclusions such as not allowing unvaccinated children to attend school. What is key in relation to the selection and implementation of such approaches is that insight and understanding about what citizens feel, say and do is taken into account when selecting individual interventions, or any mix of interventions. If social development programmes are not supported and valued by citizens they

will ultimately, and sometimes very rapidly, fail to deliver the desired social improvement and may even cause unintended social backlash (for example, the riots witnessed in Turkey during June 2013 in response to the demolition of a civic park to be replaced by retail outlets).

One of the biggest hurdles to the application of marketing principles in social policy development and programme implementation is the misinterpretation and major under-utilization of marketing. Social marketing is often viewed as a second-order task in many public-sector policy and strategy development circles. Even when social marketing is applied, it is most often seen as a set of techniques that can be used to improve the delivery of social programmes, but not as an essential component of policy development strategy analysis. Thus, before social marketing can bring value to the policy table, we need to consider how it can best be embedded into the policy-making and strategy-developing process, as well as in the development of specific campaigns and programmes.

From the periphery to the core

One of the challenges faced by every social marketer is how to embed social marketing in the heart of the organization they work for, and to sustain its influence on the organization's strategy over time. This is true for government, state, regional and local public institutions.

Without an acceptance of the principles of social marketing and the need to build them into the DNA of social policy, the social marketer is forever playing a game of peripheral influence and disconnected social marketing project delivery. While it is not a bad thing to attempt to convince organizations on a project-by-project basis to apply a social marketing approach, it is a recipe for getting stuck in a reactive, and/or 'add-on', mode of operation. The probable impact of such an approach is that the potential of social marketing's contribution to social policy and strategy delivery will be greatly diminished.

There is a need, as a core part of social marketing practice, to advocate 'Strategic Social Marketing' (French & Blair-Stevens, 2010). Others have called this approach macro-social marketing (Wymer, 2011; Domegan 2008; Kenny & Parsons 2012), or up-stream social marketing (Stead et al., 2007). In essence, all these authors – and many others – make the case for applying a more strategic approach and moving beyond a view of social