

## Integrating Social Marketing into a Multi-disciplinary Environment

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### Introduction

Behaviour changes are the aim of a wide range of disparate fields and disciplines. Examples of ‘behaviour change fields’ include (but are not limited to) education, training, enforcement, infrastructure, technology, urban planning, community development, health promotion, and social marketing. Each discipline has evolved with its own unique theories, tools and techniques. On first inspection each behaviour change field appears very different owing to the unique language arising from the diverse theories, tools and techniques. However closer inspection indicates far more similarities than differences. For example, social marketers refer to concepts such as formative research while for public health these efforts are termed needs assessment. But the lack of connectedness of behaviour change fields has meant they are rarely *combined*. This has not gone un-noticed: the sector has been criticised as operating within silos, and this narrow operating structure may be a contributing factor towards an inability to attain sustainable behaviour change (House of Lords Review 2010; Schneider and Stokols 2009; Rayner and Lang 2009). With few exceptions, creating sustainable behaviour change is *hard to do*, yet academics and professionals within each discipline have tended to persist in using long standing narrow foci in the belief that their approach may be superior to other behaviour change approaches and/or a single approach will suffice.

Social marketing has a robust record of success in changing behaviour (De Cocker et al. 2011; Deehr & Shumann, 2009; Sayers et al., 2012; Thomas et al, 2009) however it too has been sometimes accused of disciplinary myopia (Rayner and Lang 2009, Brug *et al*, 2005). A key aim in this chapter, therefore, is to respond to these critiques. We will contend that social marketing is – in principle - very well placed to play an important and perhaps central role in a new multi-disciplinary paradigm. In its core form this is not a new idea. Back in 2002 Alan Andreasen penned an article titled “Marketing Social Marketing in the Social Change Marketplace’ noting at the time that social marketing had marketed itself poorly to other professions. This chapter heeds this call. This chapter explores the challenges of how best to combine social marketing with other behaviour change fields to move towards a multi-discipline approach that can achieve common aims.

### Chapter overview

Social marketing is generally poorly understood, with the most powerful elements of social marketing typically overlooked – usually from ignorance of their existence. A broad range of informative books on the subject of social marketing are in print (see for example Brennan *et al*. 2014; Hastings and Domegan, 2014; Eagle et al 2013; Kubacki and Rundle-Thiele 2013; Donovan and Henley 2003, and others) yet many myths and misunderstandings (see Donovan, 2011 for elaboration) continue to manifest today.

Thus, without over-playing our return to basics, we can see a great deal of merit in exposing and clearing up the most important myths about social marketing, and then reminding ourselves of the most powerful concepts that social marketers can bring to the field of behaviour change.

Secondly, we know that many social change academics express concern at the use of market forces to change behaviours. Some of these critiques include social marketing in their sights – and may have some merit. We look forward to discussing and responding to these. Other criticisms however tend to arise from misunderstandings of what social marketing is - we'll try and tackle these. In general we want to use these debates as an opportunity to explain our field in more depth.

Our final chapter aim is perhaps our most important. We want to look to the future and examine the potential role of social marketing in an integrated multi-discipline environment. Hence we end the chapter by proposing an applied model for behaviour change interventions that *positions social marketing alongside other fields* in such a way as to make clear its *distinctive contribution* to integrated behaviour change.

But let's start at the beginning by clearing up some of the confusion that tends to accompany social marketing.

### **Social marketing's 'mythunderstandings'**

Social marketing suffers from a series of myths and misunderstandings (Donovan 2011). We examine the most important of these now.

#### ***Social marketing = Social media***

Googling the term 'social marketing' returns many hits that relate to social media agencies selling commercial marketing services (campaigns using Twitter, Facebook, and so on). However, with the exception of the use of social media as *media options* within social marketing programmes, there is in fact no link between *social marketing* as it was originally coined in 1969 (twenty five years before the internet became generally available!) and *social media*. In seeking a resolution, some social marketers favour renaming the field "marketing for behaviour change" to restore clarity. We do not necessarily subscribe to such calls, but we recognise the problems caused.

#### ***The SPLAT effect***

As Directors of social marketing centres we have got used to being approached by clients wanting help with '*Some Posters, Leaflets, Ads and Things like that*'. Our colleague Sara Bird of the Bristol Social Marketing Centre jokingly dubbed this the 'SPLAT' effect of social marketing. These perceptions - that social marketing equals advertising - stem from the tendency of many communications programs to be (often wrongly) labelled as 'social marketing' (examples include Gebel et al. 2011; Heinrich et al. 2012; Henao et al. 2006; Maddock et al. 2008; Peterson et al, 2005; Peterson et al, 2008; Reger-Nash et al. 2008). In fact social marketing, reflecting commercial marketing, consists of far more than communications, important though the latter can be in influencing behaviour. Social marketing is a philosophy, a mentality, that places the citizen and their motives at the heart of the intervention or idea. More tangibly, social marketing is a comprehensive *strategic process* that begins by understanding the citizen and then continues by creating and delivering an offering of some sort (typically via a product or service) that is valued by the citizen, which in turn delivers behaviour change. Communications tend to follow from these components – and have many uses, including serving to make the citizen aware of an offering or as an important reminder to maintain or continue a desired behaviour. To conclude, communications on their own are very rarely sufficient to compete with commercial market

offerings: valued alternatives are needed for behaviour change. We explain this in more detail later.

### ***Social marketing is tactical not strategic***

Non marketers tend to make sense of social marketing through some of its most visible components - the tactical tools and techniques used - incentive schemes, communication campaigns, members clubs, etc. The conclusion is erroneously drawn that this is the sum total of social marketing. The iceberg analogy (the substance lies below the sea) holds here – as we will see a little later when we review the major concepts used by social marketers.

### ***Social marketing relies on cognitive ‘rational man’ models***

Consistent with its commercial counterpart, social marketing extends far beyond rational information appeals. Social marketers do many things: they create culture changes at population level, they work with communities, they alter environments, they place products and services in convenient locations, they can create and break habits, they work on social norms, and so we go. Indeed, the idea that marketers rely on ‘rational man’ approaches is simply false. Marketers’ awareness of and use of ‘automatic’ processing stretches back, in some cases, hundreds of years. The use of ‘opt-out’ clubs by mail order firms (first used in the 1880s by Sears Roebuck), eye-level shelving in stores (at least back to the 1920s and probably before), ‘reciprocity’ deals between business people (Victorian times)... all these and more are part and parcel of commercial marketing, and, more recently, social marketing. Noting the recent attention paid to behavioural economics, social marketers could be forgiven for feeling somewhat sardonic about the latter field’s claims to have invented techniques that address automatic processing!

### ***Social marketing equals the 4Ps***

Lastly, you will probably have heard of the 4Ps of social marketing: product, price, place and promotion (see Andreasen, 2002 who outlines six key social marketing benchmarks). Whilst commonly discussed in both commercial and social marketing textbooks, in practice the 4Ps are often labels that post-rationalise an intervention as being inspired by social marketing when in fact it was nothing of the kind. “*You’re offering a training course for behaviour X! That training course is the ‘product’! So you’re doing social marketing!*” Too often campaigns labelled as social marketing fail to extend beyond communication. A key issue of concern is these campaigns then proceed to label themselves as having a full marketing mix. For example, a communications only campaign may claim the product is the benefit offered to the citizen rather than a true product or service that delivers a tangible bundle of benefits and value that the citizen would willingly exchange time and/or money for. To illustrate a product or service we consider the *GO Men's Health* program (see Burton et al.2009) *GO Men's Health* aimed to encourage men to take better care of their health and to make greater use of available health services. *GO Men's Health* offered a wide variety of activities designed to support and enable equal and convenient access to lifestyle and general health services. Selected services offered included one-to-one personal consultation with male lifestyle advisors or health trainers, and participation in men-only health groups. The 4Ps do have their uses, but we find this ‘labelling’ effect can be unhelpful for serious discussions about the contribution of social marketing, and so we largely avoid their use here.

Having explained what social marketing is not, we now move to what we regard as its key concepts.

## What is social marketing?

This famous quote from Peter Drucker remains unsurpassed in getting to the heart of the power of marketing (Doyle and Stern 2006):

*“Marketing is so basic that it cannot be considered a separate function. It is the whole business seen from the point of view of its final result, that is, from the customer’s point of view... Business success is not determined by the producer but by the customer.”*

This philosophy was operationalized by marketing academics through the development of ‘market orientation’ – an organisational ethos that places the ‘needs of the market’ at the head of the priorities of a firm, and assumes that marketing is a concern for all departments, not just the marketing department. Market orientation is an approach to business that influences and informs every activity of the business or organisation. A market orientation centres the citizen at the heart of strategy and implementation. Rather than ‘selling what we make’, marketers ask which product would our customers value or like us to offer. Successful commercial marketing firms are *market oriented*: research clearly indicates that market oriented firms outperform firms who are more internally focussed (Narver & Slater, 1990).

Now, a full debate for translating the concept of market orientation into the world of behaviour change may take more space than we have here; but we raise the idea because market orientation offers a key for social marketers to *strategically connect with other fields* in providing integrated behaviour change solutions focused on the citizen and their needs.

In addition to audience oriented thinking marketers are *competitively minded*. In the case of commercial marketing, marketers seek to win market share, or in other words beat the competition. It is this thinking that distinguishes marketing from other behaviour change disciplines. In directly recognising and addressing *behavioural competition*, social marketers compete for the citizen’s time and attention through their strategies (Andreasen 2002). According to Hastings (2003), social marketing needs to offer “*unique and meaningful benefits*” (p.307) that provide better value than the competing behaviours.

In sum, social marketers create alternatives to avoid the current behaviour by matching external opportunities-for-change with internal motivations, needs and wants. These alternatives are offered to the citizen on the assumption that there is discretion (choice) on acceptance or rejection of the offer. Therefore the onus is on the marketer to ensure the offer is as attractive as possible.

In addition to these over-arching concepts, social marketers borrow a set of key principles, tools and techniques from commercial marketing.

## Principles

### Exchange

A key aim of social marketing is often to develop mutually beneficial exchanges for citizens. Exchange can be difficult to achieve when the desired behaviour is to decrease or to stop a pre-existing behaviour. Understanding what the alternatives are to the desired behaviour can provide insight into what would represent a valuable exchange to the target audience. Similar to commercial marketing, social marketers must know the behaviours that are competing with the behavioural aim of an intervention.

Clear examples of exchange exist in social marketing. For example, in the *10,000 Steps Ghent* intervention (see De Cocker et al., 2011) pedometers were sold to the public for \$20 to increase the community's levels of physical activity. *Canada on the Move* employed a similar strategy partnering with Kellogg's Canada who placed pedometers inside cereal boxes (see Craig et al. 2007). Consumers had to purchase Kellogg's cereals to access pedometers. In the *Cycling Connecting Communities* intervention members of the public were offered community bike rides (organised bicycle events) and free bike hire (outlined in Rissel et al. 2010). A final example of exchange is the *Fit & Fab* campaign who offered dance and gym sessions free for the first six weeks and from then the cost was £1 (see Withall et al. 2011).

### Comparing social marketing with education and law

Comparing marketing to education and law is our first step in illustrating the distinctive contribution – in theory- of social marketing to behaviour change. The work of Rothschild (1999) underpins the following explanation.

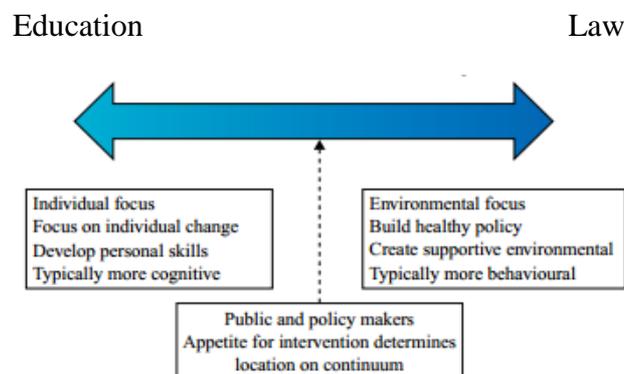
Let's use the example of the need to reduce obesity in many countries to illustrate how education, marketing and law might be deployed to change behaviour. An educator assumes that people will make their decisions about cutting down on high density foods and doing more exercise on the basis of being fully informed about the health benefits of doing so. The implicit assumption underpinning the use of education is that motivation to comply is already strong and it is merely a lack of information or understanding that prevents the behavior being adopted.

The marketer will create an 'offer' (for example see <https://www.12wbt.com>) that invites people to join a programme that includes social contact and peer support, regular and controlled monitoring and feedback, cooking and activity classes, and a 'points based' food programme that sets limits on energy intake. The use of marketing assumes that the existing levels of motivation are insufficient to generate changes in behavior without an external boost.

A law based response to obesity would focus on regulation of the food industry. Pressure is increasing for food regulators to administer a series of steps such as forcing manufacturers to reduce sugar/salt content of processed food, banning soft drink vending machines from vulnerable areas such as schools, implementing a 'traffic light' system of prominent health warnings for consumers, and so on. As Rothschild (1999) put it '*law will be appropriate when the preexisting self-interest of the target cannot be overcome with additional rewards through exchange, when rewarding is inconsistent with societal goals, or when the rights of the target are believed to be irrelevant*'.

What are the implications? Education and marketing offer free choice and accept that if people don't adopt the pro-social behavior then society will pick up the costs of these choices. The regulatory option on the other hand attempts to use force to achieve the desired aim. The option of law is typically chosen when the costs to society are too high to allow 'free' choice.

**Figure 1: The education/law continuum**



In many ways, therefore, marketing adopts a middle ground position between education and law (and Rothschild's (1999) paper discusses this in considerable detail). The choice of

marketing assumes that there is a gap between the pro-social behavior and the citizen's self-interest, but that this gap may be filled by an intervention of some kind. The intervention improves the attractiveness of the pro-social behavior, reducing its 'costs of adoption' by the individual or group. In turn society bears the intervention costs. Why would society take on the costs of change in order to reduce those costs for individuals? The calculation is made that the long term costs of citizen non-cooperation are high, and it makes sense (for society) to avoid these long term consequences. The choice of marketing is made when it is clear that no amount of education will motivate people to change, while at the same time concluding that regulation is not appropriate (unwillingness to force or constrict 'freedoms', unpleasant side-effects of regulation, inability to enforce such a law, uncooperative or militant industry or populace, and so on).

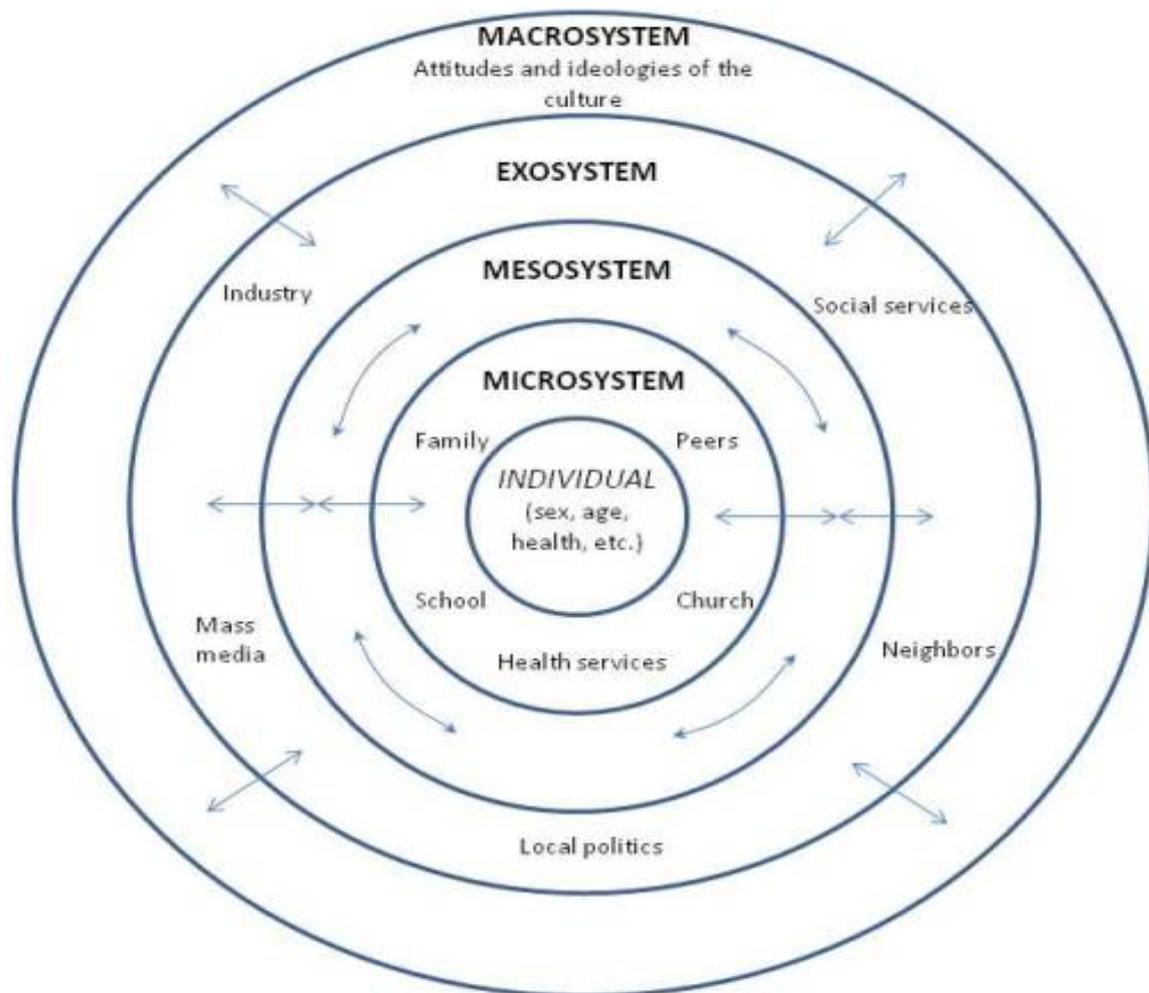
### *Tools*

#### **Consumer insights**

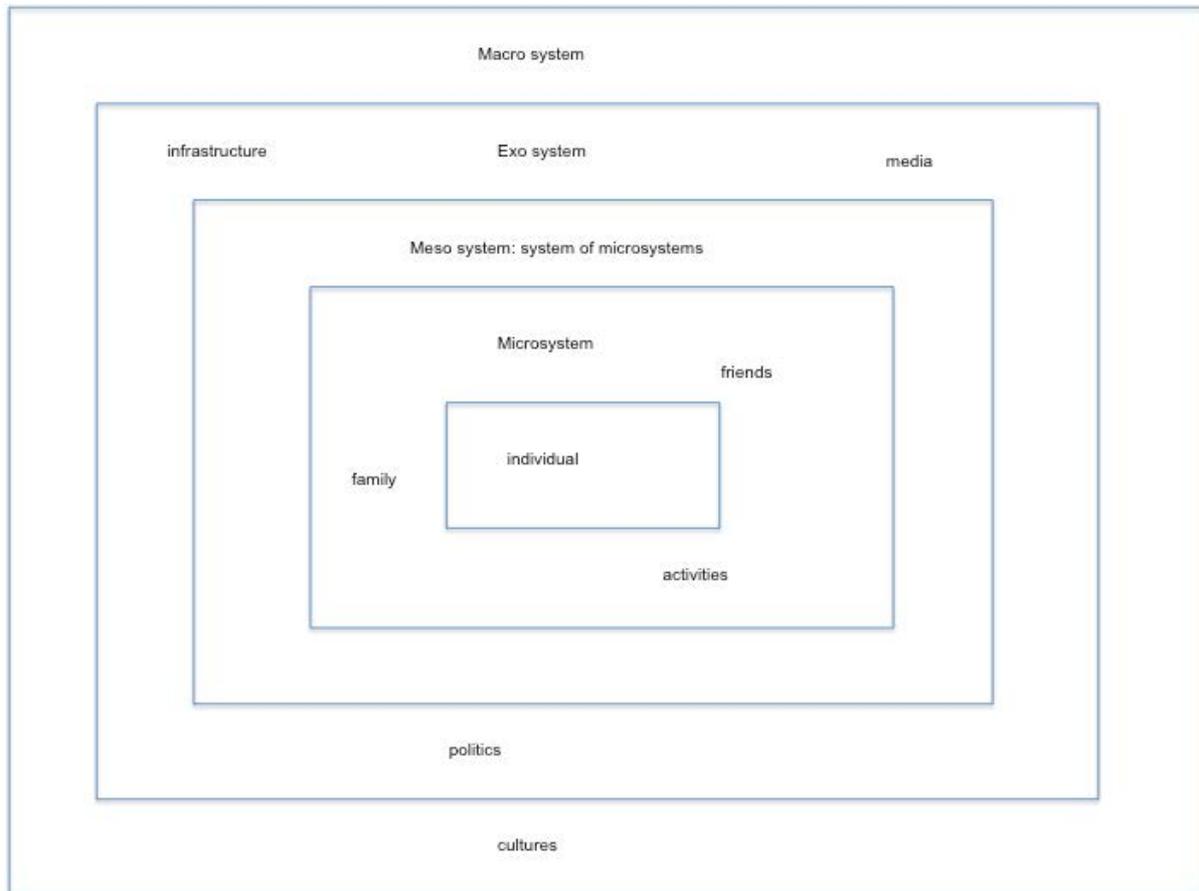
Social marketers use formative research to uncover insights into the motives, opportunities, barriers and triggers that surround behaviour changes. Tools most commonly used by social marketers to gain consumer insights include focus groups and surveys. Calls have been made to extend formative research beyond self-report methods such as surveys and focus groups towards more innovative research methods to better understand citizens (Rundle-Thiele et al. 2013a). Social marketers have no preferential theory in guiding their search for insights; rather, they will seek to examine the problem from a broad base using a wide array of theories to generate insight into citizen behaviour. Recently, Carins and Rundle-Thiele (2014b) employed an ecological view of eating behaviour examining the food environment that surrounding military citizens. Food outlets were assessed using the Nutrition Environment Measures Survey in store (NEMS-S), Nutrition Environment Measures Study in restaurants (NEMS-R) and military Nutrition Environment Assessment Tool (mNEAT) instruments to determine how well food outlets supported healthy eating. This broad (eclectic) nature of insight gathering lends itself to ecological models of behaviour:

Figure: The social ecology model

PERMISSION NEEDED:



OR THIS – BASED ON.. ETC... PERMISSION NOT NEEDED



Source: authors. Based on: Bronfenbrenner, U. (1974) *Developmental research, public policy and the ecology of childhood*. *Child Development* 45, 1, 1-5.

### Segmentation

Traditional commercial marketing thinking partly draws on economic thinking. One key principle underpinning marketing thinking is an understanding there are scarce resources to allocate and that resource allocation needs to be optimised to maximise performance. The principle of segmentation evolved from this thinking. Andreason's (2002) third benchmark criterion states that careful segmentation of target audiences is necessary in order to "ensure maximum efficiency and effectiveness in the use of scarce resources" (p.104). Andreason also makes it clear that segmentation (splitting up populations according to different characteristics or needs) and targeting (prioritising one or more of these segments at the expense of others) are two different concepts.

Segmentation can be based on one or more of demographic, psychographic, geographic, behavioural and epidemiological factors. Segmentation is based on the understanding that populations are typically heterogeneous (Evers et al., 2013) and that from the larger population groups segments with similar needs and wants can be identified. Segmentation enables target audiences to be identified, each of which may have unique needs and wants. A clear example of segmentation can be found in the *Power Play* intervention (see Keihner et al., 2011). *PowerPlay* used ten grade-specific activities for Grade 4 and Grade 5 to provide stronger links to the core academic subjects of the California Content Standards. For example, Grade 4 children made a plan to include at least five servings of fruit and vegetables in their day, and Grade 5 children made a plan that incorporated fruit and vegetables and limited unhealthy foods.

### **Services and relationship marketing.**

Social marketing can apply the commercial marketing focus on services and service delivery that are widely used in commercial marketing industries such as hotels, restaurants and tourism. These principles (that ‘customer satisfaction’ is key because satisfied customers are more inclined to return for future business) can be applied to behaviour change contexts. ‘Good service’ can mean many things – rapid serving of people in a rush; pampering of wealthy customers who can afford it; personalisation and unique tailoring of the offer; and by no means least, personal service – a commercial gym offering an ongoing course with a trainer.

Service is very important in public health behaviour change work. From Stop Smoking services to WeightWatchers, service delivery can be a vital ingredient in success. Service delivery is typically best delivered by a multi-agency team – but the role of social marketing can be vital. Here’s an example:

#### ***Social marketing and service delivery: re-designing breastfeeding services***

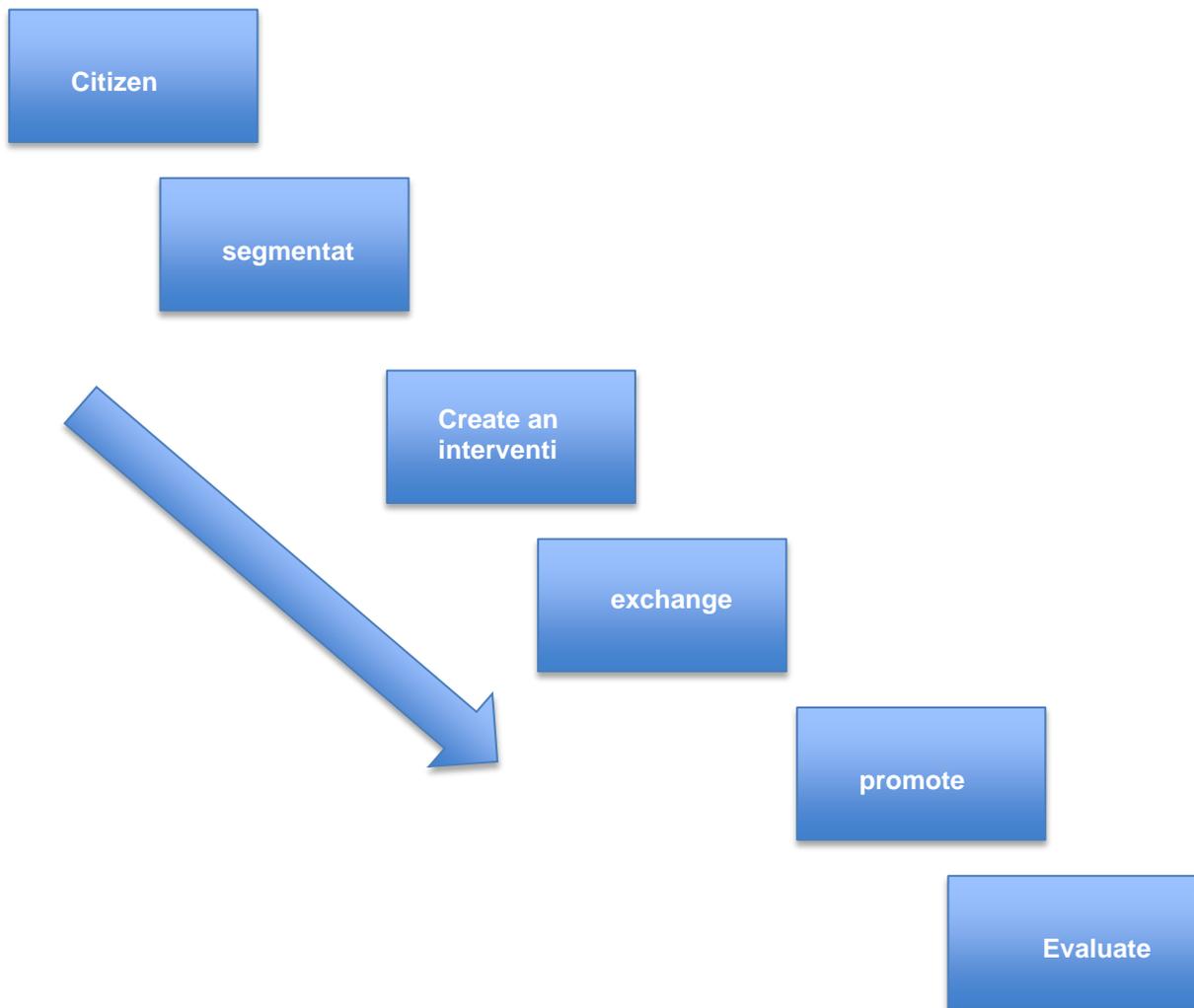
Tapp and colleagues (Tapp et al 2009) worked with a local health service team to research the problem of low breastfeeding rates in young mothers. It emerged that the young mothers placed a low priority on breastfeeding, and this motivational problem was compounded by their alienation from breastfeeding (the ‘cultural norm’ was to bottle feed using commercial baby milk), their low levels of confidence generally in life - with these translating into breastfeeding, and the perception they had of unsympathetic attention to their needs from midwives. Following an extensive qualitative research project, recommendations were accepted for a re-engineered clinical pathway that included the use of peer-peer breastfeeding champions (volunteer mums who were young and able to connect with the audience in an empathetic way). Other roles for social marketing included working on long term culture change communications to normalise breastfeeding, and, recognising the difficulties of the health message, on short term incentives to engage the new mothers in the programme.

The idea of ‘relationship marketing’ has enormous strategic potential to achieve behaviour change, but it can be difficult to operationalise. Relationship strategies are important because social marketing, (in common with all intervention based behaviour change fields) is vulnerable to criticism of short term, ‘campaign’ based mentalities: “*you have an ongoing behaviour problem. Here’s our 6 week intervention. Then we are out of here. Good luck*”. Mindful of this, ‘relationship marketing’ would adopt an open-ended contact with the audience, offering personal ongoing contact (a gym instructor for example), or managed database (weightwatchers for example). These are powerful ways of creating behaviour change but can be costly and so may require some of these costs to be met by the individual – in turn requiring enough motivation to comply for people who wish to pay. Such approaches increasingly overlap in their design with commercial offers, perhaps via the idea of paid for membership that offers various benefits.

### **Combining these activities into a management process**

These principles and tools are infused into various activities, organised by social marketers into a strategic management process. Recent systematic literature review evidence indicates that behavior change is more likely when more of the social benchmark criteria (see Andresen, 2002 who outlines 6 mutually exclusive criteria) are employed (Carins and Rundle-Thiele, 2014a).

Figure: A typical social marketing management process



Let us take a moment to reflect how on how useful this process is for applied, actionable, *real-world* behaviour change. Social marketing is rooted in its application as a management discipline. This section has presented the most important components of social marketing (albeit briefly), illustrating its most powerful features in changing behaviour. If there is a gap between individual and societal interests when considering a particular behaviour, we have seen that social marketing is centrally placed to offer a wide variety of possible solutions.

However, using social marketing to change behaviours has been criticised as damaging for society. Let us examine the arguments now.

### **Criticisms of social marketing**

#### ***Marketing offers only short term change***

Social marketing interventions, and the funding schemes that support them, too often continue to take a short-term approach to behavioural change, with most interventions lasting from a month to the rare campaigns that last a few years (Grier & Bryant, 2005).

Practitioners in the social change space must be mindful that changing behaviour is difficult when budgets are short term and do not equal the resources that competitive forces bring to bear. Consider UK statistics reported in Hastings and Angus (2011), which suggest industry-funded efforts to promote safer drinking (\$US 104 million) are greatly out-gunned by alcohol

advertising (\$US 4.9 billion). As a result, young people are 239 times more likely to see an alcohol advertisement than an advertisement promoting safe drinking (moderate drinking or abstinence) (Rundle-Thiele et al., 2013b). Social marketing is not the only behaviour change field receiving this criticism: health interventions for example are often extremely brief. Health visitors may make only one or two calls to a new mother to help with breastfeeding; doctors may prescribe a 6 week gym programme for tackling long term lack of exercise; educational campaigns sometimes run for a very short time, and so on.

### ***Marketing is what ‘the enemy’ do; Marketing is a-moral***

When debating behaviour change with other fields, we have occasionally come across a general distaste for the use of marketing methods. A common view is that marketing is used by the very people who cause the most problems – firms like Coca-Cola, McDonalds, Diageo, and Rothmans.. with the implication being that marketing is part of the problem. These may be genuinely felt opinions but perhaps reflect cultural differences between professions. (Indeed, all professions have their own cultures – we listened to a talk from a mental health charity CEO who joked there was a tendency in the mental health world to solve problems by sitting in a circle holding hands and humming!) Social marketers might also respond to criticisms of ‘selling’ by pointing out that offering tangible propositions to communities avoids patronising them with middle class moralities! Gerard Hastings’ response to criticisms of the use of commercial marketing techniques was to point out the undoubted success of these techniques and pose the question: “*Why should the Devil have all the best tunes?*” The idea that ‘marketing’ is inherently evil seems rather specious to us. Further, we would agree with Hastings in arguing that it is asking a lot to expect to counter multi-national corporations without access to the same toolkit.

A more interesting issue raised by others is the charge that the use of exchanges can sometimes be a-moral. These arguments are more substantive, and merit some discussion and debate here:

### ***The moral limits of markets: responding to Sandel and Crompton***

Sandel’s (2012) arguments are important. He contends that markets can crowd out morals - that markets change the character of the things they touch. Using examples such as offering money to children as a reward for reading, Sandel points out that the child’s response – based on market reasoning – will be simple and powerful, but damaging – because the value of reading the book for higher reasoning is lost. Moral reasoning requires debate and requires effort to think through, whereas market based decisions become an automatic habit: we become acculturated to exchanges as the default incentive to behave. Sandel says that *the shallows affect the deep*. That is, our everyday small decisions and behaviours affect our deeply held values and beliefs.

This is pretty much the argument that Tom Crompton makes in *Common Cause* (2010): that markets erode our moral structures by replacing them with an incentive structure. Crompton’s thesis concentrates on what he calls ‘bigger than self’ (i.e. societal) problems: concern for others, a ‘sense of ownership’ (our words not his) of societal as well as personal well-being, social justice, environmental concerns, and so on. An example of an ‘everyday’ behaviour of these ‘big’ issues may be something like littering. So, if people value the wider environment, they would not litter. Thus, the argument runs, incentivising people not to litter *may* be an inappropriate use of market mechanisms.

These are important debates, ones we imagine many social marketers would have considerable sympathy with. There are some arguments to make from a social marketing perspective. There should be more debate that discusses where the moral limits of markets lie. It would be helpful to create more clarity of the competing priorities of short term pragmatism (use market forces) versus long term culture change (avoid market forces). Pragmatic opportunities to use markets may be justified in some conditions, whilst resisting the temptation to return to exchanges if it is felt long term damage may accrue. Recent commercial use of market forces has been deployed in the car insurance sector to generate better driving behaviour, with commercial gain the engine of growth here, with insurance firms now commonly using 'black boxes' to monitor driving: '*drive more safely and get 100 dollars off your insurance*'. The alternative, the inculcation of societal values - of a duty of care to others and hence safer driving - whilst perhaps more satisfactory, feels like a long way off.

A perhaps more subtle point is that in their everyday work social marketers often *avoid* the use of direct exchanges. 'Exchanges' in most social marketing programmes are behavioural swaps, internal exchanges *made with oneself* - swapping one behaviour for another. Thus, while external exchanges of the '*lose weight & get cash*' type may sometimes receive consideration, it may be that simple, crude external exchanges of this type could be regarded by social marketers as *designs of last resort* used when other '*lose weight & feel better*' (education), or '*lose weight by joining weightwatchers*' (more sophisticated marketing) approaches haven't worked.

We do however recognise the more substantive argument that the temptation to resort to market forces *of any type* has the danger of desensitising the populace to making decisions based on values, morals, and public-spiritedness. Indeed, Sandel and Crompton's criticisms of market exchanges are thought provoking and helpful in opening up a new debate about behaviour change. What are society's priorities for behaviour change? Pragmatic 'return on investment'? Or long term cultural well-being and contentment? Further questions arise, not least about the limits of 'interventions' *of any type* in response to wide scale societal problems. Our call is firstly for recognition that one approach - choosing one from social marketing, education, building social values, etc, is unlikely to suffice as a response to the myriad of short and long term behavioural problems society faces. Hence, we return to the messy compromises of the real world. In this spirit, exchanges, *as part of wider society*, do not need to be harmful. Humans have traded goods for thousands of years; indeed many would argue trade has done far more good than harm in enabling human society to progress. Our reading of Sandel's critique leads us to conclude that the harm comes when trade is over-used - when it starts to dominate in areas where other considerations should play a bigger role.

Thus, in keeping with the pragmatic heart of social marketing, and staying inside the 'intervention paradigm' for a moment, we would support the case for, wherever possible, avoiding simple exchanges (if they crowd out morals) in favour of more rounded multi-faceted approaches to behaviour change: using exchanges to attract initial interest for example, but then influencing behaviours through education, social contact, support, and building common causes.

How might this be done? Multi-disciplinary models will be important for the future - both within an 'intervention paradigm', and more widely for general societal shaping. As a contribution in taking these thoughts forward, our final section proposes such a model.

### Cross-discipline modelling and a distinctive role for social marketing

We saw earlier that Rothschild's (1999) model implies three types of behaviour change: educating people, offering an exchange of some sort, and/or forcing change through law. This logic implies that any intervention that contains a proposition of some sort – an 'offer' – is by definition a social marketing intervention. The trouble is that colleagues, particularly practitioners, elsewhere in the behaviour change world might be somewhat surprised to hear that 'all interventions can be described as (containing) a marketing component'. Other fields - technologists, urban planners, local authorities, health workers and so on - will take more convincing that they should look to marketers to provide a lead.

Let us look more closely at this claim. Why are interventions poorer without social marketing input? After all, the professional expertise and capability for creating, let's say, cycle pathways to promote exercise, clearly resides primarily within the civil engineers of the transportation sector. However, in practice, typically, cycle paths that emerge from local authority policy are then passed onto town planners and highway engineers, and the implementation of the paths tends to be 'expert led'. Urban planners decide amongst themselves the design and implementation of the cycleway, and then citizens are invited to use it. This top-down thinking demonstrates a '*if we build it they will come*' mentality.

This may be contrasted with the same cycle-path project that adopts a citizen focus. A citizen focussed project would start with an in-depth, comprehensive 'citizen insight' qualitative and quantitative research project that investigates motives, triggers and barriers, and an understanding of different social 'segments' and how they cycle. Such a project approach would likely lead to a rather different cycle-path solution. Being 'citizen oriented' redefines the focus. Instead of being a 'cycle-path' project, it becomes a '*how do we get non-cyclists to cycle more*' project. This then invites multi-agency participation. Behaviour change components could include, say, workplace travel planners, cycle 'buddy groups' (an experienced cyclist offers to show new cyclists the safest/most attractive ways to work), sport/leisure stakeholders, and so on.

So, what is the added value that social marketers have to offer a multi-agency team of behaviour change professionals? In such a setting we contend that the dominant concept is not in fact exchange, but *market orientation*: a 'marketing mentality' that is owned by everyone, not just the social marketer on the team. Recalling our earlier (brief) discussion of market orientation, we re-emphasise here its primacy in explaining what strategic marketing has to offer – in professional terms. Lack of space here precludes an expanded justification of our stance, all we can do is introduce the idea, and point to a considerable literature (e.g. Narver and Slater 1990) based in commercial marketing settings that demonstrate the power of this concept.

Recalling from our earlier section that the marketing process begins with consumer insights, we move to the second, key added value of social marketing: its intervention design capability. By this we mean the *importance of injecting 'marketing mentalities' into the way the intervention is designed*. Listening to the lives of people, their motives, their everyday habits, the differences between their attitudes and their behaviours, what they say and what they actually do (and why), what their hopes are for the future, how they want to live... these are the rich insights that are always important - and sometimes vital - when creating solutions for behaviour change. Social marketers are *behaviour change designers* – they can therefore work *alongside other professions* to design more effective interventions.

### *Working across professions and redesigning interventions: Wheels Skills and Thrills*

This work emerged when co-author Tapp was approached by a local authority road safety officer concerned about the rising number of deaths involving young male drivers aged 17-25 who originated from a very deprived area of the city. *“We keep sending firefighters into the schools to ‘scare them straight’ with stories of crashes and the awful consequences. The parents, teachers and firefighters love it. But it doesn’t work. I don’t know what social marketing is but you’re my last hope”*. A two year government sponsored ‘innovation project’ was the result, giving us scope to work across a combination of solutions.

Research led us to a short-list of promising intervention designs and partners. At the time, ‘telematics’ (fitting ‘black boxes’ within cars that used accelerometry to measure aggressive driving manoeuvres and other driver characteristics) were emerging in their use in fleet vehicles for managing the driving of business drivers. In-car feedback gave drivers direct real-time information on their driving, with red-amber-green light systems attached to the windscreen that offered warnings if g-forces on cornering, accelerating or braking were breached. There was the possibility of exploring a motivational ‘hook’ linked to the in-car feedback that would reward drivers for less red and amber light ‘events’. A competition idea received considerable attention. There was also the possibility of ‘advanced driver training’, and local training delivery was available from the Institute of Advanced Motorists (IAM). The problem here was the somewhat ‘traditional’ nature of the driver training curriculum.

A local community worker who lived and worked in the neighbourhood was project manager responsible for recruitment and retention of the young men. Their difficult background and history of driving offences and crashes made this post very challenging.

Following an extensive research, co-creation and trial period a final design was reached. The team had worked together to redesign the driver training delivery to maximise its attractiveness and motivational characteristics for the cohort. In the driver course, the word ‘safety’ was under-played, with the emphasis on ‘skills’ – ‘your chance to pick up police driving skills’. ‘Sellers’ within the course included training on cornering and vehicle handling; however, the continual skills building in observation and anticipation abilities, with an ethos of making smooth progress while still driving defensively when required we hoped would result in successful changes to bad driving habits.

The ‘black boxes’ provided an objective measure of behaviour change (lower averaged aggressive driver ‘events’), but were not used for direct driver feedback as it was felt that the newly designed driver training course offered the chance for more permanent and higher level behaviour change.

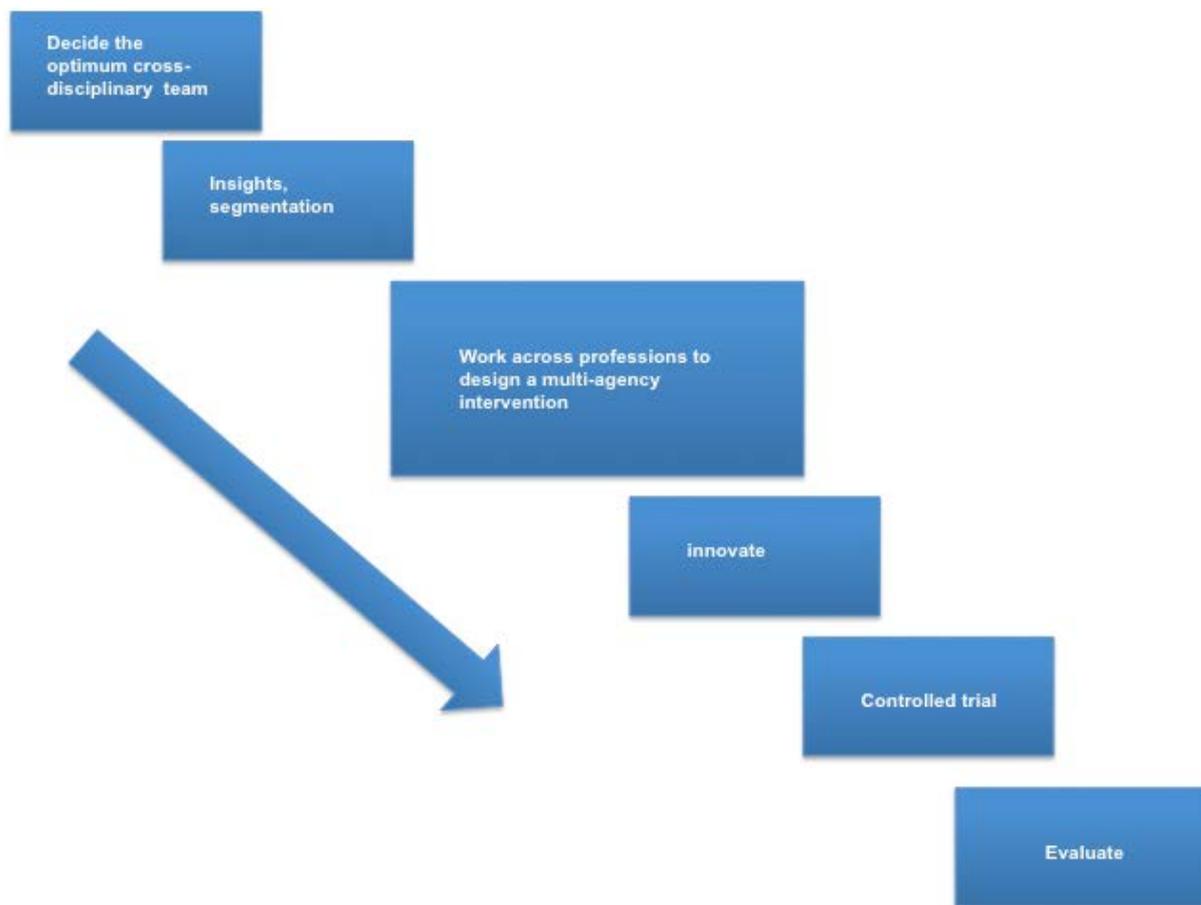
The programme was highly successful with pre-post driver assessments, and black box measures during and post course all pointing to highly significant changes. The road safety officer summed things up: “It is the only intervention I have ever seen work with this community group”. For the social marketer involved, the satisfaction lay in working alongside technologists and training deliverers to re-design their delivery in a way that balanced the needs of motivation, capabilities, and providing opportunities to change.

(source: authors) *For more details see Tapp, A., Pressley, A., Baugh, M., and White, P. (2013) Wheels, Skills and Thrills: A social marketing trial to reduce aggressive driving from young men in deprived areas, Accident Analysis and Prevention, 58: pp148-57.*

Wheels, Skills and Thrills illustrates the flexibility of strategic social marketing in working with a wide variety of professional practitioners to better effect change.

So, taking these debates forward, how might such multi-disciplinarity be encouraged? Earlier, we outlined the social marketing management process as it is typically articulated. Here we propose a wider *behaviour change management process*, within which social marketing is integrated.

**Figure: Behaviour change management process integrating social marketing**



(source: authors)

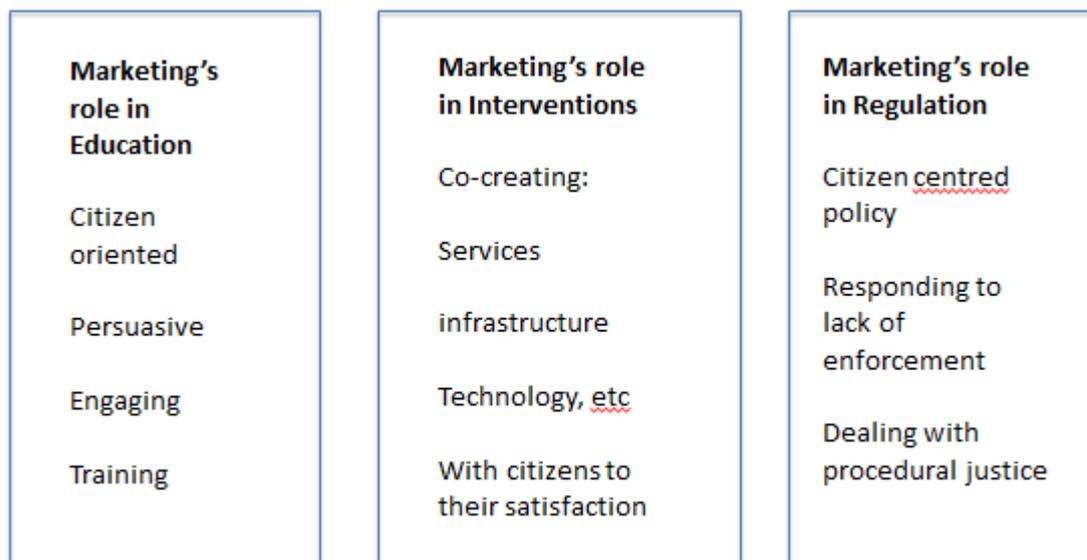
This line of thinking also frees us to re-visit the Rothschild model with a new perspective. If we accept a shift in emphasis from ‘exchanges’ to ‘market orientation/insight and design capability’, we can then *revisit the boundaries* between education, marketing and law. For example the ‘added – value’ conceptualisation of social marketing opens the door for ‘edu-marketing’ designs that combine information with motivational persuasion. Here, educationalists might lead on *message content*, while marketers lead on *message design*. In the real world of multi-agency practice, this kind of co-operation is already common. Consider Game On: Know Alcohol which employs online games and a series of experiential activities to deliver alcohol moderation drinking messages to 14-16 year old adolescents. Use of social marketing principles (see Rundle-Thiele et al. 2013b) underpinned program

design. Games developed for Game On: Know Alcohol (see <http://gameon.rcs.griffith.edu.au/>) are now embedded into alcohol education curriculum. For example, two games accompanied by lesson plan and teacher resources are freely available for teacher use in 183 Queensland state high schools to educate adolescents about the concepts of standard drinks (Perfect Pour) and loss of control from alcohol drinking (Dumb Driver).

Considerable evidence also exists on social marketing’s ability to influence policy and hence regulation. For example the *Active Seattle* social marketing intervention reported revisions of school zones (e.g. signage that reduced the speed limit) and of sidewalk requirements (see Deehr & Shumann, 2009). Changes to infrastructure policy were reported in *Get Active Orlando*, where developments in the city’s landscape included designating primary and secondary pedestrian corridors with wider sidewalks, the incorporation of awnings into building design, and additional trees, lighting, and bike parking throughout newly developed and redeveloped areas (see McCreedy & Leslie, 2009). Emerging evidence certainly suggests there is room for multi-agency practice.

The framework below summarises our proposition for expanding the education-marketing-law model into multi-agency practice.

**Figure: Increasing Permeability between Education, Marketing and Law**



(source: authors)

## **Marketing's role in Education**

*Citizen oriented*  
Persuasive  
Engaging  
Training

## **Marketing's role in Interventions**

*Helping other professions with citizen orientation*  
Co-creating:  
Services  
infrastructure  
Technology, etc

## **Marketing's role in Revenue**

*Citizen policy*  
Responsible  
lack of enforcement  
Dealing with  
procedural  
justice

### **Conclusion**

Social marketing has a tendency to evoke strong feelings from both within and outside the discipline. Insiders feel passionately that their field has much to offer, and is sometimes (wrongly) overlooked. Outsiders often misunderstand social marketing and at times regard it with suspicion. Meanwhile, neutral policy makers who have a stake in behaviour change may look on the entire meta-field of behaviour change with frustration that disciplines cannot work more effectively together and that developed interventions are more sustainable without government funding.

In this chapter we have tried to confront these agendas head on. We have offered an explanation of social marketing, its key features and its potential (unique) contribution. We have also tried to respond to some prominent criticisms of market based mechanisms for behaviour change. Lastly, as a way of responding to the key agenda of this book, we have offered a framework for the use of social marketing within a multi-disciplinary model. This is an emerging, evolving debate, and we hope that this chapter can be regarded as a starting point in such a debate.

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