COURSE TITLE: Social Marketing

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Preface

Social marketing has been around for a surprisingly long time; it dates back to the 1960s. It had only modest growth in the next two and half decades but blossomed in the 1990s as it focused more carefully on behavior and gained acceptance and support from heavyweight institutions such as the Centers for Disease Control and Prevention in USA. However, today, it is in danger of being pigeonholed as a downstream approach. Most observers and many practitioners see social marketing as an approach to influencing people with "bad behaviors" – smoking, neglecting prenatal care, and not recycling. However, this narrow view hugely underestimates social marketing's real potential. Social marketing is simply about influencing the behavior of target audiences. There are many more target audiences who need to act besides "problem people" if we are to solve major social problems.

Take drunk driving, for instance. For a society to achieve fewer drunken driving fatalities; many people have to do many things. Of course, potential drunk drivers have to refrain from drinking and driving. However, police also need to increase enforcement. TV news directors have to carry stories about fatalities and enforcement efforts. Higher institution boards need to add curricular materials on drinking and driving. Beer and liquor distributors need to speak to bar owners and university students about the problems – and alcohol packagers need to pay them to do this. Foundation program officers need to fund intervention programs. Legislators need to pass laws.

All these are instances in which target audiences have to do something to make a social problem go away. That is precisely where social marketing is potentially most valuable; it is social marketing is all about.

Problems addressed successfully in some countries are cropping up elsewhere. In the face of these persistent and often growing problems, policy makers and practitioners charged with attacking them are continually for major impact. Over many decades, many approaches have been tried, ranging from behavior modification to health communications, with varying success.

This is a new approach teaching material to the ways in which societies address important problems: social marketing. Social marketing is the application of proven concepts and techniques drawn from the commercial sector to promote changes in diverse socially important

behaviors such as drug use, smoking, sexual behavior, family planning, and child care. This marketing approach has an immense potential to affect major social problems if we can learn how to harness its power – while, at the same time, taking care to use it for the good of a society and not to advance particular parochial aims.

For the past thirteen years, apart from doing research, I have been teaching different marketing courses, at Axum Business and Service College, Wollo University and Mekelle University; specifically for the last six years social marketing course at Mekelle University. I have found that social marketing really works – but only if it is done properly. In the first place, it provides framework that students find highly useful to guide their own planning and actions. But more important, the course social marketing has been proven successful. This is because behaviors of my students who took have shown a change in behavior.

However, despite the growing popularity and influence of social marketing, it remains an approach that confronts two major obstacles in Ethiopia. First and for most, there is no single text book or teaching material in Ethiopia which can be used as a reference for students and for lecturers. Second, its potential is underappreciated. As an integrated approach that starts with target customers and their needs, wants and perceptions, social marketing is more closely grounded than rival approaches in the reality of the target markets that ultimately decide the success or failure of programs. And because influencing behavior is social marketing's fundamental objective, the discipline can be applied to a wide range of topics and audiences. For example, knowledge about social marketing principles and theories is not only valuable to university students (marketing students), it can also be used to influence the behavior of other university students, urban centers, farmers in rural areas and mothers in Ethiopia, health workers, private physicians and government officials. Although social marketing can be used in all of these areas, few practitioners perceive the depth and range of its potential.

Introduction to the Teaching Material

The goal of this teaching material is to outline the basic principles already followed by good social marketers everywhere, while at the same time bringing clear and fresh thinking to the field. Thus, the teaching material has one major audience. It represents a guideline for beginners who have just heard about social marketing. Some people may confuse it with other approaches like societal marketing philosophy, health communications, behavior analysis and modification, and social mobilization. This teaching material is intended for social marketing course (Mktm 2071) lecturers' and students in business schools.

Overview of the contents

The first chapter starts with a key concept of social marketing. It includes definitions of social marketing and its origin. It differentiates social marketing from commercial marketing using the marketing process, primary aim, target audiences, competitors and difficulty in criteria setting. Despite these differences, this chapter sees many similarities between the social and commercial sector marketing models that are keys to any marketer's success: (1) customer (2) exchange theory, marketing research, segmentation, the four marketing mix elements and measurement of results. Moreover, it clearly discuss where social marketing can be applicable and others which they address social issues like media, technology and education.

Chapter Two then describes the process by which one develops and carries out an effective social marketing strategy based on a customer mindset. It leads the reader through a six- stage process that begins with listening to the customer, then goes on to develop the core marketing strategy based on what is learned in that listening process. This strategy and its principal components are then pretested on target customers. It is always assumed that the best guide to what will work and what will not is the customers, who have ultimate control over the outcomes. Pretesting is then followed by the design of marketing structures and systems that can deliver effective programs. Next, the programs are implemented and finally, once again, the customer is studied to ascertain whether the program is having its intended effects.

Chapter Three describes the term positioning in the commercial sector, how social marketers can develop a positioning statement in social marketing. Specifically, it gives elaboration about

behavior focused, barriers focused, benefit focused positioning, competition focused positioning and repositioning, and finally it explains the role of positioning in branding.

Chapter Four focuses on social marketing product. It identifies the three levels: the core product (the benefit of the behavior), the actual product (any goods and/or services your effort will be developing or promoting). And the augmented product (any additional product elements needed to support behavior change). And also outlines the decisions are faced at each level. At the core product level, decisions that will need to be made regarding what potential benefits should be stressed. At the actual product level, that a social marketer will consider whether existing goods or should be promoted or whether new or improved products are needed to support behavior adoption.

Chapter Five takes up to describe the cost that the target audience associates with adopting the new behavior. Costs may be monetary or nonmonetary in nature. The social marketer task is to use this second tool to help ensure that what he or she offer the audience (benefits) is equal to or greater than what they will have to give up (costs). This chapter noted the product and place tools are also used to increase benefits and decreases costs. It also underline it is at this stage the social marketer will get an opportunity the price tool is to develop and offer incentives that can be used to provide one or more of the following six impacts. These are (1) increasing monetary benefits for the desired behavior; (2) increasing nonmonetary benefits for the desired behavior, (3) decreasing monetary costs for the desired behavior, (4) decreasing nonmonetary costs for the desired behavior, (5) increasing monetary costs for the competing behavior, and (6) increasing nonmonetary costs for the competing behavior.

Chapter Six defines place and describes Place, the third "P", which is where and when the target audience will perform the desired behavior, acquire any related tangible goods, and receive any associated services. This chapter illustrates the place marketing tool is useful to develop strategies that will make it as convenient and pleasant as possible for social marketers target audience to perform the behavior acquire any goods and receive any services. It encourages social marketers to consider the following winning strategies; (1) making the location closer, (2) extending hours, (3) making the location more appealing, (4) overcoming psychological barriers

related to "the place" (5) be more accessible than the competition, (6) making accessing the competition more difficult (7) be where social marketer target audience shops or dines (8) be where social marketers target audience hangs out, and (9) Work with existing distribution channels. And, finally, since this tool is often misunderstood, this chapter elaborates it is worth repeating that place is not the same as the communication channel, which is where your communications will appear (e.g.., brochures, radio ads, news stories, personal presentations).

The last chapter emphasize on designing messages, messengers, creative strategies which can be adopted by social marketers, guidelines how they are going select communication channels and decisions to make with regard to use traditional media and nontraditional and new types of media.

This teaching material concludes with a summary of major points and review questions in each chapter to help readers increase their level of understanding in social marketing.

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CHAPTER ONE

AN OVERVIEW OF SOCIAL MARKETING

Learning Objective

After completion of this chapter students will be able to:

➢ Define social marketing

➢ Compare and contrast the difference between social marketing and commercial marketing

➢ discuss application of social marketing

➢ appreciate other ways to impact social issues

Lesson Structure

1.1 Introduction

1.2 Meaning Of Social Marketing

    1.2.1   Defining Social Marketing

    1.2.1   Origin Of The Concept Social Marketing

1.3 Difference Between And Similarity   Of Comparing Social Marketing And Commercial

    Marketing

    1.3.1   Similarities Of Social Marketing And Commercial Marketing

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1.4   Applications Of Social Marketing

1.5   Other Ways To Impact Social Issues

1.6   Chapter Summary

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1.1 Introduction

Social marketing, as a discipline, has made enormous strides since its inception in the early 1970s, and has had a profound positive impact on social issues in the areas of public health, injury prevention, the environment, community involvement, and more recently, financial well-being. Fundamental principles at the core of this practice have been used to help reduce tobacco use, decrease infant mortality, stop the spread of HIV/AIDS, prevent malaria, help eradicate polio, make wearing a bike helmet a social norm, decrease littering, stop bullying, increase recycling, encourage the homeless to participate in job training programs, and persuade pet owners to license their pets and "scoop their poop".

Social marketing as a term, however, is still a mystery to most, misunderstood by many, and increasingly confused with other terms such as behavioral economics and social media (one of many potential promotional tactics to choose from). A few even worry about using the term with their administrators, colleagues and elected officials, fearing they will associate it with socialism, manipulation and sales.

1.2 Meaning of Social Marketing

Dear learner, how do you define social marketing? (You can use the space below to write your answer and compare your answer with the definitions written below.)

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1.2.1   Defining Social Marketing

Social marketing is a distinct marketing discipline, one that has been leveled as such since the early 1970s and refers primarily to efforts focused on influencing behaviors that will improve health, prevent injuries, protect the environment, contribute to communities, and more recently, enhance financial well – being. Several definitions from social marketing "veterans" are listed in

table 1.1 of this chapter, beginning with one we have adopted for use in this teaching material and one from the International Social Marketing Association (ISMA).

The writer of this teaching material believes that after you have received all these definitions, it will be clear there are several common themes. Social marketing is about (a) influencing behaviors, (b) utilizing a systematic planning process that applies marketing principles and techniques, (c) focusing on priority target audience segments, and (d) delivering a positive benefit for individuals and society. Each of these themes is elaborated upon in the next four sections.

(a) Focus on behavior

According to N. Lee and P. Kotler (2016), similar to commercial sector marketers' objectives, which is to sell goods and services, social marketers' objective is to successfully influence desired behaviors. Social marketers typically want to influence target audiences to do one the following four things: (1) *accept* a new behavior (e.g., composing food waste); (2) *reject* a potentially undesirable behavior (e.g., starting smoking), which is why we refer more to behavior influencing than behavior change; (3) *modify* a current behavior (e.g., increase physical activity from three to five days of the week or decrease the number of fat grams consumed); or (4) *abandon* an old undesirable behavior (e.g., texting while driving). More recently, Alen Andreasen suggested fifth arena, in which social marketers want to influence people to *continue* a desired behavior (e.g., donating blood on an annual basis) and a sixth, in which social marketers want people to *switch* a behavior (e.g., take the stairs instead of the elevator).

(b) Use a systematic Planning Process that applies Traditional Marketing Principles and techniques

The American Marketing Association (AMA) defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." The most fundamental principle underlying this approach is application of a customer orientation to understanding barriers target audience perceive to adopting desired behavior and benefits they want and believe they can realize. The process begins with alignment on the *social issues* to be addressed and an

environmental scan to establish a purpose and focus for a specific plan. A situation analysis (SWOT) helps to identify organizational strengths to maximize and weaknesses to minimize, as well as external opportunities to take advantage of and threats to prepare for. Marketers then select target audiences they can best influence and satisfy. They establish clear behavior objectives and target goals the plan will be developed to achieve.

(c) Select and influence a target audience

Marketers know that the marketplace is a rich collage of diverse populations, each having a distinct set of wants and needs. Social marketers know that what appeals to one individual may not appeal to another and therefore divide the market in to similar groups (market segment), measure the relative potential of each segment to meet organizational and marketing objectives, and then choose one or more segments (target audiences) on which to concentrate our efforts and resources. For each target, a distinct mix of the 4ps is developed, one designed to uniquely appeal to that segment's barriers, motivators, completion, and influential others.

(d) The primary Beneficiary is Society

Unlike commercial marketing, in which the primary intended beneficiary is the corporate shareholder, the primary beneficiary of the social marketing program is society. The question many pose and banter about is who determines whether the social change created by the program is beneficial? Although most cause supported by social marketing efforts tend to draw high consensus that the cause is good, this model can also be used by organizations who have the opposite view of what is good. Abortion is an example of an issue where both sides argue that they are on the "good" side, and both use social marketing techniques to influence public behavior. Who, then, gets to define "good"? Some propose the United Nations' Universal Declaration of Human Rights (retrieved from http: www.un.org/en/document/udhr) as a baseline with respect to the common good. Some share the opinion of social marketing consultant Crage Lefebver, who posted the following on Georgetown Social Marketing Listerve:

"Good" is in the eyes of the beholder. What I consider to be an absolute right and therefore worthy of extensive publicly funded social marketing campaigns, you may consider being an absolute wrong. Organ donation is an absolute wrong for those whose religious beliefs preclude

the desecration of bodies yet it is considered an important cause worthy of social marketing dollars by those not constrained by the same belief structure.

Table 1.1 Definitions of social marketing
Social marketing is the process that uses marketing principles and techniques to change target audiences behaviors to benefit society as well as individual. This strategically oriented discipline relies on creating, communicating, delivering, and exchanging offerings that have positive value for individuals, clients, partners, and society at large. (Nancy R. Lee, Micheal L. Rothschild, and Bill Smith, 2012)
Social marketing seeks to develop and integrate marketing concepts with others approaches to influence behaviors that benefit individuals and communities for the greater social good.   (ISMA, 2013)
Social marketing is the application of commercial marketing concepts and tools to influence the voluntary behavior of target audiences to improve their lives or the society of which they are apart. (Alen Andreason, 2014)
Social marketing 2.0, not to be confused with social media marketing(which is often mislabeled as social marketing), is the systematic application of interactive marketing principles and techniques that harness audience participation to deliver value and achieve specific behavioral goals for a social good. (Jay Bernhardt, 2014)
Social marketing is the application of commercial marketing principles and tools in social change interventions where the primary goal is public good. (Rob Donovan, 2014)
Social marketing is as set of evidences – and experiences – based concepts and principles that provide a systematic approach to understanding behavior and influencing it for social good. It is not a science but rather a form of "technic"; a fusion of science, practical know-how, and reflective practice focusing on continuously improving the performance of

programmes aimed at producing net social good. (Jeff French, 2014)
Social marketing is a process that involves (a) carefully selecting which behaviors and segments to target, (b) Identifying the barriers and benefits to these behaviors, (c) developing and pilot testing strategies to address these barriers and benefits and finally, (d) broad scale implementation of successful programs. (Doug Mckenzie-Mohr, 2014)
Social marketing is the activity and processes for understanding, creating, communicating, and delivering a unique and innovative solution to contribute to societal well-being. (Griffith, 2013)
Social marketing is the use of commercial marketing strategies, terms and techniques to achieve societal well-being. It is used by government and nonprofit organizations as a way of delivering goods and services that provide sufficient customer value for people to improve their lives. It can be a primary strategy or can be used in combination with education and law/policy. (Rebekah Russell-Bennett, 2014)
Social marketing is the use of marketing principles and techniques to improve the adoption of behaviors that improve the health or well-being of the target audience or of society as a whole. (Nedra Weinreich, 2014)
Social marketing is a planned approach to social innovation. (Craig Lefebvre, 2014)

Source: R.Lee and P.Kotler (2016): Social Marketing changing behavior for good

Learning activity 1.1

Answer the following questions before continuing to the next section.

1. How does social marketing, as described in this chapter, differ from what you thought it was in the past?

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2. Criticize the following definition of social marketing given by Kotler and Zaltman in 1971: *social marketing is the design, implementation and control of programs calculated to*

influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution and marketing research.

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3. Outline the four basic themes of social marketing.

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1.2.2 Where did the Concept Originate?

When we think of social marketing as "influencing public behaviors," it is clear that this is not a new phenomenon. Consider efforts to free slaves, abolish child labor, influence women's to vote, and recruit women into the workforce.

Launching the discipline formally more than 40 years ago, the term social marketing was first introduced by Philip Kotler and Gerald Zaltman, in a pioneering article in the Journal of Marketing, to describe "the use of marketing principles and techniques to advance a social cause, idea or behavior."

In intervening decades, interest in and use of social marketing concepts, tools, and practices has spread from the arena of public health and safety and into the work of environmentalists, community advocates, and poverty workers, as is evident in the partial list of seminal events, texts and journals.

Learning Activity 1.2

Give short answers to the following question.

1. Reflect on the works of the following two pioneers of *social marketing*: Philip Kotler and Gerald Zaltman.

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1.3 Comparing Social Marketing and Commercial Marketing

1.3.1 Similarities Between Social Marketing and Commercial Marketing

Learning activity 1.3

1. List down some similarities and differences between social marketing and commercial marketing and Compare your answer with the descriptions given below.

Comparison	Social marketing	Commercial marketing
Similarities		
Differences		

There are some essential similarities between the social and commercial sector marketing models that are key to any marketer's success:

➢ **A customer orientation is critical.** The marketer knows that the offer (product, price, and place) needs to appeal to the target audience, solving a problem they have or satisfying a want or need.

- ➢ **Exchange theory is fundamental.** The target audience must perceive benefits that equal or exceed the perceived costs. As Bill Smith at AED often exhorts, we should think of the social marketing paradigm as "Let's make a deal!"
- ➢ **Marketing research is used throughout the process.** Only by researching and understanding the specific needs, desires, beliefs, and attitudes of target adopters can the marketer build effective strategies.
- ➢ **Audiences are segmented**. Strategies must be tailored to the unique wants, needs, resources, and current behavior of differing market segments.
- ➢ **All Four Ps (Product, Price, Place and Promotion) are considered.** A winning strategy requires an integrated approach, one utilizing all the tools in the toolbox, not just relying on advertising and other persuasive communications.
- ➢ **Results are measured and used for improvement.** Feedback is valued and seen as "free advice" on how to do better next time.

1.3.2 Differences between Social Marketing and Commercial Marketing

There are several important differences between social and commercial marketing:

a) In the case of commercial marketing, **the marketing process** aims to sell a tangible product or service. In the case of social marketing, the marketing process is used to sell a *desired behavior*.

b) Not surprisingly, in the commercial sector, the **primary aim** is *financial gain*. In social marketing, the primary aim is *individual* or *societal gain*.

c) Commercial marketers choose **target audiences** that will provide the greatest volume of profitable sales. In social marketing, segments are selected based on a different set of criteria, such as what will produce the greatest amount of behavior change. In both cases, however, marketers seek to gain the greatest returns for their investment of resources.

d) Competitors are very different. The commercial marketer sees competitors as other *organizations offering similar goods and services*, or ones that satisfy similar needs. Social marketers see the *competition as the current or preferred behavior of the target audience* and the perceived benefits and costs of that behavior. This includes any organizations that sell or promote competing behaviors (such as the tobacco industry).

e) Social marketing is more difficult than commercial marketing. Consider the financial resources that the competition has available to make smoking look cool, to promote alcoholic beverages, to glamorize sexual promiscuity. And consider the challenges faced when trying to influence people to give up an addictive behavior (stop smoking), resist peer pressure (be sexually protected), go out of their way (avoid drinking contaminated water), hear bad news (get an HIV test), risk relationships (avoid taking hard drugs), or remember something (take pills three times a day).

Social marketing efforts are most often initiated and sponsored by those working in government agencies or nonprofit organizations. However, in the nonprofit sector, marketing is more often used to support utilization of the organization's services (such as tuberculosis testing), purchases of ancillary products and services (such as at museum stores), volunteer recruitment, advocacy efforts, and fundraising. In the government sector, marketing activities are also used to support utilization of government agency products and services (such as the post office and community clinics) and to engender citizen support and compliance. Thus, social marketing efforts are only one of many marketing activities conducted by those involved in nonprofit or public-sector marketing.

1.4 Applications of Social Marketing

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)

Leaning activity 1.4

Dear students, would you add some more applications of social marketing so that you can apply it in various ways. (You can use the space left below to write your response.)

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1.5. Other Ways to Impact Social Issues

Social marketing clearly is not the only approach to impacting a social issue such as poverty, and social marketers are not the only ones who can influence the situation. Other forces and organizations, ones some people describe as upstream factors, can influence individual behaviors downstream—and even make personal change unnecessary. Included are (a) technological innovations, (b) scientific discoveries, (c) improved infrastructures, (d) new school policies and curricula, (e) public education, and (f) the media.

a) **Technology.** In western Kenya, a fourth of the farmers in the Sauri district use a new technique to improve crops that involves planting nitrogen-fixing trees alongside maize and other food crops, providing a natural substitute for chemical fertilizers.

b) **Science.** Medical discoveries may eventually provide inoculations for certain cancers, such as one recently released for young girls to help prevent cervical cancer.

c) **Improved infrastructures and built environments**. Clean water in South Africa became more accessible in some communities when an entrepreneurial company came up with a device to replace hand pumps. The Play Pump™ water system is a type of merry-go-round that pumps groundwater from boreholes into a storage tank. With the children spinning the merry go- round about 16 times a minute, it can produce about 1,400 liters of water per hour, easily enough to meet the estimated 6 liters per person per day needed.

d) **Schools**. School district policies and offerings can contribute significantly in all social arenas: health (offering healthier options in school cafeterias and regularly scheduled physical activity classes), safety (requiring students to wear ID badges), environmental

protection (providing recycling containers in each classroom), and community involvement (offering school gymnasiums for blood donation drives).

e) **Education.** The line between social marketing and education is a clear one. Education serves as a useful tool for the social marketer, but one that does not work alone. Most often education is used to communicate information and/or build skills, but it does not give the same attention and rigor to creating and sustaining behavior change. It primarily applies only to one of the four marketing tools—promotion. Many in the field agree that when the information is motivating and "new" (such as the finding that secondhand tobacco smoke increases the risk of sudden infant death syndrome), it can quickly move a market from inaction—even resistance—to action. Unfortunately, this is not typical. Consider the fact that warnings about tobacco use have been posted on cigarette packs for decades, yet the World Health Organization estimates that 29% of youth/adults (ages 15 and over) worldwide still smoke.

f) **Media.** News and entertainment media have a powerful influence on individual behaviors because they shape values, are relied on for current events and trends, and create social norms. Many argue, for example, that the casual and sensational attitude of movies and television toward sex has had a major contribution to the problems we see among young people today. On the flip side, the media was a powerful factor influencing people to donate time and resources to victims of Hurricane Katrina.

Learning Activity 1.4

Give answer to the following questions.

1. Clearly discuss the applications of social marketing.

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2. Outline the other ways which can address social issues.

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1.6 Chapter Summary

Social marketing can be defined as the adaptation of commercial marketing technologies to programs designed to influence the voluntary behavior of target audiences to improve their personal welfare and that of the society of which they are a part. It utilizes concepts of market segmentation, consumer research, product concept development and testing, directed communication, facilitation, incentives, and exchange theory to maximize the target adopters' response.

Change from an adverse idea or behavior or adoption of new ideas and behaviors is the goal of social marketing. Ideas and behaviors are the "product" to be marketed. There are three types of social products. These are: social idea, social practice and tangible products.

Social marketing aims to target one or more groups of target adopters. Social marketing requires knowledge of each target-adopter group, including its: (1) Socio demographic characteristics (2) Psychological and (3) Behavioral characteristics.

There are several important differences between social and commercial marketing. They differ in terms of the marketing process, primary aim, target audiences; Competitors are very different and difficult. Despite these differences, we can also see many similarities between the social and commercial sector marketing models—ones that are key to any marketer's success: (1) A customer orientation is critical (2) Exchange theory is fundamental (3) Marketing research is used throughout the process, (4) Audiences are segmented (5) All Four Ps are considered and (6) Results are measured and used for improvement. Most social marketing efforts are applied to (1) Improve public health (2) Prevent injuries (3) Protect the environment and (4) Contribute to communities. Moreover, there are other ways which they can address the social issues such as, Technology, Science, Improved infrastructures and built environments, Schools, Education and Media.

1.7   Self-Check Exercises
 Answer the following questions.

Part one: True or False

Write true if the statement is correct or false if the statement is incorrect and compare your answer with the answer key given at the end of the text.

1. Social marketing is advertising, slogans, reaching everyone with media blitz and a quick process.
2. The marketing process of commercial marketing and social marketing are undistinguishable.
3. Social marketing is a 'downstream' approach – all about individual behavior change.
4. Change from an adverse idea or behavior or adoption of new ideas and behaviors is the goal of social marketing.
5. Social marketing is simply approach to impacting social issues.

Part two: Multiple choices

Choose the best answer for each of the following questions.

1. Social marketers typically want to influence target audiences to do the following things **except**
   A. modify a current behavior
   B. reject a potentially desirable behavior
   C. accept a new behavior
   D. abandon an old undesirable behavior
2. Which of the following statement is incorrect about social marketing?
   A. The main bottom line of social marketing is influencing behaviors
   B. It utilize a systematic planning process that applies marketing principles and techniques
   C. Its focus is on priority target audience segments
   D. It delivers a positive benefit only for individuals.
3. The term social marketing was first introduced by Philip Kotler and Gerald Zaltman to describe "the use of marketing principles and techniques to advance a_____
   A. social cause
   B. idea
   C. behavior
   D. All of the above

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CHAPTER TWO

THE STRATEGIC SOCIAL MARKETING MANAGEMENT PROCESS

Unit Objective

After completion of this chapter you will be able to:

➢ Independently conduct extensive background analysis including listening intently to target customers

➢ Formulate social marketing mission statements, goals and objectives and core strategies

➢ Establish marketing organization, procedures, benchmarks, and feedback mechanisms to carry out the core strategy.

➢ Systematize key program elements core marketing strategies before implementation

➢ implement the strategy in to effect

Lesson Structure

2.1 Introduction

2.2 The Terminology Of Strategic Marketing

2.3 Strategic Social Marketing

2.4 Characteristics Of Core Social Marketing Strategy

2.5 Strategic Social Marketing Process

       2.5.1   Listening

       2.5.2   Planning

       2.5.3   Structuring

       2.5.4   Pretesting

       2.5.5   Implementing

       2.5.6   Monitoring

2.6 Chapter Summary

2.7 Review Questions

2.8 Reference

2.9 Further reading

2.1 Introduction

A proper marketing mindset is the first requirement for developing an effective social marketing program. The second requirement is a serviceable process for developing and carrying out social marketing program. This applies whether on its planning a short tem campaign or the overall thrust of a social marketing organization over three, ten or twenty years.

There are many approaches to this task. The process outlined in this chapter is simply one possibility. However, it is one that has served scholars extremely well in a wide range social marketing consulting environments. It is comprehensive and contains all of the central elements that distinguish most process models. It can serve as a road map for those about to undertake any strategic planning exercise. While it serves very well in the commercial sectors, it is extremely well adapted to social marketing.

It is important to keep in your mind during this discussion that strategies do no evolve and get implemented on their own. They require effective leadership. Some of the impactful social marketing programs in the world today are those that have had strong, charismatic leaders driving them to success.

This chapter describes the processes and procedures that each leader can use to implement social marketing programs effectively. Ultimately, however, processes and procedures are only as good as the people who will carry them out.

2.2 The Terminology of Strategic Marketing

Dear learner, how do you define the term strategic marketing? (You can use the space left below to write your response.)

_____

_____

_____

_____

Marketers make a number of distinctions when they think about planning marketing programs. First, they distinguish between *strategy* and *tactics*. A strategy is the broad approach that an organization takes to achieving its objectives. For example, Apple computer has a strategy that involves making its products extremely easy to use, what they call "user friendly" IBM on the other hand, has a strategy that emphasizes technical competence, product support, and the reliability of its equipment's. Tactics on the other hand, are the detailed steps that an organization takes to carry out its strategy. Thus, Apple may choose a warm and friendly spokesperson with its user-friendly strategy. IBM, on the other hand, may choose an all-business, no-nonsense spokesperson as a tactic to emphasize its strategy of technical competence.

The second distinction is between *long term* and *short term.* Longer term typically refers to three to five years (or twenty to fifty years if you are planting trees for a paper business). Short term typically refers to one year or less. Strategies are usually designed for the long term and tactics are things one does in the short term.

The final distinction is between *strategies* and *plans*. Strategies, again, are the big picture of how the organization is going to achieve its goals. Plans are the guidebooks that spell out the steps that will be taken to carry out the strategy to achieve the goals. Plans, too, can be short term or long term.

In the social marketing world, organizations speak of *programs* and *campaigns.* Programs are ongoing coordinated activities designed to achieve an organization's mission. They may include one or more specific campaigns. Both programs and campaigns can have strategies, plans and tactics. By definition, programs are long term. Campaigns may be short term, as in Thailand to promote vasectomies on the King's birthday. They can also be long term, as in the "Just say NO" antidrug campaign or the Smokey Bear fire safety campaign in the United States.

Learning Activity 2.1

<u>Give answer the following questions before proceeding to the next section.</u>

1. Compare and contrast the following strategic marketing terms.

a) Strategy and Tactics

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_____

_____

_____

b) Short term and long term

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_____

c) Campaign and program

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2.3 Strategic Social Marketing

There are many ways of going about carrying out strategic social marketing. One approach that has had considerable success in the nonprofit environment is that out lined in figure 2.1. This process has been adapted from the earlier work for the United Way of America (Andearsen, 1990) and for the American Cancer Society (Andreasen, 1992). It also reflects in many ways the thinking of William Smith of the Academy for Educational Development (Smith, 1993). It divides the strategic marketing task into six stages:

a) ***Listening.*** Conducting extensive background analysis, including listening intently to target customers.

b) ***Planning.*** Setting the marketing mission, objectives, and goals, and defining the core marketing strategy.

c) ***Structuring.*** Establishing a marketing organization, procedures, benchmarks, and feedback mechanisms to carry out the core strategy.

d) ***Pretesting.*** Trying out key program elements such as the core marketing strategy.

e) ***Implementing.*** Putting the strategy in to effect.

f) ***Monitoring.*** Tracking program process (including more listening to customers) and adjusting strategy and tactics as necessary.
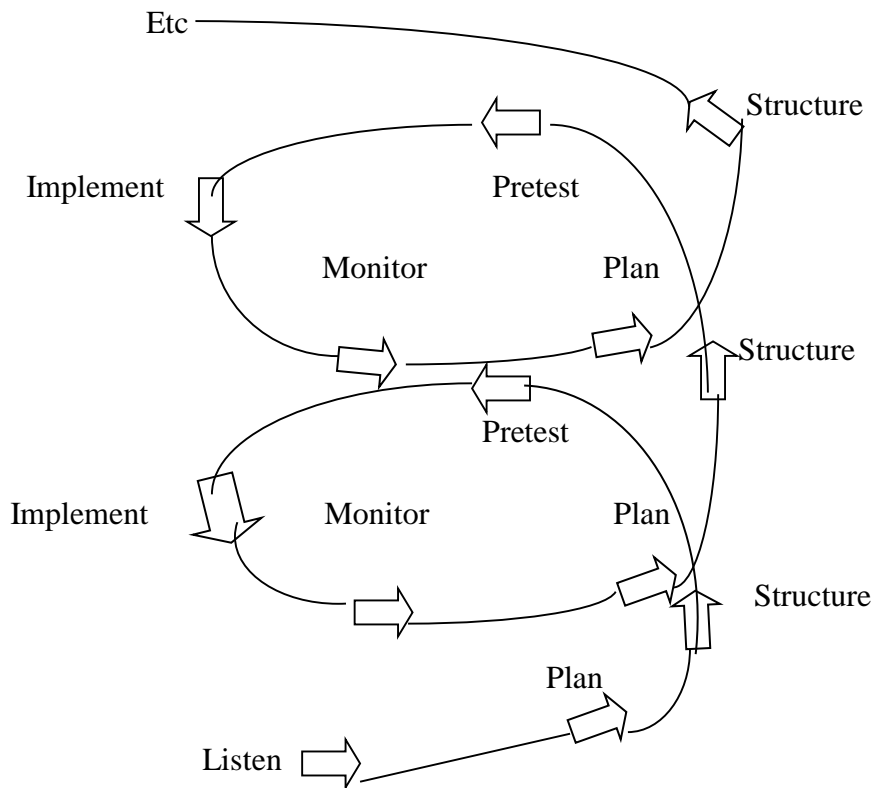
Figure 2.1 Strategic Social Marketing Management process

Source: Andearsen (1995)

Two features of this process must be noted:

i. ***The process is really continuous, not a one-way activity with a neat beginning and end***

It is more like an upward spiral (Smith, 1993) where planners listen, plan, structure, pretest, implement, listen (that is monitor), plan, structure, pretest… and so on indefinitely. The process is iterative, ratcheting upward at each revolution. With good strategies**,** this spiral or recycling is an unending process. Indeed, the willingness to constantly try and experiment and adjust is a key characteristic of the way commercial sector marketers approach marketing. As General Motors puts it, there is no finish line this race.

ii. ***Customers are central***

Customers are constantly a part of the process. The process starts by studying customers and their needs, wants, and perceptions. It develops strategies that are heavily influenced by what is learned. It then tests key program elements with the customers it is supposed to influence before going ahead with full-scale implementation. And finally, implantation is always followed by efforts to monitor how strategies and tactics are actually influencing those they are designed to reach.

The central component around which the process revolves is the core marketing strategies. It is the heart of the strategic marketing process. All of the steps preceding the development of this component are needed to devise the core marketing strategy. All of the steps leading out of the core marketing strategy are elements needed to carry it out. The core marketing strategy specifies two major components that are the key to the program's approach:

a) Target market

As might have been anticipated from the underlying philosophy of this teaching material, the first element of core marketing strategy is specifying the precise consumers or sets of consumers on whom the program will focus. This component sets out the segmentation scheme and indicates which segments will receive greater or lesser attention and which will receive no attention at all. It also describes which segments will be the focus in early years of the program and which will be target later.

b) Basic behavior-change approach

Here, the program decides how it is going to achieve the desired behavior change in the chosen market segments. The core marketing strategy must indicate what the major benefits are that the program will emphasize, what costs it will seek to reduce, what social pressures it will bring to bear, what distribution system will be necessary to deliver needed products and services, and what communication will be employed to tell the target market about the behavior and its benefits. There are seven characteristics that distinguish an effective from an ineffective core social marketing strategy (Kotler and Andreasen, 1991, pp 165-166). These characteristics are set out in Exhibit 2.1.

Exhibit 2.1. Characteristics of a sound core marketing strategy

1. **It is customer centered.** It has as its principal focus meeting the needs and wants of its target audiences. It is not designated to sell a program that the social marketer thinks needs to be sold.
2. **It is visionary.** It articulates a future for the program that offers a clear sense of where the program is going and what it will achieve when it meets with its expected success**.**
3. **It differentiates the program from its key rivals.** The social marketer will stand out, and will offer target markets unique reasons for understanding the actions it seeks.
4. **It is sustainable for the long run and in the face of changing market and competitive condition.** Strategies are not implemented in a vacuum. If they are to be successful, they must anticipate change and be prepared to respond to it.
5. **It is easily communicated.** The central element of the strategy will be simple and clear so that both target audiences and the program's own staff will have an unambiguous understanding of just what the strategy is and why it should be supported.
6. **It is motivating.** A successful core marketing strategy is one that has the enthusiastic commitment of those who must carry it out. A strategy will not be motivating if it is either

merely "business as usual" (just one more program like many other programs) or unrealistic in its aspiration.

7. **It is flexible.** The core strategy should be sufficiently broad that it allows for diversity in the ways in which staffers and campaigns implement it. It must not be rigid and uncompromising that it is not adaptable to unforeseen contingencies.

Learning Activity 2.2

Answer the following questions before proceeding to the next section.

1. Demonstrate the strategic social marketing management process sequentially.

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_____

2. Discuss the two main features of strategic social marketing management process.

_____

_____

_____

_____

2.4 Stages of the process

As it is indicted in the previous section, strategic social marketing process has six stages; it is continuous process and customer centered. In this section each stages of the process are discussed.

2.4.1 Stage 1: Listening

Quite obviously, every organizational undertaking whether it is social marketing or not must begin with some assessment of the environment in which the undertaking is to take place.

Traditional planning models tend to divide up the environment into two broad areas labeled the internal and external environments. The *internal environment* refers to the organization that will carry out the strategy and the strengths and weaknesses it brings to the new enterprise. The external environment is the world outside the organization that can present opportunities and threats having an effect on the success of the enterprise. Among the key elements of the external environment are economic, social, political, legal, technological (sometimes), and competitive (sometimes) factors (as described in Kotler and Andreasen, 1991).

But the single most important environmental feature in social marketing programs is the external factor called *customers.* As the introduction made very clear, what distinguishes the present approach from its competitors is its slavish attention to customers at all stages of the process. This is perhaps most critical at the outset, when social marketers are gathering information to guide their basic plan. It is therefore natural to begin here our consideration of the strategic marketing process.

a) Listening to Customers

Good social marketers begin by saying "I need to know everything I can about those whom I am supposed to influence." They then proceed to begin collecting the necessary data, which can come from both primary and secondary sources. Secondary research seeks out available information on potential target customers and insights gained by past marketers and researchers, and can be a fast and inexpensive way to get a feeling for the market. However, primary research is almost always essential at some point, despite the additional effort involved.

Secondary research is typically out of date, and it often does not define the problem in the ways the social marketer might wish. For example, for a contraceptive social marketing program, secondary data may be available – say, from a government health ministry – on general contraceptive rates in a given population and on condom distribution for recent time periods. Such data, however, do not indicate who is using condoms and how often, information that is the key to knowing how to make changes. In addition, secondary data are very rarely attuned to social marketing needs. Thus, they do not provide the depth of insight one needs to develop

message strategies or product and package design. They usually do not have the segmentation characteristics a marketer wants, such readiness to act or media habits.

Primary research that is carried out before a social marketing campaign is undertaken is usually defined *formative research.* Formative research can take many guises, as it is discussed in the remaining chapters. However, two important points must be made about this kind of consumer research:

✓ Formative research need not be expensive

A great many of techniques can be carried out on a small scale, with volunteer (but trained) help, in relatively convenient locales. The crucial objective is to get out and talk to potential customers. The very best managers in the commercial sector pride themselves on their abilities to get close to their customers. This means going out and sitting and chatting with customers in the coffee houses, the village centers, the churches, the workplaces. It means being open to hearing what they have to say and not simply waiting for reinforcement of one's prejudices. Good managers are open to learning about what customers really think and feel. They come to know what customers fear and what they don't understand, what they want and hope for; what they listen to, and whom they respect. They understand their media patterns and their families and neighbors. And – eventually – they begin to get a good idea of what might be successful in getting them to adopt a new course of action.

But they are also aware that even informal research must be planned research. They are careful to get representative cross sections and are alert for possible selection biases and biases in responses. They know that small samples may be unique and that they must always temper what they hear with experience and judgment. But they also know that the alternative is not necessarily large, sophisticated studies that drain valuable resources and time.

✓ Formative research must be based on a model of consumer behavior

A series of random conversations and nice chats about life and the behavior to be influenced does not constitute research. And certainly, a formal study that simply measures everything anyone can think of that might be relevant is not good research – except by chance – either. As it

is pointed out by Andreasen (1988), the only useful formative research is research that helps managers come up with a good strategic plan. Sound decisions are most likely to be those based on some notion of what strategies and tactics will work on what target customers. To know this, we must have some understanding of how target customers come to adopt new behavior. This understanding is what is meant by a model. A model is simply a representation of the way in which target audiences make critical decisions.

b) Listening to the Organization

Kotler and Armstrong have defined strategic marketing as " the process of developing and maintaining as strategic fit between the organization's goals and capabilities and its changing marketing opportunities" (1994, P. 334). Thus, a critical requirement of good social marketing strategic planning is listening to the organization. Sometimes, these goals and objectives are not what they should be – problems revealed by the presence of one or more of the following characteristics:

Non-behavioral Objectives

As Alan Andreasen (1995), noted social marketers have a bottom line behavioral orientation that may conflict with organizational objectives. The organization may have defined its objectives in terms of "rising awareness" about the need for behavior change or " changing values" that affect the behavior in question (for example, getting mothers to agree that child spacing is not against a particular religion's tenets). The social marketing would argue that these objectives are only important if they lead be behavior change.

Conflicting Objectives

Social marketers sometimes face situations in which organizations want to have it all. They want all children under five in Ethiopia to be perfectly healthy. This leads them to embrace such objectives as improving the prenatal care of mothers, making children immune to infectious diseases, increasing the frequency and length of breast-feeding, effectively treating disease episodes when they occur, and supplementing rations to maintain proper rates of physical growth. It is impossible to achieve all of these objectives at once. Indeed, some may conflict.

Focusing on bread-feeding may make it more difficult for mothers to take older children to the clinic for proper medical treatment. Focusing on supplement house hold rations with Vitamin A may discourage mothers from breast-feeding. In such circumstances, the social marketing practitioner must require that the organization sort out its priorities first, before embarking on any marketing program. The social marketer should ensure that his or her programs are not challenged to achieve two or more mutually exclusive outcomes.

Hidden Objectives

It is not uncommon for the stated objectives of an organization to be very different from the objectives the organization is really pursuing. This is a relatively common occurrence in social marketing. It appears in two areas. One is the political sphere, where a social marketing program undertaken by a government agency. Very often the cognizance of bureaucrat has personal political objectives that can sabotage or at least distort well-intentioned social marketing programs. This often shows up in proscriptions against certain activities (such as embarrassing advertisement on television) or an emphasis on certain politically important populations (such as corporate employees in urban areas). On other organizations, social marketers may find the case to be that certain strategic approaches are preferred (such as the use of money consultants) because a real goal is to increase the organization's capabilities for future projects.

Non-Quantified Objectives

In all well-run organizations, objectives have to get translated into measurable goals against which progress and eventual overall achievement will be assessed. But, many organizations avoid precision because they either think it is somehow grander to have a vague general objective such as "healthier children by the year 2025" or are afraid to be held to anything that is objectively evaluated. Social marketers should insist that non-quantified objectives such as increasing the rates of immunization be translated into specific goals such as the statement that "from now to the year 2025, 20 percent more children under two will be immunized each year than the previous year.

Unrealistic Objectives

While some have very negative attitudes toward social marketing, others expect too much of it. In such cases goals may be set unrealistically high levels. In commercial markets, marketers are often given responsibility for improving market shares a few percentage points or launching a new product or brand that will yield the firm a reasonable return on investment. In social marketing, the challenges may be for complete eradication of a problem or the universal adoption of some desirable behavior. Though it may seem counterproductive at first glance, social marketers must spend at least some of their time working to reduce the goal expectation of key oversight publics. It is important that those individuals and organizations approving and funding social marketing programs do not have unreasonable hopes for their accomplishments. Social marketers can often achieve dramatic changes in behavior that overshadow most accomplishments in the commercial sector – for example, as in the high blood pressure education program described in the introduction – but results take time to get, and impatient funders can make the wok much harder at every stage of the process.

Other organizational weaknesses can be identified through a thorough "marketing audit" (Kotler and Andreasen, 1991, pp.80-88). For example, distribution systems can be weak in serving the poorest customers. Staff can have attitudes that are far from customer friendly. Inventories may be chronically out – of – date. All of these shortcomings can cripple efforts to achieve ambitious objectives.

c) Listening to Competition

As it is noted, social marketers very naturally think of competition when they think about the external challenges facing them in the area of social behavior. Further, they realize that this competition is best defined from the consumer's standpoint rather from the marketer's standpoint. Consumers always have choices – if only to continue with their existing behavior. This can be very compelling competition.

In most program areas, it will be important for the social marketing manager to understand both what consumers see as the program's competition and how that competition might change in future. Sometimes the competition is relatively uncomplicated. Take binge drinking by high

schooners – a major source of automobile fatalities among teenagers. Any program seeking to moderate or eliminate this distractive behavior must recognize that it meets important needs and wants of the target audience. To effectively change the behavior, the social marketer must understand those needs and wants and show the proposed behavior can either also meet those needs and wants or can meet other needs and wants that are superordinate. Thus, while binge drinking can help young person feel accepted and valued by peers, elimination of the behavior can be shown to also get the young person accepted and valued by different but equally desirable peer groups (it never works to say that the nerds will think you are cool to stay dry). Or elimination can meet other needs, such as getting dates with desirable members of the opposite sex or increasing the chances of getting better grades and going to a good college.

It is never enough to talk about what you want the audience to do. Expert social marketers also talk (implicitly or explicitly) about how the behavior is better than what the competition offers. A useful framework for understanding this competition is to see it at four different levels, each of which can be addressed by a marketing strategy tailored to meet it.

i. **Desire competition.** These are alternative immediate desires the consumer might wish to satisfy by not adopting a proposed social behavior, for example, the desire to please a spouse by being at home after work rather than going to a clinic to get a child immunized so as to live a healthier life.

> **Task**

If the marketer believes that the most serious competition is at the desire level, then a program designed to get mothers to take more actions benefiting their children rather than their husbands might be appropriate – but difficult.

ii. **Generic competition.** These are alternative ways in which a single desire of the consumers can be satisfied, for example seeking to improve a child's health by spending time growing vegetables to improve the family diet rather taking the same time to get immunizations against infectious diseases.

> **Task**

If the marketer believes that the most serious competition is at the generic level, then a program designed to promote immunization over (or perhaps along with) other methods of improving a child's health might be appropriate.

iii.   **Service from competition.** These are alternative ways in which a generic need can be satisfied, for example, to keep the child from acquiring a communicable disease by using homeopathic o traditional medicine instead of immunization.

> **Task**

If the marketer believes that the most serious competition is at the service form level, then a culturally sensitive strategy designed to promote immunizations over traditional healing might be appropriate.

iv.   **Enterprise competition.** These are other enterprises offering the same service form, for example, public health services, pharmacists, midwives, some nongovernmental organizations (NGOs), and private physicians all offering immunization services.

> **Task**

If the marketer believes that the most serious competition is at the enterprises level, then a strategy promoting the use of a particular NGO instead of (presumably less hygienic) local midwives might be appropriate. Alternatively, partnering with established competitors may be the best way to achieve program objectives.

d) Listening to Scientists, Politicians and Your Local Demographer

There are a number of other sources of information external environment that the social marketing manager will want to investigate prior to forming a specific social marketing strategy. At the outset of the planning cycle, social marketers should listen to scientists, politicians, economists, demographers and other social commentators in order to develop a best estimates of the kind of future in which their marketing plan will work itself out. Planning a strategy that is best for today's situation may be very dump for tomorrow's environment.

Learning Activity 2.3

Answer the following questions before continuing to the next section.

1. Explain the following important internal and external environments that have to be analyzed by social marketers.

a) Listening to customers

_____

_____

_____

b) Listening to the organization

_____

_____

_____

c) Listening to the competition

_____

_____

_____

d) Listening to Scientists, Politicians and Local Demographer

_____

_____

_____

_____

2.4.2 Stage 2: Planning

Once the social marketer has spent an intense period to customers, the organization, competitors, and assorted politicians, economists and the like, the next step is to use this information to create a specific marketing strategy. The strategy must first set out broad guidelines about where it wants to go (in the form of a mission and specific marketing objectives and goals) and then set a forth a prescription for how it is going to get there. This latter is what is called the core marketing strategy.

It should be pointed out, however, that the two steps of listening and planning are not discrete steps. The listening process continues through planning. Good managers are always keeping an eye and ear to the marketplace and directly or indirectly matching emerging planning ideas to the reality they might encounters when they are really tried out. Environments seldom stand still while mangers think about influencing them.

a) The Marketing Mission

The marketing mission statement is typically a simple sentence or two or a paragraph that gives broad guidelines to staff about where the strategy is designed to go and communicates this information to the outside world, in a particular the various agencies and institutions that must assist to make it happen. Perhaps the two most important characteristics of the marketing mission statement are that it focuses on behavior change and it differentiates the social marketer from competitors – including other social marketing organizations with which it must compete for attention and resources. A generic social marketing mission statement would be the following:

The mission of the [program] is to bring about changes in the [specific behavior] of [target population(s)] using [description of approach] in order that the lives of the target individuals and welfare of the society as a whole will be significantly improved.

Thus, a mission statement for the Academy for Educational Development's Health.com social marketing program would be:

The mission of the Health.Com program is to bring about changes in the behavior of mothers of children under five years old through the use social marketing techniques so as to increase the life – chances of those children and to improve the quality of their lives and those of their family members.

b) Goals

Goals translate the marketing mission into specific behavioral outcomes. Thus, the Health.Com program might specify the following goals:

- Increase the number of mothers getting their children fully immunized by the age of two years.

- Increase the number of mothers who breast-feed their children.

- Increase the frequency with which mothers serve their children foods with vitamin A.

- Increase the usage of oral rehydration solutions by mothers in serious cases of childhood diarrhea and dehydration.

- Increase the general quality of meals served to children under five.

c) Objectives

The function of objectives is to quantify the goals. Again, the feature that distinguishes the social marketing approach is its emphasis on behavioral objectives. Thus, each objective should specify a behavioral outcome, a target population, and a time frame for the objective's achievement. To pursue the Health.Com example, representative objectives might include the following changes for specific population:

- Increase the proportion of children who have been immunized by the age of two from 80 percent to 95 percent.

- Increase the proportion of mothers with children less than five years reporting that they breast-fed their youngest child at least six months after birth from 30 percent to 50 percent.

- Increase the proportion of mothers claiming to have served at least one portion of food high in Vitamin A (or one Vitamin A pill) to her children under five the previous day from 15 percent to 40 percent.

- Increase the proportion of times in which the last case of serious diarrhea of a child under five was treated with some form or oral rehydration therapy (preferably with a food supplement) from 20 percent to 35 percent.

While each of these goals implies some sort of direct measure of mother's behavior, in many of these cases, market data on sales or distribution of products (such as oral rehydration solutions or

Vitamin A pills) may be substituted. The sources of the numbers may range from pure speculation, experiences in other countries or other settings, or formative research of some kind.

d) Core Marketing Strategy

The next challenge is to specify exactly how the social marketing strategy is going to achieve the behavior - change objectives and goals. As noted earlier in this chapter, this requires that the social marketer spells out the market or markets to be targeted, and also specify a detailed approach that is to be employed to bring about the desired change in the target market or markets.

Learning Activity 2.4

Give Answer for the following questions.

1. Describe the two important characteristics of social marketing mission statement.

_____

_____

2. What are the functions of the following terms in planning?

   a) Goal

_____

_____

   b) Objective

_____

_____

_____

2.4.3 Stage 3: Structuring

Once the marketing strategy has been determined, the next steps involve putting in a place the mechanisms to carry it out. These involve designing an organizational structure, a set of benchmarks, and a tracking system to keep in touch with how the program is going. Benchmarking and tracking are relatively straightforward.

Benchmarking, as the term is used here means the establishment of indices that will indicate, when measured, whether the organization is moving toward a particular goal. For example in case of hypothetical child survival program mentioned above, one benchmark might be the number of units of some essential product (such as ORS or Vitamin A packets) sold or distributed in a month. The tracking system, then, might comprise monthly reports from a sample of outlets that are paid to report on sales or other types of off take each month (Andreasen, 1988a).

Alternative Organizational Structure

The design of the organization structure of the social marketing operation itself is a more complicated decision than the benchmarking and tracking system design.

In many programs, the marketing department may well be one person. In others, it may include several individuals. In some organizations the marketing department may be placed in some illogical or undesirable organizational niche such as under the communications or public relations director. Preferably, the marketing department will be situated very high in the organizational hierarchy and, in the best of possible structures, given control of all organizational elements that affect its abilities to implement its strategies.

Assuming the latter is the case the marketing manager then has to decide how to organize and staff the activities within the department. There are three broad types of organizational structures that a social marketing program can adopt. The department can be organized by function, by program or by customer group. Each of these approaches has its own values.

a) Functional Organization

There are functional activities that must be carried out in order to design and implement a social marketing program. Someone will have to design products and packages. Someone will have to create and run advertising. There will be a need for marketing research and for management of distribution systems. If a field force of some kind (such as community health workers) is involved, someone will have to manage public relations, using popular media to further the organization's objectives. Each of these tasks is called a function. Each can have a separate

person in charge of it or several related functions can be combined under one person in organizations with limited staff. This approach provides economies of scale and useful skill synergies and it matches staffers' natural affiliations.

Functionally, based organizations work well if programs relatively homogeneous and if the market place has limited volatility. If this is not the case, there is a real danger that the functional specialists will ignore programs or customer groups that do not interest them. Functional people will busy themselves worrying only about the organizing or the marketing research and how they are being designed and implemented.

If the market changes; they may simply not notice - and in a sense, it is not their responsibility to notice. A program could go seriously off – track while having excellent advertising and research. There are other disadvantages to this approach, the most important of which is that bottom – line responsibility is diffuse. Functional mangers can always blame each other if behavior – change goals are not met. ("It wasn't the radio ads that were at fault, it was the lousy packaging").

b) Program – Centered Organization

In a program – centered organization, one person is given a responsibility for coordinating all of the functions with respect to a given program. Thus, the vitamin A program manager might have his or her own advertising, marketing research, and distribution managers the same would be true for the immunizations program manager and the manager of the diarrheal disease program. This clearly assigns bottom – line responsibility. It ensures that someone will keep in close touch with the market dynamics. In addition, the program manager approach, while not given the manager a lot of training in any one skill, does develop general management skills that may be valuable to the organization as a whole later on. A final virtue for this approach is that it tends to promote competition within the organization as a program manager vies to outdo one another in meeting bottom- line objectives.

c) Customer – Centered Organization

An organizational alternative that is consistent with the overall theme of this model to structure the staff by customer group. Social marketing organizations with multiple programs may consider developing specialists in a particular population. Thus, in the hypothetical child survival project, one might have separate managers for mothers and for health – care workers. Customer group managers would have the responsibility of understanding their particular market as thoroughly as possible and of introducing programs to the group whenever appropriate. Whatever the organizational framework that is ultimately chosen, it is important to recognize that, to be truly effective, marketing must pervade the entire organization. As Albercht (1992), Albercht and Zemke (1985), and other authors point out, to be fully effective, organizations whose mission is to influence behavior must make sure that everyone who touches upon a target audience is infused with the proper marketing mindset. It is not only the CEO or the marketing department that must understand marketing and what it means to be customer – driven. Every clerk, secretary, service – giver, custodian, and accountant who deals with the customers must learn to put the customer's interests ahead of the organizations. People who sense that an entire organization is truly working in the customer's interests first will be well disposed to accept the organization's recommendations for action, to repeat initial pleasant encounters, and to encourage family, friends, neighbors, and co – workers to do the same.

d) Using Alliances

More and more special marketing programs in the 1990s are taking on partners in strategic alliances to achieve program ends. These alliances can involve commercial sector firms such as distributors, advertising agencies and marketing researchers. They can involve government agencies such as health clinks system or an army of public health workers. They can involve nongovernmental organizations in local areas that have closer ties and often greater credibility among local citizens. Alliances can make programs significantly more effective.

Such collaborations are not new. Indeed, one of the oldest social marketing programs (although it was not called that at that time) was the Nirodh Condom marketing program in India in the 1960s and 1970s. A central feature of this governmental sponsored program was the use of

commercial sector marketers such as Lever Brothers and Brooke Bond Tea Company to distribute condoms in the remotest parts of that vast country. The government decided early on that it did not have the capability to reach distant communities with products on a week – to – week basis – although it could reach the communities with campaign messages (Via radio) and once – a – while product delivery through health services but private marketers were routinely packing merchandize into these remote areas – often in backpacks or on donkeys - and would be willing to help in the program in return for the good will it would build for their other contacts with the government.

Learning Activity 2.5

Answer the following questions before continuing the next section

1. What is the biggest distinction between benchmarking and tracking system?

_____
_____
_____

2. Demonstrate the three broad types of organizational structures.

_____
_____
_____
_____
_____

2.4.4 Stage 4: Pretesting

Once the strategy is set and the organization and tracking systems put in place, the social marketer's attention then turns into implementation. But good social marketers recognize that, even though they have carefully listened to customers up front in stage one, does not mean that the newly designed strategy is on target from the customer's standpoint. Thus, it is time to go see if what is planned is what will work!

2.4.5 Stage 5: Implementing

The final steps of the social marketing process are implementing and monitoring the program. The critical factor here is monitoring not implementing. It is assumed that, if the core strategy is sound and well thought through; the challenge of implementation is a matter of:

- Clear delegation of responsibility, defining who does what and when defining who does what and when

- Careful specification of tasks to be accomplished and a time line for the accomplishment

- Dedicated attention to detail

- Consistent follow – up to ensure that what is planned is done and is done on time.

But good social marketing managers know that things will never turn out as planned. Strategies and tactics will not be carried out to the letter. The competitive environment will change. Governments will add or subtract programs or support. Customers will not respond as intended. And so on. But to a well – trained social marketer, all of this is perfectly normal.

2.4.6 Stage 6: Monitoring

The capacity change is always built into social marketing programs because they are going to be wrong – one hope is small ways – but wrong. The marketer's objective, then, is to find out as soon as possible when things are going wrong or aren't living up to expectations. With that information, the marketer can act to change strategies and tactics (redirect the spiral) as rapidly as possible.

This is why going back again and again to listen to customers in the form of monitoring is so crucial to sound social marketing programs. Good monitoring systems keep the organization's finger on the pulse of the market and allow it to be very quick on its feet. And the most central element of that monitoring must be some tracking of customer reactions. As we shall see in the next chapter, monitoring can be done with routine surveys, periodic focus groups, intercepts at appropriate locations, or even periodic one – on – one conversion with target audience members.

It is important to recognize that such monitoring need not be unbiased. What messengers are looking for are two things:

- Are things going wrong or are they below expectations in some important way?
- Are things changing in ways that suggest the program is moving in the right direction (and so should do more of whatever is working) or is moving in the wrong direction?

In the first case, what are needed are market probes that will identify problems. One need not have a representative sample to discover problems. One only needs broad coverage of the target group. But having ten or twenty people report something suggests that something is amiss is often quite enough.

In the second case, the important first step is to establish a baseline methodology, even one with biases, and to repeat the same methodology on a regular basis. Assuming the biases are constant, what will appear will be major changes in program success? It is this that the manger needs in order to adapt rapidly to changing markets. It is what keeps Coca-Cola ahead of Pepsi and allows Apple to catch up with IBM.

In all monitoring, it is necessary to temper results with judgment and experience. Data can be deceiving. Savvy social marketers always look to be sure that distressing data are reporting real problems and not methodological artifacts. And they are cautious in making mid-course corrections based on questionable data. In all instances, their commitment to the strategy spiral ensures that they will subsequently pretest any corrections to confirm that they have their intended effects.

Learning Activity 2.6

Answer the following questions before continuing to the next section.

1. What are the factors which can affect implementation of social marketing strategies?

_____
_____
_____
_____
_____

2. Explain the most central matter in monitoring of social marketing programs.

_____
_____
_____
_____

2.6 Chapter Summary

Once a social marketer adopts the appropriate mindset, the next challenge is to develop a systematic approach to carrying out specific programs. The approach recommended here involves six stages: (1) background analysis including listening to potential target customers, (2) planning, (3) structuring the organization and its system, (4) testing program components prior to implementation, (5) implementation, and (6) monitoring. The process has three features: it is really a spiral in that it repeats and recycles over time; it places the customer at the center of the spiral; and it oscillates between going out to customers for insights and going back to the office to turn those insights into programs.

2.7 Self- Check exercises

Part one: Matching

Match stages of strategic social marketing listed in Column "A" with the descriptions for each stage in column "B".

Column "A"		Column "B"
1. Planning		**A.** Going back to the customer to see if the program is working
2. Pre-testing		**B.** Establishment of organization, staff, and systems to make the program work.
3. Implementation		**C.** Analysis of internal and external environments.
4. Listening		**D.** Careful specification of program's mission, objectives, and goals, and its core marketing strategy
5. Structuring		**E.** Going first to potential target audience members and asking: will this work?
6. Monitoring		**F.** Carrying out the social marketing core strategies

2.8 **References**

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2.9 **Further Reading**

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CHAPTER THREE
POSITIONING SOCIAL PRODUCT

Learning Objective

After completion of this chapter students will be able to:

➢ Appraise the term positioning

➢ Compare the positioning strategies in commercial sector and in social marketing

➢ Exhibit the types of positioning

➢ Design social marketing positioning

➢ Explain how positioning relate to branding.

Lesson Structure

3.1 Introduction

3.2 Defining Positioning

3.3 Positioning In The Commercial Sector

3.4 Developing A Positioning Statement In Social Marketing

3.5 Types Of Positioning

    3.5.1   Behavior- Focused Positioning

    3.5.2   Barriers- Focused Positioning

    3.5.3   Benefit- Focused Positioning

    3.5.4   Competition –Focused Positioning

3.6 Repositioning

3.7 Positioning –Inspired Brands

3.8 Chapter Summary

3.9 Review Questions

3.10 Reference

3.11 Further Reading

3.1 Introduction

Back in the early 1970s, a couple of advertising executives, Al Rise and Jack Trout introduced the concept and art of positioning. It was more than a new approach. It was as they described it a creative exercise.

Positioning starts with a product, a piece of merchandise, a service a company and institution or even a person. But positioning is not what you do to a product. Positioning is in the mind of the prospects. That is you position the product in the mind of the prospect. Rise and Trout's premise was that our mind as a defense against the volume of today's communication screens and rejects much of the information offered it and accepts only that which matches prior knowledge or experience. They advocated the oversimplified message as the best approach to take in our over communicated society. The average mind is already a dripping sponge that can only soak up more information at the expense of what's already there. Yet we continue to pour more information that supersaturated sponge and are disappointed when our messages fail to get through. In communication, as in architecture, less is more you have to sharpen your message to cut into the mind you have to jettison the ambiguities simplify the message and then simplify it some more if you want to make a long lasting impression.

And as you no doubt have discovered or at least have read so far in this teaching material different markets have different needs, and your challenge is to position your offer "perfectly" in the mind of your desired prospect. The positioning exercise you will explore in this chapter will help provide that clarity and will illustrate the following positioning strategies.

- Behavior- focused positioning
- Barriers- focused positioning
- Benefit- focused positioning
- Competition –focused positioning
- Repositioning
- Positioning –inspired brands

3.2Positioning Defined

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 audience where you want it to be. Keep in mind that your offering which you will design in the next three chapters includes your product its price and how it is accessed place. The desired positioning for this offer is then supported by promotional components including messages, messengers, creative elements and communication channels.

Think of your target audience as having a perceptual map that they will sue to locate your offer. Consider further that they have a different map for each product category (one each for cars airlines fast food beverages etc., and more relevant for each social marketers perhaps one each for exercise workplace safety recycling organ donation etc) Figure 3.4 illustrates a simplified version of a perceptual map showing which brands are perceived similar and which are competing against each other Most perceptual maps for products and services use data from consumer surveys evaluating those products and services on specific attributes. The is a good reason Kotler and Lee present and recommend you take this step after you have selected and researched your target audience and before you develop your marketing mix strategy.

Since offers are positioned differently for different markets, choosing an audience comes first and since your product, price, place and promotion will determine (to a great extent) where you land it makes sense to know your desired destination. They will help guide your marketing strategy by clarifying the brand's essence what goals it helps the consumer achieve and how it does so in a unique way.

As you may recall Kotler and Lee have defined social marketing as a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors. The result of positioning is the successful creation of a customer focused value proposition which is a cogent reason why the target audience should buy the product.

3.3 Positioning in the Commercial Sector

For example commercial sector positioning, refer to table 3.2. In the focus column we have linked these value propositions to social marketing theories and models we have discussed in prior chapters benefits barriers and competition. One new option now that they have introduced the positioning concept would be a focus on repositioning – where a brand manager is interested in moving a product from its current location in the mind of target audiences to a new more desirable one.

Commercial marketers also often consider and establish points of difference and points of parity which are described by Kotler and Keller points of difference are attributes or benefits consumers strongly associate with a brand and believe they could not find with a competing brand.

Pints of parity, by contrast are associations that are not necessarily unique to the brand but may be considered essential to a legitimate offering within a certain product or service category (e.g., a bank needs to at least offer access to ATM machines online banking services and checking accounts in order to be considered a bank) competitive points- of – difference positioning might instead or also work to negate the competitors points of difference.

Learning Activity 3.1
 Answer the following question.

1. Illustrate the term positioning by giving workable examples.

_____

_____

_____

_____

_____

_____

3.4 Develop a Positioning Statement

Positioning principles and processes for social marketing are similar to those of commercial marketing with the profile of your target audience in mind including any unique.

Table 3.1 Commercial Sector Brand- Positioning Example

Category	Brand	Focus	Value Proposition
Car	Volvo	Benefits	Safety
Fast food	Subway	Barriers	Fresh, healthy options
Airlines	Southwest	Competition	No frills, lower costs
Beverages	Milk	Repositioning	From boring to cool

Source: R. Lee and Kotler P. (2016)

Demographic, geographic, psychographic, and behavior- related characteristics and the findings from your research on perceived barriers, benefits, competitors, and influential others will now "simply" craft a positioning statement.

On way to develop a positioning statement is to fill in the blanks to this phrase, or one similar to it:

We want **[target audience]** to see **[desired behavior]** as **[adjectives, descriptive phrases, set of benefits, or why the desired behavior is better than competing behaviors]**

Keep in mind that this positioning statement is "for internal use only." It is not your ultimate message to your target audiences.

It will however be shared with others working with you on your effort to develop your marketing mix strategy and help to unify and strengthen decision making consider how agreement on the following statements would guide these teams.

❖ "We want pregnant women to see breastfeeding exclusively for the first six months as a way to bond with their child and contribute to their health and as more important than concerns about nursing in public".

❖ We want media reporters to see using no stigmatizing mental health labels (e.g., this person has schizophrenia versus this person is schizophrenic') as a way to help those with mental illnesses and as a way to be a respected and leading role model in the profession."

❖ "We want homeowners who love gardening to see composting food waste as an easy way to contribute to the environment and Create great compost for their garden at the same time and to see that this is better for the environment than putting it in the garbage which then goes to the landfill or down the kitchen disposal and into water that has to be treated."

❖ "We want people shopping for a puppy to visit the humane society's website first to see if the pet they have in mind is just waiting for someone to adopt it and that this is likely to be a less expensive and more convenient option than going to the classified ads.

Inspiration for your descriptive phrase will come from the lists of barriers and benefits identified in your research. As you may recall, the ideal research will have included a prioritization of barrier and benefits, giving you a sense of what factors would be most important to highlight. You are searching for the higher value the key benefits to be gained or costs that will be avoided by adopting the desired behavior.

To leverage prior steps in the planning model, you may find it advantageous to put a focus for your positioning statements, choosing from among those that drive home specific behaviors, highlight benefits; overcome barriers upstage the competition or reposition an "old brand." More detail on each of these options is presented in the next five sections with a couple of brief examples and longer illustration.

3.4 Behavior Focused Positioning

For some social marketing programs, especially those with a new and/or very specific benefit from a behavior focused positioning. A description of target adopter behavior will be highlighted, as shown in these examples:

❖ A campaign sponsored emergency management, encourages citizens to be prepared for emergencies and disasters in three ways: (a) make plan, (b) build a kit, and (c) get involved.

3.5 Barriers Focused Positioning

With this type of focus you want your offer's positioning to help overcome or at least minimize perceived barriers, such as concern about self-efficacy, fear or perceived high costs associated with performing the behavior:

❖ For tobacco users who want to quit, lines are often positioned as hopeful and encouraged.

❖ Some women avoid or postpone having mammograms when they are afraid of getting bad news. This explains why many organizations have positioned mammograms as "early detection," a way to get treatment before it spreads.

3.6 Benefit Focused Positioning

When the best hook seems to be related to the WIFM ("what's in it for me") factor, perceived benefits become the focus of the positioning:

• Natural yard care practices, such as pulling weeds versus spraying them, are positioned as ways to ensure the health of your children and pets.

• Moderate physical activity, such as raking leaves and taking the stairs instead of the elevator, is positioned as something you can fit into your daily routine.

• Reading to your child 20 minutes each night is positioned as a way to help ensure he or she will do well in school.

3.7 Competition- Focused Positioning

A fourth option for focus is the competition on quite appropriate when your target audience finds "their offer" quite appealing and your offer" a pain".

❖ Youth abstinence advocates have tough competitors including the media entertain – men, peer pressure, and raging hormones. Positioning abstinence as postponing sex, versus," no sex," has become an easier sell many.

❖ Consequences of tobacco use are often positioned as gross, realistic, and shocking.

Because consumers typically choose products and services that give them the greatest value marketers work to position their brand on the key benefits that they offer relative to competing brands. Kotler and Armstrong illustrate this with six possible value propositions, as shown in Table 3.3.

An additional model or developing competitive advantage focuses on creating competitive superiority, a more rigorous objective. A benefit-to- benefit superiority tactic appeals to values higher than those perceive for the competition (e.g., child who wants and needs a parent is compared to the short- term pleasures of smoking). A cost-to- benefit superiority tactic focuses on decreasing costs of or barriers to adopting the desired behavior and at the same time.

Table 3.2   Illustrating Value Proposition Based on price and Product Quality

Table 3.3 Illustrating Value Proposition Based on price and Product Quality	
More for More	Starbucks
More for the same	Lexus versus Mercedes Benz
Same for Less	Amazon
Less for much less	Motel 16
More for less	Costco
Less for much less	Southwest Airlines

Source: R. Lee and P. Kotler (2016)

Decreasing perceived benefits of the competition (e.g., success from cessation classes include a testimonial from a spouse about how nice it is to have clean air in the house). A benefit-to-cost superiority tactic emphasizes the benefits of the desired behavior and the costs of the competing behavior (s) (e.g., abilities of teen athletes who don't smoke compared to those of teen athletes who do). A cost to cost superiority tactic relies on a favorable comparison of the desired behavior relative to those of the competition (e.g., short- term nicotine withdrawal symptoms are compared with living with emphysema).

3.9 Repositioning

What happens when your program has a current positioning that you feel is in the way of your achieving of your behavior change goals? Several factors may have contributed to this wakeup call and the sense that you need to "relocate." For instance, you might need to attract new audiences to sustain your growth, and these new markets may not find your current position appealing. For example, adults over 50 not engaged in regular physical activity may turn down messages regarding exercise long ago, as they could hear only the " vigorous aerobic" recommendation. Planners would be more successful emphasizing moderate physical activity with this group.

Or you may be suffering from an image problem. When bike helmets were first promoted to the youth, they balked. Making the behavior "fun, easy and popular" for the audience is Bill Smith's recommendation

3.10 How Positioning Relates to Branding

Although the concept of the brand and the branding process will be covered in the next chapter focusing on product, you may have immediate questions regarding positioning and how it relates to branding that we will address briefly at this point. It helps to distinguish the two by referring to a few basic definitions:

- ❖ **Brand** is a name, term, sign, and symbol and /or design that identified the maker or seller of a product.
- ❖ **Brand identify** is how you (the maker) want you (the maker) want your target audience to think, feel, and act with respect to your brand.
- ❖ **Brand image** is how your target audience ends up thinking, feeling and acting relative to your brand.
- ❖ **Branding** is the process of developing an intended brand identity.

Your Positioning statement is something you and others can count on to provide parameters and inspiration for developing your desired brand identity – how you want the desire behavior to be seen by the target audience. It will provide strong and steady guidance for your decision making regarding your marketing mix, as it is the 4P's that will determine where your offer lands in the

minds of your target audience. And when your brand image doesn't align with your desired positioning brand identity, you'll look to your 4p's for" help" in repositioning the brand.

Learning Activity 3.2

Answer the following questions.

1. Carefully distinguish between   Behavior- Focused, Competition- Focused, and Benefit – Focused Positioning.

_____

_____

_____

_____

_____

_____

_____

_____

2. What happens when your program has a current positioning that you feel is in the way of your achieving your behavior change goals?

_____

_____

_____

_____

_____

_____

_____

_____

3.11 Chapter Summary

Positioning is the act of designing the organization's offering in such a way that it lands on and occupies a distinctive place in the mind of the target audience- where you want it to be. Step 6 in the marketing planning process recommends that you develop a positioning statement at this point.

Positioning statements may be focused on behaviors, barriers, benefits, the competition, and / or on repositioning. Your decisions will reflect your value proposition, a reason why the target audience should buy the product.

3.12 Self-Check Exercises

Read carefully and answer the following questions.

Part one: Write "True" if the statement is correct or "False" if the statement is incorrect.

1. Positioning principles and processes for social marketing are not similar to those of commercial marketing.

2. A cost-to cost superiority tactic relies on a favorable comparison of the desired behavior relative to those of the competition

3. Brand image is the process of developing an intended brand identity.

4. Positioning starts with a product a piece of merchandise, a service a company and institution or even a person.

Part two: Choose the best answer from the given alternatives.

1. _____is a name, term, sign, and symbol and /or design that identified the maker or seller of a product.
   A. Branding
   B. Brand identity
   C. Brand image
   D. Brand

2. A benefit-to-cost superiority tactic emphasizes on:
   A. the benefits of the desired behavior and the costs of the competing behavior
   B. a favorable comparison of the desired behavior relative to those of the competition
   C. Decreasing perceived benefits of the competition
   D. None of the above

3. Concern about self- efficacy fear or perceived high costs associated with performing the behavior is _____focused positioning.
   A. Behavior
   B. Competition
   C. Barrier
   D. Benefit

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CHAPTER FOUR

PRODUCT

Learning Objectives

At the end of this chapter you will able to:

- explain the term social product
- distinguish the levels of a product
- create social product
- illustrate product premier in social marketing context
- internalize brand premier in social marketing context

Lesson Structure

4.1 Introduction

4.2 Defining Product

4.3 Developing Social Product

4.4 Levels Of Social Product

   4.4.1 Core Product

   4.4.2 Actual Product

   4.4.3 Augmented Product

4.5 Decisions Regarding Physical Goods

4.6 Decisions Regarding Services

4.7 Branding

4.8 Chapter Summary

4.9 Review Questions

4.10 Reference

4.11 Further Reading

4.1 Introduction

Product, not promotion is the most important component of the marketing mix. Offer them benefits not just fear. Offer them a tangible good or service to help them perform a behavior, not just a brochure. Adopt these principles and you shall win.

You are (finally) ready to develop your marketing strategy.

- You have identified a target audience and developed rich descriptions using relevant demographic, geographic, psychographic and behavioral variables.
- You know what you want your audience to do and what they may need to know and or believe in order to act, and you have come to some agreement on levels of desired behaviors change that you will develop a plan to achieve.
- You know what benefits and barriers your audience perceives to the desired behavior you have in mind, and what might motivate them to change.
- You know how this stacks up against the competition most often your target audience's current or preferred behavior or the programs and organizations sponsoring it.
- You are aware of others your target audience considers influential.
- You have a positioning statement that will align and guide your team's decision making.

It is time to decide how you will influence your target audience to accept the desired behavior. You have four tools (product, price, promotion and distribution) to help make this happen. And you will probably need all of them to reduce barriers, create and deliver the value your target audience expects in exchange for this new behavior.

This chapter will focus on development your product strategy, with an emphasis on exploring opportunities for goods and services that will support desired behaviors .You will read in this chapter about the three decisions you will make regarding the product offered.

1. Core product: The benefit the audience wants in exchange for performing the behavior
2. Actual product : Any tangible goods and services you will promote
3. Augmented product: Additional product elements to support behavior change.

4.2 Defining Product: The First "P"

A product is anything that can be offered to a market to satisfy a want or need. It isn't as many typically think, just a tangible offering like soap, tires or hamburgers. It can be one of several types such as physical goods, a service, an experience, an event, a person, a place, a property, an organization, information, or an idea.

In social marketing, major product elements include: (a) the benefit the target audience wants in exchange for performing the behavior, (b) any goods and services you will be promoting to your target for audience, and (c) any additional product elements you will include to assist your target audience in performing the behavior. As you will read, all three elements are keys to success. Certainly, what's in it for the audience in exchange for their performing the behavior needs to be highlighted .You will often find social marketing efforts that encourage audiences to increase consumption or utilization of existing products (e.g childhood immunizations) or products that your program develops and makes available (e.g a statewide immunization database for healthcare providers). You also encouraged to consider the critical role that additional product elements (augmented products) can play in reducing barriers to behaviors .(e.g providing a vaccine reminder application for the parent to download to keep track).

As this point, it is beneficial to distinguish between what we consider goods and what we consider services. There is a distinguishing between existing products and new products, as depicted in Table 4.1. While goods are usually "consumed" or "utilized" and are purchased or obtained for personal use (e.g organic fertilizers), services are a product form that is essentially intangible and does not result in the ownership of anything (e.g., a workshop on natural yard care). These distinctions are important primarily. Additional relevant terms often associated with product strategy in the commercial sector are presented in Table 4.2.

4.3 Developing the Social Product

Traditional marketing theory propounds that from the customer's perspective, a product is more than its features, quality, name and style and identifies three product levels you should consider when developing your product: core product, actual product and augmented product. This platform is illustrated in Figure 4.1 and each of these levels will be described in detail in the next

three sections of this chapter. This will be helpful to you in conceptualizing and designing your product strategy.

Table 4.1 Examples of Existing and New Social Marketing Goods and Services

Potential Actual Products	Goods	Services
Existing Products	Condoms Breast pumps Home blood pressure monitors Immunizations Lockboxes for handguns at home Low-flow showerheads Organic fertilizers	Mammography Gym membership Taxis Blood donation Pet neutering Home energy audits Septic tank inspections
New Products Developed to Support Behaviors	Breathalyzers at bars Hot water temperature gauge cards Collapsible grocery carts suitable for walking to and from the store Food waste containers for under the sink table to test for leak toilets	Road crew for "bar hopping" Tobacco quit line Home visits for early learning Workshops on natural gardening Veggie Mobiles for inner-city residents Walking school bus programs Amber Alert for missing children

Table 4.2 A Product Primer
Product Type refers to whether the product is physical goods, services, experiences, an event a person, a place a property, an organization, information or an idea.
Product Line refers to a group of closely related products offered by an organization that perform similar functions but are different in terms of features, style or some other variable.
Product Mix refers to the product items that an organization offers, often reflecting a variety of product types.
Product Features describe product components (e.g. number of days or hours it takes to obtain

results from an HIV/AIDS test)
Product Platform includes decisions regarding the core product (benefit), actual product (goods and services), and augmented product (additional product elements included to support the desired behavior).
Product Quality refers to the performance of the product and includes valued attributes as durability, reliability, precision and ease of operation.
Product Development   it is the systematic approach that guides the development and launch of a new product and is managed by a product manager, sometimes called a brand manager.

Figure 4.1 Three levels of the social marketing product

AUGMENTED PRODUCT

(Additional Product Elements to Assist in Performing the Behavior)

Actual Product

(Goods and Services and Any Special Product Features)

Core Product

(Benefit From performing the Behavior)
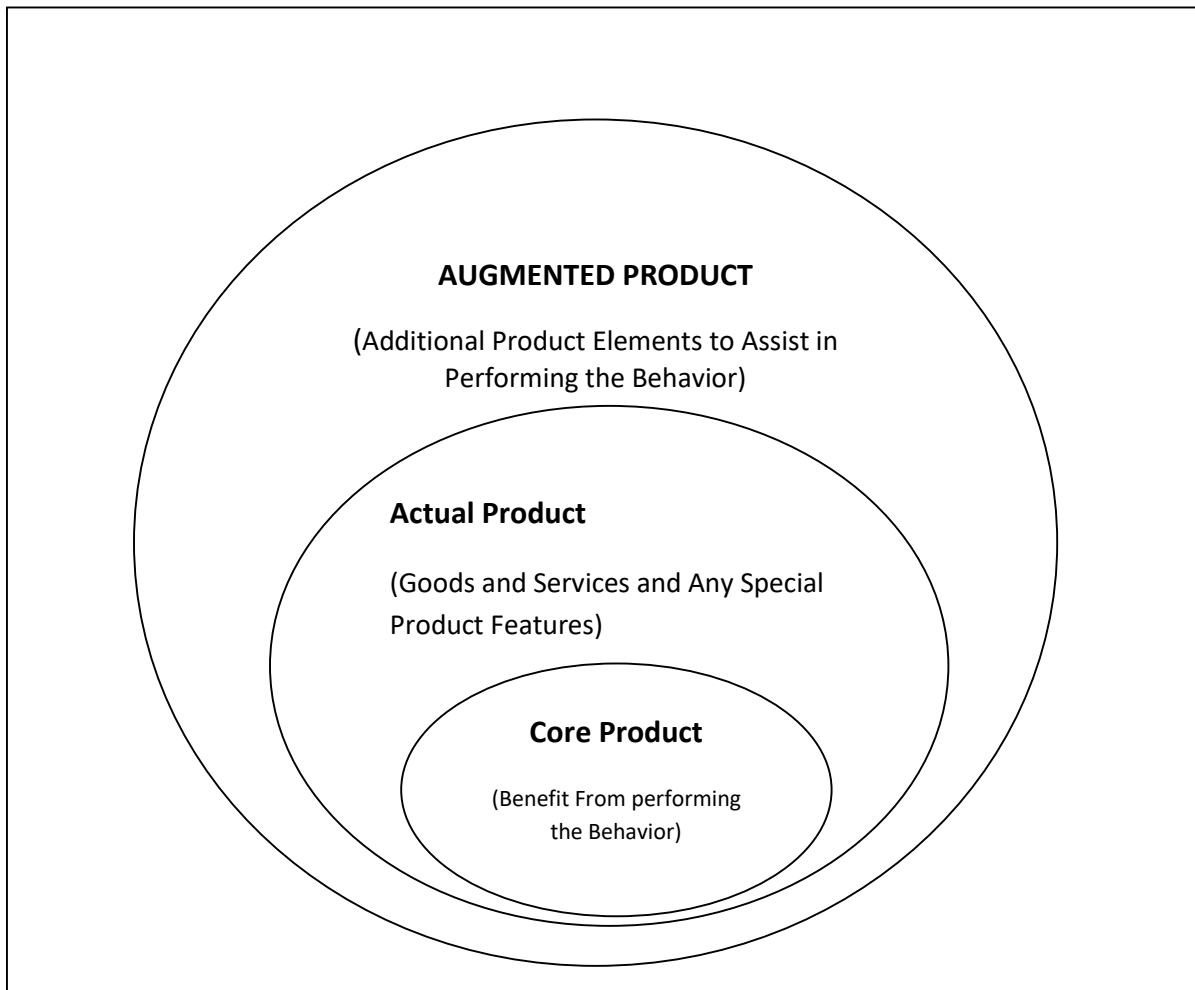
Briefly, your core product is the benefit the target audience wants and expects in exchange for performing the behavior. The actual product is any goods or services you will be influencing your target audience to "buy". And the augmented product includes any additional product elements that you may develop, distribute, sell or just promote. Examples are presented in Table 4.3

4.4 Levels of Social Marketing Product

4.4.1 Core Product

The core product, the center of the product platform, answers the following questions:

1. What's in it for the customer to adopt the behavior?
2. What benefits will customers receive?
3. What will the desired behavior satisfy?
4. What problems will it solve?

The core product is not the behaviors or accompanying goods and services you will be developing providing, and /or promoting. It is the benefits your audience wants and expects to experience when they perform the behavior benefits they say are the most valuable to them (e.g. "moderate physical activity will make me feel better, look better, and live longer").

As noted, the service dominant logic model asserts that a product has value only when a customer "uses" it, and that this value (core product) is determined by the customer, not the marketer. The great Harvard marketing professor **Theodore Levitt** was known to have told his students, **"People don't want to buy a quarter-inch drill. They want a quarter-inch hole!"** And **Charles Revson, of Revlon**, also provided a memorable quote illustrating the difference between product features (actual product) and product benefits (core product): **"in the factory we make cosmetics; in the store, we sell hope."**

Decisions about the core product focus primarily on what potential benefits should be stressed. This process will include reviewing audience perceptions of (a) benefits from the desired behavior and (b) perceived costs of the competing behaviors that the desired behavior can help the target audience avoid. You may have identified this core product when constructing your

positioning statement. Decisions are then made regarding which of these should be emphasized in a campaign. And keep in mind, the key benefit you should highlight is the benefit the target audience perceives for performing the behavior not the benefit to your organization or agency.

Example: Interviews with teens often reveal several perceived benefits youth associate with not smoking. doing better in school, doing better in sports, being seen as smart ,and looking and feeling good .They may also reveal the following perceived costs of smoking ; You could get addicted and not be able to quit, you might die, you'll stink, and you won't be as good in sports. Further discussion may indicate that one of these (e.g., fear of addiction) is most concerning and should be highlighted in the campaign (see Figure 4.3). In this case, the core product for the campaign becomes "By not smoking, you don't risk addiction."

4.4.2 Actual Product

Surrounding the core product are the specific goods or services you want your target audience to acquire, utilize, and /or consume those related to the desired behavior. As noted earlier, it may be existing goods or services offered by a profit company (e.g., fruits and vegetables), a nonprofit organization (e.g., rapid HIV/AIDS test), or a governmental agency (e.g., community swimming pool). Or it may be goods or services your organization develops or advocates for development (e.g., Road Crew).

Table 4.3 Examples of Three Product Levels Products

Behavior objective	Core product (benefit from performing the behavior)	Actual product (goods and services and any special product features)	Augmented product (additional product elements to assist in performing the behavior)
For Improved Health			
Get tested for HIV/AIDS within six months of having unprotected sex	Early detection, treatment ,and prevention of spreading the disease	Rapid HIV/AIDS test with results available in 30 minutes (versus two weeks as before)	Counseling for you and your partner
Conduct monthly breast self-exams and annual mammograms after age 50	Early detection and treatment	Mammogram	Laminated for a shower to prompt and record exams

For Injury Prevention			
Do not text while driving	Preventing injuries and death	Thumb socks that make it difficult to text, given to teens when they get their driver's licenses	Special attachment for keeping the thumb socks on rearview mirror when not driving
Put a life vest on toddlers at the beach	Preventing drowning	Toddler life vests	Life vests for loan at beaches
To Protect the Environment			
Plant native plants	Protecting wildlife habitats	100 native plants to choose from	Workshops on designing a native plant garden
Reduce home energy consumption	Saving money and reducing carbon emissions	Home energy audits	Findings from the audit of potential anticipated savings
For Community Involvement			
Sign up to become an organ donor	Saving someone's life	Organ donor registry	Form that makes it clear that in the event of death, any family members will be asked to give final approval
To Enhance Financial Well-Being of the Poor			
Make regular deposits to a savings account	Children's education	Lockbox to keep at home for depositing money	Bank personnel make home visits to collect the money and deposit in a savings account

Source: Lee, N., & Kotler, P. (2016). Social Marketing: Influencing behaviors for good (4th ed.).

Thousand Oaks, CA: SAGE.

4.4.3 Augmented product

This level of the product platform includes any additional product elements you will be providing and /or promoting along with the actual product.

Although they may be considered optional, they are sometimes exactly what is needed to provide encouragement (e.g. a walking buddy), remove barriers (e.g., a detailed resource guide and map of local walking trails and organized walking programs), or sustain behavior (e.g., journal for

tracking exercise levels). They may also provide opportunities to brand and to "Tangibilize" the campaign, creating more attention, appeal and memorability for target audiences.

4.5   Decisions Regarding Physical Goods

You will face several decisions in regard to developing or enhancing physical goods that your campaign will encourage audiences to acquire, utilize, or consume.

Is there a need for new physical goods that would greatly support the behavior change? For example, many adults with diabetes conduct finger-prick blood tests to monitor their blood sugar levels. A painless, needle-free mechanism that would provide reliable readings would be a welcome innovation and might result in more regular monitoring of blood sugar levels. Not all new products will require retooling or significant research and development costs, as illustrated in the following example. Do current goods need to be improved or enhanced? For example, typical compost bins require the gardener to use a pitchfork to regularly turn the yard waste to enhance compost development. New and improved models that a social marketing campaign might make known to target audiences are suspended on a bracket that requires only a regular tumble.

Consider that until recent years, most users (and especially nonusers) have perceived life vests as bulky and uncomfortable. Teens have raised concerns about tan lines and the "ugly" orange color. New options are vastly improved, with a look similar to that of suspenders and a feature for automatic inflation using a pull tab. Consider also the clear need for an improved product within a product category in the example.

Is there a need or opportunity for a substitute product? A substitute product is one that offers the target audience a "healthier and "way to satisfy a want, fulfill a need, or solve a problem. The key is to understand the real benefit (core product) of the competing behavior and to then develop and /or promote products offering them same or at least some of the benefits. These include, for example, food and beverages such as nonalcoholic beers, garden burgers, fat-free dairy products, nicotine-free cigarettes, and decaffeinated coffee: natural fertilizers, natural pesticides, and ground covers to replace lawns; an older sibling (versus a parent) taking a younger teen to a community clinic for STD screening; and a package containing a can of

chicken soup, tissues, and aspirin "prescribed" to patients suffering from colds, in an effort to reduce the overuse of antibiotics.

Chakravorty (2004) defines a substitute product as "a product offered to a market that is thought of and used by those in the market as a replacement for some other product."

An acceptable and accessible substitute product may promote desirable behaviors by enhancing the user's perceived self-efficacy. Self-efficacy is expected to be strengthened to the extent that many of the behaviors required in using a substitute are similar to behaviors associated with reference product use.

For example, a heavy coffee drinker may come to believe that avoidance of coffee will lead to improve her cardiac health. The prospective former coffee drinker may decide that she is very likely to quit coffee if she replaces it with decaffeinated coffee. A variety of factors may have contributed to this perception. First, she may feel that as a result of her coffee drinking behavior, she "knows how" to execute the behaviors required in drinking decaf. The beverage will be consumed in the same container, at the same temperature and she will not have to make great adjustments to the flavor of the substitute. If she is able to consume decaf in all the same situations where she usually drinks coffee (i.e, at home, work favorite restaurant), her efficacy for "decaf drinking" behavior may rise as she estimates that she will be able to perform the new behavior across a wide variety of settings.

4.6   Decisions Regarding Services

Services are often distinguished as offerings that are intangible and not result in the ownership of anything. In the social marketing environment, examples of services that support the desired behavior change might include education-related services (e.g., parenting workshops on how to talk to your kids about sex), personal services (e.g., escorts for students back to their dorms at night), counseling services (e.g., a crisis line for people considering suicide), clinical services (e.g., community clinics for free immunizations), and community services (e.g., hazardous waste mobiles for disposal of toxic waste products). It should be noted that services that are more sales oriented in nature (e.g., demonstrations on the efficiency of low-flow toilets) fall in to the

promotional category and will be discussed in Chapter 7. You will also face several decisions regarding any services you offer.

Should a new service be developed and offered? For example, given the apparent success and popularity of toll-free tobacco quit lines to support smoking cessation in other states, a community without one might want to develop and launch a line to accompany mass-media campaigns encouraging adults to quit smoking. In the past few years, apps such as those highlighted in the following example have become a new popular service for social marketers to explore. Does an existing service need to be improved or enhanced? For example, what if customer surveys indicate that an estimated 50% of callers to the state's 800 number for questions about recycling hang up because they typically have to wait more than five minutes on hold? Relative to enhanced services, what if customer feedback also indicates that residents would be interested in (and would pay for) recycling of yard waste in addition to glass, paper and aluminum?

Learning Activity 4.1

Answer the following questions.

1. List down the types of products you have purchased in the past few months.

    a) Categorize them as goods and services

_____

_____

_____

_____

    b) Classify them as social products and commercial products.

_____

_____

_____

_____

c) Identify their core, actual and augmented levels of each product.

_____

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_____

4.7   Branding

Dear learner, how do you define the term brand? (You can use the space left below to write your response.)

_____

_____

_____

_____

Branding in the commercial sector is pervasive and fairly easy to understand and recognize. A brand, as mentioned earlier, is a name, term, sign, symbol, or design (or a combination of these) that identifies the maker or seller of a product (see Table 4.4). You have contact with brands when you start your day with a search for directions on your iPhone, listen to music on your iPod, like a friend on Facebook, tweet a super-bowl score on Twitter, use Microsoft Word, and run in your Nikes.

Branding in social marketing is not as common, although we would like to encourage more of it, as it helps create visibility and ensure memorability. The following list includes a few of the stronger brands. In these cases, brand names that have been used to identify programs and products are used consistently in an integrated way. Most are accompanied by additional brand elements, including graphics and taglines.

Table 4.4 A Branding Primer

Table 4.4 A Branding Primer
Brand is a name, term, sign, symbol, or design (or a combination of these) that identifies the maker or seller of a product or service.
Brand Identity is how you (the maker) want consumers to think, feel and act with respect to your brand.
Brand Image is how your target audience actually does think, feel or act with respect to your brand.
Branding is the process of developing an intended brand identity.
Brand Awareness is the extent to which consumers recognize a brand.
Brand Promise is marketer's vision of what the brand must be and do for consumer.
Brand Loyalty refers to the degree to which a consumer consistently purchases the same brand within a product class.
Brand Equity is the value of brand, based on the extent to which it has high brand loyalty, name awareness, perceived quality, strong brand associations and other assets such as patents, trademarks and channel relationships. It is an important, although intangible, asset that has psychological and financial value to a firm.
Brand Elements are those trademark devices that serve to identify and differentiate the brand.
Brand Mix or **Portfolio** is the set of all brands and brand lines a particular firm offers for to a buyer in a particular category.
Brand Contact can be defined as any information bearing experience a customer of prospect has with the brand.
Brand Performance   relates to how well the product or service meets customers' functional needs.
Brand Extension is using a successful brand name to launch a new or modified product in a new category.
Cobranding is the practice of using the established brand names of more than one company on the same product or marketing them together in the same fashion.

Source: P. Kotler and N.Lee, Marketing in the public sector: A Roadmap to Improved Performance (Upper Saddle River, NJ: Wharton School, 2006).

Learning Activity 4.2

Answer the following question.

1. What examples could you add to the list of social marketing brands, even if they are not well

   known?

   _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

4.8 Chapter Summary

The product platform has three levels: the core product (the benefit of the behavior), the actual product (any goods and/or services your effort will be developing or promoting), and the augmented product (any additional product elements needed to support behavior change).

Decisions are faced at each level. At the core product level, decisions will need to be made regarding what potential benefits should be stressed. At the actual product level, you will consider whether existing goods (e.g., bike helmets) or services (e.g., home energy audits) should be promoted or whether new or improved products are needed to support behavior adoption (e.g., a tobacco quit line or a bullying app for parents). Social marketers encourage you to also consider whether there are additional product elements (augmented products) that would provide support for the target audience ,ones not "required" but that might make the difference in whether the audience is moved to action (e.g. ,life vests available for loan at beaches).

4.8 Self-check exercises

Read carefully and answer the following questions.

Part one: choose the best answer from the given alternatives?

1. Brand Extension is:

   A. The practice of using the established brand names of more than one company on the same product or marketing them together in the same fashion.

   B. Any information bearing experience a customer of prospect has with the brand.

   C. The degree to which a consumer consistently purchases the same brand within a product class.

   D. All of the above

2. A social marketing product can exist in the form of _____

   A. Idea

   B. Belief

   C. Sustained behavior

   D. Attitude

   E. All of the above.

3. _____ is the extent to which consumers recognize a brand.

   A. Cobranding

   B. Brand Contact

   C. Brand Elements

   D. Brand Awareness

   E. Brand Mix

4.9 References

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4.10 Further reading

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CHAPTER FIVE
MANAGING THE COSTS OF ADOPTION & SOCIAL MARKETING OF SERVICES

Learning Objectives
At the end of this chapter you will able to:

- ✓ explain pricing in social marketing context

- ✓ describe the characteristics of social marketing services

- ✓ justify the costs of adoption in social marketing

- ✓ determine the marketing function of pricing in relation to social marketing

- ✓ realize the objectives of setting price for social tangible goods and services

- ✓ compare the pricing methods

Lesson structure

5.1 Introduction

5.2 Defining Price

5.3 The Marketing Functions Of Pricing

5.4 Determining Monetary And Nonmonetary Incentives And Disincentives

    5.4.1   Increase Monetary Benefits For The Desired Behavior

    5.4.2   Increase Nonmonetary Benefits For The Desired Behavior

    5.4.3   Decrease Monetary Costs For The Desired Behavior

    5.4.4   Decrease Nonmonetary Costs For The Desired Behavior

    5.4.5   Increase Monetary Costs For The Competing Behavior

    5.4.6   Increase Nonmonetary Costs For The Competing Behavior

5.5 Social Marketing Of Services

5.6 Setting Prices For Tangible Goods And Services

5.7 Methods Of Pricing

5.8 Target Adopters' Sensitivity To Prices

5.9 Factors Affecting Sensitivity To Prices

5.10 Chapter Summary

5.11 Review Questions

5.12 Reference

5.13 Further Reading

5.1 Introduction

This chapter introduces "price", the second tool in your marketing toolbox and one you may find especially helpful in overcoming financial barriers associated with adopting your behavior. You will find it useful in "sweetening the pot" and not necessarily with just monetary incentives that could add significant costs to your program budget. You may also find it effective in reducing the appeal of the competition's offer. You will read how others have used creative monetary and nonmonetary incentives to add value, sometimes just enough to tip the exchange in their favor:

- How gift cards increased blood donation.
- How coupons helped increase the use of bike helmets from in a community.
- How a social marketing approach succeeded in persuading legislators to toughen the laws and fines for texting while driving.
- How a group of teens convinced their peers to postpone having sex by sharing the pain of public lice (crabs).

Moreover, you'll read that the price tool has four" attachments".

1. Monetary incentives (e.g., discount coupons)
2. Nonmonetary incentives (e.g., positive public recognition)
3. Monetary disincentives (e.g., fines)
4. Nonmonetary disincentives (e.g., negative public recognition)

5.2 Defining Price

Price is the cost that the target audience associates with adopting the desired behavior. Traditional marketing theory has a similar definition: "The amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service."

Adoption costs may be monetary or nonmonetary in nature. Monetary costs in social marketing environment are most often related to goods and services associated with adopting the behavior (e.g., buying a life vest or paying for a swim class for toddlers). Nonmonetary costs are more

intangible but are just as real for your audience and often even more significant for social marketing products. They include costs associated with the time, effort and energy required to perform the behavior, psychological risk and losses that might be perceived or experienced, and any physical discomforts that might be related to the behavior. You probably discovered most of these nonmonetary costs when you conducted barriers research, identifying concerns your target audience had about adopting the desired behavior. There may be more to add to the list, however, as you may have decided you want to include goods and services such as those listed in Table 5.1. This is the time to do that.

If your organization is actually the maker or provider of these tangible goods (e.g., rain barrels) or services (e.g., home energy audits), you will want to be involved in establishing the price your customer will be asked to pay. This is the time to do that well, before developing the incentives that are the emphasis of this chapter. A section at the end this chapter presents a few tips on price setting.

5.3 The Marketing Functions of Pricing

In considering what price to charge for a specific social product, social marketers should be aware of the several functions that prices serve.

5.3.1 The Accessibility Function

Pricing affects the ability of the target adopters to acquire the social product. In general, the higher the price, the harder it is to acquire the social product, and the lower the price, the easier it is to acquire the social product.

5.3.2 Product-Positioning Function

The rule regarding price is subject to some qualifications. However, Price can serve as a symbol and a surrogate for a product's quality. When target adopters have difficulty judging the quality of a social product, they often use price as a standard. A high price may lead target adopters to view the product as having high quality or prestige.

A low price may lead target adopters to view the product as being of poor quality. A free product may lead target adopters to be casual in their interest in the product. Many "free goods," such as

public health services or legal assistance, do not produce maximum demand because they imply that the product is "downscale." Consider the following episode:

A city in South America built a modern hospital that offered free clinic services to indigent citizens. When completed, the hospital staff expected to receive a flood of new patients. But most indigent people continued to patronize private physicians and street clinics to which they paid a fee. These target adopters were not convinced of the quality and attention they would receive in the hospital. To win clients, the hospital decided to experiment by announcing that a fee would be charged. Suddenly, many patients began to come to the hospital.

5.3.3   The Demarketing function

Another function served by price is to "demarket" the demand when it is excessive or undesirable. Demarketing occurs when the demand exceeds the capacity of the social program or when the social marketer wants to discourage the use of a product by raising its price, such as cigarettes or alcohol in antismoking or anti drinking campaigns.

Under these conditions, the social marketer seeks to discourage, temporarily or permanently, some behavior of target adopters by raising the price of that behavior. Demarketing can be accomplished by using the 4P's of product, price, promotion, and place. Specifically, the product's quality can be reduced, the price can be raised, promotion can be reduced or eliminated, and the place of delivery can be made inaccessible. Raising the price is often the most potential means.

Consider the following extreme example. Malaysian laws raised the "price" of taking or possessing drugs to that of paying with one's life if caught. The government implemented a "price" of capital punishment that has shown no mercy to either citizens or foreigners. Since 1982, ten foreigners have been killed by going to the gallows. The Malaysian deputy prime minister stated, "We do not apologize, we do not intend to apologize and we simply cannot apologize for the very tough laws here. Whether Ethiopian or Australian, you are subject to the laws of Malaysia when you come here. Nobody can ever say, 'I'm sorry, I am not aware of it.'"

In some cases, demarketing may appear to be hard-hearted or even immoral. Suppose that an epidemic of infant diarrhea led to an overfull and possibly infallible demand for the oral rehydration product. If a governmental agency raised its price for oral rehydration solution or limited the accessibility of the solution in other ways to allocate its supply, it would be attacked as immoral.

Learning Activity 5.1

Answer the following questions.

1. What is price in social marketing?

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_____

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2. Describe the main functions of setting a price for a social product.

_____

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_____

5.4 Determine Monetary and Nonmonetary Incentives and Disincentives

Your objective and opportunity with this second marketing tool is to develop and provide incentives that will increase benefits or decrease costs. (It should be noted that product and place tools will also be used to increase benefits and decrease costs. The price tool is unique in its use of monetary incentives, as well as nonmonetary ones including recognition, appreciation, and

reward.) The first four of the six price-related tactics focus on the desired behavior and the last two on the competing one (s).

1. Increase monetary benefits for the desired behavior
2. Increase nonmonetary benefits for the desired behavior
3. Decrease monetary costs for the desired behavior
4. Decrease nonmonetary costs for the desired behavior
5. Increase monetary costs for the competing behavior
6. Increase nonmonetary costs for the competing behavior

The next six section of this chapter explain each of these in more detail and provide an illustration for each.

5.4.1 Increase Monetary Benefit for the Desired Behavior

Monetary rewards and incentives can take many forms familiar to you as a consumer and include rebates, gift cards, allowances, cash incentives, and price adjustments that reward customers for adopting the proposed behavior.

Some are rather "tame" in nature, others a little more aggressive, and a few quite bold. Where would you place the following example on that continuum?

Table 5.1 Potential Costs for Performing the Desired Behavior

Type of Cost	Examples
Monetary : Goods	• Nicotine patches • Blood pressure monitoring equipment • Condoms • Bike helmets, life vests, and booster seats • Breathalyzers • Earthquake preparedness kits • Smoke alarm batteries • Food waste compost tumblers • Natural fertilizers (vs. regular fertilizers) • Recycled paper (vs. regular paper) • Energy –saving light bulbs
Monetary : Services	• Fees for family –planning classes • Smoking cessation classes • Athletic club fees

	• Suicide prevention workshops • Taxi rides home from a bar
Nonmonetary : Time, Effort	• Cooking a balanced meal • Pulling over to use the cell phone • Driving to a car wash versus washing at home • Taking the food waste outside to a composter
Nonmonetary : Psychological	• Finding out whether a lump is cancerous • Wondering about whether to believe the warning about eating too much fish when pregnant • Having a cup of coffee without a cigarette • Listening to the chatter of others in a car pool • Asking your son whether he is considering suicide • Telling your husband you think he drinks too much
Nonmonetary: Physical Discomfort	• Exercising • Pricking a finger to monitor blood glucose • Having a mammogram • Lowering the thermostat • Taking shorter showers

Source: N. Lee and P. Kotler "Social Marketing: Changing Behaviors for Good" (2016)

5.4.2 Increase Nonmonetary Benefits for the Desired Behavior

There are also ways to encourage changes in behavior that don't involve cash or free discounted goods and services with significant monetary value. Instead, they provide a different type of value. In the social marketing environment, they often take the form of a *pledge/commitment, recognition, and or appreciation* acknowledging the adoption of a desired behavior. In most cases, the benefit is psychological and personal in nature. By signing and keeping a pledge or commitment, a participant receives (in return) increased self-respect. If the pledge is made public, the value increases, with public respect increasing perceived value even further. Recognition or appreciation can be as simple as an email from a supervisor thanking an employee for commuting to work by bicycling, or as formal and public as an annual awards program recognizing the dry cleaner who has adopted the most significant green behaviors in the past year. These nonmonetary benefits are distinct from goods and services (e.g., safe bike storage) that are offered to help the target audience actually adopt the behavior. They are also distinct from sales promotion tactics that are more similar to gifts or prizes (e.g., T-shirts and coffee cups).

5.4.3 Decrease Monetary Costs for the Desired Behavior

Methods to decrease monetary costs are also familiar to most consumers: discount coupons, gift cards, trial incentives (e.g., eight free rides on a network of bus routes), cash discounts, seasonal discounts, promotional pricing (e.g., price based on geographic locations). Many of these tactics are also available to you as a social marketer to increase sales.

You may have used a discount coupon from a utility for compost, taken advantage of a weekend sales event for water–efficient toilets, or received a discount on parking at work because you are part of a car pool. The social marketing organization may be involved in subsidizing the incentive, distributing coupons and or getting the word out.

5.4.4 Decrease Nonmonetary Costs for the Desired Behavior

Tactics are also available for decreasing time and physical or psychological costs for suggests reducing usage time by "embedding "a new behavior in to present active ties. Thus, people might be encouraged to floss their teeth while they watch television people can also be encouraged to "anchor" a new behavior to an established habit. To encourage physical activity, for example, you can recommend that people climb the stairs to their third –floor office instead of taking the elevator.

Gemunden proposed several potential tactics for reducing other nonmonetary costs in this model:

1. Against a perceived psychological risk, provide social product in ways that deliver psychological rewards such as public recognition.
2. Against a perceived social risk, gather endorsements from credible sources that reduce the potential stigma or embarrassment of adopting a product.
3. Against a perceived usage risk, provide target adopters with reassuring information on the product or with a free trial of the product so they can experience how the product does what it promises to do.
4. Against perceived physical risk, solicit seals of approval from authoritative institutions, such as the Ethiopia Dental Association, the Ethiopian Medical Association, or other highly respected organizations.

In addition, target adopters can perform on their own preventive and corrective measures to manage products with highly perceived risks. Roselius identified several self-managed risk reducing approaches:

1. remaining loyal to a "proved" brand, buying only the major brand,

2. choosing on the basis of an outlet's reliability,

3. relying on the results of governmental testing, pretesting through trial adoption,

4. paying attention to favorable word-of mouth communication about the product,

5. shopping around for alternative products, and

6. accepting credible endorsements, and privately testing a product.

Each of these risk-reduction strategies can be built into the marketing mix of a social product. For example, providing high-quality interpersonal transactions is part of delivery, while offering extensive, informative instructions on usage is part of the promotion and presentation of a product. The use of endorsements is handled by advertising. Giving target adopters the experience of a free trial of a product by means of small-sized packages is a form of promotion called product sampling. Social marketers can utilize all marketing instruments in reducing the product-adoption costs for target adopters.

5.4.5 Increase Monetary Costs for the Competing Behavior

In the social marketing environment, this tactic is likely to involve influencing policy makers, as the most effective monetary strategies against the competition often require increasing taxes (e.g., on gas guzzling cars), imposing fines (e.g., for not recycling), and or decreasing funding (e.g.., if a school doesn't offer an hour of physical education classes). Referring back to the bike helmet example, the Harborview Injury Prevention and Research Center is now taking a more legislative and regulatory emphasis, since recent evaluations show that helmet use have stabilized a possible sign, they say that those not wearing helmets may respond only to laws and fines. As Alan Andreasen layouts in his book Social Marketing in the 1st Century, these policy changes may be critical to significant social change, and the social marketer can play a role in making this happen. "Our models and frameworks are flexible enough to guide efforts aimed at this kind of upstream behavior, especially for the many smaller organizations, especially at the local level, that cannot afford lobbyists."

Andreasen proposes that you use familiar components of the social marketing model. You can segment the potential audience using the stage of change model, and in the legislative environment this may be translated into those who are opponents, undecided, or supporters. You will then benefit from identifying and understanding your target audience's BCOS factors benefits, costs and others in the target audience's environment and their influence and self-assurance (perceptions of opportunity and ability). These should sound familiar as well.

5.4.6 Increase Nonmonetary Costs for the Competing Behavior

Nonmonetary tactics can also be used to increase actual or perceived nonmonetary costs associated with choosing the competing behavior. In this case, you may be creating or emphasizing negative public recognition.

Learning activity 5.2

Answer the following questions.

1. What are the price tool tactics which focused on behavior? And give your own example for each.

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5.5 Social Marketing in Services

Social services are an adjunct and instrument of social product marketing. The change agent must not only market an idea, such as quitting smoking, but provide clinics to serve prospective target adopters who want to quit smoking. Administering the clinics involves managing professionals and volunteers who interact with prospective target adopters, since their competence, attitude, and behavior will affect the target adopters' level of adoption and commitment. The clinic's convenience and ambiance will also influence the adoption decision. Consequently, social marketers must be skilled not only in marketing ideas and practices but in marketing services.

Providing services to a market has some special characteristics that are not normally found in providing goods. Here are four distinguishing characteristics of service-oriented social products:

5.5.1 Intangibility

Unlike goods, services cannot be seen, tasted, felt, heard, or smelled before they are adopted or purchased. For example, first-time blood donors cannot really sense what giving blood is like. To reduce uncertainty, they will look for signs or evidence of what the service will be like. Therefore, the social marketer's task is to "manage the evidence," to "tangibilize the intangible.' Suppose that a clinic wants to convey the efficiency and safety of donating blood. Making such a claim would not be enough. To demonstrate efficiency, the clinic would answer telephone calls without delay, schedule appointments efficiently, and admit donors with a minimum of waiting time, and so on. To demonstrate safety, the clinic would look clean and orderly, health questions would be answered promptly before blood is taken, and needles would be disposed of carefully. The key is to identify and demonstrate tangible qualities or characteristics that appeal to target adopters.

5.5.2 Inseparability

Provider-client interaction is a special feature of service marketing. For example, if a nurse at a blood donor clinic is unfriendly or clumsy, she can affect the client's perception of the quality of the entire social campaign or service.

5.5.3 Variability

Services are highly variable because they depend on who provides them and when and where they are provided. Thus, two nurses in the blood-donor clinic can create different impressions of the quality of a clinic. Tangible goods or products, on the other hand, are far more uniform.

Marketers of services can take two steps toward quality control. The first is to invest in high-quality personnel and their training. The second is to monitor the satisfaction of customers continuously, by means of suggestion and complaint systems, customer surveys, and comparison shopping to detect and correct faulty service.

5.5.4 Perishability

The perishability of services is not a problem when demand is steady because it is easy to staff the services in advance. When demand fluctuates, service organizations face difficult problems. If they staff for peak demand, their staff and resources will be idle when the demand is not high. If they staff for average demand, they may have long lines of waiting and irritated customers some of the time. Service marketers try to adjust their service capacity to the varying levels of demand by using reservation systems, part-time employees who are on call, differential pricing, and other devices.

It should be clear that social marketing campaigns typically place greater emphasis on the staff that provides social products and on the interaction between the staff and the target adopters of a social product than often is the case in commercial, business marketing. To succeed in a competitive environment, social marketing campaigns, particularly those that market services, must create differentiated benefits and features, offer high quality service, and find ways to increase the productivity of the staff that provides the social products and services.

Leaning activity 5.3

Answer the following question.

1. What is service in social marketing?

_____

_____

_____

_____

2. Two college students paid Birr 20 for identical tubes of toothpaste at a leading pharmacy. Yet another student complained about paying a much higher price than the other. What might be the basis for this compliant?

_____

_____

_____

_____

3. Compare and contrast between monetary and nonmonetary costs of adoption.

_____

_____

_____

_____

4. Explain the main features of service and give example for each.

_____

_____

_____

5.6 Setting Prices for Tangible Goods and Services

Prices for tangible goods and services involved in social marketing campaigns are typically set by manufacturers, retailers, and service providers. Social marketers are more often involved in helping to decide what tangible goods and services would be beneficial in facilitating behavior change, recommending discount coupons and related incentives, and then promoting their use.

When a social marketer gets involved in the price setting, however, several principles can guide decision making. The first task is to reach agreement on your pricing objectives. Kotler and Roberto outline several potential objectives:

a) *Maximizing retained earnings* where the primary consideration is money making (e.g., charging advertisers for space on billboards above the Play Pumps in Africa, ones that decrease the time it takes for families to pump water from wells)

b) *Recovering Costs* where revenue is expected to offset a portion of costs (e.g., charging customers Birr 32 for a rain barrel that cost the utility Birr 40)

c) *Maximizing the Number of Target Adopters* where the primary purpose is to influence as many people as possible to use the service and/or buy the product (e.g., providing free condoms to farm workers).

d) *Social Equity* where reaching underprivileged or high-risk segments is a priority and different prices might be charged according to ability to pay (e.g., a sliding scale fee for bike helmet).

e) *Demarketing* where pricing strategies are used to discourage people from adopting a particular social product (e.g., taxes on cigarettes).

5.7 Methods of Pricing

Once the pricing objective is agreed upon setting specific price gets easier. Three options to consider include the following:

5.7.1 Cost - based pricing where prices are based on a desired or established profit margin or rate of return on investment (e.g., condoms are sold at community clinics at prices to cover purchase costs).

5.7.2 Competitive – based pricing, where prices are more driven by the prices for competing (similar) products and services (e.g., life vest manufacturer partnering on a drowning prevention campaign of offers discount coupons to make pricing similar to less expensive vests that are not Coast Guard approved)

5.7.3 Value – based pricing, where prices are based an analysis of the target adopters' "price sensitivity," evaluating demand at varying price points (e.g., food waste composters that requires simple spinning are priced higher that those requiring manual tossing).

5.8 Target adopters' sensitivity to prices

A second adjustment to the cost-based price requires attention to what the target adopters are willing to pay. Nagle identified nine ways to research target adopters' sensitivity to prices.

The nine approaches vary in the cost and characteristics of the research. For example, aggregate sales data may be the least expensive if the data is derived from accounting, but they may be the least useful because the price variations that is disclosed, minimal. In-store purchase experiments, however, are probably the costliest approach because large panels of stores have to be monitored over a fairly long period.

5.9 Factors Affecting Sensitivity to Prices

To be able to measure sensitivity to prices is one thing. To be able to explain why it occurs is another. Nagle identified nine factors that influence sensitivity to prices:

1. **Unique-value effect:** Buyers are less price sensitive when a social product is unique.
2. **Substitute-awareness effect**: Buyers are less price sensitive when they are unaware of substitute products.
3. **Difficult-comparison effect:** Buyers are less price sensitive when they cannot easily compare the quality of alternative products.
4. **Total-expenditure effect:** Buyers are less price sensitive the lower the ratio of the cost of a product to their income.
5. **End-benefit effect:** Buyers are fewer prices sensitive the lower the cost of the product is in relation to the benefits of the product.
6. **Shared-cost effect:** Buyers are fewer prices sensitive when part of the cost is borne by another party.
7. **Sunk-investment effect:** Buyers are less price sensitive when a product is used in conjunction with an asset they previously bought (such as film and a camera).
8. **Price-quality effect:** Buyers are fewer prices sensitive when they assume a product possesses quality, prestige, or exclusiveness.
9. **Inventory effect:** Buyers are less price-sensitive when they cannot store the product.

How is this list of factors used? If a social change campaign must put a high price on its product, this list of factors will help it determine what steps could be taken to gain acceptance of that high price. For example, the first factor, unique value, suggests that a campaign can enhance its product's unique value and characteristics and communicate them effectively.

Learning Activity 5.4

Answer the following questions before proceeding to the next section.

1. What is the essence of social equity pricing objective?

_____

_____

_____

_____

2. Discuss the main pricing approaches social marketers can use for their offer.

_____

_____

_____

_____

5.10 Chapter Summary

The price of a social marketing product is the cost that the target audience associates with adopting the new behavior. Costs may be monetary or nonmonetary in nature. Your task is to use this second tool to help ensure that what you offer the audience (benefits) is equal to or greater than what they will have to give up (costs). As noted, the product and place tools are also used to increase benefits and decreases costs (e.g., providing more convenient locations to recycle is a place strategy). Your objective (and opportunity) with the price tool is to develop and offer incentives that can be used to provide one or more of the following six impacts. The first four tactics focus on the desired behavior and the last two on the competing one(s):

1. Increase monetary benefits for the desired behavior
2. Increase nonmonetary benefits for the desired behavior
3. Decrease monetary costs for the desired behavior
4. Decrease nonmonetary costs for the desired behavior
5. Increase monetary costs for the competing behavior
6. Increase nonmonetary costs for the competing behavior

Although most prices for tangible goods and services are established by manufacturers, retailers and service providers, several principles can guide a social marketer faced with price-setting decisions, beginning with establishing price objectives. What do you want the price to accomplish for you?

Once that is defined, you will decide to establish your price based on cost, the competition, or the perceived value that the product holds for your target audience.

5.11 Review Questions

Read and answer the following questions

Part one: True or False

Writ *TRUE* if the statement is correct or *FALSE* if the statement is incorrect.

1. Pricing affects the ability of the target adopters to acquire the social product.

2. Demarketing can be accomplished by using the four Ps of product, price, promotion, and place.

Part two: Matching
Match Column "A" which consists of types of costs with Column "B" which consists of examples for each type costs.

Column A		Column B	
1.	Monetary: Goods	A	Exercising
2.	Monetary: Services	B	Telling your dad you think he drinks too much
3.	Nonmonetary: Time, Effort	C	Driving to a car wash versus washing at home
4.	Nonmonetary: Psychological	D	Suicide prevention workshops
5.	Nonmonetary: Physical discomfort	E	Condoms
		F	Chewing chat
		G	Reading books

Part Three: completion
Read the statements carefully and give your answer in the in the space provided.

1. …………………………can serve as a symbol and a surrogate for a product's quality.

2. ……………… a pricing objective where reaching underprivileged or high-risk segments is a priority and different prices might be charged according to ability to pay.

3. Social campaigns should minimize adopters' ……………………. for the delivery of a social product.

4. The………………..the price charged, the greater the target adopters' costs of adoption and the fewer the target adopters.

5. Adoption costs are either of a ……………………..or a …………………………. kind.

5.12   References

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CHAPTER SIX

PLACE (DISTRIBUTION)

Learning objectives
At the end of this chapter you will able to:

- ✓ understand the distribution concept in a social marketing context
- ✓ illustrate the strategies which a social marketer can use to make social products accessible and more pleasant to its target adopters
- ✓ describe the term social franchising
- ✓ differentiate the four types of distribution a social marketer can consider to distribute social products

Lesson Structure
6.1 Introduction

6.2 Defining Place

6.3 Developing The Place Strategy

6.4 Social Franchising

6.5 Managing Distribution Channels

6.6 Chapter Summary

6.7 Review Questions

6.8 Reference

6.9 Further Reading

6.1   Introduction

Store bases retailers say that the three most important things in the success of their businesses are "location, location, location!" You may find this true for many social marketing efforts as well.

In this chapter, you'll read about 10 strategies for increasing convenience of access and making the desired behavior easier and more pleasant to carry out.

6.2   Defining Place

Place is where and when the target audience will perform the desired behavior, acquire and related goods, and receive associated services.

We live in a convenience –oriented world in which many of us place an extremely high value on our time, trying to save some of it for our families, friends, and favorite leisure activities. As a social marketer, you will be keenly aware that your target audience will evaluate the convenience of your offer relative to other exchanges in their lives.

In commercial sector marketing, place is often referred to as the distribution channel, and options and potential examples for social marketing are pervasive.

- *Physical locations*: Recycle stations at retail outlets
- *Phone:* Domestic violence help line
- Mobile phone apps: To find out when the next bus arrives
- *Mail:* Postage-paid plastic bags for recycling mobile phones
- *Fax:* An agreement to quit smoking signed by both patient and physician and faxed to a quit line
- *Internet:* Rideshare matching
- *Mobile units :* For hazardous waste
- *Where people shop:* Mammograms in a department store
- *Where people hang out*: HIV/AIDS tests at schools
- *Drive-troughs*: For flu shots at medical centers
- *Home delivery/house calls:* Home energy audits

- *Kiosks:* For determining body mass index(BMI)
- *Vending machines:* Condoms

It is important to clarify and stress that place is not the same as communication channel, which is where your communications will appear (e.g., brochures, radio ads, news stories, and personal presentations). Chapter 7 presents a detailed discussion of communication channels.

6.3 Developing the Place Strategy

Your objective with the place marketing tool is to develop strategies that will make it as convenient and pleasant as possible for your target audience to perform the behavior, acquire any goods, and receive any services. It is especially helpful in reducing access related barriers (e.g being at work all day). It can also break down psychological barriers. (e.g., providing needle exchange programs on street corners versus at a community health clinic).You will also want to do anything possible and within reason to make the competing behavior (seem) less convenient. The next sections of this chapter will elaborate on 10 successful strategic for you to consider.

a) Make the Location Closer

Using this strategy a social marketer can reduce the waiting and traveling time of its target audiences. The following are the ways to save your target audience a little time and travel include the following:

- Exercise facilities at work sites
- Flu shots at grocery stores
- Breastfeeding consultation provided during home visits
- Print cartridges recycled at office supply stores
- Litter receptacles that make it easy to drive by and deposit litterbags
- Dental floss kept in the TV room or, better yet, attached to the remote control
- Xmas tree recycling drop-off at the local high school
- Bins for unwanted clothing placed in residential buildings
- Mobile libraries reaching rural areas

b) Extend Hours

Following this strategy as a social marketer you can offer to the target audiences more options in terms of time and day of the week include the following:

- Vote by mail
- Licensed child care searches online (versus calling a telephone center during normal business hours).
- Twenty-four-hours help lines for counseling and information
- Recycling centers open on Sundays

c) Be There at the Point of Decision Making

Many social marketers have found that an ideal moment to speak to the target audience is when they are about to choose between alternative, competing behaviors. They are at a fork in the road, with your desired behavior in one direction and their current behavior, or a potential undesirable one, in the other. Presenting the offer at a target audience's point of decision making can be powerful, giving you one last chance to influence their choice.

Creative solutions that can influence decision making "just in time" include the following:

- Place a glass bowl of fruits and vegetables at eye level in the refrigerator versus in closed drawers on the bottom shelf.
- Negotiate with retailers to place natural fertilizers in prominent display at the end of the aisle.
- Place a small, inexpensive plastic magnifier on fertilizer jugs so that gardeners can read the small print, including instructions for safe usage.

d) Make the Location More Appealing

 A social marketer he or she can make the location more attractive using enhanced locations include the following:

- Conveniently located teen clinics that have reading materials and décor to which the market can relate.

- Stairways in office buildings that employees would want to take ones that are well lit, carpeted, and have art exhibits on the walls that get change out once a month
- Organized walking groups for seniors in shopping malls.

e) Overcome Psychological Barriers Associated With place

Strategies that reduce psychological barriers regarding place include the following:

- Needle exchange services provided by a health clinic on a street corner or from a mobile van versus at the facility of a community clinic.
- A website to help youth quit smoking with an option to email a counselor instead of calling an option some research with youth indicates just "is not going to happen"

f) Be More Accessible Than the Competition

Several are place related strategies:

i. Place nutritious foods at the beginning of the lunch line
ii. Use more appealing words to label healthy foods(e.g.., "creamy corn" rather than "corn")
iii. Give choices (e.g.., carrots or celery versus just carrots)
iv. Keep items like ice cream out of sight in the freezer with an opaque top
v. Pull the salad bar away from the wall
vi. Have cafeteria workers ask children, "Do you want a salad?"
vii. Provide food trays, as they appear to increase the likelihood of taking a salad
viii. Decrease the size of cereal bowls
ix. Place the chocolate milk behind the white milk
x. Place fruit in glass bowls rather than stainless steel pans
xi. Lunch tickets should cover fruit as a dessert, but not cookies
xii. Provide a "healthy express" checkout behavior is made more accessible relative to the competition include the following.

Other examples in which the desired behavior is made more accessible relative to the competition include the following:

- Family-friendly lanes in grocery stores where candy, gum, and adult magazines have been removed from the checkout stand.
- High-occupant vehicle lanes that reward high-occupant vehicles with less traffic congestion (most of the time).

g) Make Access to the Competition More Difficult or Unpleasant

Example: "Tobacco control laws". Ethiopia became a party to the WHO Framework Convention on Tobacco control on June 23, 2014. Among others, smoke free places designated smoking areas are allowed in all indoor workplaces and public places except in government offices, education areas, healthcare service places and in places that provide services to children or youth under 18 years old.

Other examples of limiting access to competitive behaviors include the following "

- Offering coupons for lockboxes for safe gun storage and distributing brochures listing convenient retail locations for purchase
- Distributing padlocks for home liquor cabinets to reduce alcohol access for minors; better yet, advocating with home builders to make these standard in new homes
- Pruning bushes in city parks so that youth are not able together in private and share their cigarettes and beer.

h) Be Where Your Target Audience Shops

Opportunities to provide services and tangible objects where your target audience is already shopping include the following:

- Distributing sustainable seafood guides at the fish counter of fish markets
- Providing litterbags at gas pumps, similar to pet waste bags in parks
- Giving demonstrations on how to select a proper life vest at sporting goods stores
- Offering beauty salon clients laminated cards to hang on a shower nozzle with instructions and reminders to conduct a monthly breast self-exam.

i) Be Where Your Target Audience Hangs Out

Up-to this point in time, it has been common for health counselors to visit bath houses to administer standard HIV testing .Although this certainly made taking the test more convenient, it didn't address the place barrier associated with getting the results. Those who took advantage of these services would still need to make an appointment at a medical clinic and then wait at least a week to hear the results, a critical step in the prevention and early treatment process that was not always taken. With this new effort, counselors would be with clients to present their results within about 20 minutes of taking the test .To address concerns about whether people carousing in a nightclub could handle the sudden news if it turned out they were HIV positive. Counselors would refuse to test people who were high, drunk, or appeared emotionally unstable.

j) Work With Existing Distribution Channels

Example: Influencing the Return of Unwanted Drugs to Pharmacies. In the fall of 1999, in response to a request from British Columbia's minister of the environment, pharmaceutical industry associations voluntarily created an organization to administer a medication return program in British Columbia Canada. The program provides the public with a convenient way to return (at no charge) unused or expired medications, including prescription drugs, nonprescription and herbal products, and vitamin and mineral supplements Easy to find links for participating pharmacies are on the association's website, and information promoting the program is provided on annual recycling calendars, brochures, flyers, bookmarks, and posters. By 2012, 95% of pharmacies were participating, providing convenient access at over 1,098 locations.

Many of the pharmacies are open extended hours and most offer easy access to those with special needs. All containers returned from a pharmacy are tracked by pickup date, weight and location and stored in a secure location until ready for safe destruction at a licensed destruction facility. The association's annual report indicated that in 2012, 87,429 kg of medication were collected.

Leaning activity 6.1

Answer the following question.

1. Social marketer's objective with the place marketing tool is to develop strategies that will make it as convenient and pleasant as possible for their target audience to perform the behavior, acquire any goods, and receive any services. Illustrate the important factors that they would consider to do the above tasks well.

_____

_____

_____

_____

_____

_____

6.4 Social Franchising

Social franchising can be described as the application of the principles of franchising originating in the commercial sector for companies like Starbucks and Subway to be nongovernmental organization (NGO) and public sectors for social good.

Fundamentally, it is a way to increase distribution channels for an existing program or product, which then increases utilization by offering convenience of access and quality assurance for users. It a way of scaling up successful solutions and often builds on existing private sector infrastructures including private clinics, pharmacies and community providers.

The first significant implementation of social franchising was conducted in the 1990s by Population Services, International, (PSI), when they created the Mary stops franchise in Ethiopia, which provides family planning, sexual and reproductive health services, maternal and child health services, and tuberculosis diagnosis. Green star products and services are now distributed through a nationwide network of over 7,000 franchised clinics and 75,000 retail outlets and

community - based distribution sites. Franchising has grown rapidly around the world in the past 20 years, primarily, especially in low-income countries. Franchise network most frequently provide services and products related to family planning, sexual and reproductive health services, maternal and child health services, HIV/AIDS diagnosis and treatment, tuberculosis diagnosis and treatment, diarrhea treatment, malaria, treatment and respiratory infections.

Operationally, a franchisor, the owner and originator of the franchise brand and policies, offers a franchisee, the individual outlet owner, a variety of benefits, including access to new expertise and capital, the ability to replicate a successful model, opportunities for training, use of a highly visible brand, increased promotional activities that then increase clientele and revenue, and the opportunity to expand a range of services offered. In return, franchise members typically pay a franchise fee and maintain certain standards of quality determined by the franchise agency, and may receive funding through grants.

The International Center for Social Franchising often refers to an inspirational quote from former US President Bill Clinton: "Nearly every problem has been solved by someone; somewhere. The frustration is that we can't seem to replicate (those solutions) anywhere else." The organization's mission is to take this challenge on by helping replicate the most successful social impact projects.

6.5 Managing Distribution Channels

In situations in which tangible objects and services are included in your campaign or program, a network of intermediaries may be needed to reach target audiences through the distribution channel.

Kotler and Roberto describe four types of distribution levels to be considered, illustrated in Figure 6.1. In a zero-level channel, there is direct distribution from the social marketer to the target audience. Tangible goods and services are distributed by mail, over the Internet, door to door, or through outlets managed by the social marketing organization (e.g., a health department providing immunizations at community clinics).

Figure 6.1 Distribution channels of various levels
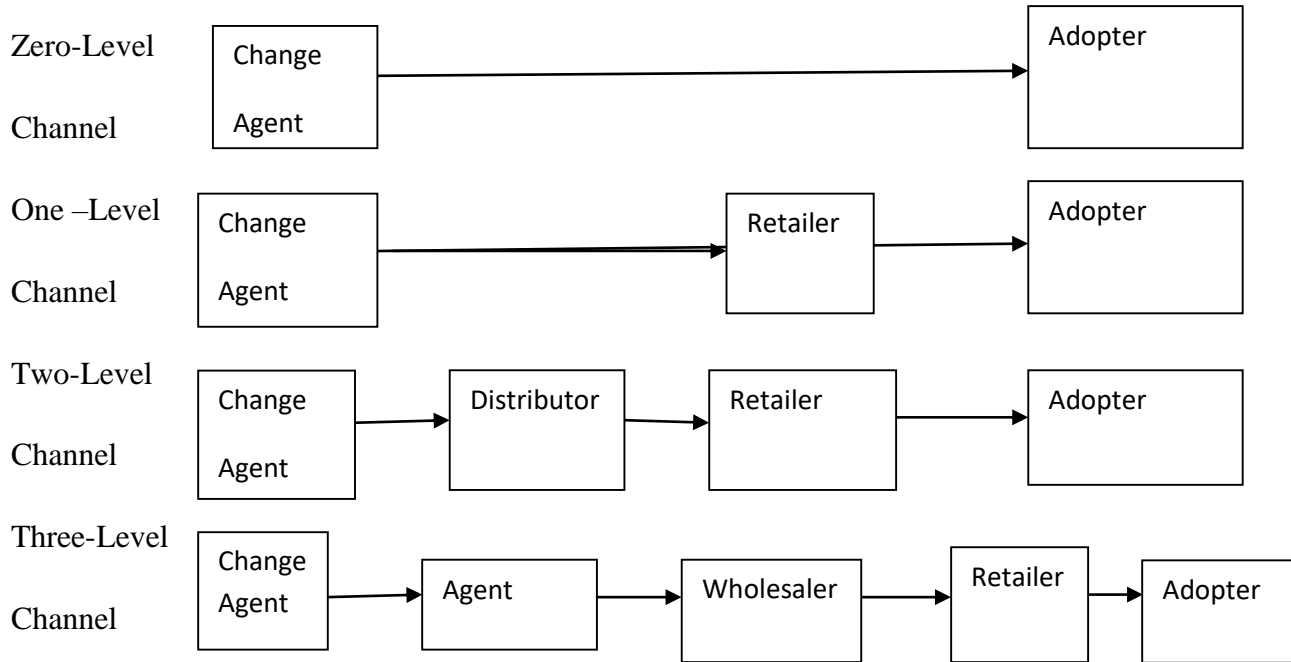
Zero-Level Channel

| Change Agent | ————————————→ | Adopter |

One –Level Channel

| Change Agent | ————————→ | Retailer | ——→ | Adopter |

Two-Level Channel

| Change Agent | ——→ | Distributor | ——→ | Retailer | ——→ | Adopter |

Three-Level Channel

| Change Agent | ——→ | Agent | ——→ | Wholesaler | ——→ | Retailer | ——→ | Adopter |

Source: Lee, N., & Kotler, P. (2016). Social Marketing: Influencing behaviors for good (4th ed.) Thousand Oaks, CA: SAGE.

In a one level channel, there is one distribution intermediary, most commonly a retailer (e.g., grocery stores where health care officials set up tables for flu shots). In a two level channel, you would be dealing with the local distributor as well as the retailer (e.g., working with distributors of life vests to include safety tips attached to the product). In a three level channel, a national distributor finds local distributors.

Learning activity 6.2

Answer the following questions.

1. Where could you find groups of seniors so you can give them small, portable pedestrian flags to keep and wave when entering crosswalks?

_____

_____

2. What would be good place to distribute condoms to farmers who are having unprotected sex with prostitutes while away from home?

_____

_____

3. In an effort to increase voting among university students, where could you distribute voter registration packets?

_____

_____

_____

Choices regarding distribution channels and levels are made on the basis of variables such as the number of potential target adopters, storage facilities, retail outlet opportunities, and transportation costs, with a focus on choosing the most efficient and cost-effective option for achieving program goals and reaching target audiences. This process can be guided by several principles offered by Coughlan and Stern.

- The purpose of channel marketing is to satisfy end users, which makes it critical that all channel members focus on this and that channels are selected on the basis of the unique characteristic of each market segment.
- "Marketing channels" play a role of strategic importance in the overall presence and success a company enjoys in the marketplace. They contribute to the product's positioning and the organization's image, along with the product's features, pricing, and promotional strategies.
- Marketing channels are more than just a way to deliver the product to the customer. They can also be an effective means of adding value to the core product, evidenced, for example, by the fact that employees are often willing to pay a slightly higher price for the convenience of bottled water at a vending machine at a work site than they would in a retail location.
- Issues currently challenging channel mangers include increasingly demanding consumers, management of multiple channels, and the globalization of markets.

Learning Activity 6.3

Answer the following questions before proceeding to the next section.

1. Regarding social franchising, what opportunities do you see that might be considered for existing programs or products?

   _____

   _____

   _____

2. Which of the channels is most apt to be used for each of the following social goods and services?
   a) Contraceptive devices_____
   b) Antismoking workshops_____
   c) Ideas _____

3. Why would social marketers distribute their products through intermediaries rather than directly?

   _____

   _____

   _____

   _____

   _____

4. When conflict arises among intermediaries in a distribution network, how can social marketers manage the situation?

   _____

   _____

   _____

   _____

   _____

   _____

6.6 Chapter Summary

Place, the third "P", is where and when the target audience will perform the desired behavior, acquire any related tangible goods, and receive any associated services.

Distribution channels, as they are often referred to in the commercial sector ,include more than physical locations, with other alternatives that may be more convenient for your target audience, including phone, mail, fax, Internet, mobile units, drive-through, home delivery, kiosks and vending machines.

Your objective with the place marketing tool is to develop strategies that will make it as convenient and pleasant as possible for your target audience to perform the behavior acquire any goods and receive any services. You are encouraged to consider the following winning strategies.

a) Make the location closer
b) Extend hours
c) Be there at the point of decision making
d) Make the location more appealing
e) Overcome psychological barriers related to "the place"
f) Be more accessible than the competition
g) Make accessing the competition more difficult
h) Be where your target audience shops or dines
i) Be where your target audience hangs out
j) Work with existing distribution channels.

And, finally, since this tool is often misunderstood, it is worth repeating that place is not the same as the communication channel, which is where your communications will appear (e.g.., brochures, radio ads, news stories, personal presentations).

6.7 Self- check exercises

Read carefully and answer the following questions.

Part one: True or False

Write true if the statement is correct or false if the statement is incorrect.

1. A social marketer he or she can make the location more attractive using improved locations.

2. Each type of intermediary in a network constitutes a channel level and defines the length of a channel.

3. Intermediaries in a distribution network are highly dependent on one other.

4. Place is an extremely high value on our time, trying to save some of it for our families, friends, and favorite leisure activities.

Part two: multiple choices

Choose the best answer for each question from the given alternatives.

1. **Which one of the following is not a place strategy which a social marketers use?**

    A. Place nutritious foods at the beginning of the lunch line

    B. Use more appealing words to label healthy foods

    C. Give choices

    D. Pull the salad bar away from the wall

    E. All are place strategies

2. In a zero-level channel,

    A. there is one distribution intermediary, most commonly a retailer

    B. a national distributor finds local distributors

    C. there is direct distribution from the social marketer to the target audience

    D. the social marketer would be dealing with the local distributor as well as the retailer

3. Opportunities to provide services and tangible objects where your target audience is already shopping include the following **except**

A. Providing litterbags at gas pumps, similar to pet waste bags in parks

B. Distributing sustainable seafood guides at the fish counter of fish markets

C. Giving demonstrations on how to select a proper life vest at sporting goods stores

D. None of the above

4. _____a social marketer can reduce the waiting and traveling time of its target audiences.

   A. Work With Existing Distribution Channels

   B. Extend Hours

   C. Make the Location Closer

   D. Be Where Your Target Audience Shops

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CHAPTER SEVEN

PROMOTION

Learning Objectives
At the end of this chapter you will able to:

- ➢ define the term promotion
- ➢ decide how to use demanded messages and choose credible sources
- ➢ integrate guidelines to develop creative elements of their campaign
- ➢ accurately select communication channels and factors to make decisions
- ➢ create a promotion strategy

Lesson Structure

7.1 Introduction

Think for a moment about how our everyday lives are dominated by commercial enterprise. We wake in the morning to radio and television programmers interspersed with advertising messages, perform our ablutions courtesy of many companies. Before we have even left the house, the commercial sector has not only succeeded in getting us to listen to their messages and use their products they have turned us into walking adverts. Over a century ago, General William Booth asked, "Why should the devil have all the best tunes?" I am not sure about his demonic metaphor, but the idea of learning from success is clearly a good one.

Consider for a moment the fact that this chapter on promotion is the last of chapters in this teaching material. Six chapters precede it, more than two thirds of the way into the journey to complete a social marketing plan. As I started this teaching material thinking, as many do, marketing and promotion are probably the most important. However, I imagine and hope that after reading the first 6 chapters, you are ready now to explore or use this final tool in the marketing mix.

Many of you who are following the planning process are probably eager for the more creative, often fun filled exercises associated with brainstorming slogans, sketching out logos, picking out colors, even screening potential actors. Others find this the most intimidating, even dreaded, process of all, having experienced in the past that it can be fraught with internal battles over words, colors and shapes and in the end, having experienced disappointment and frustration with their final materials or radio and television spots.

This time will be different. You know your target audience and a lot about them. You have clear behavior objectives in mind and understand what your potential customers really want out of performing the behavior and the barriers that could stop them in their tracks. You know now that this understanding is your inspiration, a gift one that has already helped you craft a powerful positioning statement, build a product platform, find incentives, and select distribution channels.

In this chapter, you will read about the four components of a promotional campaign (1) deciding on intended messages, (2) choosing credible messengers (3) 12 tips to consider when developing creative elements of your campaign and (4) selecting communication channels.

7.2 Defining Promotion

Promotions are persuasive communications designed and delivered to inspire your target audience to action.

You will be highlighting your product's benefits, features, and any associated tangible goods and services .You will be touting any monetary and nonmonetary incentives. And you will be letting target adopters know where and they can access any tangible goods and services included in your program's effort and or where you are encouraging them to perform the desired behavior (e.g., recycle motor oil). In this step, you create the voice of your brand and decide how you will establish a dialogue and build relationships with your customers.

7.3 Developing a Promotion Strategy

Developing this communication strategy is the last component, developing a strategic marketing mix. Your planning process includes four major decisions.

a) Messages: What you want to communicate ,inspired by what you want your target audience to do, know, and believe

b) Messengers: Who will deliver your messages or be perceived to be sponsoring or supporting your offer

c) Creative Strategy: What you will actually say and how you will say it

d) Communication channels: Where and when your messages will appear (distinct, or course, from distribution channels.

This chapter discusses strategies for developing messages and choosing messengers and presents 12 tips for developing creative strategies ("how to say it") and covers communication channels.

A Word about the Creative Brief

One of the most effective ways to establish clear messages, choose credible messengers, inspire winning creative strategies, and select effective communication channels is to develop a document called a creative brief, usually one to two pages in length. It helps ensure that communications will be meaningful (pointing out benefits that make the product desirable), believable (the product will deliver on the promised benefits), and distinctive (how your offer is a better choice than competing behaviors). Its greatest contribution is that it helps ensure that all team members, especially those in advertising and public relations firms working on the campaign, are in agreement with communication objectives and strategies prior to more costly development and production of communication materials. Typical elements of a creative brief are illustrated in the following section, and a sample creative brief is featured in Table 7.1.

Table 7.1 Creative Brief for a Youth Tobacco Prevention Campaign

Purpose and Focus: Reduce tobacco use among youth with a focus on addictive components.
Target Audience Description and Insights: Middle school and high school youth who don't currently smoke tobacco or chew chat, although they may have experimented with it in the past. They are vulnerable, however, to using tobacco because they have family members and friends who smoke or chew. They know many of the facts about the consequences of using tobacco. They have been exposed to them in health classes and may even have experience the reality with family members who have smoking related illnesses or who have died from smoking. The problem is they don't believe it will happen to them. They don't really believe they will get addicted. There is much peer pressure to fit in by smoking. These youth have also heard that smoking is a great stress relief and is an appealing way to pass the time. Some think kids who smoke look older and cool.
Communication Objectives: To know: Addiction is real and probable To Believe: Smoking-related illnesses are shocking, "gross." and painful. To Do: Refuse to try cigarettes or chew
Benefits to Promise: You will have a longer, healthier, and happier life, free of tobacco addiction.
Supports to Promise: Real stories from real people who started smoking at a young age Stories of personal loss involving a family member's dying or living with or dying from a smoking related illness. Graphic visuals depicting real, shocking ,and 'gross" consequences to the body Real facts from the American Cancer Society and surgeon general

Style or Tone: Credible, realistic, and serious
Openings: Engaging in social media including Facebook , Instogram, Twitter, Playing video games , Listening to the radio, Watching television, Surfing the Internet and Talking with friends
Positioning: People who smoke are risking their health and hurting their future, families and friends. It's not worth it.

Source: Lee, N., & Kotler, P. (2016). Social Marketing: Influencing behaviors for good (5th ed.).

Thousand Oaks, CA: SAGE.

Purpose of communications

This is a brief statement that summarizes the purpose and focus of the social marketing effort, taken from Step 1 in your plan.

Target audience

This section presents a brief description of the target audience in terms of key variables determined in Step3. Most commonly, it will include a demographic and geographic profile of the target audience. It is helpful to include what you know about your audience's current knowledge, beliefs, perceived barriers, and behaviors the target's current stage of change and anything else that you think is special about them.

Communication objectives

This section specifies what you want your target audience to know (think), believe (feel), and/or do (behavior), based on exposure to your communications. This can be taken directly from decisions made in Step4. (Social marketing campaigns will always have a behavior objective, and often have both knowledge and believe objective)

Positioning statement

The product positioning established earlier in Step 6 is presented here. This provides guidance to those selecting images and graphics and developing script and copy points.

Benefits to promise

Key benefits the audience hopes they will receive from adopting the behavior were identified as the core product when developing the product platform in step7. The primary benefit is

sometimes expressed in terms of a cost that the audience can avoid by adopting the desired behavior (e.g., stiff penalties for drinking and driving).

Support for the promise: This refers to a brief list of additional benefits and highlights from product, price, and place strategies established earlier in Step 7. The ones to be highlighted are those that would most help convince the target audience that they can perform the desired behavior, that the benefits are likely, and that they exceed perceived costs. This section also includes any available testimonials

Style and tone

Come to some agreement on any recommended guidelines about the style and tone for creative executions. Also note whether there are any existing graphic standards or related efforts that should be taken into consideration (e.g., the logo and taglines used for any current similar or competing efforts).

Openings

This final important section will be helpful to those selecting and planning communication channels. Siegel and Doner describe openings as "the times, places, and situations when the audience will be most attentive to and able to act on, the message. Input for this section will come from profiles and audience behaviors explored in Step5 (barriers benefits and motivators). Additional input may come from secondary and expert resources on the target audience's lifestyle and media habits.

Learning Activity 7.1

Answer the following questions before proceeding to the next section.

1. How do you define the term promotion?

_____

_____

_____

2. Mention the benefits of using creative brief.

_____

_____

_____

_____

7.4 Message Strategy

At this point, you are focused on the content of your communications, not the ultimate slogans, scripts, or headlines. That comes later. What those developing your creative strategies need to know first is what responses you want from your target audience. In N. Lee and P. Kotler's social marketing model, you have already done the hard work here and can simply fill in the blanks to the following by refining and elaborating on campaign objectives established earlier in step 4 and referencing barriers, benefits, motivators, and your completion from Step 5. Bullet points are usually adequate.

a) What do you want your target audience to do?

What specific desired behavior is your campaign focused on (e.g., get an HIV/AIDS test three to six months after having had unprotected sex)? It will include any immediate calls to action (e.g.., call this toll-free number for locations in your area for free, rapid HIV/AIDS tests). If your behavior objective was stated in fairly broad terms (e.g., practice natural yard care techniques), this is the time to break these down into more single, simple doable messages (e.g., grass clippings on the lawn).

b) What do you want them to know?

Select key facts and information regarding your offer that should be included in campaign messages. If you are offering tangible goods or services related to your campaign (e.g., free quart-sized resalable plastic bags at security checkpoints), you will want messages that inform target audiences where and when they can be accessed. There may be key points you want to make on how to perform the behavior (e.g., the limit for carry on liquids is 3 ounces, and they must fit in a quart-sized reseal able plastic bag). To highlight benefits of your offer, you may

decide that a key point you want your audience to know relates to statistics on risks associated with competing behaviors (e.g., makeup and other liquids not in these bags will be taken and discarded) and benefits you promise (e.g., having liquids in the appropriate containers ahead of time can save you and fellow passengers up to 20 minutes in lines).

c) What do you want them to believe?

This question is different from what you want your target audience to know. This is about what you want your target audience to believe and or feel as a result of your key messages .Your best inspiration for these points will be your barriers and benefits research. What did they say when asked why they weren't planning to vote (e.g., "My vote won't make a difference")? Why do they think they are safe to drive home after drinking (e.g., "I did it before and was perfectly fine")? Why are they hesitant to talk with their teen about suicide (e.g., "I might make him more likely to do it")? These are points you will want your communications to counter. And what was their response when you asked what would motivate them to exercise five days a week (e.g., " believing I would sleep better"), fix a leaky toilet (e.g., saving 200 gallons of water a day),or take the bus to work (e.g., having Wi-Fi available for the duration)? These are points you will want to put front and center. Saw their job as getting students to progress more quickly to that ability to moderate .Their message strategy was developed to do just that.

d) What did they want students to do?

The Syracuse students wanted their campaign to influence students to refuse that "next drink", the one that would take them "over the line".

e) What did they need them to believe?

They wanted them to believe that by refusing that drink that would take them over the line, they would avoid negative consequences, ones their research indicated were "all too familiar" to their target audience and made them feel stupid: "sending drunk texts"; "blacking out"; getting a DUT"; "ending up in an unwanted hookup"; "throwing up", "arguing with my girlfriend"; "falling down stairs"; "acting like an idiot".

With this as their inspiration, the students developed a creative strategy, one that would identify and stigmatize the one drink that would separate enjoyable drinking from the negative consequences of "drinking too much". They called it "The stupid Drink".

a. One –Sided Versus Two-Sided Messages

A one sided message usually just praises the product, while a two-sided one points out its shortcomings. In this spirit, Heinz ran the message, "Heinz Ketchup is slow good," and Listerine ran the message, "Listerine tastes bad twice a day."

Intuitively, you might think that the one-sided presentations would be more effective (e.g., "Three out of four students drink fewer than four drinks at one sitting"). But research suggests that one sided messages tend to work better with audiences who are initially favorably predisposed to your product. If your audience is currently opposed "to your idea or has suspicions or negative association, a two-sided argument might work better (e.g., "Although 25% of students drink more than four drinks at one sitting, most of us don't").

Furthermore, an organization launching the existing products and then are well accepted might think of favorably mentioning the existing products and then going on to praise the new one. Research also indicates that two sided messages tend to be more effective with better educated and or those who are likely to be exposed to counterpropaganda. By mentioning a minor shortcoming in the product, you can take the edge off this communication from the competitor, much as a small discomforting inoculation now prevents a greater sickness later. But you must take care to inject only enough negative vaccine to make the buyer resistant to counterpropaganda, not your own product.

b. Messages Relative to Stages of Change

Messages will also be guided by your target audience's current stage of change. As mentioned in Chapter 2 on target audiences, the marketer's role is to move target adopters to the next stage, influencing pre-contemplators to become contemplators, contemplators to take action, and those in action to make it a habit (maintenance). Most important, there are different recommended message strategies for each stage.

For pre-contemplators, your major emphasis is on making sure your target audience is aware of the costs of competing behaviors and the benefits of the new one. These are often stated using statistics and facts, especially those that your target audience was not aware of ones that serve as a wakeup call. When these facts are big news ,they can often move some that target audience members very quickly through subsequent stages all the way to maintenance in some cases (e.g.. ,when it was discovered that aspirin given to children for flu is related to a potentially fatal disease called Reye's syndrome).

For contemplators (now that they are "awake"), your message options include encouraging them to at least try the new behavior and or restructure their environment to make adoption easier (e.g., put a compost container under the kitchen sink).You will want to dispel any myths (e.g., air bags are as good as seatbelts) and potentially address any barriers, such as a concern they have about their ability to successfully perform and maintain the behavior.

For those in action, you will want them to start to see the benefits of having "gotten out of bed", Perhaps you will be acknowledging that they reached targeted milestones (e.g., 30 days without a cigarette) or persuading them to use prompts to ensure sustainability (e.g., put the laminated card to track monthly breast self-exams in the shower) or sign pledges or commitments to keep up the good work." Your messages will target a tendency to return to old habits and at the same time prepare them to create a new one.

For those in maintenance, you still have a role to play, for as you learned earlier, behavior change is spiral in nature, and we can easily regress back to any of the stages even go "back to sleep". This is the group whose behavior you want to recognize, congratulate, feature, and reward. You want to be sure they are realizing the promised benefits and you may want to occasionally remind them of the long term gains they are bound to receive or contribute to.

7.5 Messenger Strategy

Who your target audience perceives to be delivering your message and what they think of this particular messenger can make or break the deal. And this is the right time to choose the messenger, as this decision will have important implications when you develop the creative strategy as well as select communication channels. You have major messenger options (sole

sponsor, partners, spokespersons, endorsements, mid-stream audiences, and mascot), described next, and followed by considerations for choosing.

The sponsoring organization can be the sole sponsor, with campaign communications highlighting the organization's name (somewhere). A quick audit of social marketing campaigns is likely to indicate a public sector agency sponsor (e.g., the EPA promoting energy efficient appliances) or a nonprofit organization (e.g., the American Cancer Society urging colon cancer screenings).

For many efforts, there will be partners involved from the beginning in developing, implementing and perhaps funding the campaign. In this scenario, target audiences may not be certain of the main or actual sponsors. These partners may form a coalition or just a project, one where the target audience may or may not be aware (or clear) what organizations are sponsoring the effort (e.g.., a water quality consortium that includes utilities, departments of health, and an environmental advocacy group).

Some organizations and campaigns make effective use of spokespersons to deliver the messages, often achieving higher attention and recall as well as increased credibility. In 2006, for example, Barack Obama traveled to Kenya and received a public HIV test. He then spoke about his trip on World AIDS Day:

…..So we need to show people that just as there is no shame in going to the doctor for a blood test or a CAT scan or a mammogram, there is no shame in going for an HIV test, because while there was once a time when a positive result gave little hope, today the earlier you know, the faster you can get help. My wife Michelle and I were able to take the test on our trip to Africa after the Centers for Disease Control informed us that by getting a simple 15-minute test, we may have encouraged as many as half-a-million Kenyans to get tested as well.

Some programs have used entertainers to draw attention to their effort. The best choice would be someone highly recognized and appropriate for the effort. This strategy is not without risk; however, as there is a chance the celebrities you choose might lose popularity or, even worse, get caught in a scandal or embarrassing situation. You may want to include endorsements from outside organizations, which are often then seen as one of the messengers. These can range from

simply including an organization's name or logo in your communications to displaying more formal testimonials in support of your campaign's facts and recommendations.

How Do You Choose?

In the end, you want your target audience to see the messenger, or messengers, as a credible source for the message. Three major factors have been identified as key to source credibility: expertise, trustworthiness, and likability.

Expertise is the perceived knowledge the messenger has to back the claim. For a campaign encouraging less than 5 year-olds receiving the new human papillomavirus (HPV) vaccine to help prevent cervical cancer, the American Academy of Pediatrics was an important messenger, in addition to local health care providers.

Trustworthiness is related to how objective and honest the source is perceived to be. Friends, for example, are viewed as more trustworthy than people who are paid. This is why for –profit organizations often need the partnership or at least the endorsement of a public agency or nonprofit organization, with target audiences being innately skeptical about the commercial sector's motive (e,g., a pharmaceutical company encouraging childhood immunizations).

Likability describes the source's attractiveness, with qualities such as candor, humor, and naturalness making a source more likable. The most credible source, of course would be the option scoring highest on all three dimensions.

Learning Activity 7.2

Answer the following question.

1. How social marketers can make their source (messenger) credible?

_____
_____
_____
_____
_____

7.6 Creative Strategy

Your creative strategy will translate the content of your desired messages to specific communications. These will include everything from logos, typeface, taglines, headlines, copy, visuals, and colors in printed materials to script, actors, scenes, and sounds in broadcast media. You will be faced with choosing between informational appeals that elaborate on behaviors and their benefits and emotional appeals using fear, guilt, shame, love or surprise. Your goal is to develop (or approve) communications that will capture the attention of your target audience and persuade them to adopt the desired behavior. This chapter presents 8 tips in these next sections for you to consider and to help you and others decide.

Tip 1: Keep It Simple and Clear

Given a social marketing campaign's inherent focus on behaviors, try to make your instructions simple and clear. Assume, for a moment, that your target audience is interested in adopting, even eager to adopt, the behavior. Perhaps it was something you said or something they were already inclined to do and they are just waiting for clear instructions. Messages like this are probably familiar to you. "Eat five or more fruits and vegetables a day." "Wash your hands long enough to sing the Happy Birthday song twice." And "Move right for sirens and lights". Consider how easy these messages make it for you to know whether you have performed the desired behavior and can therefore count on receiving the promised benefits. Often visual instructions can help make the behavior seem simple and clear. You have, no doubt, seen may versions of messages in hotel rooms asking us to let staff know if we are happy to sleep on our sheets another night and to reuse our towels.

Tip 2: Focus on Audience Benefits

Since, as Roman and Mass suggest, people don't buy products but instead buy expectations of benefits, creative strategies should highlight benefits your target audience wants (most) and expects in return for costs associated with performing the behavior.

This will be especially effective when the perceived benefits already outweigh perceived costs. The target audience just needs to be prompted and reminded.

Tip 3: When Using Fear, Follow Up With Solutions and Use Credible Sources

Social marketers frequently debate whether or not to use "fear appeals". Some researchers suggest that part of the reason is the lack of distinction between a fear appeal and what might better be called a "threat appeal." argue that threat simply illustrate undesirable consequences of certain behaviors (e.g., cancer from smoking) and that the emotion triggered may in fact not be fear, which some worry can immobilize the audience.

Rob Donovan, Professor of Behavioral Research at Curtin University in Australia, posted on the Georgetown Social Marketing List serve in 2013 that "the issue is not so much whether fear, disgust, etc. work or not but under what conditions and for whom are they appropriate, and when might they be counterproductive." Kotler and Roberto point to research by Sternthal and Craig suggesting that decisions to execute fear-based messages should take several factors in to account.

- A strong fear-based appeal works best when it is accompanied by solutions that are both effective and easy to perform. Otherwise, you may be better off with a moderate appeal to fear.

- A strong fear-based appeal may be most persuasive to those who have previously been unconcerned about a particular problem. Those who already have some concern may perceive a message of fear as going too far, which will inhibit their change of attitudes or behaviors.

- An appeal to fear may work better when it is directed toward someone who is close to a potential target adopter than it is when directed to the target adopter. This may explain some research indicating that fear appeals are more effective when they are directed toward family members of the target audience.

- The more credible the source, the more persuasive the fear-based appeal. A more credible source reduces the chances that the audience will discount or underestimate the fear-based appeal.

Tip 4: Try for Messages That Are Vivid, Concrete, and Personal

Mekenzie –Mohr and Smith believe one of the most effective ways to ensure attention and memo ability is to present information that is vivid, personal and concrete. They point to a variety of ways to make this happen.

Vivid information, they explain, increases the likelihood that a message will stand out against all the other information competing for our attention. Furthermore, because it is vivid, we are more likely to remember it at a later time. For example, one assessor conducting home energy audits was trained to present vivid analogies.

You know if you were to add up all the creaks around and under these doors here you'd have the equivalent of a whole the size of a football in your living room wall. Think for a moment about all that would escape from a hole that size.

Information that is personalized uniquely addresses your target audience's preferences, wants and needs, fully informed by their perceived barriers to and benefits of doing the behavior. For example, Mckenzie-Mohr and Smith have a suggestion for utilities on how they might promote energy conservation: Show the percentage of home energy by use item. Rather than using bars for the graph, replace them with a picture of the item itself (furnace, water heater, major appliances, lighting, etc.) and the corresponding energy in the home.

Tip 5: Make Messages Easy to Remember

The magic of persuasive communications is to bring your messages to life in the minds of the target audience. And as Kotler and Keller reveal, every detail matters. Consider they suggest how the legendary private sector ad taglines were able to bring to life the brand themes listed on the left. Consider, as well how familiar many or most of them (still) are to you.

In their book Made to Stick: Why Some Ideas Survive and Others Die, the Heath brothers suggest six basic traits of sticky ideas ones that are understood and remembered.

A quick audit of familiar, perhaps even "famous", social marketing messages provides a few additional clues as to what seems to help target audience remember what to do especially when your communications are not close at hand.

Tip 6: Have A Little Fun Sometimes

Having fun with social marketing promotions is often as controversial as using fear based appeals. N. Lee and P. Kotler suggest that the key here is to know when it is an appropriate and potentially effective solution and when it is not. A host of variables will impact your success, including your target audience (e.g.., demographics, psychographics, geographic), whether the social issue is one that your target audience can "laugh about", and how a humorous approach contrasts with what has been used in the past to impact this issue.

In general, humorous messages are most effective when they represent a unique approach to the social issue. There are probably opportunities for humor whenever your target audience would get a kick out of laughing at themselves or with others.

On the other hand, humorous messages are not as effective for complex messages. There would be no benefit, and perhaps even a detriment, to a campaign to influence parents to child proof their home, an effort involving multiple, specific instructions, Nor is it appropriate for issues with strong cultural, moral or ethical concerns (e.g. ,child abuse or domestic violence).

Tip 7: Try for a "Big Idea"

A "big idea" brings the message strategy to life in a distinct and memorable way. In the advertising business, the big idea is thought of by some as the Holy Grail, a creative solution that in just a few words or one image sums up the compelling reason to buy. It takes message strategy statements that tend to be plain ,straight forward outlines of benefits and desired positioning and transforms them into a compelling campaign concept .It might be inspired by asking yourself ,if you had only "one thing" you could say about your product, how would you say it and how would you show it? Others suggest that getting the big idea is not a linear process, but rather a concept that might emerge while in the shower or in a dream. At porter Novelli, a global public relations firm, the big idea is described as one that has a head, heart, hands and legs.

Not only can The Big idea straddle across a period of time through several campaigns, but at the same time it can stand astride any channel we choose. The Big Idea brings campaigns and channels together, rather than working as disconnected executional elements.

Examples in the commercial sector to model include the well-known "Got milk?" campaign that has been adopted for a variety of celebrities and non-dairy products (e.g., "Got milk?"). A great social marketing example is one developed by the Ethiopian Department of Health and Human Services' Office on Women's Health's national breastfeeding campaign. The big idea for this campaign will seem more obvious when you see two of their ads, ones intended to increase knowledge about the benefits of breastfeeding exclusively for the first six months.

Tip 8: Consider a Question Instead of a Nag

Are you going to drink eight glasses of water today? Are you going to vote tomorrow? Some believe the very act of act of asking these questions can be a force for positive change, a technique referred to as the "self-prophecy effect," or the behavioral influence of a person making a self-prediction. Research conducted by Eric Spangenberg, professor of marketing, and Dave Sprott, assistant professor of marketing, both at Washington State University, has led them to believe that having people predict whether they will perform a socially normative behavior increases their probability of performing that target action. These researchers have even demonstrated successful application of self-prophecy through mass-communicated prediction requests. They have also found theoretical support for a dissonance based explanation for self-prophecy.

Spangenberg and Sprott's studies show that when people predict they will do something, they are more likely to do it. These authors' analysis of the technique showed an average effectiveness rate of 20% immediately following the asking of the question, and sometimes behavior change would last up to six months after people predicted their behavior.

Learning Activity 7.3

Answer the following questions before proceeding to the next section.

1. The goal of social marketers is to develop (or approve) communications that will capture the attention of their target audience and persuade them to adopt the desired behavior.

   a) Point out the factor that a social marketer should consider to the task.

   _____

   _____

   _____

   _____

   b) Give an advice for the social marketers how these factors will be applicable in the Ethiopian context?

   _____

   _____

   _____

   _____

   _____

7.7 Selecting Communication Channels

Social media platforms offer tremendous opportunities to engage our audience deeply and widely. However, we can't approach social media with the 'same old, same old" mindset and treat these channels like cyber brochures that we push to   people. Social media is about meeting our audiences where they are listening. That being said, social media stills needs to be grounded in good strategic planning as part of the marketing mix.

Smart markets have moved from a reliance on traditional channels (e.g., television, radio, outdoor, print advertising, brochures), to an integrative media mix, one that now includes social media options (e.g., mobile phones, interactive websites, Facebook, YouTube, Instagram, blogs, Twitter, podcasts, online forums, wikis). Perhaps this shift has occurred in part because many marketers identify with a famous quote from John Wanamaker: "I know that half the money I

spend on advertising is wasted, but I can never find out which half." In addition to providing lower costs per impression, social media options provide a more efficient method of collecting real-time data on whether target audiences have noticed and responded to the marketer's efforts (e.g., number of times YouTube video was viewed and shared).

This part will guide you through the final step of developing your promotional strategy: deciding on the most efficient and effective mix of communication channels to reach and inspire your target audiences to action. It will:

- Familiarize you with the major communication channel options you have
- Review eight factors that can guide your decisions

a. Selecting Communication Channels

When selecting communication channels, you will be facing with making decisions regarding (a) types of communication channels, (b) specific media vehicles within these broader types, and (c) timing for communications. A brief explanation of each follows (see Table 7.2).

Table 7.2: Major Social Marketing Communication Channels

A. ADVERTSING PAID MEDIA UNPAID PUBLIC SERVICE ANNOUNCEMENTS	
Broadcast:	Outdoor/Out of Home
Television	Billboards
Radio	Bus boards
Internet: Banner ads	Bus shelter displays
Print:	Subways
Newspaper	Taxis
Magazine	Vinyl wrap on cars and buses
Direct Mail:	Sports events
Separate mailings	Banners
Paycheck and other stuffers	Postcard racks
Backs of Tickets and Receipts	Kiosks
Ads in Theaters	Restroom stalls
Ads on Internet /web	Truck side advertising
	Airport billboards and signage

B.PUBLIC RELATIONS AND SPECIAL EVENTS	
Stories on television and radio	Special Events:
Articles in newspapers and magazines	Meetings
Op- eds	Speakers' bureaus
Public affairs/community relations	Conferences
Lobbying	Exhibits

Videos	Health screenings
Media advocacy	Demonstrations
C. PRINTED MATERLALS	
Brochures	Calendars
Newsletters	Envelope messages
Flyers	Booklets
Posters	Bumper stickers
Catalogs	Static stickers
D.SPECIAL PROMOTIONAL ITEMS	
Clothing	Functional items :
T-shirts	Key chains
Baseball hats	Flashlights
Diapers	Refrigerator magnets
Bibs	Water bottles
Temporary Items	Litterbags
Coffee sleeves	Pens and pencils
Bar coasters	Book covers
Lapel buttons	Notepads
Temporary tattoos	Tote bags
Balloons	Mascots
Stickers	Door hangers
Sports cards	e-Games
	e-Cards
	Prodcasts
E.SIGNAGE AND DISPLAYS	
Road signs	
Sings and posters on government property	
Retail displays and signage	
F.PERSONAL SELLING	
Face-to-face meetings, presentations, speakers' bureaus	
Telephone	
Workshops, seminars, and speakers' bureaus	
G.SOCIAL MEDIA CHANNELS AND TYPES	
Social networking sites such as Facebook, Twitter, and Instagram	RSS feeds (really simple syndications) on websites
Mobile technologies such as phones for text messaging	Buttons and badges
Email blasts and alerts	Image sharing
You Tube videos	Virtual worlds
Blogs and micro blogs such as Twitter	Widgets
H.WEBSITES	
Banner ads	
Links	
I.POPULAR AND ENTERTAINMENT MEDIA	
Songs	Public art
Movie scripts, television ,radio programs	Flash mobs
Comic books and comic strips	Product integration
Video games	

b. Communication Types

Communication channels also referred to as media channels, can be categorized by whether they are mass, selective, or personal. Each approach may be appropriate, depending on communication objectives. Many campaigns and programs may warrant all three, as they are mutually reinforcing.

Mass media channels are called for when large groups of people need to be quickly informed and persuaded regarding an issue or desired behavior. There is a need, and perhaps a sense of urgency, for audiences to "know, believe, and /or do something." Typical mass media, types for social marketers include advertising, publicity, popular and entertainment media, and governmental signage.

Selective media channels are used in cases where target audiences can be reached more cost effectively through targeted media channels and /or when they need to know more than is available in mass media formats. Typical selective media types include direct mail, flyers, brochures, posters, special events, telemarketing, and the Internet.

Personal media channels are sometimes important for achieving behavior change objectives and include social networking sites such as Facebook, blogs, and micro blogs such as Twitter, face-to-face meetings and presentations, telephone conversations, work-shops, seminars, and training sessions. This approach is most warranted when some form of personal intervention and interaction is required is order to deliver detailed information, address barriers and concerns, build trust, and gain commitment. It is also an effective and efficient way to create social norms and make them more visible.

c. Communication Vehicles

Within each of the major communication channels (media types) there are specific vehicles to select. Which TV stations, radio programs, magazines, websites, mobile technologies, and bus routes should you choose? At what events should you sign up for both? When are road signs warranted? Where should you put fact sheets?

d. **Communication Timing**

Timing elements include decisions regarding months, week, days, and hours when campaign elements will be launched, distributed, implemented, and /or aired in the media. Your decisions will be guided by when your audience is most likely to be reached or when you have your greatest windows of opportunity for being heard (e.g.., a drinking and driving campaign aimed at teens might be most effective immediately prior to and during prom and graduation nights).

e. **Communication Funding Sources**

Paid media has traditionally been referred to as communication channels that the brand (maker or seller of the product) pays for. Earned media refers to when the brand gets "free" visibility, either through public service announcements, articles in print media, or mentions in broadcast media.

Relative to social media channels, earned media refers to visibility that others give to the brand (e.g., liking on Facebook a campaign or product). And with the dominance of the Internet, a third source has been proposed by some, one labeled owned media, defined by Corcoran and others as "a channel a brand controls, including a website, mobile site, blog, or Facebook or Twitter account."

1. **Traditional Communication Channels**
a) **Advertising and Public Service Announcements**

Defined formally, advertising is "any paid form of non-personal presentation of ideas, goods, or services by an identified sponsor." More commonly, you probably think of one or more of the popular, traditional mass media communication channels such as television, radio, newspapers, magazines, direct mail, the Internet, and a variety of outdoor (out –of –home) channels such as billboards, transit signage, and kiosks. In the commercial sector, these advertisements are most often placed (bought) by the organization's, advertising or media-buying agency.

As a social marketing working for a public sector or nonprofit organization, you will also have opportunities for unpaid advertising, something you know of as public service announcements (PSAs). An obvious advantage of PSAs, of course, is the cost (often free, or at least deeply discounted); the disadvantage is that you do not have the same level of control over where the ad

will actually appear in the newspaper or magazine or during what program or time of day it will air on television or radio. This perhaps is why some refer to a PSA as "people sound asleep."

There are several tactics you can use to increase your odds of obtaining public service placement of your advertisement and the likelihood they will appear when and where you would like. First build a relationship with the public affairs or community relations personnel at your local television and radio networks. Know that what they will be most interested in (it's their job) are issues that their listeners and viewing audience care about and ones that their organization has chosen as a community priority. Ensure high quality of your productions, whether for television or radio, as they will consider them a reflection of their organization as well. Be prepared to negotiate. If they can't offer you free placement at times you are targeting, they may have interested corporate sponsors; and if they can't do it free of change, they may be able to offer a discounted price. (e.g., two for the price of one).

b) Public Relations and Special Events

Public relations are distinguishable by its most favorable outcome free visibility for your campaign. Successful activities generate free, positive mentions of your programs in the media, most commonly as news and special programming on radio and television and as stories, articles, and editorial comments in newspapers and magazines. Many refer to these accomplishments as earned media, contrasting it to paid media.

Additional typical efforts in this channel include planning for crisis communications (e.g., responding to adverse or conflicting news), lobbying (e.g., for funding allocations), media advocacy (e.g., working with the media to take on and advance your social issue), and managing public affairs (e.g., issue management). A though some organizations hire public relations firms to handle major campaigns, it is more common for internal staff to handle day-to-day media relations.

Some believe this is one of the more underutilized channels, and yet a well-thought-out program coordinated with other communications – mix elements can be extremely effective. It provides more-in-depth coverage of your issue than is often possible with a brief commercial and is often seen as more objective than paid advertising .Tools used to generate news coverage include press

releases, press kits, news conferences, editorial boards, letters to the editor, and strong personal relationships with key reporters and editors. Siegel and Doner recommend several keys to success.

Build relationships with the media by first "finding out who covers what and then working to position yourself and your initiative as an important, reliable source of information so that reporters will call you when they are running a story on your topic.

Frame the issues with the goals of the media in mind, "to appeal to the broadest number   of audience members possible, and tell a compelling story that is relevant to their audience and in the public's interest."

Create news by convening a press conference, special event, or demonstration. Special events can also generate visibility for your effort, offering the advantage of interaction with your target audience and allowing them to ask questions and express attitudes about your desired behaviors that you probably need to hear.

The event may be a part of a larger public gathering such as a country fair, or it may be something you have organized just for your campaign. It might include a demonstration (e.g.., car seat safety checks), or it might be a presentation at a location where your target audience shops, dines or commutes such as the one in the following example.

c) Printed Materials

This is probably the most familiar and utilized communication channel for social marketing campaigns. Brochures, newsletters, booklets, flyers, calendars, bumper stickers, door hangers, and catalogs provide opportunities to present more detailed information regarding the desired behavior and the social marketing program. Sometimes, but not as often as you might like, target audiences hold on to these materials, and ideally even share them with others. In some cases, special materials are developed and distributed to other key internal and external groups, such as program partners and the media. Included in this channel category are any collateral pieces associated with the program, such as letterheads, envelopes and business cards.

d) Special Promotional Items

You can reinforce and sometimes sustain campaign messages through the use of special promotional items, referred to as "trinkets and trash," Among the most familiar are messages on clothing (e.g., T-shirts, baseball hats, diapers, bibs), functional items (e.g., key chains, water bottles, litterbags, pens and pencils, notepads, book-marks, book covers, refrigerator magnets), and more temporary mechanisms (e.g., Bar coasters, stickers, temporary tattoos, coffee sleeves, sports cards, lapel buttons). Some campaigns, such as the one in the following example, create a treasure chest of these items.

e) Signage and Displays

Many social marketing campaigns rely on signage and displays to launch and, especially, sustain campaign messages. Examples of those more permanent include road signs warning against drinking and driving, reminding people to use a litterbag, and asking motorists to "Move right for sirens for sirens and lights." Signs on government property and establishments regulated by the government can be used to target messages, such as signs in forests asking people to stay on the path, plaques in bars with messages warning about the dangers of alcohol when pregnant, and signs in airports urging us to remove computers from our bags before reaching the checkpoint. Displays and signage can also be used at point of purchase in retail environments (e.g., for life vests, tarps for covering pickup loads, energy saving light bulbs, natural pesticides).

In this case, preparing signage and special displays will include selling the idea to distribution channel decision makers and coordinating distribution of any special signage and accompanying materials.

f) Personal Selling

Perhaps the oldest promotional channel is that of fact-to-face selling. Kotler and Keller see this tool as being the most effective at later stages of the buying process and as one that helps build buyer preference, conviction, and action. They cite three distinctive qualities this tool provides: (a) personal interaction involving an immediate and interactive relationship; (b) cultivation permitting relationships to grow; and (c) response making the buyer feel under some obligation

for having listened to the "sales talk." And, as illustrated in the following, the experience doesn't have to be unpleasant.

2. **Nontraditional and New Communication Channels**

a) **Social Media**

In December 2009, Queen Rania of Jordan delivered a keynote speech at Europe's number-one technology event, attended by over 2,000 entrepreneurs, bloggers, and developers. She posed a challenging question, asking how to leverage the power of social media to alleviate social challenges in the real world especially the state of global education. She sees social media as "a platform to collaborate and a mouthpiece to mobilize" and urged online activists to act on behalf of 75 million children in the world still being denied an education." You are the ones who can help link online activism to reality, to finally make life streaming life changing .The queen clearly recognizes what many social marketers are discovering the power of social media. The Social Media Toolkit provided in 2009 by the Centers for Disease Control and Prevention (CDC) articulates these strengths well, seeing the potential of these technologies to

- Increase the timeliness of communications
- Leverage the networks of target audiences
- Expand your reach
- Personalize and reinforce messages
- Facilitate interaction
- Influence desired behaviors

Craig Lefebvre, a renowned social marketing expert experienced in social media applications, provides additional perspectives for success.

The position a social marketer takes when using social media involves not just a new perspective, but another set of skills that focus on the network, not the individual. To use these media successfully, we must become collaborators, convener facilitators, brokers and weavers.

By collaborators, we mean working inside what others have created existing blogs ,social network sites; creating platforms for group participation from the beginning not just as static

dissemination web-sites. As conveners we must think about using social media in new ways to bring people of common purpose together to get things done not simply substitute computer-mediated meetings for in person ones (aka the burgeoning scheduling of "webinars") to "talk."

One of the major barriers to becoming a convener is that few people and organizations understand the effort that must go in to changing the behaviors of their collaborators. Being a broker means becoming a dynamic resource center not a place where people go to check out job posts, and down load toolkits and case studies, but where people can, among other things, exchange advices and in formations, solicit creative work, comment on works in progress, allow agencies to see who outside their usual networks might have the ways and means to reach priority groups. For example, why do so few health programs reach poor, underserved and rural populations through agricultural extension services or United Way agencies? And finally, agencies and organizations need to think about themselves as network weavers pulling together what are usually (when you look for them) a number of diverse and isolated groups working on the same problem but do not have the connectors, or bridges ,to bring them into contact one another .

The creative use of social media and mobile technologies that moves past what they are as technologies and focuses on how they fit into the lives of people we serve, will allow social marketing to become more effective and efficient at realizing behavior and social change at scale.

Examples of the use of several major social media types for social marketing are featured in this next section.

Facebook's free and robust advertising platform offers the exciting possibility for public health researchers and program developers to find their target audiences online.

By targeting advertising to specific elements of users' Facebook profiles things like location, gender, and age as well as "likes" or groups the user has joined public health professionals can maximize what are often limited funds available for program promotion or study recruitment. Megan Jacobs, project manager at Legacy, shared the following example of using Facebook for a clinical trial recruitment effort.

Researchers at the Schroeder Institute for Tobacco Research and Policy Studies at Legacy used Facebook advertising to recruit study participants to install a quit-smoking app called **UbiQUITous™** as part of a randomized controlled trial funded by the National Cancer Institute (http://apps. Facebook.com/ quit lab).They targeted paid advertising at specific Facebook users to try to find smokers who fit the eligibility criteria.

Facebook's easily accessible and detailed advertising metrics made it easy to determine in real time which targeting variables most successfully and cheaply drove Facebook users to the app, enabling the research team to experiment frequently with images, ad copy, and targeting variables to maximize recruitment efficiency. Surprisingly, an image of a fluffy white dog wearing thick black glasses combined with text about a free quit-smoking app was the most effective at recruiting smokers.

The National Institute of Drug Abuse (NIDA) believes that social media are an effective way to meet teen's "on their turf by going where they are instead of pushing information in a top-down manner".

TEEN MIKE: There are kids in my school who smoke pot and they seem okay, what's the big deal.

NIDA : Hi mike ,there's no way to predict who will encounter the negative effects of marijuana and who will not .Actually ,that's true for many drugs since there are so many differences between us all as individuals . .we'll react differently depending on how the drug is made, what our genetic make –up is and other factors. The point is why taking the risk?"

b) Twitter

In 2013, the world's second Global Police Tweet-a-Thon was joined by millions across several countries on Twitter using the same hashtag,#plotwt. The effort, in part was to increase understanding of the use of social media by the police and to increase awareness among citizens on how they can use Twitter to assist police on a variety of issues, including finding missing persons, notifying police of parking infractions, reporting car accidents, sending information on suspicious citizens carrying weapons, and more. The global event also used the opportunity to

provide safety tips such as this one: "Cheshire Police @cheshirepolice: Lots of calls re snowballs. Throwing snowballs at traffic can be very dangerous. Don't do it!!#poltwt."

c) Texting

South Africa has more HIV-positive citizens than any country in the world; in some provinces, more than 40% of the population is infected. With many seeking care only after becoming symptomatic with end-stage AIDS, an ambitious initiative undertaken by Project Masiluleke is tacking this issue using text messaging to get the word out about testing for the virus. Cell phones are abundant in South Africa, with more than 90% of the population (including the young and the poor) using some kind of mobile technology.

The developers of Project Masiluleke struck a unique deal with a South African cellular company to send out messages accompanying 1 million "please call" messages each day for a year. Similar to a public service announcement, these messages are inserted in the unused space of a "please call me" (PCM) text message, which is a special free form of SMS text widely used in South Africa, substituting a call for a paid text message. One message reads "Frequently sick, tired, losing weight and scared that you might be HIV positive? Please call AIDS Helpline 0800012322." For each PCM message, an accompanying script and frequently asked questions have been provided to helpline operators to ensure consistent and accurate information. Project Masiluleke's PCM campaign is reported to have increased calls to the National AIDS Helpline in Johannesburg by 300% and project managers believe the potential is to mobilize several hundred thousand South Africans to get tested.

d) Instagrams

The Blairs, owned and managed by The Tower Companies, is an apartment community in Silver Spring, Maryland, and Molly King is program director for its Lifestyles Program, a community development and sustainability program for residents living at the 1,400-unit apartment community. Molly believes it's true that "a picture is worth a thousand words." And that, in the world of social media, an image and a short-and –sweet statement are going to grab the attention of an audience like nothing else. Audrey Glasebrook, Lifestyles Program coordinator at The Blairs, writes,

Instagram is a perfect way to do this! The Blairs uses Instagram to create a visual of its green lifestyle, supporting the need to see it to believe it. We Instagram pictures of our bike-it stations, bike maps of the surrounding area, and coming soon our bike lounge complete with washing station and cyclist-friendly vending machine. Residents can see every day that biking is not only a viable commuting option, but also a fun one with Instagram images of these free amenities!

e) Online Videos

In 2013, a Warc Prize for Social Strategy was awarded to Lifebuoy, a corporation with a social mission (and corporate social marketing effort) to help more children reach their fifth birthday by supporting good hand-washing habits around the world. Every year, they report, 2 million children fail to reach their fifth birthday because of diseases like diarrhea and pneumonia, diseases that could (in part) be prevented by healthy hand –washing habits. Program strategies include working directly with schoolchildren, new moms, and community groups to encourage hand washing with soap before eating, after using the toilet, and when bathing.

f) Websites

To increase visibility for your website, search engine marketing has evolved immensely in the past several years, and many of us are not fully exhausting recommended strategies to increase the visibility of our website when someone conducts a Google-type search (e.g., "natural gardening ").There are paid options to ensure a ranking, often with a "pay per click" fee structure, a strategy that probably makes more business sense in the for-profit sector.

There are also numerous unpaid options to improve the chances that your site will make the first results page, if not the top of that page (i.e., your site's ranking). Ranking can be improved by enhancing a website's structure, content, and keyword submissions.

Websites are a critical "touch point' for your customer, one that not only impacts awareness and attitudes toward your organization but also makes a difference in whether your audience is inspired and supported to act (e.g., to pledge to keep a lawn pesticide free). Some even believe your website could be "the third place." a term referring to social surroundings different from the two usual social environments of home and the workplace.

To maximize the influence of your website, experts advise that you pay attention to your site's (a) ease of navigation, (b) ability to tailor itself to different users, (c) availability of related links, and (d) potential for two way communications as illustrated in the following example.

Additional features on the website include opportunities to participate in volunteer activates (e.g., help clear invasive plants) and to post a pledge to take one of eight specific actions (e.g., use a drip water system), even showing individuals holding a sign of what they have pledged.

A less well-known and underused media category employs popular forms of entertainment to carry behavior change messages, referred to as popular entertainment media by some and edutainment by others. These include movies, television series, songs, theater, video games, and traveling entertainers such as puppeteers, mimes and poets. Social marketing messages integrated into programming, scripts and performances have included topics such as drinking and driving use of condoms, eating disorders, recycling, youth suicide, organ donation, HIV testing, avoiding loan fraud, and sudden infant death syndrome.

Alan Andreasen sees this approach as a very effective one in overcoming the problems of selective exposure and selective attention one on the part of indifferent target audiences." This has come to be called the Entertainment Education Approach. It began in the 1960s with a soap opera in Peru called Supplement Maria, which discussed family planning, among other topics. And John Davies, an international social marketing consultant who refers to these initiatives as "edutainment," believes that although they can require substantial budgets, costs might be lowered by selling advertising time to multinational companies that market beneficial, affordable health products such as soap for hand washing, oral rehydration salts for babies, and vitamin/mineral tablets for women.

g) Product Integration

In the commercial sector, product placement is a specialty of its own, with marketers finding inventive ways to advertise during actual television programs and movies especially. You probably recognize this when you see a familiar logo on a cup of coffee in an actor's hand or the Swoosh on a star's baseball cap.

More relevant for social marketing is the integration of your desired behaviors into commercial products or their packaging. Sometimes corporations decide "all on their own" to take on an initiative.

7.8 Factors Guiding Communication Channel Decisions

Clearly, you have numerous channel options available for getting your messages to target audiences. Choices and decisions can be guided by a few important factors, eight of which are described in the following sections, in no particular order, since each is an important consideration. Some are even deal breakers.

Factor 1: Your Campaign Objectives and Goals

In your planning process, you ideally set a quantifiable goal for changes in behavior, behavior intent, awareness, and /or attitudes. Those measures/targets are now your guide for selecting communication channels.

Factor 2: Desired Reach and Frequency

Kotler and Armstrong describe reach as "a measure of the percentage of people in the target audience who are exposed to the ad campaign during a given period of time" and frequency as "a measure of how many times the average person in the target audience is exposed to the message.

Factor 3: Your Target Audience

Perhaps the most important consideration when planning media strategies will be the target audience's profile (demographics, psychographics, geographic, and behaviors) and their media habits. This will be especially important when selecting among social media platforms and using paid advertising and selecting specific media vehicles, such as radio stations, television programs sections of the newspaper, magazines and direct mail lists. Ideally, these were identified as "openings "when developing the creative brief. Again, media representative will be able to provide audience profiles and recommendation. The goal will be to choose general media types, specific vehicles and the timing most likely to reach, appeal to and influence target audiences.

Compatibility of the social marketing program and associated will also be key and will contribute to the ultimate impact of the given medium. For example, a message regarding safe gun storage is more strategically aligned with a parenting magazine than one on home decorating, even though both may have readerships with similar demographic profiles. And the timing of this ad would be best linked to special issues on youth violence or campus shootings.

Factor 4: Being There Just in Time

Many social marketers have found that ideal moment to speak to the target audience is when they are about to choose between alternative, competing behaviors. They are at a fork in the road and the social marketer wants a last chance to influence this decision. Tactics demonstrating this principle include the following:

- The use of the symbol on menus signifying a smart choice for those interested in options that are low in fat ,cholesterol ,and /or calories.
- Calories posted on menu boards
- The familiar forest fire prevention signs that updates on the current level of threat for forest fires in the park
- A message on the backs of diapers reminding parents to turn their infants over, onto their backs, to sleep.
- The idea of encouraging smokers (in the contemplation stage) to insert their child's photo under the wrappers of cigarette packs.
- A sign at a beach that makes the benefit of a life vest clear
- A key chain for teens with the message "You Don't Have Buzzed to Be Busted"
- A handmade tent card next to a napkin holder suggesting that customers take only what they need

Communications also want to prepare for events that are likely to motivate target audiences to listen, learn more, and alter their behaviors. Examples would include an earthquake, a teen suicide in a small community, the listing of an endangered species, threats of drought and power blackouts, a famous female entertainer diagnosed with AIDS, a governor injured in an automobile accident while not wearing a seatbelt, a college student sexually assaulted after a rave party, or a politician diagnosed with prostate cancer. Events such as these often affect levels

of awareness and belief relative to costs and benefits associated with behavior change .The amount of time it will take to learn about and prepare a home for a potential earthquake will seem minor compared suffering the costs and losses in a real earthquake. Though such events are events are often tragic, the silver lining is that target audiences in the pre-contemplation stage are often moved to contemplation, even action and the social marketer can take advantage of the momentum created by heightened publicity and the need for practical information. Just as public relations professionals prepare for crisis communications, the social marketer wants to prepare for these opportunity communications.

Factor 6: Integrated Marketing Communication

Commercial marketers routinely invest millions of dollars in marketing communications, and this experience has led many companies to adopt the concept of integrated marketing communications (IMC), "where a company carefully integrates and coordinates its many communication channels to deliver a clear, consistent, and compelling message about the organization and its products.

With integrated marketing communications, you achieve consistency in the use of slogans, images, colors, font types, key messages, and sponsor mentions in all media vehicles and customer touch points. It means that statistics and facts used in press releases are the same as those in printed materials. It means that television commercials have the same tone and style as radio spots and that print ads have the same look and feel as the program's social media.

In addition, IMC points to the need for a graphic identity and perhaps even a statement or manual describing graphic standards. The integrated approach also addresses the need for coordination and cooperation among those developing and disseminating program materials and finally, calls for regular audits of all customer touch points.

Benefits of an integrated approach are significant, including (a) increased efficiency in developing materials (e.g., eliminating the need for frequent debates over colors and typefaces and incremental costs of developing new executions) and (b) increased effectiveness of communications, given their consistent presentation in the marketplace.

Factor 7: Knowing the Advantages and Disadvantages of Media Types

Media decisions should also be based on the advantages and limitations of each unique media type and should take into consideration the nature and format of key messages established in the creative brief. For example, a brief message such as "Choose a designated driver" can fit on a key chain or bar coaster, whereas a complex one such as "How to talk with your teen about suicide" would be more appropriate in a brochure or on a special radio program. Table 7.3 presents a summary of advantages and limitations for each of the major advertising categories.

Factor 8: Your Budget

Even when all other factors are considered, resources and funding may very well have the final say in determining communication channels. In the ideal scenario, as N. Lee & P. Kotler discussed, media strategies and associated budgets are based on desired and agreed upon campaign goals (e.g. , reach 75% of youth at least nine times). In reality, plans are more often influenced by budgets and available funding sources.

Table 7.3 Profiles of Major Media Types

Medium	Advantages	Disadvantages
Newspapers	Flexibility, timeliness, good local market coverage, broad acceptability, high believability	Short life, poor reproduction quality, small pass along audience
Television	Good mass, market coverage; low cost per exposure; combines sight, sound and motion, appealing to the senses	High absolute costs, high clutter, fleeting exposure, less audience selectivity.
Direct Mail	High audience selectivity ,flexibility ,allows personalization	Relative high cost per exposure, "junk mail" image
Radio	Good local acceptance , high geographic and demographic selectivity ,low cost	Audio only fleeting exposure ,low attention ("the half-hear" medium);fragmented audiences
Magazines	High, high geographic and demographic selectivity ,credibility and prestige; high quality reproduction ;long life; pass-along readership	Long ad purchase lead time, high cost, no guarantee of position
Outdoor	Flexibility ,high repeat exposure ,low cost low message competition ,good positional selectivity	Little audience selectivity, creative limitations
Social Media	Timeliness, ability to leverage target audience networks ,provides for interactions and	Resource intensive primarily audience controlled

	feedback, ability to personalize, ability to prompt and reinforce behaviors	
Websites	High selectivity, low cost, immediacy interactive capabilities	Small, demographically skewed audience relatively low impact
Sales Promotions	Attention getting ,stronger and quicker buyer response ,incentives add value	Short life, potential image of "trinkets and trash"
Public Relations	High credibility, ability to catch prospects off guard, ability to each prospects preferring to avoid salespeople and advertisements	Less audience reach and frequency
Events and Experiences	Relevance ,high involvement and active engagement ,"softer sell"	Less audience reach ,high cost per exposure
Personal; Selling	Effective for understanding consumer objections and for building buyer preference, conviction, action and relationships.	Audience resistance ,high cost

Source: Adapted from P. Kotler and G. Armstrong, Principles of Marketing (Upper Saddle River,NJ: Prentice Hall,2001),553.

Learning Activity 7.4
Answer the following questions.

1. What is the difference between social marketing and social media?

_____

_____

_____

2. Why is the promotional tool the last of the 4P tools to be considered?

_____

_____

_____

3. Share examples of social marketing efforts using social media that you are aware of or have implemented.

_____

_____

_____

7.9 Chapter Summary

Promotion is persuasive communication and the tool we count on to ensure that the target audience knows about the offer, believes they will experience the stated benefits, and is inspired to act. There are four major components of a communications strategy:

- Messages: What you want to communicate ,inspired by what you want your target audience to do, know ,and believe

- Messengers: Who will deliver your messages or be perceived to be sponsoring or supporting your offer.

- Creative strategy: What you will actually say and show and how want to say it

- Communication channels: Where and when your messages will appear (distinct ,of course ,from distribution channels)

Several tips are suggested to assist you in evaluating and choosing a creative strategy:

1. Keep it simple and clear.
2. Focus on audience benefits.
3. When using fear, Follow up with solutions and use credible sources
4. Try for messages that are vivid, personal and concrete.
5. Make messages easy to remember
6. Have a little fun sometimes
7. Try for a "big idea".
8. Consider a question instead of a nag.
9. Make norms (more) visible.
10. Tell real stories about real people
11. Try crowd sourcing.
12. Appeal to psychographics.

Before producing campaign materials, you are encouraged to pretest messages and creative concepts, even if informally. You will be testing their ability to deliver on the objectives for your campaign, especially those outlined in your creative brief. Potential pitfalls in testing are real and

can be minimized by carefully constructing questioning and briefing respondents as well as colleagues and clients.

Communication channels also referred to as media channels, can be categorized as one of three types: mass, selective, or personal. Mass media channels are called for when large groups of people need to be quickly informed and persuaded regarding as issue or desired behavior; selective channels are used when target audiences can be reached more cost effectively through targeted channels such as direct mail; Personal channels include social networking sites as well as one –on –one meetings and conversations .

Traditional communication channels, as the label implies, are those you are probably most familiar with and exposed to:

- Advertising and PSAs
- Public relations and special events
- Printed materials
- Special promotional items
- Signage and displays
- Personal selling

You are encouraged to consider new media and nontraditional options that may be more successful in "catching your audience by surprise." They may also allow your audience more time to consider your messages.

- Social media: Facebook, YouTube, Instagram blogs, online forums, texting ,Twitter ,texts on mobile phones
- Websites
- Popular entertainment media
- Public art
- Product integration

Eight factors presented to guide your selection of communication types, vehicles, and timing:

Factor 1: Your campaign objectives and goals

Factor 2: Desired reach and frequency

Factor 3: Your target audience

Factor 4: Being there just in time

Factor5: Being there "in the event of "

Factor 6: Integrated marketing communication

Factor 7: Knowing the advantages and disadvantages of media types

Factor 8: Your budget

7.9 Self – check exercises
Read carefully and answer the following questions
Part one: Multiple choices

Choose the correct answer from the given alternatives.

1. Flexibility, timeliness, good local market coverage, broad acceptability, high believability are advantages of _____.
   - A. Magazines
   - B. Radios
   - C. Newspapers
   - D. Television

2. Which one of the following is the most familiar and utilized communication channel for social marketing campaigns?
   - A. Printed materials
   - B. Signage and Displays
   - C. Texting
   - D. Facebook

3. Which one of the following is not a special promotional item?
   - A. Flyers
   - B. T-shirts
   - C. Diapers
   - D. Temporary tattoos

4. Communicating target adopters using television has the following disadvantages **except**
   - A. Long ad purchase lead time
   - B. High absolute costs
   - C. high clutter
   - D. fleeting exposure

5. The oldest promotional channel is called_____
   - A. Sales promotion
   - B. Interactive marketing
   - C. Advertising
   - D. Personal Selling

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APPENDIX A

SOCIAL MARKETING PLANNING WORKSHEETS

Adapted from R.Lee and P.Kotler (2016), Social Marketing: Influncing behavior for good (5ᵗʰ edition)

STEP 1: DESCRIBE THE SOCIAL ISSUE, ORGANIZATION(S), BACKGROUND, PURPOSE, AND FOCUS OF YOUR PLAN

1.1 Briefly identify the social issue; your plan will be addressing (e.g.., tobacco use, chat use, water contamination, homeless, and literacy)

1.2 Identify the organization (s) involved in developing and implementing the plan.

1.3 Summarize key background information leading to the development of this pan, ideally using reliable statistics (e.g., percent decrease in salmon population, percent increase teen pregnancies).

1.4 What is the campaign purpose, the intended impact (e.g., reduced teen pregnancies, increased protection of salmon habitants?

1.5 What is the campaign focus, the approach you will be using to contribute to your plan's purpose (e.g., residential gardening practices)? Areas of focus may be solution – oriented

(e.g., soft shore buffers), population based (e.g., homes on streams), or product –related strategies (e.g., native plants).

STEP 2: CONDUCT A SITUATION ANALYSIS

(Identify two to three bullet points for each)

Organizational Factors: Organizational Resources, Service Delivery Capabilities, Expertise, Management Support, Issue priority, Internal Publics, Current Alliances and Partnerships, Past Performance

2.1 What organizational strengths will your plan maximize?

2.2 What organizational weaknesses will your plan minimizes?

External Forces: Culture, Technological, Demographic, Natural, Economic, Political/ Legal, External Publics

2.3 What environmental opportunities will your plan take advantage of?

2.4 What environmental threats will your plan prepare for?

STEP 3: SELECT TARGET AUDIENCES

3.1 describe the primary target audiences for your program/campaign in terms of size, problem incidence and severity, and relevant variables, including demographics, psychographics/values and lifestyles, geographic, related behaviors, and/or readiness to act.

STEP 4: SET BEHAVIOR OBJECTIVES AND TARGET GOALS

Objectives

4.1 Behavioral objectives:

What, very specifically, do you want to influence your target audience to do as a result of this campaign?

4.2 Knowledge objectives:

Is there anything you need them to know in order to act?

4.3 Belief Objectives:

   Is there anything you need them to believe in order to act?

Goals

4.4 What quantifiable, measurable goals are you targeting? Ideally, these are tested in terms of behavior change. Other potential target goals are campaign awareness, recall, and/or response and changes in knowledge, belief, or behavior intent levels.

STEP 5: IDENTIFY TARGET AUDIENCE BARRIERS, BENEFITS AND MOTIVATORS, THE COMPLETION AND INFLUENTIAL OTHERS

Barriers

3.1 Make a list of barriers your audiences may have to adopting the desired behavior. These may be related to something, physical, psychological, economical, skills, knowledge, awareness, or attitudes.

Benefits

5.2 What are the key benefits your target audience wants in exchange for performing the behavior? This answers the question "what's in it for me?"

Motivators

5.3 What does your target audience say will make it more likely that they would do the behavior? Ask them if there is something you can give them, say to them, or show them that would help them.

Competition

5.9 What are the major competing alternative behaviors?

5.10   What benefits do your audiences associate with these behaviors?

5.11   What costs do your audiences associate with these behaviors?

Influential others

5.12   Relative to the desired behavior, who does your target audience listen to, watch, and/ or look up to?

5.13   What do you know about what these midstream audiences are currently saying and doing regarding the desired behavior?

STEP 6: DEVELOP A POSITIONING STATEMENT

Positioning statement

   1.1 write a statement similar to the following, filling in the blanks:

"We want [Target Audience] to see [Desired Behavior] as [Adjectives, Descriptive Phrases, Set of Benefits, OR How this Behavior is Better than the Competition]."

Refer to chapter 2 for a detailed description of the process.

STEP 7: DEVELOP MARKETING STRATEGIES

7.1 Product: Creating the product Platform

7.1.1 Core Product: What is the major perceived benefit your target audience wants from performing the behavior that you will highlight?

7.1.2 Actual Product: What if any, tangible good and services will you be offering and/or promoting?

7.1.3 Augmented Product: Are there any additional tangible goods or services that would assist your target audience in performing the behavior?

Refer to chapter 4 for a detailed description of the process.

7.2 Price: Fees and Monetary and Nonmonetary Incentives and Disincentives

7.2.1 If you will be including tangible good and services in your campaign, what, if anything, will the target audience have to pay for them?

7.2.2 Describe any monetary incentives for your target audience (e.g., coupons, rebates).

7.2.3 Describe any monetary disincentives you will highlight (e.g., fines, increased taxes, higher prices for competing products).

7.2.4 Describe any nonmonetary incentives (e.g., recognition, such as yard plaques).

7.2.5 Describe the nonmonetary disincentives (e.g., negative visibility, a website with photos of properties where migratory birds have disappeared).

Refer to chapter 5 for a detailed description of the process.

7.3 Place: Develop the Place Strategy

As you determine each of the following, look for ways to make locations closer and more appealing, to extend hours, and to be there at the point of decision making.

7.3.1 Where will you encourage and support your target audience to perform the desired behavior and when?

7.3.2 Where and when will the target audience acquire any related tangible goods?

7.3.3 Where and when will the target audience acquire any associated services?

7.3.4 Are there any groups or individuals in the distribution channel that you will target to support efforts (e.g., nursery owners and their staff)?

Refer to chapter 6 for a detailed description of the process

7.4 Promotion: Decide on Messages, Messengers, Creative Strategies and Communication channels

7.4.1 Messages: What key messages do you want your campaign to communicate to target audience?

7.4.2 Messengers: Who will deliver the messages and/or be the perceived sponsor?

7.4.3 Creative Strategies: Summarize, describe, or highlight elements such as logos, taglines, copy, visuals, colors, script, actors, scenes, and sounds in broadcast media.

7.4.4 Communication channels: Where will your messages appear?

Refer to chapter 7 for a detailed description of the process.

STEP 8: DEVELOP A PLAN FOR MONITORING AND EVALUATION

2.6 What is the purpose of this evaluation? Why are you doing it?

2.7 For whom is the evaluation being conducted? To whom will you present it?

2.8 What inputs, outputs, outcomes, and impact will be measured?

2.9 What techniques and methodologies will be used to conduct each of these measurements?

2.10   When will these measurements be taken?

2.11   How much will this cost?

STEP 9: ESTABLISH BUDGETS AND FIND FUNDING SOURCES

9.1 What costs will be associated with product-related strategies?

9.2 What costs will be associated with price - related strategies?

9.3 What costs will be associated with place–related?

9.4 What costs will be associated with promotion –related?

9.5 What costs will be associated with evaluation –related?

9.6 If costs exceed currently available funds, what potential additional funding sources can be explored?

STEP 10: COMPLETE AN IMPLEMENTATION PLAN

10.1 Sample Implantation Plan

What	Who	When	How much

Worksheet A

Selecting Target Audience

1 Potential Target Audiences	2 Size	3 Problem Incidence	4 Readiness To Act	5 Ability to Reach	6 Match for the Organization	7 Average Score (2,3,4,5)

1. **POTENTIAL TARGET AUDIENCES:** Relative to a campaign purpose (e.g., improve water quality) and focus (e.g., yard care), brainstorm and then list potential target audiences. A target audience is a segment of a population that has similar characteristics. Potential audiences may be grouped based on one or more variables, including demographics, geographic, values and lifestyles, or current related behaviors.

2. **SIZE:** As a segment of a population, what is the actual or relative size of this segment?

3. **PROBLEM INCIDENCE:** How significant is the contribution that this audience makes to the environmental problem?

4. **READINESS TO ACT:** How concerned is the target audience with the problem issue/behavior?

5. **ABILITY TO REACH:** Can you identify them and do you have efficient ways to reach them?

6. **MATCH FOR THE ORGANIZATION:** Does this audience support your organizational mission, expertise, and positioning?

7. **AVERAGE SCORE:** This can be a "weighted average" to give increased significance to one or more of the items, or it can be "weighted average", with each aspect being considered equally important.

A variety of scales have been used to rank these items: (a) high, medium, low; (b) scale of 1 to 7, (d) scale of 1to 5. The one used will depend on how much verifiable information is available.

Worksheet B

Prioritizing Behaviors

Target audience_____

1 Potential Behaviors to Rank	2 Impact on the social Issue	3 Willingness of Target Audience to do this Behavior	4 Measurability	5 Market Opportunity	6 Market Supply	7 Average Score (From 2,3,4,5,6)

1. **Potential behaviors to rank:** Relative to a campaign purpose, focus, and target audience, brainstorm and then list potential single, simple behaviors to promote(e.g., replacing half of lawn with native plants) .

2. **Impact on the environmental Issue:** What potential impact do scientists, technical staff, and/or engineers determine that this desired behavior will have on the environment relative to other behaviors (e.g., using natural Vs chemical fertilizers Vs reducing lawn in half)?

3. **Willingness:** How willing is the target audience to do this?

4. **Measurability:** Can the behavior be measured through observation, recorded keeping, or self – reporting?

5. **Market Opportunity:** Estimate the percentage and/or number of people in the target audience/population who are not already doing the behavior. (Note: The higher the number, the higher score.)

6. **Market Supply:** Does the behavior need more support? If some other organization or organizations are already addressing this behavior, perhaps a different behavior would be more beneficial to the social issue.

7. **Average score:** This can be a "weighted average," to give increased significance to one or more of the items, or it can be "weighted average" with each aspect being considered equally important.

A variety of scales have been used to rank these items: (a) high, medium, low; (b) scale of 1 to 7, (d) scale of 1to 5. The one used will depend on how much verifiable information is available.

Worksheet C

Using the 4Ps to Reduce Barriers and Increase Benefits

Desired Behavior:_____

Target Audience:_____

For each of the target audience's perceived barriers and potential benefits, consider whether one or more of the 4Ps would help reduce the barrier and provide desired benefits.	Potential Strategies Using the 4Ps To Reduce Barriers and Increase Benefits			
Perceived Barriers to Desired Behavior	Product Goods or services to promote or to provide to help the audience do the behavior	Price Incentives and disincentives (includes use of pledges & commitments)	Place Where goods & services can be accessed or beh avior will be performed	Promotion Messages, Messengers, creat ive elements, & communication channels (includes use of prompts)
Desired Benefits				

APPENDIX B

SOCIAL MARKETING RESOURCES

Compiled by Mike Newton – Ward, Independent Social Marketing Consultant

BLOGS

Beyond Attitude: Community – Based Social Marketing Tips   www.beyondattitude.com/

Have Fun, Do, and Good   http://havefungood.blogspot.com/

Marketing in the Public Sector   http://jimmintz.wordpress.com/

National Social Marketing Centre   http://www.thensmc.com/news-events/blog

On Social Marketing and Social Change   http://socialmarketing.blogs.com/

Social Marketing Panorama   www.socialmarketingpanoroma.com

Stephan Dahl's Blog   http://stephan.dahl.at/

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ANSWER KEY FOR CHAPTER ONE

SELF-CHECK EXERCISE

True or false

1. False
2. False
3. False
4. True
5. False

Multiple Choices

1. B   2. D   3. D

ANSWER KEY FOR CHAPTER TWO

SELF-CHECK EXERCISE

Matching

1. **D**
2. **E**
3. **F**
4. **C**
5. **B**
6. **A**

ANSWER KEY FOR CHAPTER THREE

SELF-CHECK EXERCISE

True or False

1. **F**
2. **T**
3. **F**
4. **T**

Multiple choices

1. **D**
2. **A**
3. **C**

ANSWER KEY FOR CHAPTER FOUR

SELF-CHECK EXERCISE

Multiple choices

1. A
2. E
3. D

ANSWER KEY FOR CHAPTER FIVE

SELF-CHECK EXERCISE

True or False

1. True
2. True

Multiple choices

1. E
2. D
3. C
4. B
5. A

Fill in the blank

1. Price
2. Social equity
3. Waiting time
4. High
5. Monetary cost of adoption and Nonmonetary cost of adoption

ANSWER KEY FOR CHAPTER SIX

SELF-CHECK EXERCISE

True or False

1. **True**
2. **True**
3. **True**
4. **True**

Multiple choices

1. **E**
2. **A**
3. **D**
4. **C**

ANSWER KEY FOR CHAPTER SEVEN

SELF-CHECK EXERCISE

Multiple choices

1. C
2. A
3. A
4. A
5. D