

National
Social Marketing
Centre

Strategic Social Marketing Learning from developing work in England

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22nd June
2007 Clearwater,
Florida, USA




With thanks to
Fiona Adshead & Jeff French


 

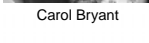
Making all consumers matter


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Huge thanks to everyone here




 Jim
Lindenberg


 Carol Bryant


 Kelli
McCormack

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Thanks to many colleagues


Caroline Flint
Public Health Minister


 Social marketing colleagues
at one of our NSM Associates
development day 2006


Dr Jeff French, Ed Mayo
Dr Fiona Adshead, Clive Blair-Stevens
at the ministerial launch of
the NSM Centre Dec 2006

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Presentation content

- 1: NSM Centre & social marketing in perspective
- 2: Why action was taken in England
- 3: What we did and how we did it
– the independent review
- 4: What we found
- 5: Action so far
- 6: Lessons so far
- 7: Some challenges ahead

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1: Putting the NSM Centre and social marketing in perspective


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What and who we are:

A strategic partnership Government & the NCC







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Social marketing in perspective
*we are on a journey together...
 but starting from different places*

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Marketing
 → for social causes / social good

Social sciences
 → behavioural interventions

Health improvement / Public health
 → evidence & utility

Community and national politics
 → the citizen vs the state

social marketing

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Starting with some...

“family therapy”

- Perceived dominance of the **‘marketing parent’**
 ie: previous simple framing as: **‘marketing for social good’**
- Recognising the under-stated but equally important:
‘other parent’ = the ‘social parent’

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Social marketing’s “2 parents”

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social sciences
social policy
social reform
social campaigning

+

marketing
commercial & public sector

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Both areas contribute valuable expertise, skills, techniques and theory

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Stripping social marketing back to its conceptual core

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A wide range of

behavioural challenges

for individuals, communities or society as a whole

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Stripping social marketing back to its conceptual core

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some behavioural challenges

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Stripping social marketing back to its conceptual core

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health

Note: These are just some key lifestyle related issues
 There are also the wider range of influences on individuals/communities to consider

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Stripping social marketing back to its conceptual core

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2: Why action was taken in England

Technocratic, Political and Citizen drivers

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‘Tsunami of chronic disease’

£187 billion

Life expectancy at birth, all women & women in social class V England & Wales, 1972-2001

1972: 72.5 yr (Social Class V), 75.5 yr (all)
2001: 78.5 yr (Social Class V), 80.5 yr (all)

1972: narrowing health - but widening gap 2001

The risk of death is greater for lower socio-economic groups, at all stages of the life-course and for all causes of death.

Child poverty in perspective

An overview of child well-being in rich countries

A comprehensive assessment of the lives and well-being of children and adolescents in the economically advanced nations.

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The new citizens

A dramatic transformation: wealthier, better educated, healthier people

When we have also witnessed huge changes in:

- Global trends and politics
- Recognition of national Governments limits
- Growth in consumerism
- Trade patterns
- Manufacturing technology
- Service industries' growth
- Home and share ownership
- Information technology
- Rights movements
- Relationship: 'the citizen' vs 'the State'
- Migration
- Demographics
- Increasing concerns about the environment
- Attitudes to personal fulfilment
- Growth in cultural and ethnic diversity

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Shifting drivers for policy

- **80's – 90's: Ideology**
Empower people, small state, challenge public service monopoly, privatisation
- **90's – 2000: Evidence / efficiency**
Better management, ROI (investment) and VFM (value), performance management, evidence base & synthesis
- **2000+ : Need / choice / whole systems**
Holistic solutions, insight driven, customer needs, choice and diversity of provision

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Three power shifts

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People's view of the government's role in health

- **86%** say that the government should intervene to prevent illness. (Kings Fund 2004)
- **37%** do not trust any government advice (NOP 2005)
- **20%** completely ignored it (NOP 2005)
- **33%** of people believe the government have an important role in promoting health (Ofcom NOP 2005)
- **Only 4%** believe that government has the most important role in improving health (Ofcom NOP 2005)

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'Conspiracy of passive failure'

- Some great work but... some programmes and campaigns are seen as window dressing – yet we still do them
- Communication & information giving often the default option when issues are hard to deal with

Why:


1. Need to be seen to be acting
2. Desire to help
3. Poor understanding of influencing behaviour
4. Short term policy, planning and budgeting

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*"We are proposing to put an entirely different dynamic in place to drive our public services: **one where the service will be driven not by the managers but by the user** – the patient, the parent, the pupil and law-abiding citizen."*

Tony Blair 2004



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Developing range of policy drivers



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3: What we did and how we did it

– a short overview of the independent review & follow up

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Aims of the review

- Review the potential of social marketing to assist in the delivery of the national health strategy
- Recommend ways to enhance the impact of health programmes and campaigns using social marketing



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A lot of discussion with people on serious social marketing theory

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I have seen it and it was only as big as this!

Jeff French

Alan Andreasen

Photo: Ray Lowry 2006

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Tactics

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- **Structures**
 - Ministerial ownership, support and briefing
 - Highest level Civil Service champions
 - Credible external body and leader
 - Senior officers' steering group
 - Clear plan and governance arrangements
- **Approach**
 - Create a buzz and demand from the field
 - Start from what people need and value
 - Extensive internal and external briefing
 - 12 research projects from expert organisations
 - Build from what is good
 - Positive criticism and workable solutions recommended

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4: What we found

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Findings from the independent review

Social marketing works!

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- Social marketing has real potential to improve the impact and effectiveness of behavioural interventions
- Current understanding, and as a result utilisation, of social marketing is limited

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Recommendations for Govt

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- Apply social marketing principles
- Adopt a delivery coalition approach
- Prioritize and commission
- Build capacity
- Reconfigure research and evaluation

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Challenges for social marketing as a discipline

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- Problem with coherence and consistency of approach – many flowers blooming – but a good few weeds as well
- Evidence and learning from social marketing practice not systematised & not readily available
- Articulation of behavioural theory often limited & weak in practice

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Constraints of existing conceptual framing of social marketing

- Over-riding focus on operational social marketing
- Active debate about 'upstream' but few examples
- Little articulation of a **strategic social marketing** approach – where focus moves 'upstream' to address and directly inform:
 - Policy** formulation
 - Strategy** development
 - Implementation** and delivery
- To much focus on it as a 'specialist' activity and not enough in building wider understanding and ownership

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Application of Social Marketing

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5: Action so far

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Action so far

Ministerial launch of NSM Centre

Caroline Flint – Minister for Public Health
announcing launch of the National Social Marketing Centre

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On-going policy development

'Health Challenge England'

"We need to understand where people are in their own lives in order to help them build their own strategies for change.

"To achieve lasting behavioural change we will apply a social marketing approach and invest in understanding what will help people to change.

"Only then can barriers and incentives to behaviour, in particular the factors that otherwise extend and prolong health inequalities, be clearly understood and addressed."

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Prime Minister's Strategy Unit

A new approach to personalised services & citizen driven reform

- End of mass production and monolithic public service
- Personalising services
- Empowering all citizens
- Opening up supply
- Fostering workforce innovation and development
- Helping the 'hardest to reach'
- Balancing rights and responsibilities

Social marketing recognised as a key tool for service improvement

Social Marketing Challenge Fund recommended

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Some key action so far National Social Marketing Centre

- National Social Marketing Centre
- Dept of Health policy teams building social marketing principles into their work
- Local demonstration sites established
- Reorganisation of Dept of Health communication and policy functions
- More developed 'segmentation' approach being pioneered – more strategic & more use of a population life course approach
- Dept of Health 'People's Programme' being developed

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Some further action National Social Marketing Centre

- Private sector partnership programme under development
- Work to ensure all health campaigns informed by social marketing principles
- Wider range of government departments and agencies applying social marketing principles
- Europe – EU briefings and EU funded international collaborative project 'Determine'
- Public health funding being reviewed

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Establishing social marketing National Benchmark Criteria National Social Marketing Centre

- 1: Customer 'in the round' consumer/market research
- 2: Behaviour & behavioural goals
- 3: Theory-based and informed
- 4: 'Insight' driven
- 5: 'Exchange' analysis
- 6: 'Competition' analysis
- 7: Segmentation and targeting
- 8: Methods 'mix' Intervention & marketing mix

CRITERIA	DESCRIPTION
1. CUSTOMER 'IN THE ROUND' CONSUMER/MARKET RESEARCH	... (text partially obscured) ...
2. BEHAVIOUR & BEHAVIOURAL GOALS	... (text partially obscured) ...
3. THEORY-BASED AND INFORMED	... (text partially obscured) ...
4. 'INSIGHT' DRIVEN	... (text partially obscured) ...
5. 'EXCHANGE' ANALYSIS	... (text partially obscured) ...
6. 'COMPETITION' ANALYSIS	... (text partially obscured) ...
7. SEGMENTATION AND TARGETING	... (text partially obscured) ...
8. METHODS 'MIX' INTERVENTION & MARKETING MIX	... (text partially obscured) ...

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Promoting use of an integrated theory framework National Social Marketing Centre

Bio-physical
Psychological
Social
Wider environmental

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Wide range of disciplines that can contribute National Social Marketing Centre

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Wide range of disciplines that can contribute National Social Marketing Centre

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Understanding the policy maker and strategist

Understand and support the policy agenda

- Provide solutions to strategy challenges
- Build from existing policy commitments
- Build a cogent story that can be readily understood and sold




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Develop networks of champions

- Support internal champions
- Find credible external champions
- Convert or subvert the opposition
- Find people who know how to influence the system
- Find and hire smart people to deliver change



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Traps to avoid

- Using the language of social marketing without applying its disciplines
- Only applying social marketing principles to operational issues
- Getting a few practitioners to take up social marketing

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Set out the 'exchange'

The costs	V	The benefits
<ul style="list-style-type: none"> Investment in scoping and coordination The potential pain of change Loss of the perception of total control Transition costs 		<ul style="list-style-type: none"> Improved impact Better policy coherence Enhanced learning Mobilise all assets Enhance leadership and prioritisation

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7: Some challenges ahead

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From fragile.... ...to embedded and mainstream

- Achieved much in terms of high level ownership and integration into government policy
- However political and system ownership still best described as fragile

“Customer-focused social marketing – it’s the way we do things, not simply a process we follow”

Getting it in the ‘DNA’

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Customer always comes first National Social Marketing Centre

- Government reinforcement is developing for social marketing
- However 'mission & message' approach is persistent
- Focus on 'up-stream' is essential, but more useful to position in terms of:

"up-stream, mid-stream & down-stream"

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Danger warning: National Social Marketing Centre

- While it's important to promote the value of effective social marketing ...
- We need to be equally concerned with addressing 'rubbish social marketing'
- As it becomes increasingly important in policy – there is the real risk of superficial re-badging of existing work

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'Rubbish social marketing' National Social Marketing Centre

Spotting the symptoms...

- No clear focus on specific behaviour
 - distorted attention 'information' and 'raising awareness'
 - behavioural goal too broad and generalised
- 'Mission and message-based' and not 'People-based'
 - too strong a focus on 'getting our message across'
- Focuses on the individual and their 'lifestyle' in isolation
 - without addressing wider influences, outside of their control
- Over-reliance on 'communications'
 - failure to look at full range of influences on behaviour
- Too much attention on trying to change people's values and beliefs
 - not enough effort on working with where people are at now
- Not really understanding what is important to the audience
 - failing to really look at what 'moves and motivates'
- No ethical framework used to inform intervention selection & mix

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'Rubbish social marketing' National Social Marketing Centre

Spotting the symptoms...

- Focuses on the wrong 'customers'
 - not addressing role of politicians, professionals, practitioners
- Distorting focus on the 'problem behaviour'
 - not looking at both 'desired' & 'problem' behaviours
 - not addressing the interface between them
- Limiting application of different behavioural theory
 - tendency to use the same theory in every situation
- Generalised targeting without any real 'segmentation' analysis
- Over-reliance on 'single methods'
 - failure to develop an appropriate intervention / marketing mix
- Weak use of 'exchange' – more 'our benefits', not the audiences
- Failure to consider and address the 'competition'
 - eg. not addressing the real benefits of the problem behaviour
- Limited one-off interventions, no medium or longer term approach

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Challenges ahead National Social Marketing Centre

1. Position social marketing at the heart of policy and strategy development
2. Embed social marketing systemically
3. Overcome persistent resistance from the sceptical and the complacent
4. Resist the temptation to develop social marketing as a super-speciality or maintain it as 'a clique'

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Professional led
Selling / telling
Awareness
Adult – child
One-off / transitory
Deficit
Operational focus
Whole population
Control
Central command
Compartmentalise

Consumer led
Marketing / relationships
Behaviour
Adult - adult
Sustained
Asset
Strategic focus
Segmented audiences
Empower
Networked leadership
Whole system

**TELL, SELL
CONTROL**

**SOCIAL
MARKETING**

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**We spend our lives trying to
change other people's behaviour
– but how do we need to change?**

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Get strategic

- invest in connecting with policy processes & people

Get more open and inclusive

- connect and link the 'two parents'
- avoid academic and practitioner ghetto's
- always inviting and encouraging 'fresh blood'

Build greater consistency

- draw on national benchmark criteria approach
- help people spot 'the rubbish'

Think global and act local

- building a wider global social marketing movement

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***working to realise
the potential of
effective social marketing***



Dr Jeff French; Ed Mayo; Dr Fiona Adshead; Clive Blair-Stevens
– Launch of NSM Centre 2009 –

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