



**CBPM**

Community-Based Prevention Marketing



# Identify Priority Audiences

**4**

## CBPM for Policy Development Step 4 Facilitator Guide

Each step of Community Based Prevention Marketing for Policy Development includes a learning module on the CBPM Policy Development website, a corresponding Facilitator Guide, and resources and worksheets specific to the activities for each step. The training module and Facilitator Guide complement each other and provide the facilitator and the coalition with a comprehensive understanding of the purpose of each step as well as the resources to complete the activities for each step.

These Facilitator Guides were developed primarily to assist the facilitator by providing a lesson plan and activities to be completed by the coalition during each meeting. The corresponding training modules on the CBPM Policy Development website should also be viewed by the facilitator prior to the coalition meeting. The facilitator may then choose all or parts of the training module to share with the coalition. While some of the information provided in the website training modules may be helpful for the coalition, the decision to watch all or parts of the module—either as a group or separately before the coalition meeting—is for the facilitator to make, based on the needs of the coalition.

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| <b>Title</b>      | Step 4: Identifying Priority Audiences   |
| <b>Time</b>       | 45-70 minutes  |
| <b>Materials</b>  | <p><b>Materials needed:</b></p> <p><b>Group</b></p> <ul style="list-style-type: none"> <li>• Display mechanism for eight steps in the <i>CBPM for Policy Development</i> process flowchart</li> <li>• Step 4 Facilitator Guide</li> <li>• Identifying Priority Audiences Worksheet</li> <li>• Audience Profile Worksheet</li> <li>• The Return on Investment Matrix displayed on a large surface</li> <li>• Meeting Evaluation Worksheet</li> </ul> <p><b>Additional Resources</b></p> <p>There are many resources on legislative and other policy making processes; a few are listed here. Many more, including state-specific legislative guides, are available on the Internet.</p> <ul style="list-style-type: none"> <li>• A Public Policy Primer: How to Get off the Sidelines and Into the Game (Hollister, D. C., 2007)</li> <li>• How Governmental Policy is Made (Tableman, B., 2005)</li> <li>• How Our Laws are Made (Sullivan, J.V., 2007)</li> <li>• How a Bill Really Becomes Law (Hamilton, L., 2000)</li> </ul> |
| <b>Objectives</b> | Upon completion of this step, coalition members will have:   |

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|  | <ol style="list-style-type: none"> <li>1. Identified people/organizations most likely to support the policy being proposed</li> <li>2. Identified people/organizations who are likely to oppose the policy but whose resistance can be shifted to a neutral or more supportive position</li> </ol> |
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| <b>Prior to meeting</b>   | <b>Identify Priority Audiences</b>   |
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| <b>Activity</b>           | <ol style="list-style-type: none"> <li>1. Send an email reminder to all coalition members describing the purpose of the fourth meeting.</li> <li>2. Assemble information on decision makers' recent positions on health or other related activities, and information specific to the proposed policy.</li> <li>3. Assemble information about the organizations and groups of people likely to gain or lose if the proposed policy is adopted.</li> <li>4. To better facilitate this step, compile this information into a document to present to the coalition members.               <ol style="list-style-type: none"> <li>a. In order to make this process more manageable and to avoid duplication of efforts, you may decide to delegate the tasks associated with assembling necessary audience information to coalition members through email correspondence prior to the meeting.</li> </ol> </li> </ol> |
| <b>Anticipatory Steps</b> | <ul style="list-style-type: none"> <li>• The purpose of this step is to map the political terrain by identifying groups and individuals that will be directly affected by the policy initiative (beneficiaries), have a stake in the initiative's outcome (stakeholders), or will decide if the policy is enacted (policy makers).</li> <li>• Using the concept of "return on investment", members assess the potential impact and responsiveness of segments in each of these audience groups.</li> <li>• If possible, work with a social marketing expert to carry out this step. They can provide valuable insight regarding how to identify priority audiences and how to develop a comprehensive audience profile.</li> </ul>   |

| <b>Instructional Input</b> |            |   |                  |
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| <b>During the Meeting</b>  | <b>Min</b> | <b>Activity</b>   | <b>Objective</b> |
| <b>Procedure</b>           | 45-60      | <ol style="list-style-type: none"> <li>1. Show the coalition the Step 4 learning module video that describes how to identify the priority audiences.</li> </ol> | 1 & 2            |

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|  |  | <ol style="list-style-type: none"><li>2. Use the <i>Identifying Priority Audiences</i> worksheet to:<ol style="list-style-type: none"><li>a. Identify individuals and groups that fall into three important groups:<ol style="list-style-type: none"><li>i. Beneficiaries- people who will be directly affected by and benefit from the policy</li><li>ii. Stakeholders - other groups that have a stake in the outcome</li><li>iii. Policy Makers- those who will decide whether or not to enact the policy.</li></ol></li><li>b. Identify people who are likely to oppose the policy change.<ol style="list-style-type: none"><li>i. Then select those whose resistance is most likely to be neutralized or shifted to a more supportive position</li><li>ii. You can also select those whose impact would be of particular significance if shifted.</li></ol></li><li>c. Identify coalition members who have easy access to and/or rapport with the allies and others selected as priority audiences.<ol style="list-style-type: none"><li>i. These coalition members may be asked to recruit members of each audience group for interviews to be completed in the next step and/or to advocate for the policy which occurs during Step 8.</li></ol></li></ol></li><li>3. Review the concept of “return on investment” and ask the group to use the ROI process to narrow down your priority audiences.<ol style="list-style-type: none"><li>a. To complete this activity, you may want to work as a group to decide where the particular audience segment belongs on the ROI Matrix.</li></ol></li><li>4. Once you have narrowed your priority audiences to those deemed to be key actors in the success of the policy initiative, use the <i>Sample Audience Profile</i> worksheet to develop a profile for each audience segment.<ol style="list-style-type: none"><li>a. To complete this activity, you may decide to break up into smaller groups and assign each group an audience segment to profile</li></ol></li></ol> |  |
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|                             |   | b. When possible, groups should be paired with an audience segment they have experience with and/or knowledge of. |     |
| <b>Conclusion</b>           | 10  | 5. The facilitator discusses the purpose of the next meeting and fields comments and concerns.                    | N/A |
| <b>Measures of Progress</b> | <ul style="list-style-type: none"> <li>• Activity completion</li> <li>• Priority audiences selected</li> </ul>  |   |     |
| <b>Note to Facilitator</b>  | <p>Although in the previous step the coalition chose a policy to promote, there may not have been 100% consensus in the group. You may find that the level of enthusiasm in the group has declined. It may be a good idea to check in with the group to make sure that this is indeed the direction the coalition wants to go. There is no harm in revisiting Step 3 should you find the need. Remember, this is an iterative process.</p> <p>This is also a good time to remind the coalition that policy change can be a slow, convoluted process whether with the legislative process, administrative rulemaking, or organizational bylaws. A number of resources on the policy process are provided in the resources section for this step on the <i>CBPM for Policy Development</i> website, but it's worth remembering that the "real world" of policymaking doesn't always resemble the policy primers. Working within a proscribed process can help a coalition make better decisions about the selection and promotion of a policy initiative.</p> <p>Additionally, because the input and technical assistance of a social marketing expert is significant to this step of the process, the coalition members may want to interact directly with the expert.</p> <p>A separate meeting for this step may not be necessary if the audiences (policy makers, people affected by the policy, stakeholders) can be easily identified and do not require prioritization. If this step is eliminated, priority audiences could be briefly discussed at the end of the step 4 meeting. Step 5 could include a discussion of how best to recruit members of each audience and identify members who will participate in inviting and interviewing respondents from each audience group. This could also be done via email correspondence. This said, even when audience priorities are already well understood, the prioritization process can help confirm that the assumptions of the coalition are on target.</p> <p>Finally, it is also worth emphasizing that the policy environment is ever changing, with new opportunities arising that make some policy options more attractive than they were previously. For this reason, it is important for the facilitator and the coalition to consider the political landscape before</p> |   |     |

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|  | <p>proceeding. The group may find that completing Step 5 before Step 4 may be necessary if no evidence is available to assess the ROI of the policy being considered by the coalition. The group may also find that the initial policy chosen in Step 3 may have to be changed if an opportunity arises that makes one of the other options more feasible and/or evidence reveals unanticipated barriers. Remember that this process is iterative; moving through the steps of the process does not have to be linear.</p> |
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