Building effective Social Marketing interventions using Management and Behavioural Sciences
Content

1. Management and planning
2. Systematic and systemic planning
3. The contribution of behavioural sciences
Exercise

In groups:

Make a list of the characteristics of effective social programmes
If you can’t measure it you can’t manage it.

What gets measured gets done
1
Management and Strategic Planning
Effective Social Policy

1. Informed by Evidence
2. Informed by citizen Insight
3. Informed by Science
4. Clear objectives
5. Embedded learning systems
6. Stakeholders involved
7. Strategic focus and congruent tactics
Required elements for successful behavioural programmes

- Comprehensive review of behavioural influences and their interplay
- Understanding of relevant evidence and data
- Deep target audience insight and understanding
- Systematic reflexive planning
- Application of broad theoretical understanding
- Continuous monitoring, evaluation and adjustment of tactical response
- Successful Behavioural Programme
Key management analysis tools:

1. SWOT analysis
2. PESTLE analysis
3. Barriers analysis
4. Competition analysis
5. Asset analysis
6. Stakeholder (Partner) analysis
7. Risk analysis

Action Plans
Evaluation Metrics and Process
Analysing current intervention strategy and its strengths and weaknesses

**Strengths:** of the project that give it an advantage over others

**Weaknesses:** that place the project at a disadvantage relative to others

**Opportunities:** that the project could exploit to its advantage

**Threats:** in the environment that could cause problems

**Internal**

**Positive**

**External**

**Negative**
<table>
<thead>
<tr>
<th>Target segment:</th>
<th>Behaviour:</th>
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<tr>
<td></td>
<td>Barriers to new behaviour or maintaining existing behaviour</td>
</tr>
<tr>
<td>Personal</td>
<td></td>
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<tr>
<td>Social / cultural</td>
<td></td>
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<tr>
<td>Environmental</td>
<td></td>
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<tr>
<td>Financial</td>
<td></td>
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<td>Others</td>
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**Exercise**
Strategy Checklist:

1. Clear rationale, goals, aims and objectives
2. Supportive data, evidence and insight
3. Realistic and deliverable interventions
4. Management and co-ordination plan
5. Resources plan
6. Time frame for action and review
7. Evaluation, learning and improvement plan
2
Systematic and Systemic Social Marketing Planning
"Planning is an unnatural process; it is much more fun to do something. The nicest thing about not planning is that failure comes as a complete surprise rather than being preceded by a period of worry and depression."

Sir John Harvey-Jones (1924 - 2008)

Other planning models

- STELA social marketing planning and evaluation process model
- CDCynergy
- Total Process Planning
- COMBI
- The 7 Doors model
- DH Social Marketing Planning Process
- ROSIE Model
- Kotler and Lee planning checklist
- Etc.;
1. Setting goals and SMART objectives
2. Analysing situation and influencing factors
3. Understanding target audience(s)
4. Developing exchange proposition(s)
5. Selecting marketing interventions

SCOPE
Case Example
Vic Health: Systems Approach

https://www.youtube.com/watch?v=pZU8MYGqm2s
Case Example
Rotterdam City Council

Senior management embrace Social Marketing as a standard policy tool.

All senior staff trained in Social Marketing.

All programmes aimed at influencing behaviour apply Social Marketing.

Measurable impact on wide range of city programmes.

Vincent Roozen, CEO, Municipal Health Service, Rotterdam
3
The Contribution of Behavioural Sciences
KIKI

BOOBA
Alternatives to legislation and education are grabbing the attention of policy makers.
Nudges can be characterised as:

- **Positive or only minor penalties**
- **Avoidable**
- **Passive and easy**
  i.e. require little effort
- **Low cost**
  to both the person and to the organisation utilising them
1. **Rapid Cognition**
   1. Mindless choosing
   2. Status quo bias
   3. Ego depletion
   4. Decision fatigue

2. **Loss & Gain**
   1. Consistency
   2. Temporal discounting
   3. Anchoring

3. **Feedback**
   1. Incentives
   2. Disincentives

4. **Trust**
   1. Authority
   2. Liking

5. **Framing**
   1. Computation
   2. Salience
   3. Priming
   4. Low attention processing

6. **Social Norms**
   1. Reciprocity
   2. Value attribution
The neural tug of war
The value/cost exchange matrix 4 Primary Forms of intervention

Incentive
- Reward
  - Conscious / Considered
  - Active Decision

Disincentive
- Penalty
  - Automatic / Unconscious
  - Passive Decision

Nudge
A reward for coming to a clinic

Incentive

Active Decision

Conscious / Considered

Hug

Default saving scheme

Disincentive

Automatic / Unconscious

Smack

Nudge

Passive Decision

Shove

Sales tax
The 5 domain clusters

**Control**
- Rules
- Requirements
- Monitoring
- Enforcement
- Police
- Regulate
- Legislate
- Treat
- Screen
- Incentives
- Dis-incentivise

**Inform**
- Communicate
- Advise
- Highlight
- Signal
- Make aware
- Remind
- Trigger

**Design**
- Physical environment
- Systems
- Policy
- Service
- Technology
- Products

**Educate**
- Engage
- Motivate
- Inspire
- Critical consciousness
- Mobilise
- Build skills (analytical & practical)
- Teach

**Support**
- Assist
- Provide service
- Care
- Support
- Advice
- Advocate
- Nurture
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<td>Support</td>
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Case Example **SMACK**

San Francisco the sign below uses the threat of public shame to prevent public pee perpetrators. (I call this, “Wee are watching.”)

An example of punishment. The behaviour (Peeing on the wall) has an undesirable consequence (Public shaming).
Case Example Using design to shame people into healthy eating and exercise

Netherlands Fitness First Health Club Promotion
Case Example

Taxi driver avoids a ‘SMACK’ in Ankara
Case Example  Smarter SMACK avoidance in Greece!
HUG Case Example
Incentive
http://www.captive-media.co.uk/
Conclusions
Strategy Checklist:

1. Clear rationale, goals, aims and objectives
2. Supportive data, evidence and insight
3. Realistic and deliverable interventions
4. Management and co-ordination plan
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6. Time frame for action and review
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Putting it together into an expanded tool box of interventions