It’s the system stupid!

Adding value to social programmes with Social Marketing

Professor Jeff French
William McGuire’s Model Of Persuasion (6 Steps)

1. Exposure / Presentation
2. Attention / Awareness
3. Comprehension / Understanding
4. Acceptance
5. Retention
6. Action!

The Yale Approach 40’s >
My Thesis

• Social, economic, technological and political factors necessitate:

• A more citizen focused and systemic approach to social programme delivery

• Marketing principles can add value to this process by making services more responsive, effective and efficient
1. The opportunity and necessity to act

2. The Citizen Focused State

3. How the Systemic implementation of Social Marketing adds value
We all stand on the shoulders of others

A bit complex but I want to try to say it in 20 minutes

It's our time
1 Profanity
1 Penis
1 Picture of Donald
2 complicated diagrams
8 pretentious Art references
1. The opportunity and necessity to act
Inequality is Growing
The global tsunami of popular dissatisfaction with political leaders

- Social division
- Pessimism
- Anger
- Fear
The people went off message, they got it wrong

No No No No No

Patronising
<table>
<thead>
<tr>
<th></th>
<th>Tell the truth</th>
<th>Not tell the truth</th>
<th>Don't know</th>
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<td>The Police</td>
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</table>
Failure of many Social Programmes

1. Short term
2. High cost
3. Little understanding of behaviour
4. Focus on activity not impact
5. Poor co-ordination
6. Poor evaluation
"Less than $1 out of every $100 of government spending is backed by even the most basic evidence that the money is being spent wisely."

Despair about what can be done
DON'T WORRY

Things can get better

Time to be Rationally Optimistic
What do you think the life expectancy in the world as a whole is today?

40 years
50 Years
60 Years
70 Years

Correct answer
70 Years
The number of children who die before they reach five has been cut by over 50% in the last 20 years.
The helpful contribution of behavioural sciences
GONADS
The answer to everything

- Government
- Organised
- Nudge
- Affect (EMOTION)
- Defaults
- Social Norming
The Silver Bullet Trap

Peak Nudge

Behavioural Economics was yesterdays magic bullet

What about tomorrow?
Lords Review of Behaviour change (2011)

Central findings:

Nudges used in isolation are less likely to be effective

Effective policies use a range of interventions
What do we add Next

An amalgam of:
Systemic Evidence Data & Insight driven approaches
Effective Policy Making:

1. Informed by theory, science, evidence and insight
2. Clear objectives
3. Feedback & learning systems
4. Stakeholders involved
5. Sustained strategic planning focus and tactics
MILLIONS SAVED
NEW CASES OF PROVEN SUCCESS IN GLOBAL HEALTH

AMANDA GLASSMAN and MIRIAM TEMIN
with the Millions Saved Team and Advisory Group
2. The emergence of the Citizen Focused State and how Social Marketing can help deliver it
What percentage of adults in the world today are literate?

30%
40%
50%
60%
70%
80%
90%

Correct answer: 80%
Put your hands up
generation LX
you are the ‘Charmed Generation’
Typically, people born between 1950 and 1970

You want it how you want it
Citizens want to be part of the solution

I do not believe you

I do not trust you

Listen to me

I am in control now

Help me solve the problems
Homo Socialmarketus

It’s what we do and what we are

• We trade
• We exchange
• We co-operate
A new politics of the common good

More Scrupulous Politicians

+ 

More engaged citizens

MICHAEL SANDEL
From passive recipients to Active Co-creators
3. How the Systemic implementation of Social Marketing adds value
Premature

Tactictification
Taxi driver avoids a ‘Shove’ in Ankara
Using design to shame people into healthy eating and exercise

Netherlands Fitness First Health Club Promotion
Shock and Physical Prompt
Mexico City Metro's 'penis seat' sparks debate

https://www.youtube.com/watch?v=C6THwRu846M

https://bbc.co.uk/news/world-latin-america-39449506
We need creative flair and risk taking but.....
Policy and Service Change Response

女性専用車
WOMEN ONLY

この車両は、平日23時以降に新宿駅を発車する急行・快速では女性専用となります。

This car is reserved exclusively for female passengers on the Express and Rapid Trains departing from Shinjuku Station after 23:00 on weekdays.
Beyond the Simplistic and Formulaic

‘Social Marketing is a methodology focused on better campaign design’

This framing diminishes the impact that Social Marketing can have on policy and programme strategy
We also need more holistic ways of understanding challenges and new systems for crafting solutions.
Post Sydney 2014

Systems thinking in Social Marketing - see for example

Biroscak et al, 2014
Layton 2014
Layton and Domegan 2015
Saunders et al 2015
Venturini, R. 2015
French Gordon 2015
Domegan et al 2016
Gordon et al 2016
Wood 2016
Biroscak et al, 2016
Luca et al 2016
Duane et al 2016
etc.
Social Marketing’s purpose:

Participatory social transformation not just behaviour change
Social Good

What Social Marketing brings to the solution table
Social Marketing Powers
Citizen Centric Delivery

Track progress, build relationships and learn

- Use data & insight to review programmes.
- Embed satisfaction feedback into reviews
- Establish mechanisms for conflict resolution

Build Delivery Around Citizens

- Citizen values/needs drive policy selection
- Integrate touchpoint intelligence and service delivery
- Manage communication and engagement
- Build delivery coalitions

Understand Citizens

- Build citizen insight and data
- Develop segmentation strategy
- Establish mechanisms for ‘citizen voice’
- Agree power distribution
Key Drivers:
Social System Focus
and
Eco System Focus
The trick is translating complex understanding into deliverable programmes of action

Social Marketing is great software for doing this

https://www.youtube.com/watch?v=pZU8MYGqm2s
Some examples of Social Marketing Systems Impact
Long term strategy
SUPER COOLBIZ
Japan
A systematic Total Market Approach
for Family Planning in Cambodia (PSI)

1. Co-ordinated efforts with the public and commercial sectors strengthen the entire market for FP

2. The importance of having an integrated approach targeting providers and consumers
Case Example

Rotterdam City Council

Senior management embrace Social Marketing as a standard policy tool

All senior staff trained

All programmes apply Social Marketing.

Vincent Roozen, CEO, Municipal Health Service, Rotterdam

Gemeente Rotterdam
The need to build Coalitions of stakeholders across the system

Biroscak et al (2016) systematic review of Social Marketing found that low stakeholder involvement limits impact

For more details see: http://www.epode-international-network.com/
Social Marketing Systems Model

Individual
- Needs
- Opportunity
- Ability
- Motivation

Market
- Legal/regulatory Factors
- Supply Factors
- Demand Factors

Behaviour

Social Marketing Interventions Focus
- Upstream
- Midstream
- Downstream

Insight and Evidence
Informed Mix of targeted Interventions
There will be no miracles here.
Citizen Centric + Systemic Analysis + Systematic multi component programmes
The Citizen, Science and Systems Nexus

Hybrid Solutions

- Management science
- Community engagement and empowerment
- Social Design theory and practice
- Communication, Education and critical consciousness
- Behavioural sciences

THE CSS Nexus

- Powered by:
  - Marketing principles
  - Systems theory and practice

Lets not argue too much about the name!
Big Fish

Citizen centric, marketing informed and co-created systemic programmes
Help citizens demand engagement in:
Selection
Development
Implementation
Evaluation
of all programmes
Inspiring policymakers in Washington State to consider Social Marketing

The Pacific Northwest Social Marketing Association with the University of Washington’s Evans School of Public Policy and Governance

Capitol Building promotion
Government & Government Agencies should:

1. Set standards and build capacity
2. Develop best practice guidance
3. Facilitate delivery coalitions
Donors should Demand:

1. Citizen insight & engagement
2. Systematic planning
3. Evaluation & VFM
Providers should demand:

1. Clear targets, objectives and reporting
2. National standards and best practice support
3. Organisations comply with quality standards
Researchers and Academics should:

1. Further build the theory and evidence base

2. Build interdisciplinary and cross sector research programmes

3. Build relationships with practitioners and policy makers
Social Marketing is a deeply respectful, democratic and empowering way to work.
Many Thanks

Jeff.french@strategic-social-marketing.org