I believe the genius of modern marketing is not the four Ps, or audience research, or even exchange, but rather the management paradigm that studies, selects, balances and manipulates the 4Ps to achieve behavior change. We keep shortening “The Marketing Mix” to the 4Ps. And I would argue that it is the “mix” that matters most. This is exactly what all the message campaigns miss—they never ask about the other 3Ps and that is why so many of them fail.

—Bill Smith
Executive Vice President
Academy for Educational Development

Social marketing, as a discipline, has made enormous strides and has had a profound positive impact on social issues in the area of public health, safety, the environment, and community involvement. 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, help eradicate guinea worm disease, make wearing bike helmet a social norm, decrease littering, increase recycling, and persuade pet owners to license their pets and “scoop their poop.”

Social marketing as a term, however, is still a mystery to most and misunderstood by many. A few even worry about using these words with their colleagues and elected officials, fearing the association some have with manipulation and sales. This chapter is intended to create clear distinctions and to answer common questions. How does this differ from commercial marketing, nonprofit marketing, cause marketing, and public education? Everyone argues it is more than communications, but what’s the “more”? Do people who do social marketing actually call themselves social marketers? Where do they work?

We also join the voices of many who are advocating for an expanded role for social marketing and social marketers, challenging professionals to take this technology “upstream” and influence other factors that affect positive social change, including laws, enforcement, public policy, built environments, business practices, and the media. We agree the time has come.

We begin this and all chapters with an inspiring case story from a social marketing expert, highlighting the focus of the chapter. We conclude with one of several Marketing Dialogues that feature discourses among social marketing practitioners seeking to shape, evolve, and transform this discipline, intended at its inception to improve the quality of life.
Background

The Chesapeake Bay is the largest estuary in the United States. A complex ecosystem, it includes the bay itself, its rivers, wetlands, trees, and land that encompass parts of six states and the entire District of Columbia. Under pressure for years to address the bay’s demise, regulation and education programs are nothing new to the residents of Virginia and Maryland—two of the states most identified with the bay. The bay is a source of continual public scrutiny. The concept of yet another “campaign” to save the bay would have to fight message fatigue and skepticism about its messages and motives.

In 2004, the Chesapeake Bay Program funded the nonprofit Academy for Educational Development (AED) to design and implement a communications campaign targeting an untapped source of potential nutrient reductions—the residents of the greater D.C. area. This campaign would strive to change personal behaviors that impact bay water quality and heighten awareness of bay pollution among this audience of busy yet socially aware and often influential individuals.

Target Audiences

- Residents of the Chesapeake Bay area who fertilize their lawns primarily in the spring
- Lawn care services
- Lawn care product providers
- Decision makers

Behavior Objectives

Given the history of environmental action in favor of the bay, the program created and implemented by AED was a small, highly targeted effort with three specific purposes:

1. To refresh attention to the bay’s problems in a large-scale population suffering from message fatigue
2. To bring a new group of stakeholders to the table
3. To popularize a new target behavior with significant potential to improve water quality if implemented on a large scale

The campaign’s behavior objective (product) is a simple behavior that requires homeowners with lawns to fertilize their lawns in the fall rather than in the spring to avoid fertilizer runoff, which is damaging to many bay species, including the Chesapeake Bay blue crab.

Strategies

The blue crab is a regional icon. For centuries, Chesapeake Bay blue crabs were considered the best blue crabs in the world. Chesapeake blue crab harvests declined to near
record lows at the end of the 20th century. The 3-year (2001–2003) commercial harvest average of 50 million pounds is 32% below the long-term average (from 1968 to 2003) of about 73 million pounds per year. In 2003, the Chesapeake blue crab harvest hit a near historic low.

With this knowledge at hand, the campaign theme of “saving the seafood” was born. While people in the D.C. area may have only limited concern for the bay, many are passionate about their seafood, as is evidenced by the many thriving seafood restaurants throughout D.C. and its Maryland and Virginia suburbs. Reframing the problem of a polluted bay as a culinary, not an environmental, problem was the cornerstone of the campaign.

Lawn care partners were a critical part of the strategy. Messages to fertilize in the fall would fail if there was no fertilizer available in the fall. Meeting with the major lawn care providers in the region met with resistance, but the strategy of promoting specific brands on the campaign Web site helped reduce the resistance. Print collateral was developed to support several campaign components. A color brochure promoting the Chesapeake Club lawn care option was developed and provided to all participating lawn care partners.

The campaign was branded as the Chesapeake Club in order to create a sense of membership, participation, and practice of a behavior that is the accepted social norm—a sense that “this is what people like me do”—for distribution to existing and potential customers. Mass media messaging focused on “wait until fall to fertilize,” as this was the desired behavior for 84% of the target audience. Three television ads (two 15-second spots and one 30-second spot) were developed under the direction of Marketing for Change Creative Director David Clemans, each encouraging viewers to wait until fall to fertilize their lawns and each using humor to lighten the message. One ad explains that “no crab should die like this . . . ,” and as he bites into a lump of crabmeat, opines that “they should perish in some hot, tasty butter.” Each ad ends with the tagline “Save the Crabs. Then Eat ‘Em” and the Web site address. An additional 30-second public service announcement (PSA) was also developed and offered to the Washington television stations, but it is unclear how often it ran, if at all.

A total of 1,200 rating points of air time was purchased on Washington’s four major broadcast television networks over the 7 weeks of the campaign, beginning with a 2-week launch at 250 rating points a week. This translates into reaching 83% of intended television audience an average of 14 times over the period, or about twice a week.

In addition, five similarly themed out-of-home executions were also developed as posters inside the cars on two Washington Metro lines (blue and orange) that reach suburban Virginia and to blanket the kiosks and banner space in Union Station, the final stop for the Maryland and Virginia commuter trains. Print ads also ran once a week in the Sunday Washington Post and in a free tabloid handed out at Metro stops called Express (also owned by the Washington Post Company) (see Figure 1.1).

Branded “Save the Crabs. Then Eat ‘Em” drink coasters were printed and distributed without charge to local seafood restaurants, to use and hand out to patrons (see Figure 1.2). The coasters sported the “fertilize in the fall” message on the back, and restaurant waitstaff were informed regarding the purpose of the campaign and why fall fertilizing is more environmentally sound. In this way, restaurants also became partners in disseminating the campaign message and, as an extra incentive, were also promoted on the campaign Web site.

Media opportunities were pitched to local news outlets and national newswires throughout
the 7-week ad run, and a number of stories ran as a result. Several media outlets were interested in the angle of a nonenvironmental theme for an environmental campaign, and others focused on the partnership with lawn care companies, which they deemed an unlikely but beneficial partnership.

**Results**

A postintervention random-digit-dial telephone survey was administered over 2½ weeks beginning the last week of the television buy, again reaching 600 area residents who reported they cared for their lawn or hired someone to do it. Respondents were asked the same questions regarding environmental concern and practices as in the preintervention survey, with the addition of a few others. Homeowners were also asked whether they plan to fertilize this year and, if so, when they plan to do so.

- When asked when they planned to fertilize that year, 52% of those surveyed in spring 2004, before the campaign, reported that they planned to fertilize that spring. When asked the same question, only 39% of those surveyed in spring 2005, after the campaign, reported that they would fertilize in the spring.
- Of those surveyed, 44% were able to recall the Chesapeake Club brand and/or the

**Figure 1.1** Out-of-Home Ad Promoting Fertilizing in the Fall

**Figure 1.2** Drink Coasters Distributed to Local Seafood Restaurants
“Save the Crabs, Then Eat ’Em” tagline, without any prompt other than asking if they’d heard anything this year about fertilizer use and the Chesapeake Bay.

- Of those surveyed who recalled the phrase “Save the Crabs. Then Eat ’Em,” 51% liked the tagline and 42% had no opinion, while only 7% disliked it. Of those who recalled the Chesapeake Club brand, 34% reported liking the name, 65% had no opinion, and only 1% disliked it.
- Postcampaign survey data indicated that respondents remembered seeing the ads on television (29%), in the newspaper (18%), on billboards (17%), on subway cars (10%), and/or on a flyer or drink coaster (4%). Again, these responses were unprompted. (It is worth noting, however, that 26% also recalled hearing messages on the radio, when no radio ads were produced.)
- The campaign’s use of partnerships significantly enhanced the penetration and overall success of the campaign.

By recruiting a potentially adversarial group of stakeholders (lawn care companies) and making them campaign spokespeople, the campaign gained reach and legitimacy.

- The campaign approach of reframing the issue to appeal to the target audience’s stomachs rather than their environmental consciousness was sufficiently newsworthy to gain significant media coverage, also enhancing the campaign’s reach and legitimacy.

- Several components of the campaign were disappointing, including the following:
  - Insufficient time was allotted for development and distribution of print collateral to support the lawn care partners.
  - An effort to partner with Scotts, a major manufacturer of lawn chemicals, to develop a product for use in the springtime in place of lawn fertilization did not result in a plan to come up with a replacement product.

**WHAT IS SOCIAL MARKETING?**

*Social marketing* is a distinct marketing discipline, one that has been labeled as such since the early ’70s and refers primarily to efforts focused on influencing behaviors that will improve health, prevent injuries, protect the environment, and contribute to communities. Though several definitions are widely used, themes are similar, as evidenced in the following—beginning with one we have adopted for this text:

Social marketing is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience. (Philip Kotler, Nancy Lee, and Michael Rothschild, 2006)

Social marketing is a process for creating, communicating and delivering benefits that a target audience(s) wants in exchange for audience behavior that benefits society without financial profit to the marketer. (Bill Smith, 2006)
Social marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society. (Alan Andreasen, 1995)

Social marketing is the systematic application of marketing concepts and techniques to achieve specific behavioral goals relevant to a social good. (Jeff French and Clive Blair-Stevens, 2005)

It seems clear there is agreement that social marketing is about influencing behaviors, that it utilizes a systematic planning process and applies traditional marketing principles and techniques, and that its intent is to deliver a positive benefit for society. It is considered by many, as Bill Smith’s definition alludes, to be an activity most often conducted by nonprofit organizations or public sector agencies. Table 1.1 provides examples illustrating the definition that will be used in this text. Subsequent discussions in this section elaborate on common elements in all definitions.

This chapter will also discuss how social marketing is distinct from traditional commercial sector, nonprofit, and public sector marketing, and you will find a description of 50 social issues that can benefit from social marketing efforts.

**We Focus on Behaviors**

Similar to commercial sector marketers who sell goods and services, social marketers are selling behaviors. Change agents typically want to influence target markets to do one of four things: (1) accept a new behavior (e.g., composting food waste), (2) reject a potentially undesirable behavior (e.g., starting smoking), (3) modify a current behavior (e.g., increasing physical activity from 3 to 5 days of the week), or (4) abandon an old undesirable one (e.g., talking on a cell phone while driving). It may be the encouragement of a one-time behavior (e.g., install a low-flow showerhead) or the establishment of a habit and the prompting of a repeated behavior (e.g., take a 5-minute shower).

Although benchmarks may also be established for increasing knowledge and skills through education, and efforts may need to be made to alter existing beliefs, attitudes, or feelings, the bottom line for the social marketer will be whether the target audience “bought” the behavior. For example, a specific behavior that substance abuse coalitions want to influence is for women to avoid alcohol during pregnancy. They recognize the need to inform women that alcohol may cause birth defects and convince them that this could happen to their baby. In the end, however, their measure of success will be whether the expectant mother abstains from drinking.

**The Behavior Change Is Typically Voluntary**

Perhaps the most challenging aspect of social marketing (also its greatest contribution) is that it relies heavily on “rewarding good behaviors” rather than “punishing bad ones” through legal, economic, or coercive forms of influence. And in many cases, the
### Table 1.1  Examples Illustrating Definition Elements

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<tbody>
<tr>
<td><strong>Influence a Target Market</strong></td>
<td>Parents of children in elementary school</td>
<td>Seniors 75+</td>
<td>Homeowners</td>
<td>College students living out of state</td>
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<tr>
<td><strong>Potential Behaviors to Promote</strong></td>
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<tr>
<td>Accept a New Behavior</td>
<td>Support your child to walk to school at least 1 day a week.</td>
<td>Take a special strength and balance fitness class.</td>
<td>Test toilets for leaks.</td>
<td>Apply for an absentee ballot.</td>
</tr>
<tr>
<td>Reject a Potential New Behavior</td>
<td>Do not offer after-school snacks high in fat and sugar.</td>
<td>Don’t buy the latest flip-flop shoes.</td>
<td>Install water softening systems only when necessary.</td>
<td>Do not submit an application if you have a permanent absentee ballot.</td>
</tr>
<tr>
<td>Modify a Current Behavior</td>
<td>Encourage your child to order sliced fruit instead of french fries with a fast-food meal.</td>
<td>Rise slowly from a sitting position.</td>
<td>Time your shower to keep it under 5 minutes.</td>
<td>Read details about candidates and issues before voting.</td>
</tr>
<tr>
<td>Abandon an Old Behavior</td>
<td>Use fat-free cooking methods like baking or steaming.</td>
<td>Don’t walk downstairs without holding onto a handrail.</td>
<td>Use a broom instead of a hose to clean your driveway or sidewalk.</td>
<td>Don’t wait until the last minute to mail your ballot.</td>
</tr>
<tr>
<td><strong>Use Marketing Principles and Techniques (4Ps)</strong></td>
<td>Product: Organized walking programs such as “Walking School Bus”</td>
<td>Price: Coupons for free first fitness class</td>
<td>Place: Order a toilet test kit online.</td>
<td>Promotion: “Rock the Vote” tour bus visiting college campuses around the country</td>
</tr>
<tr>
<td><strong>Benefit</strong></td>
<td>Healthier children</td>
<td>Seniors living independently longer</td>
<td>Reduced water bills and sustainable water supplies</td>
<td>Youth experience having a voice</td>
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social marketers cannot promise a direct benefit or immediate payback in return for adopting the proposed behavior change. Consider, for example, the task of increasing voter turnout—especially among youth. Can an organization such as RockTheVote.org really promise voters their vote will make a difference? Or should they instead promise satisfaction for self-expression (see Figure 1.3)? As you will read in subsequent chapters, this is why a systematic, rigorous, and strategic planning process is required—one that is inspired by the wants, needs, and preferences of target audiences and focuses on real, deliverable, and near-term benefits. It should be noted, however, that many believe this heavy reliance on individual voluntary behavior change is outdated and have moved on to applying social marketing technologies to influence other change factors in the environment as well (e.g., laws, policies, media), ones elaborated upon later in this chapter.

**We Use Traditional Marketing Principles and Techniques**

The American Marketing Association defines marketing as “an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.” The most fundamental principle underlying this approach is to apply a *customer orientation* to understand barriers target audiences perceive to adopting the desired behavior and benefits they want and believe they can realize. The process begins with *marketing research* to understand market segments and each segment’s potential needs, wants, beliefs, problems, concerns, and related behaviors. Marketers then select *target markets* they can best affect and satisfy. They establish clear *objectives and goals*. The product is *positioned* to appeal to the desires of the target market, and the game requires that they do this more effectively than the competition. They then use four major tools in the marketer’s toolbox, the “4Ps,” to influence target markets: product, price, place, and promotion, also referred to as the *marketing mix*. Once a plan is implemented, *results are monitored and evaluated*, and strategies are altered as needed.

**We Select and Influence a Target Market**

Marketers know that the marketplace is a rich collage of diverse populations, each having a distinct set of wants and needs. They know that what appeals to one individual may not appeal to another and therefore divide the market into similar groups (market segments), measure the relative potential of each segment to meet organizational and marketing objectives, and then choose one or more segments (target markets) for concentrating their efforts and resources. For each target, a distinct mix of the 4Ps is developed, one designed to uniquely appeal to the targeted segment.
Considering, again, a more expanded view of social marketing, Robert Donovan and Nadine Henley, among others, advocate for also targeting individuals in communities who have the power to make institutional policy and legislative changes in social structures (e.g., school superintendents). In this case, efforts will move from (just) influencing an individual with a problem or potentially problematic behavior to influencing those who can facilitate individual behavior change. Techniques, however, remain the same.

**The Primary Beneficiary Is Society**

Unlike commercial sector 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 causes supported by social marketing efforts tend to draw high consensus that the cause is good, this model can also be used by opponents 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”? Donovan and Henley propose the U.N. Universal Declaration of Human Rights (www.unhchr.ch) as a baseline with respect to the common good, while other perspectives and discussions are elaborated upon in the Marketing Dialogue at the end of Chapter 2.

**WHERE DID THE CONCEPT ORIGINATE?**

When we think of social marketing as “influencing public behavior,” it is clear that campaigning for voluntary behavior change is not a new phenomenon. Consider efforts to free slaves, abolish child labor, influence women’s right to vote, and recruit women into the work force (see Figure 1.4).

Launching the discipline formally more than 25 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, growing interest in and use of social marketing concepts, tools, and practices has spread from public health and safety to use by environmental and community advocates, as is evident in the partial list of seminal events, texts, and journal articles in Box 1.1. (See Appendix B for additional resources.)
Box 1.1
Social Marketing: Seminal Events and Publications

1970s

More distinguished researchers and practitioners join the voice for the potential of social marketing, including Alan Andreasen (Georgetown University), James Mintz (Federal Department of Health, Canada), Bill Novelli (cofounder of Porter Novelli Associates), and Bill Smith (Academy for Educational Development).

1980s
World Bank, World Health Organization, and Centers for Disease Control start to use the term and promote interest in social marketing.

1981: An article in the *Journal of Marketing* by Paul Bloom and William Novelli reviews the first 10 years of social marketing and highlights the lack of rigor in the application of marketing principles and techniques in critical areas of the field, including research, segmentation, and distribution channels.

1988: An article in the *Health Education Quarterly*, “Social Marketing and Public Health Intervention,” by R. Craig LeFebvre and June Flora, gives social marketing widespread exposure in the field of public health.


1990s
Academic programs are established, including the Center for Social Marketing at the University of Strathclyde in Glasgow and the Department of Community and Family Health at the University of South Florida.

1992: An article in the *American Psychologist* by James Prochaska, Carlo DiClemente, and John Norcross presents an organizing framework for achieving behavior change considered by many as the most useful model developed to date.

1994: A publication, *Social Marketing Quarterly*, by Best Start Inc. and the Department of Public Health, University of South Florida, is launched.


1999: The Social Marketing Institute is formed in Washington, D.C., with Alan Andreasen from Georgetown University as interim executive director.


2000s


2005: The 10th annual conference for Innovations in Social Marketing is held.

2005: The 16th annual Social Marketing in Public Health conference is held.

HOW DOES SOCIAL MARKETING DIFFER FROM COMMERCIAL SECTOR MARKETING?

There are a few important differences.

Most agree that a major distinguishing factor lies in the type of product sold. In the case of commercial sector marketing, the marketing process revolves primarily around selling goods and services. In the case of social marketing, the marketing process is used to sell a desired behavior. Yet, the principles and techniques to influence this are the same.

In the commercial sector, the primary aim is financial gain. In social marketing, the primary aim is societal gain. Given this focus on financial gain, commercial marketers often favor choosing primary target market segments that will provide the greatest volume of profitable sales. In social marketing, segments are selected based on a different set of criteria, including prevalence of the social problem, ability to reach the audience, readiness for change, and others that will be explored in depth in Chapter 6 of this text. In both cases, however, marketers seek to gain the greatest returns on their investment of resources.

Although both social and commercial marketers recognize the need to identify and position their offering relative to the competition, their competitors are very different in nature. Because, as stated earlier, the commercial marketer is most often focused on selling goods and services, the competition is often identified as other organizations offering similar goods and services or ones that satisfy similar needs. In social marketing, since the focus is on selling a behavior, the competition is most often the current or preferred behavior of our target market and the perceived benefits associated with that behavior, including the status quo. This will also include any organizations selling or promoting competing behaviors (e.g., the tobacco industry).

For a variety of reasons, social marketing is more difficult than commercial marketing. Consider the financial resources the competition has to make smoking look cool, yard cleanup look easy by using a gas blower, and weed-free lawns the norm. And consider the challenges faced when trying to influence people to do any of the following:

- Give up an addictive behavior. (Stop smoking.)
- Change a comfortable lifestyle. (Reduce thermostats.)
- Resist peer pressure. (Be sexually abstinent.)
- Go out of their way. (Take sexually abstinent.)
- Be uncomfortable. (Give blood.)
- Establish new habits. (Exercise 5 days a week.)
- Spend more money. (Buy recycled paper.)
- Be embarrassed. (Let lawns go brown in the summer.)
- Hear bad news. (Get an HIV test.)
- Risk relationships. (Take the keys from a drunk driver.)
- Give up leisure time. (Volunteer.)
PART I: UNDERSTANDING SOCIAL MARKETING

- Reduce pleasure. (Take shorter showers.)
- Give up looking good. (Wear sunscreen.)
- Spend more time. (Flatten cardboard boxes before putting in recycling bins.)
- Learn a new skill. (Compost food waste.)
- Remember something. (Take your bags to the grocery store and reuse them.)
- Risk retaliation. (Drive the speed limit.)

Despite these differences, we also see many similarities between the social and commercial sector marketing models:

- *A customer orientation is critical.* The marketer knows that the offer (product, price, place) will need 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 they associate with performing the behavior.\(^\text{10}\) As Bill Smith at AED often purports, we should think of the social marketing paradigm as “Let’s make a deal!”\(^\text{11}\)
- *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 4Ps are considered.* A winning strategy requires an integrated approach, one utilizing all 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.

HOW IS IT DIFFERENT FROM NONPROFIT MARKETING, PUBLIC SECTOR MARKETING, AND CAUSE PROMOTIONS?

As you will read, social marketing efforts are most often initiated and sponsored by those in the public and nonprofit sectors. However, in the nonprofit sector, marketing is more often used to support utilization of the organization’s services (e.g., ticket sales), purchases of ancillary products and services (e.g., at museum stores), volunteer recruitment, advocacy efforts, and fundraising. In the public sector, marketing activities are also used to support utilization of governmental agency products and services (e.g., the post office and community clinics) and engender citizen support and compliance. In summary, social marketing efforts are only one of many marketing activities conducted by those involved in nonprofit or public sector marketing.
Cause promotions are primarily focused on efforts to raise awareness and concern for a social issue (e.g., global warming, domestic violence) but typically stop short of charging itself with changing behaviors. This change in knowledge and belief may be a necessary prelude to changing behaviors, and social marketers may contribute to this awareness building and attitude change—but the ball their eyes will be on is the one indicating the desired behavior was “bought.”

WHO DOES SOCIAL MARKETING?

In most cases, social marketing principles and techniques are used by those on the front lines responsible for improving public health, preventing injuries, protecting the environment, and engendering community involvement. It is rare when they have a social marketing title. More often, they are program managers or those working in community relations or communication positions. Efforts usually involve multiple change agents who, as Robert Hornik points out, may or may not be acting in a consciously coordinated way. Most often organizations sponsoring these efforts are public sector agencies, international ones such as the World Health Organization (WHO), national ones such as the Centers for Disease Control and Prevention (CDC), Departments of Health, Departments of Social and Human Services, the Environmental Protection Agency, the National Highway Traffic Safety Administration, Departments of Wildlife and Fisheries, and local jurisdictions, including public utilities, fire departments, schools, parks, and community health clinics.

Nonprofit organizations and foundations also get involved, more often supporting behaviors aligned with their agency’s mission, as does the American Heart Association when they urge women to monitor their blood pressure, the Kaiser Family Foundation with their Know HIV/AIDS campaign promoting testing, and the Nature Conservancy when they promote actions that protect wildlife habitats.

Professionals working in a for-profit organization in positions responsible for corporate philanthropy, corporate social responsibility, marketing, or community relations might support social marketing efforts, often in partnership with nonprofit organizations and public agencies that benefit their communities and customers. Though the primary beneficiary is society, they may also find their efforts contribute to organizational goals as well, such as a desired brand image or even increased sales. Safeco Insurance, for example, provides households with tips on how to protect rural homes from wildfire; Crest supports the development of videos, audiotapes, and interactive lesson plans to influence good oral health behaviors; and thousands of customers at Home Depot’s stores have attended weekend workshops focusing on water conservation basics, including drought-resistant gardening (see Figure 1.5).

Finally, there are marketing professionals who provide services to organizations engaged in social marketing campaigns, firms such as advertising agencies, public relations firms, marketing research firms, and marketing consulting firms—some that specialize in social marketing.
WHAT SOCIAL ISSUES CAN BENEFIT FROM SOCIAL MARKETING?

Table 1.2 presents 50 major social issues that could benefit from the application of social marketing principles and techniques. It is only a partial list but is representative of the four major arenas mentioned earlier that social marketing efforts are usually focused on: health promotion, injury prevention, environmental protection, and community involvement. For each of the social issues listed, the status could improve if and when we are successful in increasing the adoption of desired related behaviors.

Relative to circumstances most eminent and real, social marketing principles and techniques were present in the aftermath of the terrorist attack on September 11, 2001. Behavior change strategies included the following:

- Those near the site of the wreckage in New York City were provided with cloth face masks and encouraged to **wear them to protect your lungs**.
- Those who had walked in debris from the collapsed buildings were warned to **wash asbestos off your shoes so you don’t track it into your home**.
- Postal workers began **wearing gloves to protect from potential anthrax**.
- Some who reported walking down the stairwells of the World Trade Center towers after the attacks reported the benefit they experienced by **putting an arm on the shoulder of the person in front of you to guide yourselves through the rubble and barriers**.
- Airline pilots were reported to have encouraged brave passengers to protect themselves and others and **throw something (anything) at someone who stands up and threatens to hijack the plane**.
- An extra plea was made for volunteers to find and **donate extra-large sizes of clothing for firefighters** so they could continue their work without disruption.
- Those who had rare and valuable blood types were able to **move to the front of the line**.
- At airport security, officials pleaded for travelers to **have your computer out of your bag and your change in your carry-on** in exchange for a speedy pass through.

Interestingly, a variety of news and special programs then seized an opportunity to reinforce benefits realized from adopting behaviors promoted by existing social marketing efforts:
• If you really want to protect yourself from a premature death, you should stop smoking, buckle your seatbelt, and exercise at least five times a week.
• Yes, there were more than 3,000 people killed on 9/11, but each year in the United States more than 16,000 people are killed in traffic collisions involving drunk driving.

WHAT ARE OTHER WAYS TO IMPACT SOCIAL ISSUES?

Social marketing is clearly not the only approach to impacting a social issue, and social marketers are not the only ones who can be influential. Other forces and organizations, ones some describe as upstream factors, can influence individual behaviors downstream—even make personal change unnecessary. Included are technological innovations, scientific discoveries, economic pressures, laws, improved infrastructures, changes in corporate business practices, new school policies and curricula, public education, and the media.

Technology: Some new gas pumps inhibit the ability to top off the tank, thus avoiding ozone-threatening spillage. Some cars have automatic seatbelts that wrap around the passenger when the door is closed. In some states, ignition locks require Breathalyzers for serious offenders, and Mothers Against Drunk Diving (MADD) is advocating to require automobile manufacturers to include high-tech alcohol sensors in all new cars. Imagine the impact on trip reduction if cars were designed to give feedback on how much that trip to the grocery store just cost, given the current price of a gallon of gas.

Science: Medical discoveries may eventually provide inoculations for certain cancers, such as one recently released for 11 to 26-year-olds to help prevent cervical cancer. And in 2006, researchers at the Mayo Clinic announced they felt they were close to discovering a shot that could be given that would help (if not ensure) a smoker to quit.¹³

Legal/Political/Policy Making: Sometimes when all else fails, the laws have to get tougher, especially when the vast majority of the market has adopted the behavior and only the most resistant are still holding out (late adopters and laggards, as they are labeled in marketing). In some states, for example, booster seats are now required for children until they are 6 years old or until the child weighs 60 pounds. Many U.S. states have passed a 0.08% blood alcohol level limit for drinking and driving. Some states have considered laws requiring deposits on cigarettes similar to those requiring deposits on beverage containers (and rewarding their return). And in a policy statement published in December 2006 in the journal Pediatrics, the American Academy of Pediatrics asked Congress and the Federal Communications Commission to impose severe limits on children-targeted advertising, including banning junk food ads during shows viewed predominantly by those under age 8.¹⁴
### Table 1.2  50 Major Issues Social Marketing Can Impact

<table>
<thead>
<tr>
<th>Health-Related Behaviors to Impact</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tobacco Use</strong></td>
<td>One in five (20.5%) adults 18+ smokes cigarettes.(^a)</td>
</tr>
<tr>
<td><strong>Heavy/Binge Drinking</strong></td>
<td>More than a fourth (26%) of 18- to 24-year-olds binge drink (have five or more drinks on one occasion).(^b)</td>
</tr>
<tr>
<td><strong>Fetal Alcohol Syndrome</strong></td>
<td>2.7% of pregnant women binge drink and 3.3% drink frequently.(^c)</td>
</tr>
<tr>
<td><strong>Obesity</strong></td>
<td>More than half (51.3%) of adults do not exercise at recommended levels.(^d)</td>
</tr>
<tr>
<td><strong>Teen Pregnancy</strong></td>
<td>37% of sexually active 9th- to 12th-graders did not use a condom during their last sexual intercourse.(^e)</td>
</tr>
<tr>
<td><strong>HIV/AIDS</strong></td>
<td>About a fourth (24%–27%) of Americans living with HIV are unaware of their infection.(^f)</td>
</tr>
<tr>
<td><strong>Fruit and Vegetable Intake</strong></td>
<td>More than three out of four adults (76.8%) do not consume the recommended five or more servings a day.(^g)</td>
</tr>
<tr>
<td><strong>High Cholesterol</strong></td>
<td>23% of adults have never had their cholesterol checked.(^h)</td>
</tr>
<tr>
<td><strong>Breastfeeding</strong></td>
<td>86% of mothers do not meet recommendations to breastfeed infants until they reach at least 6 months.(^i)</td>
</tr>
<tr>
<td><strong>Breast Cancer</strong></td>
<td>25% of females 40+ years have not had a mammogram within the past 2 years.(^j)</td>
</tr>
<tr>
<td><strong>Prostate Cancer</strong></td>
<td>48% of men aged 40+ have not had a PSA test within the past 2 years.(^k)</td>
</tr>
<tr>
<td><strong>Colon Cancer</strong></td>
<td>47% of adults aged 50+ have never had a sigmoidoscopy or colonoscopy.(^l)</td>
</tr>
<tr>
<td><strong>Birth Defects</strong></td>
<td>60% of women of childbearing age are not taking a multivitamin containing folic acid.(^m)</td>
</tr>
<tr>
<td><strong>Immunizations</strong></td>
<td>19% of 29- to 35-month-old children are not receiving all recommended vaccinations.(^n)</td>
</tr>
<tr>
<td><strong>Skin Cancer</strong></td>
<td>Only 9% of youth wear sunscreen most of the time.(^o)</td>
</tr>
<tr>
<td><strong>Oral Health</strong></td>
<td>30% of adults have not visited a dentist or dental clinic in the past year.(^p)</td>
</tr>
<tr>
<td><strong>Diabetes</strong></td>
<td>One third of 20.8 million Americans with diabetes are not aware that they have the disease.(^q)</td>
</tr>
</tbody>
</table>
### Chapter 1: Defining Social Marketing

#### Blood Pressure
30% of the estimated 60 million Americans with high blood pressure don’t know they have it.  

#### Eating Disorders
57% of college students cite cultural pressures to be thin as a cause of eating disorders.  

### Injury-Related Prevention Behaviors to Impact

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drinking and Driving</strong></td>
<td>29% of high school students report having ridden one or more times in the past year in a car driven by someone who had been drinking.</td>
</tr>
<tr>
<td><strong>Other Vehicle Crashes</strong></td>
<td>20% to 30% of all motor vehicle crashes can be linked to driver distraction.</td>
</tr>
<tr>
<td><strong>Seatbelts</strong></td>
<td>Observation surveys nationwide indicate at least 18% of people do not wear a seatbelt.</td>
</tr>
<tr>
<td><strong>Head Injuries</strong></td>
<td>More than a third (35%) of children riding bicycles wear helmets improperly.</td>
</tr>
<tr>
<td><strong>Proper Safety Restraints for Children in Cars</strong></td>
<td>83% of children ages 4 to 8 ride improperly restrained in adult safety belts.</td>
</tr>
<tr>
<td><strong>Suicide</strong></td>
<td>8.4% of 9th- to 12th-graders attempted suicide one or more times during the past 12 months.</td>
</tr>
<tr>
<td><strong>Drowning</strong></td>
<td>Alcohol is a major contributing factor in up to 50% of drownings among adolescent boys.</td>
</tr>
<tr>
<td><strong>Domestic Violence</strong></td>
<td>Around the world, at least one woman in every three has been beaten, coerced into sex, or otherwise abused in her lifetime. Most often the abuser is a member of her own family.</td>
</tr>
<tr>
<td><strong>Gun Storage</strong></td>
<td>An estimated 3.3 million children in the United States live in households with firearms that are always or sometimes kept loaded and unlocked.</td>
</tr>
<tr>
<td><strong>School Violence</strong></td>
<td>5% of students in high schools reported carrying a gun onto school property during a given month.</td>
</tr>
<tr>
<td><strong>Fires</strong></td>
<td>Roughly half of home fire deaths result from fires in the small percentage (4%) of homes with no smoke alarms.</td>
</tr>
<tr>
<td><strong>Falls</strong></td>
<td>More than one third of adults 65 and older fall each year. In 2003, more than 13,700 people 65+ died from injuries related to falls.</td>
</tr>
</tbody>
</table>

(Continued)
### Table 1.2 (Continued)

<table>
<thead>
<tr>
<th>Environmental Behaviors to Impact</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Poisons</td>
<td>More than 4 million accidental poisonings are reported each year. 65% of those involve children, and the most common forms of poisoning among small children are vitamins, aspirins, cleaning products, and beauty supplies.</td>
</tr>
<tr>
<td>Waste Reduction</td>
<td>Only 50% of all paper, 45% of all aluminum beer and soft drink cans, and 34% of all plastic soft drink bottles is recycled.</td>
</tr>
<tr>
<td>Wildlife Habitat Protection</td>
<td>Roughly 70% of the major marine fish stocks depleted from overfishing are being fished at their biological limit.</td>
</tr>
<tr>
<td>Forest Destruction</td>
<td>About 15 million trees are cut down annually to produce the estimated 10 billion paper bags we go through each year in the United States.</td>
</tr>
<tr>
<td>Toxic Fertilizers and Pesticides</td>
<td>An estimated 76% of households use harmful insecticides, and an estimated 85% have at least one pesticide in storage.</td>
</tr>
<tr>
<td>Water Conservation</td>
<td>A leaky toilet can waste as much as 200 gallons a day.</td>
</tr>
<tr>
<td>Air Pollution From Automobiles</td>
<td>An estimated 76% of commuters in the United States drive alone to work.</td>
</tr>
<tr>
<td>Air Pollution From Other Sources</td>
<td>If every household in the United States replaced their five most frequently used light fixtures with bulbs that have the ENERGY STAR® label, more than 1 trillion pounds of greenhouse gas emissions would be prevented.</td>
</tr>
<tr>
<td>Composting Garbage and Yard Waste</td>
<td>30%–50% of all trash that ends up in a landfill in the United States could have been composted.</td>
</tr>
<tr>
<td>Unintentional Fires</td>
<td>An average of 106,400 wildfires are estimated to break out each year in the United States, with about 9 out of 10 started by carelessness.</td>
</tr>
<tr>
<td>Energy Conservation</td>
<td>Only about 6% of total energy consumption in the United States in 2003 came from renewable resources; 86% of all energy came from fossil energy sources.</td>
</tr>
<tr>
<td>Litter</td>
<td>Each year, over 4.5 trillion nonbiodegradable cigarette butts are littered worldwide.</td>
</tr>
<tr>
<td>Watershed Protection</td>
<td>At least 40% of Americans don’t pick up their dogs’ waste.</td>
</tr>
</tbody>
</table>
Chapter 1: Defining Social Marketing

Community Involvement Behaviors to Impact

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organ Donation</td>
<td>As of January 2007, 94,875 patients were on a waiting list for an organ transplant.</td>
</tr>
<tr>
<td>Blood Donation</td>
<td>60% of the U.S. population is eligible to give blood, but only 5% do in a given year.</td>
</tr>
<tr>
<td>Voting</td>
<td>Only 55.3% of the eligible voting-age population voted in the 2004 U.S. presidential election.</td>
</tr>
<tr>
<td>Literacy</td>
<td>Only 16% of children have a bedtime story every night compared to 33% of their parents' generation.</td>
</tr>
<tr>
<td>Identity Theft</td>
<td>About 3.6 million U.S. households (3%) were victims of at least one type of identity theft during a 6-month period in 2004.</td>
</tr>
<tr>
<td>Animal Adoption</td>
<td>Over 10 million animals in shelters are not adopted and are euthanized each year.</td>
</tr>
</tbody>
</table>

NOTE: Estimated/approximate statistics. Data are for the United States, unless otherwise noted.

Improved Infrastructures and Built Environments: If we really want more people to ride bikes to work, we’ll need more bike lanes, not just bike paths. If we really want to reduce cigarette butt littering on roadways, perhaps automobile manufacturers could help out by building in smoke-free cigarette butt containers so that disposing a cigarette inside the car is just as convenient as tossing it out the window. If we want to reduce electrical consumption, perhaps lights in hotel rooms could only be turned on when the room key is inserted in a master switch and therefore automatically turned off when guests leave the room with their key. And if we want more people at work to take the stairs instead of the elevators, we may want to have elevators skip the first three floors except in cases of emergency or to accommodate those with a physical disability, and we certainly want to take a look at the cleanliness and lighting of the stairway. How about a little music? And social marketers can play a huge role in influencing policymakers and corporations to make these changes.

Changes in Corporate Policies and Business Practices: In 2004, Kraft Foods announced a decision to eliminate all promotions in schools, reduce the amount of trans fats in many of its products, and limit the size of single portions. In the same year, Ford came out with a hybrid SUV, and in 2006 Starbucks introduced a new disposable cup containing 10% post-consumer recycled content, a move anticipated to save 78,000 trees and reduce 3,000,000 pounds of solid waste a year. Each of these efforts will positively impact the same social issues that social marketers are trying to address.
Schools: School district policies and offerings can contribute significantly in all social arenas, providing channels of distribution for social marketing efforts: health (e.g., offering healthier options in school cafeterias and regularly scheduled physical activity classes), safety (e.g., requiring students to wear ID badges), environmental protection (e.g., providing recycling containers in each classroom), and community involvement (e.g., offering school gymnasiums for blood donation drives).

Education: The line between social marketing and education is actually a clear one, with education serving 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 does not give the same attention and rigor to creating and sustaining behavior change. It primarily applies only one of the four marketing tools, that of promotion. Many in the field agree that when the information is motivating and “new” (e.g., the finding that secondhand tobacco smoke increases the risk of sudden infant death syndrome), it can move a market from inaction—even resistance—to action very quickly. This, however, is unfortunately not typical. Consider the fact that death threats for tobacco use have been posted right on cigarette packs for decades, and yet the World Health Organization estimates that 29% of youth/adults (age 15+) worldwide still smoke cigarettes. Marketing (benefits in exchange for behaviors) has often been missing in action.

Media: News and entertainment media have powerful influences on individual behaviors as they shape values, are relied upon for current events/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.

WHAT IS THE SOCIAL MARKETER’S ROLE IN INFLUENCING UPSTREAM FACTORS?

As noted earlier, many believe that to date we have been placing too much of the burden for improving the status of social issues on individual behavior change and that social marketers should direct some of their efforts to influence upstream factors. We agree.

Alan Andreasen, in his book *Social Marketing in the 21st Century*, describes this expanded role for social marketing well. “Social marketing is about making the world a better place for everyone—not just for investors or foundation executives. And, as I argue throughout this book, the same basic principles that can induce a 12-year-old in Bangkok or Leningrad to get a Big Mac and a caregiver in Indonesia to start using oral dehydration solutions for diarrhea can also be used to influence politicians, media figures, community activists, law officers and judges, foundation officials, and other
individuals whose actions are needed to bring about widespread, long-lasting positive social change.”18

Consider the issue of the spread of HIV/AIDS. Downstream, social marketers focus on decreasing risky behaviors (e.g., unprotected sex) and increasing timely testing (e.g., during pregnancy). If they moved their attention upstream, they would notice groups and organizations and corporations and community leaders and policymakers that could make this change a little easier or a little more likely, ones that could be a target market for a social marketing effort. The social marketer could advocate with others to influence pharmaceutical companies to make testing for HIV/AIDS quicker and more accessible. They could work with physician groups to create protocols to ask patients whether they have had unprotected sex and, if so, encourage them to get an HIV/AIDS test. They would advocate with offices of public instruction to include curriculums on HIV/AIDS in middle schools. They would support needle exchange programs. They would provide the media with trends and personal stories, maybe even pitch a story to producers of soap operas or situation comedies popular with the target audience. They might look for a corporate partner that would be interested in setting up testing at their retail location. They could organize meetings with community leaders such as ministers and directors of nonprofit organizations, even provide grants for them to allocate staff resources to community interventions. If they could, they would visit hair salons and barbershops, engaging owners and staff in spreading the word with their clients. They would testify before a senate committee to advocate for increased funding for research, condom availability, or free testing facilities.

The marketing process and principles are the same as ones used for influencing individuals: utilizing a customer orientation, conducting marketing research, establishing clear objectives and goals, crafting a positioning statement, developing a marketing mix, and conducting monitoring and evaluation efforts. Only the target market has changed.19

Chapter Summary

Social marketing is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience.

There are a few important differences between social marketing and commercial sector marketing. Social marketers are focused on selling a behavior, while commercial marketers are more focused on selling goods and services. Commercial sector marketers position their products against those of other companies, while the social marketer competes with the audience’s current behavior and associated benefits. The primary benefit of a “sale” in social marketing is the welfare of an individual, a group, or society, whereas in commercial marketing it is shareholder wealth.
PART I: UNDERSTANDING SOCIAL MARKETING

Social marketing principles and techniques are most often used to improve public health, prevent injuries, protect the environment, and increase involvement in the community. Those engaged in social marketing activities include professionals in public sector agencies, nonprofit organizations, corporate marketing and community relations and advertising, public relations, and market research firms. A social marketing title is rare and is most likely to fall within the responsibility of a program manager, community relations, or communications professional.

Other approaches to changing behavior and impacting social issues include technological innovations, scientific discoveries, economic pressures, laws, improved infrastructures, changes in corporate business practices, new school policies and curricula, public education, and the media. Many agree these factors and audiences are well within the purview, even responsibility, of social marketers to influence.

MARKETING DIALOGUE

Are we really the same as commercial marketing?

Do we want to be?

Do we care?

There are social marketing practitioners who believe that it’s time for social marketing to declare its own identity, develop its own definition, and distinguish itself as a unique and separate discipline. They argue as follows:

We have been at this for three decades now and it’s about time to define our discipline uniquely, rather than as a subset of commercial marketing. Our missions and motives and means and markets have very little in common.

We have a very different marketplace than commercial marketers and therefore need different tools. The 4P model that is at the cornerstone of commercial marketing exaggerates our role. Let’s stop kidding others and ourselves. Most professionals in this field have very few opportunities for influencing product design, pricing, and distribution channels. We don’t really do everything. In the end, isn’t 90% of what we do persuasive communication (at best)?

I resent the notion that social marketing has the same motivations and therefore the same processes as those in for-profit organizations. Commercial ventures are in it for the shareholders. We’re in it for the public good. I don’t like the association.

There are others on the Social Marketing Listserv who think it is crucial that social marketing stay connected to the marketing discipline, in theory and in practice. Their counterpoints include the following:
We need to move closer to, not further from, the disciplines and practices of commercial marketers. Marketing has been a powerful addition to the set of tools used in influencing public health and safety, protecting the environment, and encouraging community participation. We desperately need to be constantly reminded that we are not just educators or social advertisers who “may be content to work at the information or attitudinal level. Social marketers aim to bring about purchase and use and to close the sale.”21 We must begin to look at participating in product development, suggesting pricing strategies, and understanding and recommending distribution channels.

What’s wrong with making a profit? And what’s wrong with using practices that have been around longer than many of us have that have been tried and tested and enhanced? Commercial marketers have spent billions of dollars learning what works and what doesn’t. We should be benefiting from this, not reinventing it.

We need to encourage (even challenge) expert marketers from the commercial sector to join us, to specialize in this exciting niche of the marketing field. We should be proud of the rigor our field requires and demonstrate we understand the contribution marketing can make.