

SOCIAL MARKETING

Planning and Design Workshop



USAID



INTRODUCTION

Five years after the promulgation of the Local Government Code of 1991, the legal and administrative basis for democratic, decentralized governance has been set in place. Aggressive and visionary local government units (LGUs) have shown initiative and pioneering action in solving problems at their level. These initiatives have been commended by award-giving bodies, both local and international.

Yet, despite visible and potent evidence of change, several factors threaten to slow down or reverse the momentum of decentralization and democratization. Many LGUs are difficult to mobilize because of a shortage in “Code consciousness” -- they are still not fully aware of the various provisions of the Code and the opportunities they offer for local governance. The general public and its chief ally, the media, have not been as enthusiastic about decentralization and democratization as a concern, as much as they have taken to stories focusing on the negative but dramatic values such as corruption.

What is required is a conscious and concerted effort to effect “devolution and democratization in the minds” of various stakeholders and actors in the complex process of local governance. Since democratization and local governance are goals of the Code which are premised on broad-based participation and support, popularization of the local governance process is a must. Communications must promote the spirit for which the Code was created and stimulate and sustain the desired effects on attitudes and practices.

Five years after the implementation of the Code began, the communication challenge has gone beyond popularization of the Code and its provisions. Communicating good practices and evidences of success are as important now as popularizing the Code. Communicating particular modalities for participation, particular projects, issues, and relevant events to communities -- so they can respond in the manner desired -- is a key communications challenge. Another challenge is providing avenues for constant dialogue between communities and LGUs where communities can give feedback to LGUs more freely and LGUs can respond with transparency and accountability.

The communications challenge is complex, dynamic, and particularly daunting because LGUs often lack the capability to properly mount communications and social marketing campaigns. While LGUs and national government agencies at the local level typically have information officers, these officers are often laden with other responsibilities and devote little time to actual communications work. This underscores the need to build capabilities among LGUs to properly perform communication and feedback tasks.

ARD, Inc. through the Governance and Local Democracy Project (GOLD) of the United States Agency for International Development (USAID) provides technical assistance to LGUs to build their capacity in designing and implementing communication and feedback systems. The technical assistance consists of an initial training and planning phase followed by an action phase involving the implementation of the communications plan and the institutionalization of citizen’s monitoring and feedback mechanisms.

This sourcebook was developed and compiled by Prof. Robert C. Bastillo and Imelda P. Limun, Communications Specialists of ARD, Inc. for the GOLD Project.

OBJECTIVES

The Social Marketing Planning Workshop is specifically designed to introduce the participants to the Social Marketing process in the context of local governance and to show them how it can be used to plan communications and promotions programs for their respective local government units (LGU).

Specifically, the workshop will enable the participants to:

- Clarify the meaning and importance of social marketing in local governance communications,
- Have a better understanding of the changing values and practices of the community relative to LGU programs,
- Use market research to improve communications and promotions,
- Know the first steps to take to begin changing the knowledge, attitudes, and practices of the community to empower them to support LGU programs,
- Test their existing program/project communications and feedback strategies against the social marketing framework, and
- Draw up focused communications and promotions programs for specific priority issues and communications thrusts.

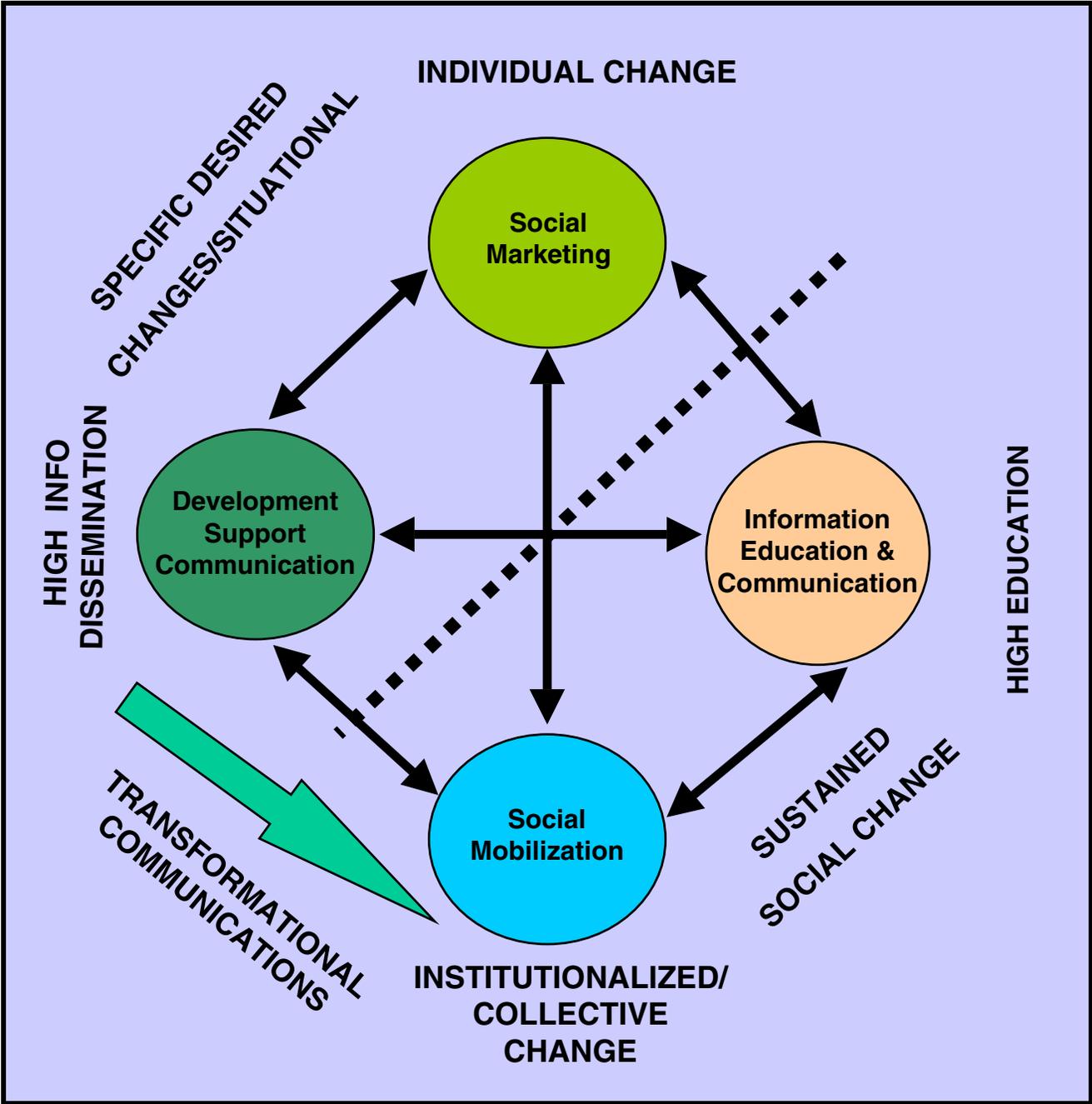


SOCIAL MARKETING PLANNING AND DESIGN WORKSHOP

<i>Day 1</i>	<i>Day 2</i>	<i>Day 3</i>
<p>Opening Ceremonies</p> <p>Input: Orientation on the Workshop Process and Context</p> <p>Input: Orientation on Social Marketing and Transformational Communications</p>	<p>Recap of Day 1</p> <p>Input: Preparing the Social Marketing Plan Using the Social Marketing Framework</p> <p>Workshop 5: Campaign Objectives</p>	<p>Recap of Day 2</p>
<p>Plenary Session: Identifying the Social Product</p>	<p>Workshop 6: Communication Channels</p>	
<p>Workshop 1: Analyzing Knowledge and Perceptions of Target Audience About the Social Product</p> <p>Workshop 2: Analyzing Attitudes of Target Audience About the Social Product</p>	<p>Workshop 7: Creative Execution Strategies</p> <p>Workshop 8: Promotions Strategies</p>	<p>Workshop 10: Production of Prototype Specific Priority Communication Channels</p>
<p>Workshop 3: Determining Current Practices of Target Audience</p> <p>Workshop 4: Determining Positioning of the Social Product and Formulating Banner Messages</p>	<p>Plenary: Presentation and Critiquing of Workshops 5 to 8 Outputs</p> <p>Synthesis of Workshops 1 to 8 Outputs</p> <p>Workshop 9: Action Planning</p>	<p>Closing Ceremonies</p>

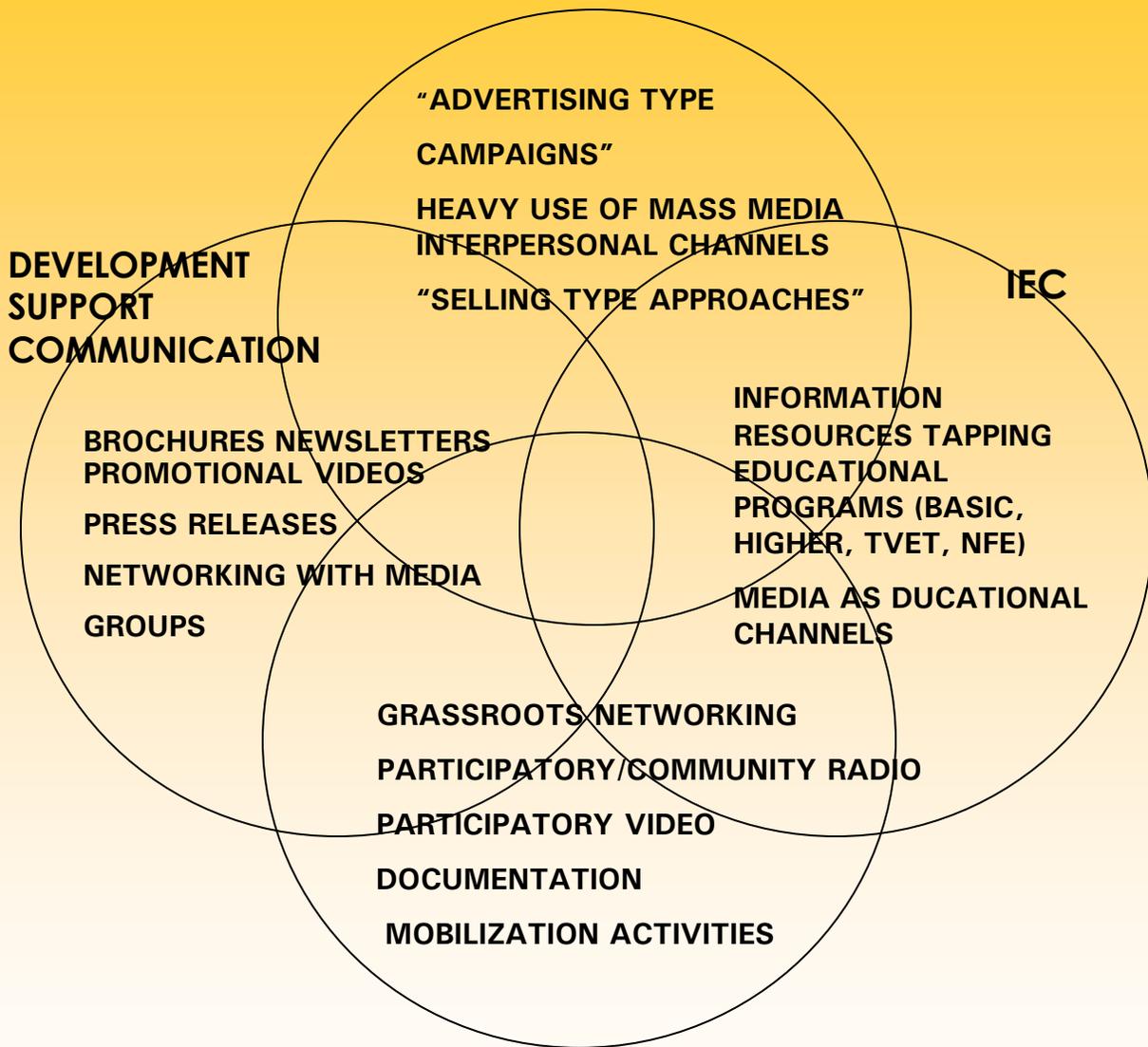
EVOLUTION OF COMMUNICATIONS

APPROACHES FOR DEVELOPMENT IN THE PHILIPPINES



Communication Materials Used

SOCIAL MARKETING



SOCIAL MOBILIZATION

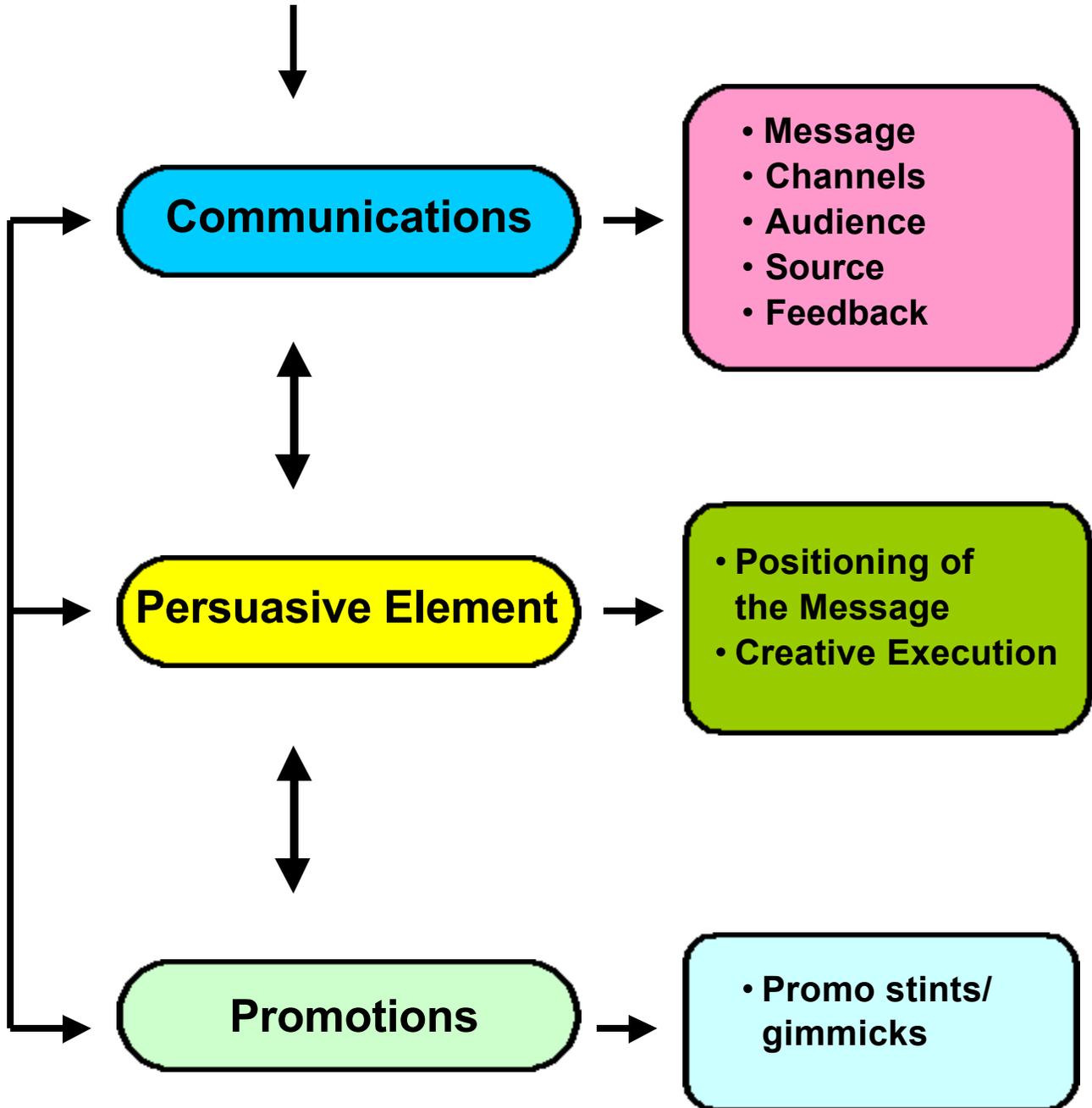
WHAT IS SOCIAL MARKETING?

**SOCIAL MARKETING IS THE
APPLICATION OF MARKETING
TOOLS --**

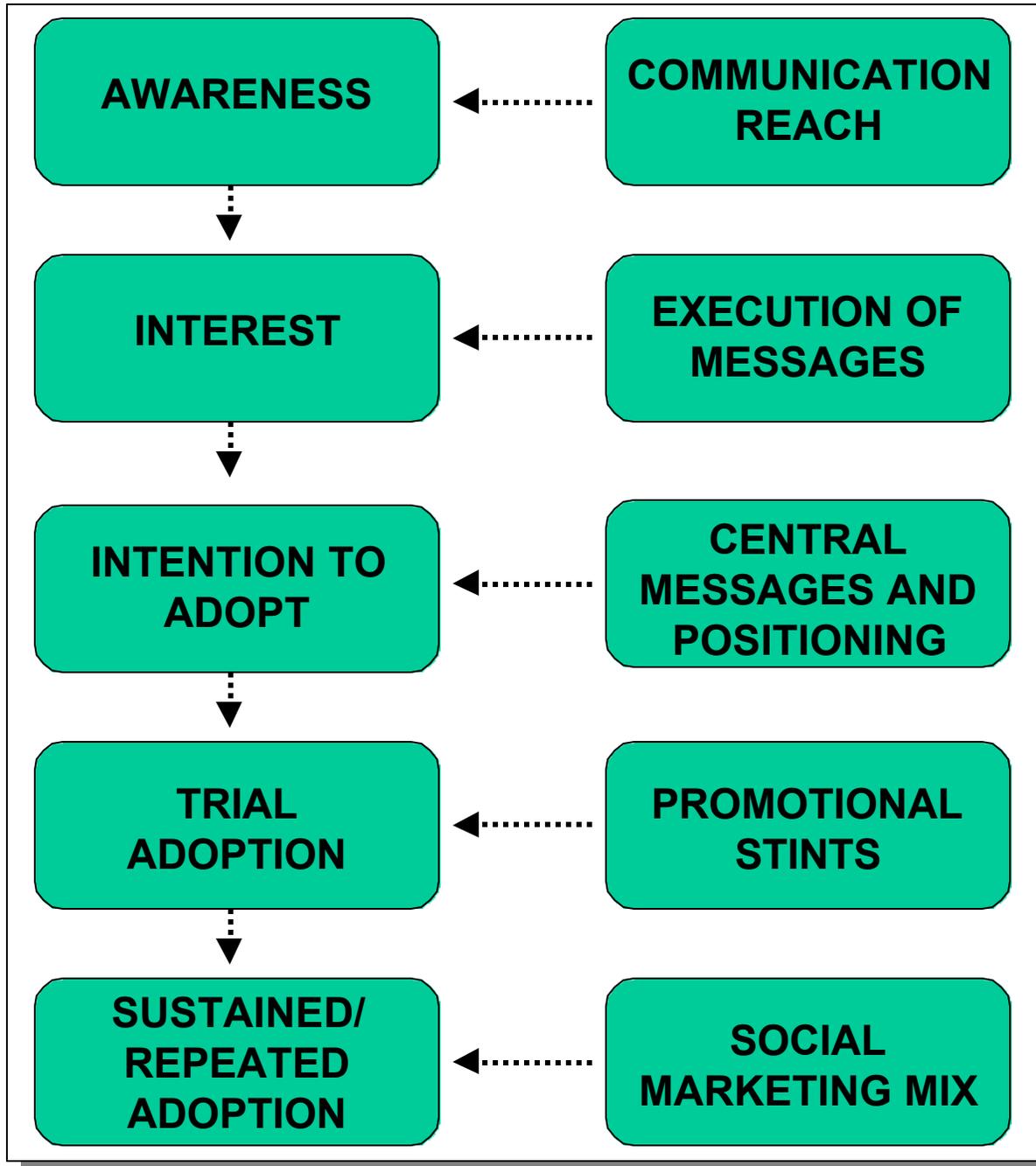
- ◆ **MARKET RESEARCH**
- ◆ **MARKET SEGMENTATION
AND POSITIONING**
- ◆ **PRODUCT DEVELOPMENT**
- ◆ **ACCESSIBILITY**
- ◆ **ADVERTISING**

**TO INDUCE BEHAVIORS
BENEFICIAL TO SOCIETY BY
APPEALING TO PEOPLE'S
SELF-INTEREST.**

SOCIAL MARKETING =



SOCIAL PRODUCT ADOPTION PROCESS



BASIC SOURCE:

SOCIAL MARKETING

by: PHILIP KOTLER and EDUARDO ROBERTO

10 STEPS TO A SOCIAL MARKETING FRAMEWORK PLAN

- 1. Identify the SOCIAL PRODUCT (the IDEA or PRACTICE you want to promote)**
- 2. Choose the target segments or adopters**
- 3. Analyze the target adopters in terms of their current KNOWLEDGE, ATTITUDES and PRACTICES (KAP)**
- 4. Determine the positioning of the social product**
- 5. Set Social Marketing Campaign Objectives**
- 6. Choose appropriate communications channels/media**
- 7. Define creative execution strategies**
- 8. Determine promotional stints/activities**
- 9. Determine Institutional Support needed**
- 10. Plan for monitoring and feedback**

GOAL OF SOCIAL MARKETING

- Change from an adverse idea or behavior**
- Adoption of new ideas and behaviors**

What is a SOCIAL PRACTICE?

- Occurrence of a single act, e.g. showing up for a vaccination or turning out for a vote**
- Establishment of an altered pattern of behavior, e.g. quitting smoking or using condoms for birth control**

THREE TYPES OF SOCIAL PRODUCTS

- ◆ **Idea**
- ◆ **Practice**
- ◆ **Tangible object**

FORMS OF A SOCIAL IDEA

- **Belief**
- **Attitude**
- **Value**

A belief is a perception that is held about a factual matter. It does not include evaluation.

Attitudes are positive or negative evaluations of people, objects, ideas, or events.

Values are overall ideas of what is right and wrong.

SOCIAL MARKETER'S AIM

- ◆ To change behavior or
- ◆ To bring about "purchase and use" and to "close the sale"

Social marketers promote ideas as well as social practices

FOUNDATIONS OF SOCIAL MARKETING

The knowledge gained from business practices:

- Setting of measurable objectives**
- Research on human needs**
- Targeting products to specialized groups of consumers**
- Technology of positioning products to fit human needs and wants and effectively communicating their benefit**
- Constant vigilance to changes in the environment**
- Ability to adapt to change**

CHARACTERISTICS OF TARGET ADOPTERS THAT A SOCIAL MARKETER MUST KNOW

- **Sociodemographic Characteristics**
External attributes of social class, income, education, age, family size, and so forth
- **Psychological Profile**
Internal attributes, such as attitudes, values, motivation, and personality
- **Behavioral Characteristics**
Patterns of behavior, buying habits, and decision-making characteristics

The social marketer must research how and why a target-adopter group views a situation in which the social marketer wishes to intervene. The research will reveal that the target-adopter group either has a problem it wants to solve or an objective (a need or want) that it seeks to achieve.

STEPS IN THE SOCIAL- MARKETING MANAGEMENT PROCESS

- 1. Analyzing the Social Marketing Environment**
- 2. Researching the Target-Adopter Population**
- 3. Defining the Social Marketing Problem or Opportunity**
- 4. Designing Social Marketing Strategies**
- 5. Planning the Social Marketing-Mix Programs**
- 6. Choose appropriate communications channels/media**

INTRODUCTION

The Social Marketing Approach to Social Change

Source: Social Marketing Strategies for Changing Public Behavior by Philip Kotler and Eduardo L. Roberto

Social marketing is a strategy for changing behavior. It combines the best elements of the traditional approaches to social change in an integrated planning and action framework and utilizes advances in communication technology and marketing skills.

The term “social marketing” was first introduced in 1971 to describe the use of marketing principles and techniques to advance a social cause, idea, or behavior. Since then, the term has come to mean a social-change management technology involving the design, implementation, and control of programs aimed at increasing the acceptability of a social idea or practice in one or more groups of target adopters. The sponsoring agency pursues the change goals in the belief that they will contribute to the individual’s or society’s best interests.

Social Product: Ideas and Practices

Change from an adverse idea or behavior or adoption of new ideas and behaviors is the goal of social marketing. Ideas and behaviors are the “product” to be marketed. Three types of social products are idea, practice, and tangible object.

One type is a social idea that may take the form of a belief, attitude, or value. A belief is a perception that is held about a factual matter; it does not include evaluation.

The social idea to be marketed may be an attitude, as exemplified in the expression used in family planning programs, “Planned babies are better cared for than babies from accidental pregnancies.” Attitudes are positive or negative evaluations of people, objects, ideas, or events.

The social idea also may be a value, such as “human rights,” which is promoted by the many projects of Amnesty International. Values are overall ideas of what is right and wrong. Rokeach suggested that “a person has many beliefs, some attitudes, and few values.”

The second type of social product is a social practice. It may be the occurrence of a single act, such as showing up for a vaccination or turning out for a vote. Or it may be the establishment of an altered pattern of behavior, such as quitting smoking or using condoms for birth control.

The third type of social product is a tangible object, such as a contraceptive pill, condom, or foam that is distributed in family planning campaigns or the safety belt for marketing defensive driving practices. But it should be understood that the main

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product is not the contraceptive pill, condom, foam, or safety belt; these are tools to accomplish a social practice, which in this case is the practice of family planning or the practice of defensive driving. The tangible-product base refers to physical products that may accompany a campaign. Social marketers promote ideas as well as social practices; their ultimate aim is to change behavior. Thus, the purpose of a nutrition campaign is not simply to help consumers know about and desire better nutrition, but to change their eating habits. Social advertisers may be content to work at the informational or attitudinal level. Social marketers aim to bring about “purchase and use” and to “close the sale.”

The claim was made earlier that social marketing represents an advance over traditional social change strategies. Many of these traditional strategies employed advertising exclusively, rather than probing the needs of clients and consumers to design campaigns that fit them. Social marketing is built around the knowledge gained from business practices: the setting of measurable objectives, research on human needs, targeting products to specialized groups of consumers, the technology of positioning products to fit human needs and wants and effectively communicating their benefits, the constant vigilance to changes in the environment, and the ability to adapt to change.

Target-Adopters

Social marketing aims to target one or more groups of target adopters. Consider, for example, a family planning program that wants to distribute contraceptive devices. There are numerous groups that are definable in various ways, such as by age, socio-economic status, family size, or geographic location. Since each target-adopter group has a particular set of beliefs, attitudes, and values, social marketing programs are tailored and structured around the needs of each particular segment of a target population.

- .sociodemographic characteristics (external attributes of social class, income, education, age, family size, and so forth),
- .psychological profile (internal attributes, such as attitudes, values, motivation, and personality), and
- .behavioral characteristics (patterns of behavior, buying habits, and decision-making characteristics).

To know the target adopters in these three related ways enables the social marketer to make more accurate predictions. Predictions, in turn, are prerequisites to the ability to influence outcomes.

In addition to differentiating among and selecting target-adopter groups, the social marketer will identify influence holding groups, or influentials, who can affect a program's success. For instance, religious groups may oppose the program, physicians may have to be recruited, funding agencies may have to be solicited, and legislators may have to be apprised of the agency's activities. The aim is to neutralize the opposition and gain the support of influentials for the program. These groups can be classified as follows:

- Permission-granting groups, such as regulatory bodies whose permission or legal authorization may be required for the distribution program to get set up or started.
- Support groups, such as the physicians and other medical staff whose participation or active support is needed for the delivery of services in a clinical contraceptive-distribution program.
- Opposition groups, such as the religious community whose non-opposition or tolerance of the distribution program may be called for.
- Evaluation groups, such as legislative committees whose post-evaluation may have beneficial or adverse effects on the distribution program.

An effective social marketing program requires knowledge of the characteristics of each influence-holding group and addressing the needs of each group with an appropriate “megamarketing” strategy.

Social-Change Management Technology

- 1.
- 2.
- 3.

We illustrate these tasks under optimal circumstances in which budgets, time, and personnel are not constraining factors. Social marketers, of course, make adjustments when facing actual constraints in the marketplace.

Defining the Product-Market Fit

The first requirement of success in social marketing is either to create a new social product to meet a need that is not being satisfied or to design a better product than those that are available. It is the very essence of what the marketing literature calls “the marketing concept.” According to Kotler, “the marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors.”

It follows that the degree of product-market fit determines the value to the target adopters of what the social marketer is offering. Therefore, the fit affects the perception, attitude, and motivation of the target-adopter group. The wrong fit results in an inadequate or contrary response by target adopters.

How does the social marketer choose the right fit? By knowing the target group inside-out. Thus, the social marketer must research how and why a target-adopter group views a situation in which the social marketer wishes to intervene. Typically, the research will reveal that the target-adopter group either has a problem it wants to solve or an objective (a need or a want) that it seeks to achieve.

Many causes and social change campaigns fail because their target-adopter group does not perceive a problem, want, or need. Antismoking campaigns are a case in point. Although smokers acknowledge that smoking is a health hazard, many do not see a problem or do not feel any want or need to do anything about the risk. Or in the case of economic-development campaigns in developing countries, particular groups may not want or need economic development. Economic problems cannot be solved, however, unless citizens first recognize that growth is desirable. In these cases, the task of defining the product-market fit becomes one of raising the salience of a cause or social need and inducing the target-adopter group to perceive its value as a solution to a problem, as a satisfier of a need or want that was overlooked or avoided in the past.

The possibility of a better life through changes in social ideas and processes is not widely perceived in many parts of the world; rather, resignation to the existing order—a fatalistic attitude—prevails. For this reason, social change campaigns and social marketing are not simply a set of tools to accomplish social change. They represent a new ideology, or mindset, the assimilation of which can prepare the ground for widespread and more effective social change.

Designing the Product-Market Fit

The social marketer's next task is to present the solution effectively to the target-adopter group. Three marketing inputs are needed for this purpose. The social marketer must (1) translate the fit into the corresponding positioning of the social idea or practice, then (2) dress it up to reinforce the chosen positioning, and then (3) develop a reinforcing image for the cause that is consistent with the nature of the cause.

Marketing a cause with a tangible-product base requires the additional stages of positioning and dressing up. At the positioning stage, the tangible-product base must also be positioned. Consider the example of oral rehydration therapy.

A major cause of infant mortality in the Third World is dehydration resulting from diarrhea. According to Meyers, Block, and Ferguson, "every year, 5 million children under the age of five die due to diarrheal dehydration." Death occurs largely because of ignorance. Children in Third-World countries usually have diarrhea several times a year. When a case gets more severe than usual, a rural mother usually purges the suffering child and stops feeding because she believes this practice will relieve the child. She does not know that the problem is the dehydration that the diarrhea is causing. Soon the child loses appetite and the capacity to absorb liquids through the gut.

Rural mothers often are unable to bring their children to a nearby doctor or hospital for dehydration therapy. Within hours, the children die. Fortunately, there is a home-

treatment solution, known as oral rehydration therapy, that the mother can administer directly to the child. This “breakthrough” product, in the form of sacheted oral rehydration powder, is being promoted by the U.S. Agency for International Development to the Third-World ministries of health.

Suppose the social marketer has positioned that therapy as something used by loving and caring mothers. The tangible product--the oral rehydration powder--should then be positioned to reinforce this theme. To position the powder as “a convenient homemade remedy against the Number One killer of infants in the country” may not be as effective as to position it as “a convenient easy-to-follow means that any responsible, loving mother can resort to when her baby has diarrhea.”

Another stage involves dressing up the tangible product. The tangible product has to be given a brand name and symbolically packaged; it also has to be physically packaged in a consistent and reinforcing way.

Delivering the Product-Market Fit

The social marketer now is ready to deliver the desired social practice to the target-adopter group. The required steps are a function of two factors: (1) whether there is a tangible-product base and (2) whether the start and maintenance of the target adopter’s acceptance of the social idea or practice requires personal service. Let us trace the effects of each factor on the delivery process.

2.

In the case of a tangible product, the social marketer will arrange with outlets to store, display, and distribute the tangible product. The tangible product may also require a personal presentation and demonstration.

There is one further step in the delivery process, namely adoption triggering, or getting the target-adopter group to try or adopt the product. The social marketer will initiate activities that motivate the target-adopter population to act now, rather than later.

The presentation/demonstration step must be correctly performed if the target adopter is to be satisfied and motivated to accept the product and advertise it to others.

The four possible delivery situations are:

- The campaign has a tangible-product base, such as IUDs, that requires a personal presentation or demonstration.
- The campaign has a tangible-product base, such as seatbelts, whose delivery does not require a personal presentation or demonstration.
- The campaign (of a literacy program, for instance) has no tangible-product base but its delivery requires a personal presentation or demonstration.

The campaign (for human rights campaign or against jaywalking, for example) has no tangible-product base and its delivery does not require a personal presentation/demonstration.

Defending the Product-Market Fit

The final task is to sustain or change the product-market fit to respond to relevant changes in the environment and in the target-adopter population. There are three steps in this stage of a marketing campaign.

First, the target group's condition must be researched and monitored.

The second step is the utilization research.

The issue raised at this stage is, "Which alternative will be most effective?" Further research may be needed to shed light on the alternatives.

In the third step, the social marketer makes the needed adjustments and changes in the marketing plan. Social marketing requires continuous tinkering, or adjustment of fit, as circumstances change. For this reason social marketing can be viewed as a management process that requires vigilant, active management as well as planning.

The Social-Marketing Management Process*

Organizations that are engaged in social marketing often do not concentrate their marketing personnel or efforts in one place but usually scatters them throughout several departments. Kotler proposed that the following relationship should exist between the program departments and a strategic planning department. Each program department should submit goals and requests for resources to the strategic planning department (Step 1) which would analyze and evaluate them (Step 2). The planning department would then negotiate goals and allot resources to each department (Step 3). Each department would formulate marketing-mix plans (Step 4) and implement them (Step 5). The planning department would subsequently evaluate the results (Step 6) and the process would start again. The role of administration, finance, procurement, operations, human resources, and other departments is to support the marketing goals and strategies with the needed four Ms: money, materials, machines, and manpower.

The social-marketing management process consists of the following steps: analyzing the social marketing environment; researching the target-adopter population; defining the social marketing problem or opportunity; designing social marketing strategies; planning the social marketing-mix programs; and organizing, implementing, controlling, and evaluating the social marketing effort.

Analyzing the Social Marketing Environment

The first step in the social-marketing management process is to analyze the environment immediately surrounding the particular social campaign. An example is the case of the Canadian Action on Drug Abuse campaign. The management team reviewed the drug programs in Canada, as well as pertinent past research studies. They concluded that the long-term solution to the drug abuse problem in Canada rests with the segment of the population for which abuse is most serious -- young people, aged 11 to 17 together with their parents. This conclusion defined the appropriate target-adopter segment and therefore helped shape the next step in the management process: researching the target-adopter group.

Researching the Target-Adopter Population

Social marketers need to achieve a thorough understanding of the target-adopter group and its needs. Adopter segmentation is the task of breaking the total target-adopter population into segments that have common characteristics in responding to a social campaign. Social marketers can perform this task in a number of ways. The population could be segmented based on their preferences, their socio-economic status, or geographic location. An estimate could then be made on which segment has the most need for the social product and is the most reachable by the program.

*Source: *Social Marketing Strategies for Changing Public Behavior* by Philip Kotler and Eduardo L. Roberto

The program would then need to develop a positioning strategy for this segment. The aim of positioning is to satisfy the target-adopter segment's need and to do so better than others. The key task is to identify the competition. In the case of the Canadian Action on Drug Abuse campaign, the competition is not other anti-drug programs; it is the practice of drug abuse.

The question of the needs of the target-adopters now becomes more specific and strategic. What, for example, does drug use satisfy? Only when the social marketers find a satisfactory answer can they find a satisfactory "positioning" of their program.

Designing Social Marketing Objectives and Strategies

The social marketing strategy specifies the game plan for achieving the objectives of the social marketing campaign. It defines the broad principles by which the social organization expects to attain its objectives in a target-adopter segment. It consists of basic decisions on the total marketing expenditures, marketing mix, and marketing allocation.

Social marketers must first set specific, measurable, and attainable social marketing objectives. This may sound easy to do, but it is not. Consider the criteria of "specific" and "measurable" objectives. Social organizations tend to state their program objectives in broad terms like "raising the quality of life," "conserving energy," "preventing crimes," and so on. Because these objectives are non-specific, they are also non-measurable.

How can social marketers designate specific and measurable objectives? Samuels suggested that they can start with broadly stated objectives but then identify the specific behavior and actions of target-adopters that manifest the broadly stated objectives. Several clarifying examples are presented in the table below.

Designating Specified Measurable Objectives from Broadly Stated Ones

The measurement of the more specific actions of target-adopters will typically require the collection of primary data. For this, social marketers must undertake social marketing research. Program objectives may be called "goals".

What about the criterion of attainability? This criterion considers the motivational and control aspects of objectives. Objectives should not be set so high that they cannot be attained with the available resources or so low as to be unchallenging. When the objectives are too high, the people in the organization lose the motivation to achieve them.

Having set the objectives of the program, social marketers must now decide what level of social marketing expenditures is needed to attain them. This step calls for some budgeting effort. The conventional budgeting approach is by “target setting,” using some acceptable expenditure-to-goal ratio. For example, suppose a similar program a few years ago cost \$10 per target adopter reached. Assume that the cost per target-adopter has risen 10 percent, to \$11. If the current target is 1,000 adopters, the marketing expenditure is \$11,000 ($\$11 \times 1,000$).

As social marketers gain budgeting experience, they find that it makes better sense to analyze the marketing expenditures required to reach various numbers of target adopters. To do so, they must predict how many adopters would respond to alternative levels of marketing expenditures--the adoption-response function.

Social marketers must next decide how to allocate the budget to the several tools in the social-marketing mix that the social organization will use to pursue its objectives in the target-adopter segment or segments. These tools, known as the four Ps, are the following:

- Product:** the offer made to the target adopters (including services, quality, features, options, style, brand name, packaging, sizes, warranties, and returns);
- Price:** the cost that target adopters have to bear (including the list price, discounts, allowances, payment period, and credit terms, as well as the non-monetary costs of time, effort, and stress);
- Place:** the means by which the social product is delivered to the target adopters (including distribution outlets and channels for delivering services, both governmental and in the private sector; location, inventory, and transport); and
- Promotion:** the means by which the social product is promoted to the target-adopters (including advertising, personal selling, sales promotion, and public relations).

Social marketers have suggested adding three additional Ps to the four Ps classification, especially in connection with the delivery of services:

- Personnel:** those who sell and deliver the social product to the target adopters;
- Presentation:** the visible sensory elements of the setting in which the target adopters acquire or use the social product; and

Process: the steps through which target adopters go to acquire the social product.

The important point is that the social-marketing mix consists of many specific tools, regardless of their overall classification. The considerable number of tools gives rise to many possible marketing strategies.

Social marketing tools vary in their degree of adjustability. Social marketers can quickly adjust the prices, assignment of “salespeople”, and frequency and reach of communication. However, many other tools take longer to adjust, such as the number of trained “salespeople”, the number of distribution outlets, and the physical products.

An added complexity is that social marketing tools are interdependent, rather than independent, in their impact on the target market. Some tools may turn out to be incompatible even when previous work has established that they are effective.

The next step is to allocate the budget to the various elements of the social-marketing mix. How much should go to direct non-personal versus direct personal communication? To promotion incentives versus better service delivery? If social marketers knew how adoption of the product would be affected by each possible allocation, then the answers would be readily apparent. If social marketers could anticipate the acceptance levels of the target-adopter groups, then the allocation problem would be rationally solvable.

Planning Social Marketing Programs

After the broad strategy is formulated the management of more detailed social-marketing-mix programs must be prepared. The first element of the social-marketing mix to be formulated is the social product. The tactical program for the social product includes determining the following:

- .How the social product were to be positioned on the basis of research into target-adopters’ perceptions, attitudes, and motivations about the social product;
- .The suitable “brand name” that will reinforce the product’s positioning;
- .Suitable packaging including the material, size, shape, label, color, and wording on the package.

Then the marketing-mix elements of mass and selective communication must be turned into tactical programs. This step encompass these actions:

- . Carefully choosing the right communications channel;
- . Designing and presenting the advertisements or promotions message; and
- . Selecting the right media and timing.

Tactical programs must also be developed for distribution and direct personal communication. Selling social products demands different skills and attitudes than the marketing sales force of a business normally exhibits.

Pricing is another marketing tool that requires its own tactical program. It must also take target-adopter's other costs into consideration.

The target-adopter promotion program aims to present inducements for target-adopters to act now. The appropriate tactical measures to accomplish this vary from one social product to another.

Finally, social marketers must work out the tactical program for delivering services. The social product determines the appropriate type of delivery.

Organizing, Implementing, Controlling, and Evaluating the Social Marketing Effort

In the social marketing management process, the final step is to organize the marketing resources, implement the social-marketing-mix programs, control the performance of the programs, and evaluate the results (the social and ethical impact) of that implementation. a well-known management principle stresses that even the best and most carefully drawn plan gets nowhere until it is effectively implemented and controlled. Effective control and evaluation require data about the target-adopter group's responses to the implemented social program, which are generated by social marketing research.

SOCIAL MARKETING FRAMEWORK¹

Target Clientele/ Audience	Target Audience Analysis			Social Product (Idea or Practice to be Communicated)	Positioning of the Social Product	Banner Statements or Messages
	Knowledge	Attitudes	Practices			

¹ Source: Prof. Robert C. Bastillo, Asian Institute of Management

SOCIAL MARKETING FRAMEWORK²

COMMUNICATION AND PROMOTIONS STRATEGIES						
Campaign Objectives	Communication Channel Mix		Creative Execution Strategies		Promotional Stints/Activities	Institutional Support Needed from LGUs
	General Approaches	Specific Activities/Modes	General Approaches	Specific Creative Vehicles		
<ul style="list-style-type: none"> • Desired KAP • Desired reach/coverage • Other measurable indicators 	<ul style="list-style-type: none"> • Mass Communications Led ⇒ <i>Multi-media</i> ⇒ <i>Selective media</i> • Interpersonal Communications Led • Selective Communication • Advocacy & Lobbying 	<ul style="list-style-type: none"> • Advertising (TV, Cinema, Radio, Billboards) • Public Affairs show-guesting • Features articles • Features hour • Documentaries ⇒ <i>film</i> ⇒ <i>print</i> • News coverage • Editorial releases • Publication of community newsletters • News bulletins • Community TV plug (e.g. TVs at town plazas) • Issues fora • Symposia/sharing conferences • One-on-one talks • Educational sessions • Coffee-Table talks • Information relay system (e.g., Balilihan model) • Market day/Sunday mass announcements • Direct Mailing/Selective distribution of brochures • Poster displays • Distribution of position papers • Mass actions • Dialogues • Negotiations 	<ul style="list-style-type: none"> • Rational • Emotional ⇒ <i>Fear based</i> ⇒ <i>Positive appeal</i> • Rational • Rational and Emotional • Rational and Emotional 	<ul style="list-style-type: none"> • Authoritative persons • Objective language • Mascots • Familiar folk characters • Disaster situations • Prosperity ideals • Everyday life situations • Creative/emotional language and language symbols • Colorful graphic aids • Objective and/or emotional language • Colorful graphic aids, pictures • Scenarios • Emotional language • Personal testimonies 	<ul style="list-style-type: none"> • Green slogan weeks • Poster making/essay writing contests • Eco-walks • Nature camps • Awards giving • Human chains/dragnets from mountains to sea • Mobilization • Jingles • Commitment signing • Door-to-door promotional campaigns 	<ul style="list-style-type: none"> • Policies • AOs • Organizational arrangements • Quick response teams • Multi-sectoral councils • Interdepartmental MOAs • Budget appropriations

² Source: Prof. Robert C. Bastillo, Asian Institute Management

ARD/GOLD COMMUNICATION AND FEEDBACK SYSTEMS COMPONENT
COMMUNICATIONS SUPPORT TO _____

SOCIAL MARKETING ACTION PLAN FOR _____

ACTIVITY	EXPECTED OUTPUT	TIME FRAME/ SKED	PERSON RESPONSIBLE	TECHNICAL ASSISTANCE/ NEEDS	INSTITUTIONAL SUPPORT NEEDED	BUDGETS	SOURCES OF FUNDS	POTENTIAL PROBLEMS/ ISSUES