



Marketing Good

JEFF FRENCH

This paper argues that one of the most powerful emerging technologies for combining new understandings from a variety of fields about how to bring about social good is the discipline of Social Marketing. However there remains a serious underutilization and misinterpretation of what Social Marketing is and what it can contribute to public sector policy and strategy development which needs to be addressed. The paper also explores what applying Social Marketing principles strategically as a core component of all social policy would mean for government policy development and citizen.

The Need for a Citizen Centric Social Policy

We have seen significant changes in the human condition over the last twenty years. There are at least seven billion people in the world now but also in every region with the exception of Africa populations are starting to age¹. We know that we have

¹ <http://www.un.org/esa/population/publications/worldage->

human driven global warming is happening² and we will continue to experience a major global economic downturn and an increased threat from nuclear purification. On the positive side, however we have experienced an unprecedented period of economic growth and wealth creation and we continue to witness an on-going technological communications revolution leading to 'always on, always connected' citizens and a general positive improvement global health, UNICEF (2011) and literacy UNESCO (2012). The rise of citizen empowerment driven by economic development, improved health literacy and technology is leading to the development of what Sandel³ describes as not only new forms of government but also new kinds of citizenship.

The relationship between the governed and the governments is changing rapidly to one characterized by more dialog and more joint responsibility and co-production of solutions to social challenges. The election

[ing19502050/](http://www.nature.com/nclimate/journal/vaop/ncurrent/full/nclimate1783.html)

² <http://www.nature.com/nclimate/journal/vaop/ncurrent/full/nclimate1783.html>

³ 4th July 2009 A new politics of the common good. M Sandel. <http://www.bbc.co.uk/programmes/b001b6bt>

of President Trump, Brexit and the rise of citizen driven movements all over the world signifies a significant shift in the power relationship between citizens and those who seek to govern them. Clarke et al (2007) argue this new relationship is informed by the increasing expectation on the part of more literate and wealthy citizen to be treated with respect and attention. People want government and their agencies to emulate many of the customer centric approaches that are now routine in the commercial sector. People's consumer and market experience leads to sets of expectations about levels of quality of service from public institutions and an expectation about state managed service responsiveness. This expectation is no bad thing and it can be used to drive improved practice. People and not just those living in advanced liberal democracies want governments to inform them, consult them and work with them when it comes to Social policy interventions, IPSOS Morri (2010).



process. Social value creation can be developed through the use of both rational offers such as conditional cash payments for socially responsible behavior and offers

that appeal to more intuitive cognition such as the design of road systems that slow traffic speed. Value can also be developed via socially sanctioned and supported disincentives such as fines or exclusions. What is key is that what citizens feel, say and do is taken into account when developing any mix of interventions. If social programs are not supported and valued by citizens, they will ultimately and often very rapidly fail.

Focusing on Social Value

Governments need to go beyond just using the law and education as the default options to bring about desired changes in socially desirable behavior. The creation of value, Bargozi (1975) the importance of service Grönroos, (2007) and relationship building, Gummesson, (1987) are all well-established principles in commercial sector marketing but much less so in social policy arenas.

Rather than simplistic debates about applying Social Marketing at an operational level governments and agencies needs to apply these concepts of value creation, relationship building and service combined with a consideration of what French (2011) calls a full mix of 'Forms' and 'Types' of interventions to influence and enhance the social policy and strategy development

Putting Marketing at the Core of Social Policy

One of the challenges is how to embed Social Marketing in the heart of the organization and to sustain its influence on organizations strategy over time. To do this, marketers need to advocate for what can be called 'Strategic Social Marketing', French Gordon (2015), or what others have called Macro-Social Marketing, Wymer (2011), Domegan (2008), Kenny & Parsons (2012), Up-stream Social Marketing Stead, et al (2007). In essence all these authors and many others make the case for applying a more strategic approach and moving beyond Social Marketing being viewed as a second order operational delivery component to a core part of all social policy and strategy, Wood (2012).

A Strategic Social Marketing approach is focused on shaping the nature of the social policy to be pursued and influencing subsequent strategy as well making a contribution to operational delivery of particular social programs.

Embedding Social Marketing

There are good examples from around the world about how to get Social Marketing taken seriously by public sector organizations and governments and embedded into the policy and strategic process. The long experience pioneered by Mintz and colleagues in Canada (2005) to embed Social Marketing principles into

Health

Canada, the development of a National Social Marketing strategy in the UK between 2004 -2009, French & Mayo (2006) the inclusion of Social Marketing

standards within the new American 2020 health strategy⁴, the inclusion of Social Marketing as core principles in the French Epode program⁵, and the Netherlands JOGG program⁶ and the inclusion of Social Marketing in the 2015 WHO Europe health 20/20 program⁷ are all good examples of successfully embedding Social Marketing into the strategy of Social programs. From talking with the leaders of these programs and reading their accounts there are three key lessons that can be applied when seeking

⁴ <http://healthypeople.gov/2020/topicsobjectives2020/objectiveslist.aspx?topicId=18>

⁵ <http://www.epode-european-network.com/en/ressources-center/224-een-recommendations.html>

⁶ <http://www.epode-european-network.com/en/een-news/227.html>

⁷ <http://www.epha.org/a/4288>

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to embed Social Marketing programs as an integral part of all social programs.

1. Understand what matters to your

customer In this case the customers are the people who control the policy and strategy making procedure and those who will be responsible for program delivery. There is a need to be precise about what they care about. What most politicians care about is being seen to do a good job and doing a good job. Most senior policy makers and planners are focused on these two issues but also are often driven by their own performance management systems to care about efficacy and effectiveness. Delivery level staff are often concerned about the fit of any new intervention with existing practice and their capacity and capability

to deliver. They also often want to be engaged in the intervention development process so that their experience and tacit understanding of situations can be used to develop more effective interventions.

These are the concerns and issues that need to be addressed when setting out a marketing plan to market Social Marketing within organizations. All of these needs and concerns will need to be built into interventions to embed Social Marketing.

2. Build compelling stories and keep

promoting them. Develop and supply a narrative that politicians, policymakers and professionals can understand and one that they value. The narrative should also be one they can use to persuade others. For example, one of the most effective ways that was discovered in the UK to get a Government Minister to become a champion for Social

Marketing was to get a local group to invite them out to see a program

working on the ground. This was by far the best way to get them to appreciate the principles of Social Marketing and what to promote, it also gave them a story they could tell to others. It is also important to keep refreshing and repeating this

narrative until it becomes the everyday language of the organization.

principles is to develop as an early task a set of systems that require Social

Marketing principles to be applied. These systems can range from budgetary systems that require applicants to show that they are applying the principles before budgets are allocated through to national training programs, sets of auditable standards and guidance on issue such as segmentation, planning, and evaluation. Examples of such systems are the National Occupational Standards for

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Social Marketing in the UK⁸ or the Health 2020 Social Marketing competency program targets in the USA⁹

. The uptake and use of quality standards is something that politicians and policy makers and professional associations can be asked to champion.

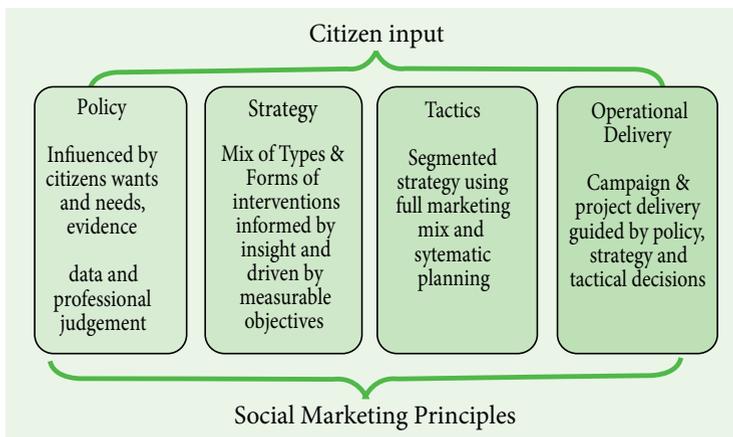
What this Means for Governments and Citizens

Citizens want to be part of the process of creating solutions to Social challenges. The increasing development of citizen

involvement processes by governments is a manifestation of this phenomena. Co-

⁸ <http://www.ukstandards.co.uk/nos-search/Pages/SearchResults.aspx?k=Sales&r=suite%3D%22Social%20Marketing%22>

⁹ <http://healthypeople.gov/2020/topicsobjectives2020/objectiveslist.aspx?topicId=18>



3. Build a set of required standardized processes. If successful in making the case for embedding Social Marketing, one of the best ways to ensure continued application of Social Marketing

production, co-design, and co-delivery are all approaches to tackling social issues that are gaining momentum. Citizens have a responsibility to press for social policy development processes that are transparent, evidence and insight based and to be given access to the budgets being deployed and the evaluation results of these programs. The engagement of citizens in the selection of priority policy areas, the development and selection of Forms and Types of intervention, the opportunity to assist with intervention implementation and evaluation are all rights that citizens should and are demanding. Figure 1 sets out how citizen input can assist the policy strategy and operational implementation of social programs. Figure one also indicates that Social Marketing principles can help assist the process of citizen engagement and co-development. (Figure

1: Citizen and Social Marketing input social policy development and delivery)

The dive for co-production of solutions to social challenges means that governments and their executive agencies need to gear their capacity and capability up to enable such a process to flourish.

This means developing more Social Marketing capacity and capability within governmental and not for profit agencies. The job of Government is essentially to support and enable people to live a satisfying and happy life. To do this

they need to assist citizens create conditions and social relationships underpinned by respect. Governments also have to encourage and regulate markets so that they produce net social good as well as material wealth. To do this they need to understand people's needs and wants and develop supportive services based on this understanding and often incentivize services deliverers to deliver measurable value. Social Marketing is a key tool that can assist in all of these roles, French and Gordon (2015).

Conclusions

Marketing has a great deal to offer social policy makers. Those who advocate the application of Social Marketing should be pushing against an open policy door as politicians and policy makers are faced with a

raft of difficult social policy issues, most of which relate to the behavior of citizens. Social Marketing has many of the answers to tackle these issues and a set of principles that can help define and develop effective policies, strategies, and interventions. Social Marketing also reflects the ideological stance of most modern

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democratic societies with its citizen centric approach supported by evidence, insight and data. Social Marketing's systematic planning and evaluation approach also make it a natural fit with modern policy development

and strategic planning for social good. Those who advocate the application of marketing principles as a key strategic element of social programs have as a first key task the job of marketing the added value that Social Marketing to politicians, policy makers, and those responsible for social program strategy.

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Jeff French Ph.D. is the CEO of Strategic Social Marketing Ltd. He is a visiting Professor at Brighton University and a fellow at Kings College University of London, UK. He has published several books, including his latest, "Strategic Social Marketing."

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