

# **Part III**

## Ensuring an Integrated Approach

# 9

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## Developing a Social Marketing Plan

*Vision without action is a daydream.  
Action without vision is a nightmare.*

—Japanese proverb

The traditional marketing planning framework presented in this chapter is a simple and effective mechanism for creating a strategic action plan. We hope it helps ensure that visions for moving people up and out of poverty are more than a daydream. The plan outline will make clear where the five tools presented in Part II, “Applying Marketing Perspectives and Solutions,” of this book fit in the marketing planning process (segmenting the market; choosing target priorities; determining desired behaviors; understanding barriers, benefits, and the competition; and developing a strategic marketing mix).

The following sidebar describes a 10-step model for developing a social marketing plan that reflects a systematic process. It begins with providing background on the purpose of the project and analyzing the current situation and environment. It moves on to identifying target audiences, determining desired behaviors, and designing a strategic marketing mix (the Four Ps). It wraps up with developing evaluation, budget, and implementation plans. You will also see a note at the end of the chapter summary on how to obtain an electronic copy of worksheets that walk you through this 10-step model—one that you can download for free.

To illustrate each step in the model, we use highlights from a case story featuring Peru's social marketing efforts to decrease tuberculosis (TB). These efforts contributed to the country's success in reducing the incidence of TB by an estimated 7% per year between 1990 and 2000, from about 190 per 100,000 to 140 per 100,000.<sup>1</sup> Nearly 2 billion people around the world are infected with the rod-shaped bacterium that causes TB. This is almost one out three human beings. If TB is detected early and fully treated, people with the disease quickly become noninfectious and eventually are cured.<sup>2</sup> Their story should inspire those working to achieve 2015 Millennium Development Goal #6 to reduce TB prevalence and death rates by 50% relative to 1990.<sup>3</sup> Peru's story also confirms points made throughout Part III, "Ensuring an Integrated Approach," that this kind of success is rarely possible without the public, private, and nonprofit sectors working with an integrated approach to "get the job done."<sup>4</sup>

## Social Marketing Planning: A One-Page Outline

### 1.0 Background, Purpose, and Focus

Who's the sponsor? Why are they doing this? What social issue and population will the plan focus on, and why?

### 2.0 Situation Analysis

2.1 SWOT: Organizational Strengths and Weaknesses, and Environmental Opportunities and Threats

2.2 Literature review and environmental scan of programs focusing on similar efforts: activities and lessons learned

### 3.0 Segment the Market, and Choose and Describe Target Audiences

3.1 Demographics, geographics, relevant behaviors (including risk), psychographics, social networks, community assets, and stage of change (readiness to buy)

3.2 Size of the target audience

#### 4.0 Marketing Objectives and Goals

- 4.1 Campaign objectives: specifying targeted behaviors and attitudes (knowledge and beliefs)
- 4.2 SMART goals: Specific, Measurable, Achievable, Relevant, Time-bound changes in behaviors and attitudes

#### 5.0 Factors Influencing Adoption of the Behavior

- 5.1 Perceived barriers to the targeted behavior
- 5.2 Potential benefits of the targeted behavior
- 5.3 Competing behaviors/forces
- 5.4 Influence of important others

#### 6.0 Positioning Statement

How do we want the target audience to see the targeted behavior and its benefits relative to alternative/preferred ones?

#### 7.0 Marketing Mix Strategies (Using the Four Ps to Create, Communicate, and Deliver Value for the Behavior)

- 7.1 Product: Benefits from performing behaviors and any objects or services offered to assist adoption
- 7.2 Price: Costs that will be associated with adopting the behavior and any monetary and nonmonetary incentives and disincentives
- 7.3 Place: Making access convenient
- 7.4 Promotion: Persuasive communications highlighting product benefits, features, fair price, and ease of access

#### 8.0 Plan for Monitoring and Evaluation

#### 9.0 Budget

#### 10.0 Plan for Implementation and Campaign Management

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## Step 1: Background, Purpose, and Focus

This first section of the plan identifies the plan's sponsor and summarizes factors leading to its development. Why are you doing this? It also includes a clear statement of purpose and focus for the plan. What social issue (problem) is the plan intended to impact? What population and broad solution will the plan focus on, and why?

### Example: Reducing Tuberculosis in Peru

In 1991, Peru accounted for about 15% of TB cases in the Americas even though it had only 3% of the population. It had approximately 190 TB cases per 100,000 adults; the abandonment rate of drug therapy was 12.1%;<sup>5</sup> and only 50% of people diagnosed with TB were getting treated and, of those, only half were cured.<sup>6</sup>

In response, increased resources were allocated for the country's National Tuberculosis Control Program (NTCP), recognizing the impact that the disease was having on its citizens, as well as the country's economy, with TB affecting primarily the most economically productive age groups. The *purpose* of this bolstered effort was to decrease the incidence of TB with two areas of *focus*. The first was an internationally recommended approach for TB control programs in which a trained healthcare worker monitors the patient taking each dose of antituberculosis medication. A second effort focused on identifying patients who were currently infected, but not diagnosed or receiving treatment.

## Step 2: Situation Analysis

In Step 2, you conduct a SWOT analysis (*organizational* strengths and weaknesses and *environmental* opportunities and threats). Organizational strengths to maximize and weaknesses to minimize include

factors such as levels of funding, management support, current partners, delivery system capabilities, and the sponsor's reputation. Environmental opportunities to take advantage of and threats to prepare for include major trends and events typically outside your influence—ones associated with cultural, technological, demographic, economic, political, and legal forces.

At this step you will also conduct a literature review and environmental scan of current and past programs, focusing on those with similar efforts, and summarizing major activities and lessons learned.

### Example Continued: Reducing Tuberculosis in Peru

The greatest strength the NTCP had was the increase in its annual budget from US\$600,000 to US\$5 million. This funding represented a renewed political will and would help address current system weaknesses, including short supplies of drugs, poor record-keeping systems, and overworked healthcare workers.<sup>7</sup> In terms of environmental forces, nutrition and sanitation tended to be the main causes of chronic health problems. Health concerns were being compounded by a lack of basic health education among a majority of the rural population, as well as a lack of convenient and affordable medical care.

Other programs around the world combating tuberculosis were reporting success with the Directly Observed Treatment—Short Course (DOTS) program. Experience of others had shown that this intervention was critical to persuading patients to take their medication in a timely manner and to complete their regime.

## Step 3: Target Audience Profile

As elaborated upon in Chapters 4, “Segmenting the Poverty Marketplace,” and 5, “Evaluating and Choosing Target Market Priorities,” you select target audiences by segmenting the market into homogeneous segments, evaluating each one, and then choosing one or more as the focus point for the plan. You want to provide an estimated size and rich description of that target audience in this section of the marketing plan. You should highlight key demographics, geographics, relevant behaviors (including risk), psychographics, social networks, community assets, and stage of change (readiness to buy). An ideal description is one that makes you believe you’d know your target audience if they walked into the room.

### Example Continued: Reducing Tuberculosis in Peru

Getting more people identified who are currently infected and then getting those diagnosed to accept and complete recommended drug therapies required a plan to inspire three target audiences:

- Downstream, high-risk groups were a top priority, especially the urban poor living in crowded, urban areas known as “TB pockets” or “hot spots.” An example was the capital city of Lima, with 60% of all cases in the country, but only 29% of the population.<sup>8</sup> Most were between the ages of 15 and 54,<sup>9</sup> and many were considered “closed populations” because they required special outreach (such as prisoners, patients in mental institutions, and homeless people sleeping in shelters).

- Midstream target audiences are important influential others in the target markets' community. They include individuals and groups such as family members, neighbors, religious leaders, coworkers, and friends of those at risk.
- Upstream target audiences included the following:
  - Policy makers, seen as critical for funding
  - Healthcare providers and their staff, essential for increasing the identification of those infected, as well as getting those identified into programs that would help treat and cure the disease
  - The media, for creating high visibility for major events and to stimulate public and political will
  - Pharmaceutical drug representatives, seen as an important potential distribution channel for communications, as well as potential price reductions or free drugs

As we continue with our TB case as an illustration, we will present only strategies developed for the TB patient market. Separate marketing plans would be needed for the other two distinct markets midstream and upstream.

## Step 4: Marketing Objectives and Goals

Marketing objectives specify desired behaviors and changes in attitudes (knowledge and beliefs). Social marketing plans will always have behavior objectives, specifying desired behaviors the plan is intended to influence. Often, you will also find there are facts and



information that the target audience needs to know in order to act (knowledge objectives), and things they need to believe in order to “change their mind” (belief objectives).

Goals are quantifiable and measurable expressions of marketing objectives. We recommend ones that are SMART:<sup>10</sup> Specific, Measurable, Achievable, Relevant, Time-bound changes in behaviors and attitudes.

### Example Continued: Reducing Tuberculosis in Peru

The NTCP established bold and clear *marketing objectives and goals*.

Behavior objectives:

- Influence those with symptoms to get diagnosed.
- Influence those who have been diagnosed to accept treatment.
- Influence those receiving treatment to complete the regime.
- Influence those successfully treated to become advocates.

Knowledge objectives:

- Know what symptoms to watch for.
- Know how the disease is spread (and is not spread).
- Know the effectiveness of treatment.
- Know that treatment is free.
- Know that fully completing treatment is necessary in order to be cured.

Belief objectives:

- Reduce stigma for those with TB.
- Correct misconceptions about the disease.

Marketing goals:

- Diagnose 70% of pulmonary TB cases.
- Cure at least 85% of cases. (At the time, they were curing only 50%, representing a 70% increase.)
- Decrease treatment abandonment. (At the time, 12.1% of those being treated were abandoning their treatment.)<sup>11</sup>

## Step 5: Factors Influencing Adoption of the Behavior

Elaborate here on key factors that will influence your audience's decision making, including a list of barriers, benefits, the competition, and the influence of others that are important to the target audience. Barriers are reasons your target audience does not want, or might not want, or doesn't think they can adopt the behavior. They may be real, or just perceived. Benefits are what they see in it for them to adopt the behavior, or what you might promise that would make it more likely that they would be motivated. Competitors are related behaviors (or organizations promoting them) that your target audience is currently engaged in, or prefers to do, instead of the ones you have in mind. This is also a good time to note any "important others" who could influence your target audience—people such as family members, social networks, the entertainment industry, and religious leaders.

### Example Continued: Reducing Tuberculosis in Peru

Research conducted by the NTCP confirmed suspicions of widespread stigma, misconceptions, and lack of facts about the disease. It also highlighted concerns about access to diagnosis, drugs, and coordinated care. Specific barriers included the following:

- Not knowing that a persistent cough was a signal they should get tested
- Not knowing where to go for diagnosis
- Believing they could not afford treatment
- For those being treated, believing that because they felt better, they were cured
- Seeing the burden of traveling on foot to a clinic several times a week as too exhausting

## Step 6: Positioning Statement

A positioning statement describes what you want your target market to think and feel when they hear about the targeted behavior. Emphasize findings from your research on perceived barriers and benefits of the behaviors. How do we want the target audience to see the desired behavior and its benefits relative to alternative/preferred ones? Our desired positioning will guide the development of a marketing mix strategy, one that helps ensure that our offer lands on and occupies a distinctive place in the minds of the target market.

### Example Continued: Reducing Tuberculosis in Peru

Planners wanted those with TB symptoms to have a sense of urgency about getting tested and, at the same time, to be hopeful, because cures are available, as well as convenient resources for free diagnoses. Planners wanted those who had been diagnosed with TB to see completing the drug treatment regime on time as the only way to ensure that they would get well.

## Step 7: Marketing Mix Strategies

The traditional marketing toolbox contains four major tools, as described in Chapter 8, “Developing a Desired Positioning and Strategic Marketing Mix.” We count on them to create, communicate, and deliver value for the behavior. They are highlighted here again, and are illustrated using the tuberculosis case story from Peru.

### *Product Strategy*

In social marketing, the core product is the benefit that the target market wants and expects in exchange for performing the behavior. The actual product describes features of the basic product (such as a TB test). And the augmented product includes any additional objects and services to help perform the behavior or increase the appeal (such as counseling for those with positive test results).

### Example Continued: Reducing Tuberculosis in Peru

Actual product strategies focused on testing and DOTS. The core product for getting tested was “peace of mind” and, for taking the full regime of medications, was “getting well.” Mentioned earlier, DOTS involves a health case worker who directly administers, observes, and then documents the patient’s ingestion or injection of the tuberculosis medication. Product quality efforts (also considered a component of augmented product) were to ensure that when people arrived for testing, and patients arrived for drugs, ample supplies and assistance would be available. It was fully recognized that clinical services would need to be in place to serve the demand that communications were anticipated to create. If patients or potential patients were unable to receive high-quality services and drugs, as promised, they might not return or complete treatment.

And to the point regarding sector partnerships, collaboration with international and national pharmaceutical companies helped ensure a sufficient drug supply, and a centralized procurement system increased efficiencies and cost-effectiveness of their distribution. Funding from the government and international donors increased the number of microscopes and other supplies for laboratories. TB services were integrated into the primary healthcare system. Also, upgrades were made to hospitals and clinics to provide more effective diagnostic services, counseling, and treatment.

## ***Price Strategy***

Price becomes the sum of the costs that the target market will “pay” to adopt the desired behavior in exchange for the benefits promised. Sometimes these costs are monetary in nature, such as those for tangible goods and services. But most of the time social marketers sell behaviors that require something else in exchange: time, effort, energy, psychological costs, and/or physical discomfort. The price tool is used to reduce some of these costs, offering monetary or nonmonetary incentives to reward behaviors, or monetary or nonmonetary disincentives to discourage competing, or undesirable, behaviors. (As a reminder, the other three P tools are needed to reduce these costs as well.)

### **Example Continued: Reducing Tuberculosis in Peru**

Several options were available for reducing monetary costs, including free testing, free drugs for those who could not afford them, reimbursement for travel, and, for some, free lodging. One of the largest nonprofit organizations in Peru, *Socios En Salud*, provided food baskets and other social support for impoverished patients whose needs had been confirmed by an extensive interview and evaluation. The organization also helped women in the community earn an income to help support their families through a cooperative workshop that participated in craft fairs in Peru, selling handicrafts as far away as the United States, Japan, and Switzerland (see Figure 9.1).



**FIGURE 9.1** Microloans supported small craft businesses.

Source: Terry Lee

### *Place Strategy*

Think of “place” as where and when the target market will be encouraged to engage in the behavior and/or to access any tangible objects or services associated with the effort. Your objective with this tool is to make it as convenient and pleasant as possible for the customer to engage in the targeted behavior and access any products and services.

#### **Example Continued: Reducing Tuberculosis in Peru**

Access to diagnosis and treatment was significantly enhanced when the Ministry of Health integrated TB services into the primary healthcare system. In addition, clinic hours were extended into the evenings, healthcare workers visited patients in their homes, and the DOTS program was expanded to remote areas of the country.

## ***Promotion Strategy***

Promotions are persuasive communications to highlight product benefits, features, fair price, and ease of access. They are intended to inspire your target audience to action. Developing these communications is a process that begins with determining key messages, moves on to selecting messengers and creative elements, and ends with selecting media channels.

Several components of your plan will help you decide on key *messages*, beginning with your marketing objectives, which reflect what you want your target market to do, know, and believe. Barriers, benefits, the competition, and details of your offer will also inspire your choices. *Messengers* are those delivering the messages. Audiences will decide how credible they think a messenger is and will form this judgment based on perceived expertise, trustworthiness, and likeability. *Creative elements* translate the content of intended, desired messages into specific communication elements including copy, graphic images, typeface, interactive features of electronic media, and any actors, scenes, and sound used in broadcast media. Messages are delivered through *media channels*, also called communication channels. They include traditional ones such as advertising, printed materials, and signage, and nontraditional ones such as blogs, podcasts, forums, and public art and entertainment.

### **Example Continued: Reducing Tuberculosis in Peru**

Key messages for the campaign clearly reflected behavior, knowledge, and belief objectives: “If you cough for more than 15 days, you should go to the health center.” “All TB services are free.” “Treatment for one is prevention for all.”

Key messengers delivering the messages in person included healthcare workers, family members, and community organization volunteers.



Key media channels included mass media (television, radio, billboards, print media), print materials (posters, letters, fact sheets), special events (World TB Day, street theater), videos (at healthcare facility waiting areas), personal communications (health workers), community mobilization (surveillance groups), and advocacy (local groups targeting families and political leaders).

## Step 8: Plan for Monitoring and Evaluation

You will develop your plan for monitoring and evaluation before the final budget and implementation plans. One distinction is important up front—the difference between “monitoring” and “evaluation.” *Monitoring* generally refers to a measurement conducted sometime after a new program or campaign has been launched, but before it is completed. This is often executed to determine whether mid-course corrections are needed to ensure that ultimate marketing goals will be reached. An *evaluation* is a measurement and final report on what happened, answering questions on everyone’s mind: Were goals reached? What components of the campaign can be linked with outcomes? Was the program on time and on budget? What worked well? What didn’t? What should be done differently next time?

To develop this plan, your answers to five basic questions will help:

- Why are you conducting this measurement, and for whom?
- What inputs, processes, outputs, outcomes, and impacts will be measured?
- What methodologies will be used to conduct these measurements?

- When will these measurements be taken?
- How much will it cost?

### Example Continued: Reducing Tuberculosis in Peru

At the heart of this program's evaluation would be outcomes relative to goals. Did 70% of TB cases get diagnosed? Did 85% get cured? Did the treatment abandonment rate of 12.1% decrease? (By 1998, in fact, an estimated 94% of TB cases were being detected, and 90% of patients were being cured, preventing close to 70,000 cases and deaths.)<sup>12</sup>

## Step 9: Budget

Your budget for the program or campaign reflects costs for implementing the marketing plan, including those associated with the marketing mix strategy (product, price, place, and promotion), as well as any additional costs anticipated for monitoring and evaluation. In the ideal objective-and-task method of budgeting, these anticipated costs become a preliminary budget, one that is based on what is needed to achieve established goals. When this preliminary budget exceeds available funds, consider options for additional funding, as well as the potential for creating campaign phases (spreading out costs over a longer period of time), revising strategies, and/or reducing behavior change goals. Sources of additional funding include government grants and appropriations, nonprofit organizations and foundations, advertising and media partners, coalitions, and corporations.

### Example Continued: Reducing Tuberculosis in Peru

As mentioned earlier, the country's government increased the budget for the National Tuberculosis Control Program from US\$600,000 to US\$5 million. To bolster the program even further, partnerships were created with private and nonprofit organizations as well. Important international partners included the Pan American Health Organization, which provided technical support and training, and USAID, which supported the communication strategy development and collaboration with international pharmaceutical companies to help ensure a sufficient drug supply.

## Step 10: Plan for Implementation and Campaign Management

For some, this implementation plan *is* the marketing plan, because it outlines who will do what, when, and for how much, including partners and their roles. It functions as a concise working document to share and track planned efforts. It provides a mechanism to ensure that all involved do what is intended, on time, and within budgets. Most commonly, these plans represent a minimum of one-year activities and, ideally, two or three years.

## Summary

Marketing planning is a systematic process, and the 10-step model presented in this chapter is the recommended framework for developing a strategic social marketing plan. It begins with clarifying

the plan's purpose and focus. It moves on to analyzing the current situation and environment, identifying target audiences, establishing marketing objectives and goals, and understanding your target audience's position. It then determines a desired positioning for the offer; designs a strategic marketing mix (the Four Ps); and develops evaluation, budget, and implementation plans. Although the process appears sequential, it is more accurately described as iterative in nature, with components drafted, and then adjusted, based on findings or decisions in subsequent steps.

**NOTE:** To download a free electronic version of a planning document that walks you through each of these 10 steps in more detail, go to [www.socialmarketingservice.com](http://www.socialmarketingservice.com) and click on Planning Worksheets.

## Endnotes

- <sup>1</sup> The Global Fund. "Stopping Tuberculosis in Peru." Retrieved April 28, 2008 from [http://www.theglobalfund.org/en/in\\_action/peru/tb1/](http://www.theglobalfund.org/en/in_action/peru/tb1/); F. Llanos-Zavalaga, P. Poppe, Y. Tawfik, and C. Church-Balin, "The Role of Communication in Peru's Fight Against Tuberculosis," Health Communication Partnership, September 2004, p. 13.
- <sup>2</sup> WHO. "Worldwide Efforts to Confront Tuberculosis Are Making Progress But Too Slowly." Press release March 17, 2008, Geneva. Retrieved April 18, 2008 from <http://www.who.int/tb/en/>.
- <sup>3</sup> WHO. Tuberculosis Fact Sheet. Retrieved April 18, 2008 from <http://www.who.int/mediacentre/factsheets/fs104/en/print.html>.
- <sup>4</sup> A more detailed version of this case is scheduled to be published in 2009 in a book with the working title *Social Marketing for Public Health: Global Trends and Success Stories* by Cheng, Kotler, and Lee. Jones and Bartlett Publishers.
- <sup>5</sup> F. Llanos-Zavalaga, et al., op. cit., p. 13.
- <sup>6</sup> Health a Key to Prosperity: Success Stories in Developing Countries. "Peru set to halve new TB cases every 10 years." Retrieved April 11, 2008 from <http://www.who.int/inf-new-tuber1.htm>.
- <sup>7</sup> F. Llanos-Zavalaga, et al., op. cit., p. 2 ; WHO. "Peru set to halve new TB cases every 10 years."

- <sup>8</sup> F. Llanos-Zavalaga, et al., *ibid.*
- <sup>9</sup> F. Llanos-Zavalaga, et al., *ibid.*
- <sup>10</sup> Project Smart. (n.d.). Smart Goals. Retrieved August 11, 2007 from <http://www.projectsmart.co.uk/smart-goals.html>.
- <sup>11</sup> F. Llanos-Zavalaga, et al., *ibid.*, p. 7.
- <sup>12</sup> WHO. "Peru set to halve new TB cases every 10 years."