

Adopting a citizen and systems focus for walking for all

'From magic bullet to comprehensive and sustained citizen centric solutions'

Jeff French

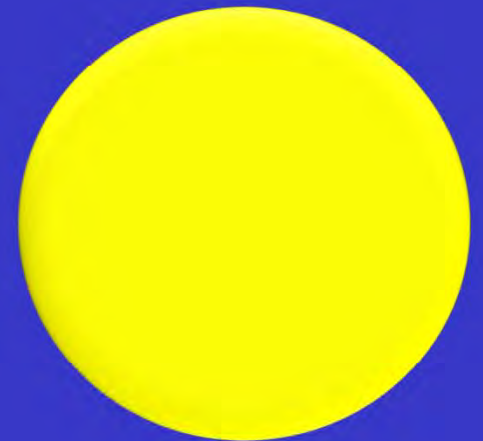
2019



paths
for all

FOR A HAPPIER,
HEALTHIER SCOTLAND

**Decide which shape
best represents
how you operate at work?**





Social Marketing

Jeff.french@strategic-social-marketing.org

Twitter:

Twitter.com/jefffrenchSSM or
@jefffrenchSSM

Linkedin:

<http://uk.linkedin.com/pub/professor-jeff-french/14/998/582>

Academia.edu:

<http://vpweb.academia.edu/JeffFrench>



My Thesis

Social Marketing principles can help develop and deliver more efficient and effective programmes aimed at increasing walking.

Content

Part One (30 Mins)

- The need for more value creation and co-production to promote social good
- What Social Marketing is and how it can contribute

Part Two (15 mins)

- Three opportunities / challenges
 1. Beyond the usual suspects building a big coalition
 2. From transaction to co-production of new social norms
 3. Proactive learning

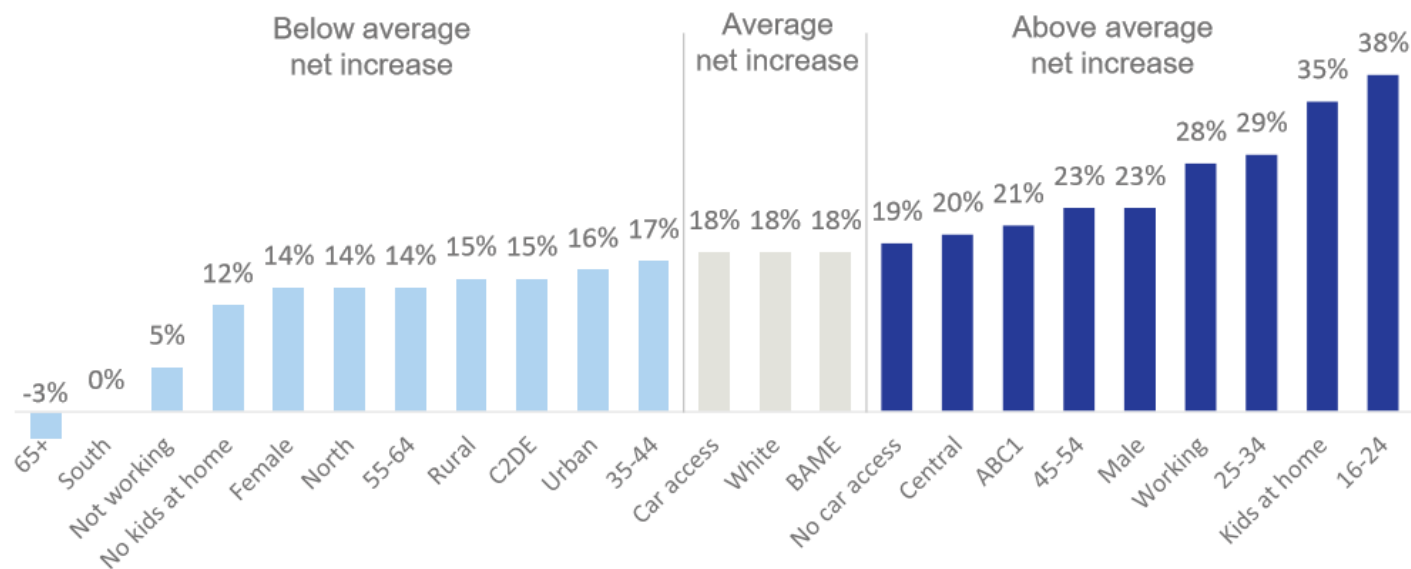
Part 1

The Challenge

- *21% of daily work journeys had walking as the main mode of transport, a decrease from 24% in 2016*
- *Use of public transport has shown significant decline in Scotland with 420 million bus journeys in 2012/13 reducing to 380 million in 2017/18*
- *In 2016, 64% of adults met the Chief Medical Officers' guidelines for moderate or vigorous physical activity*

Well Done!

FIGURE 10 – Net change in participation in walking in last 5 years by demographic



Q003. Compared to 5 years ago, has the frequency that you walk increased, decrease or stayed the same? (All respondents N=1,001)

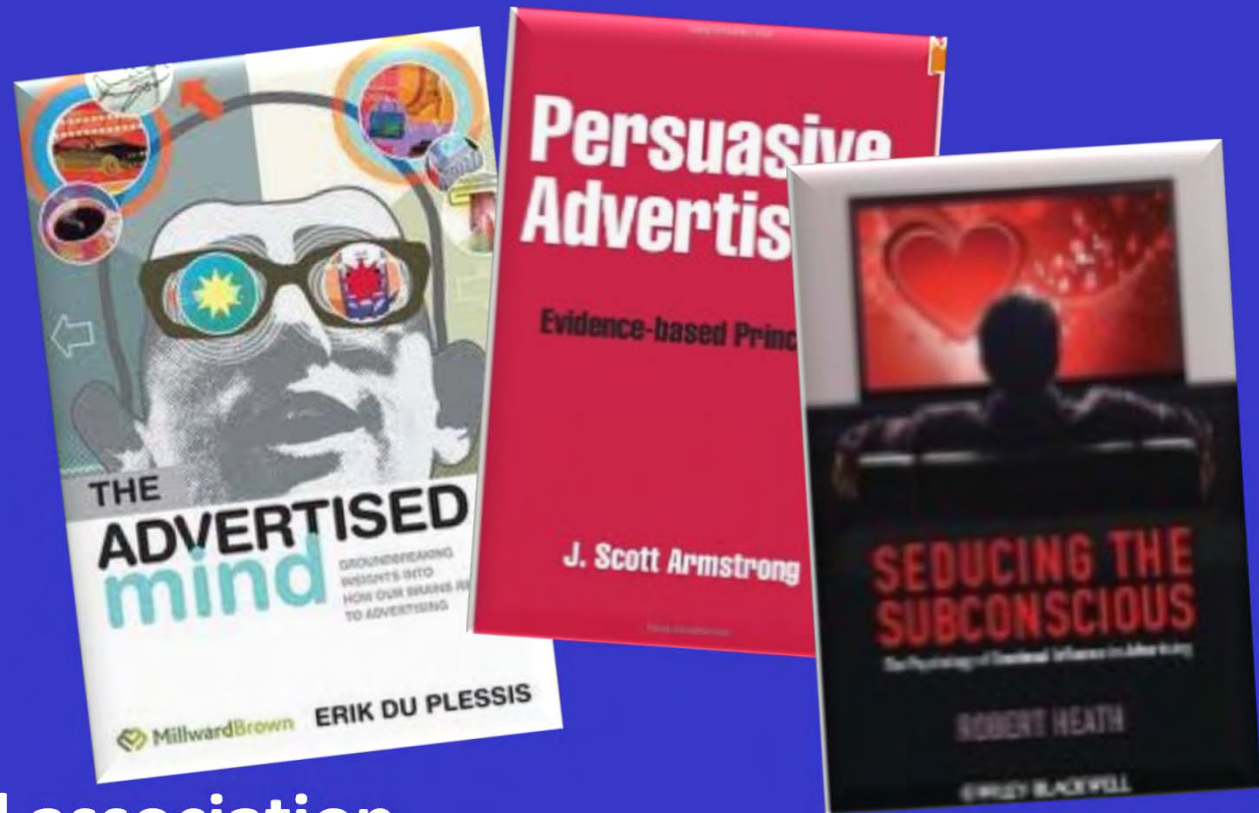
How can we ratchet up impact ?

- A body of research exists problematising individualist behavioural approaches
- Focusing only on changing individual behaviour will have limited impact
- **Effective interventions need to go beyond 'individual behaviour change' to address systems influences** (Maller and Strengers, 2015; Spotswood, 2016).



The Power of Social Communication

- Awareness
- Understanding
- Attitude change
- Priming
- Trust building
- Agenda setting
- Social Norms
- Desire
- Emotion and physical association



CONVINCING PEOPLE THEY'RE WRONG IS DIFFICULT.

Giving them the means to do what they're
already doing a little bit better is easier.

-Killing Giants by Stephen Denny

DOING

KNOWING



**WHAT % CHANGED
THEIR LIFESTYLE
AFTER A BYPASS?**



S.P.L.A.T.E.R.S.

**Some Posters
Leaflets, App's, TV,
Education, Radio &
Social Media**

(Thanks Alan Tapp and Co)

S.A.P.

Spray And Pray



Church of
The Cross

DONT LET WORRIES
KILL YOU
LET THE CHURCH
HELP

United Methodist Church

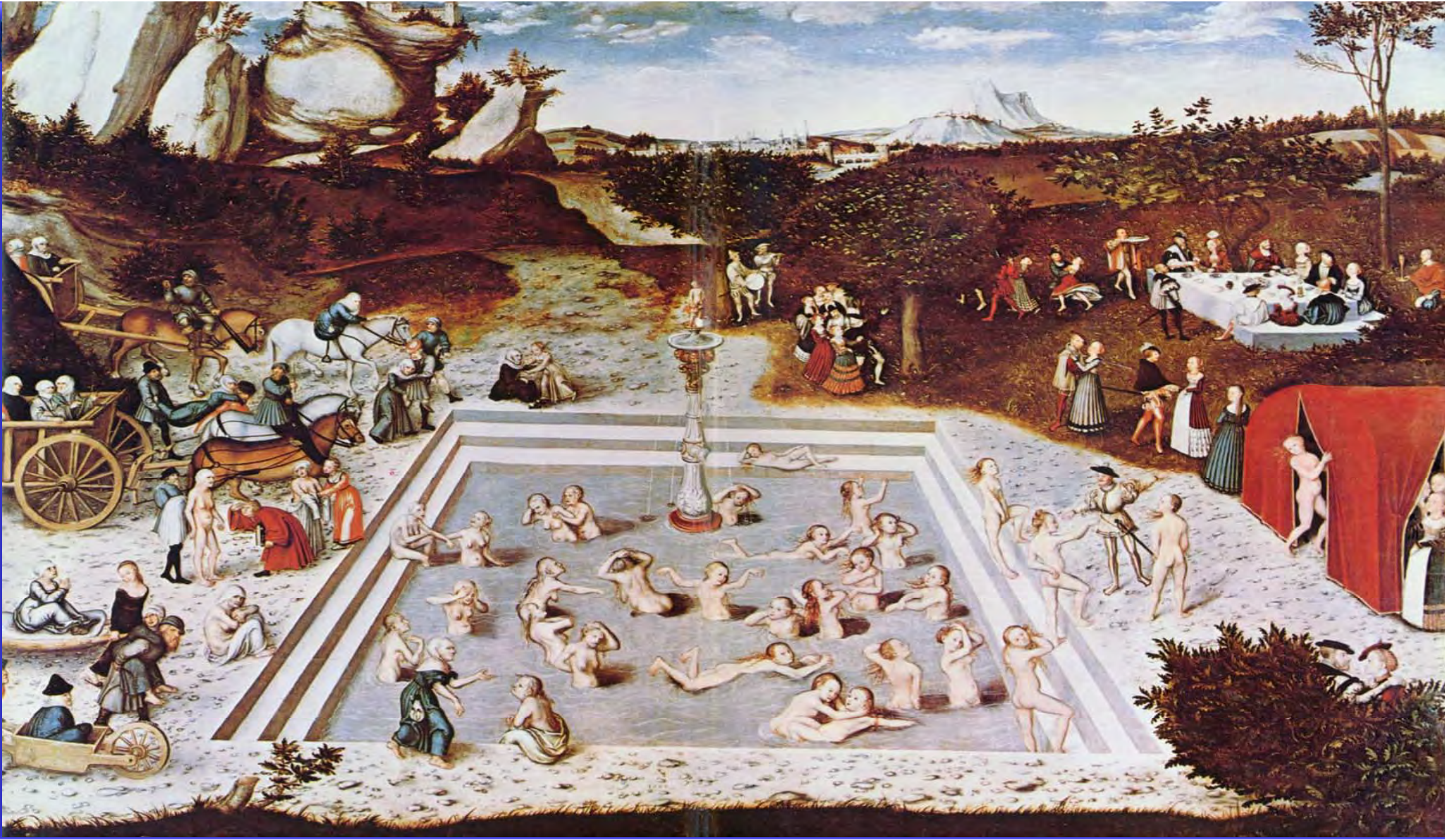


**The People Formerly Known
as the Audience**

Trusted to tell the truth?

TRUST
ME

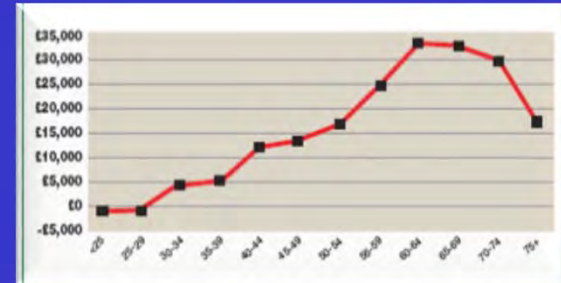
	Tell the truth %	Not tell the truth %	Don't know %
Doctors	92	6	2
Teachers	87	8	5
Professors	79	9	12
Judges	78	14	8
Clergyman/Priests	74	17	8
Scientists	72	16	12
Television News Readers	66	24	10
The Police	65	27	8
The ordinary man/woman in the street	60	27	13
Pollsters	48	32	19
Civil Servants	48	39	12
Trade Union officials	45	40	15
Business Leaders	30	59	11
Government Ministers	24	70	6
Politicians generally	21	73	6
Journalists	19	74	6



Put your hands up generation LX

you are the 'Charmed Generation'
Typically, people born between
1950 and 1970

You want it how you want it



Many citizens want to be part of the solution

I do not believe you

I do not trust you

Listen to me

I am in control now

Help me solve the problems





**DESIGN
Expertise**

**Citizen
Expertise**

Exercise that works for you

Activmob is a new way to get fit the way you want to!

Having fun with other people, at a time that suits you... doing an activity that you enjoy. No need to go to the gym... and no pressure, just help when you need it.

This site will tell you more about Activmob, and how you can get involved.



log in

username

password

log in

Not a member?

[Sign up here](#)

[Forgotten your password?](#)

find / join a mob ➔

Find and join mobs that are already active in your area...

suggest a mob ➔

Suggest ideas for mobs that you'd like to see running in your area...

sign up ➔

Register with the Activmob site to start suggesting and joining mobs...

How Healthy are you?

What Works?

NICE Evidence and Guidance



Behavioral and Social Approaches

Individually-Adapted Health Behavior Change Programs	Recommended February 2001
Social Support Interventions in Community Settings	Recommended February 2001
Family-Based Social Support	Insufficient Evidence February 2001
Enhanced School-Based Physical Education	Recommended December 2013
College-Based Physical Education and Health Education	Insufficient Evidence February 2001
Classroom-Based Health Education to Reduce TV Viewing and Video Game Playing	Insufficient Evidence October 2000

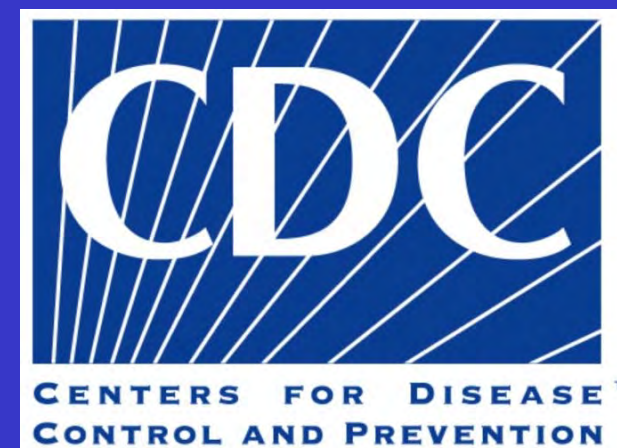


Campaigns and Informational Approaches

Community-Wide Campaigns	Recommended February 2001
Stand-Alone Mass Media Campaigns	Insufficient Evidence March 2010
Classroom-Based Health Education Focused on Providing Information	Insufficient Evidence October 2000

Environmental and Policy Approaches

Community-Scale Urban Design and Land Use Policies	Recommended June 2004
Creation of or Enhanced Access to Places for Physical Activity Combined with Informational Outreach Activities	Recommended May 2001
Street-Scale Urban Design and Land Use Policies	Recommended June 2004
Transportation and Travel Policies and Practices	Insufficient Evidence February 2004
Point-of-Decision Prompts to Encourage Use of Stairs	Recommended June 2005



Effective Policy involves:

1. Informed by Evidence
2. Informed by citizen Insight
3. Informed by Science
4. Clear objectives
5. Embedded learning systems
6. Stakeholders involved
7. Strategic focus and congruent tactics



Some Examples

Place Design

Differences in the design of neighbourhoods contribute to health disparities, limited access to parks or safe recreation.

Placemaking can address health disparities and other positive community outcomes such as increased social capital, civic engagement, economic development, and improved safety and crime reduction.



Incentives such as free
bus travel, subsidised
cycle journeys and bikes



i feel
**HEALTHIER
WALKING TO WORK**

It feels good to **travel*smart***

 Queensland Government
Queensland Transport

transport.qld.gov.au



Point of decision prompts



Community Wide Programmes

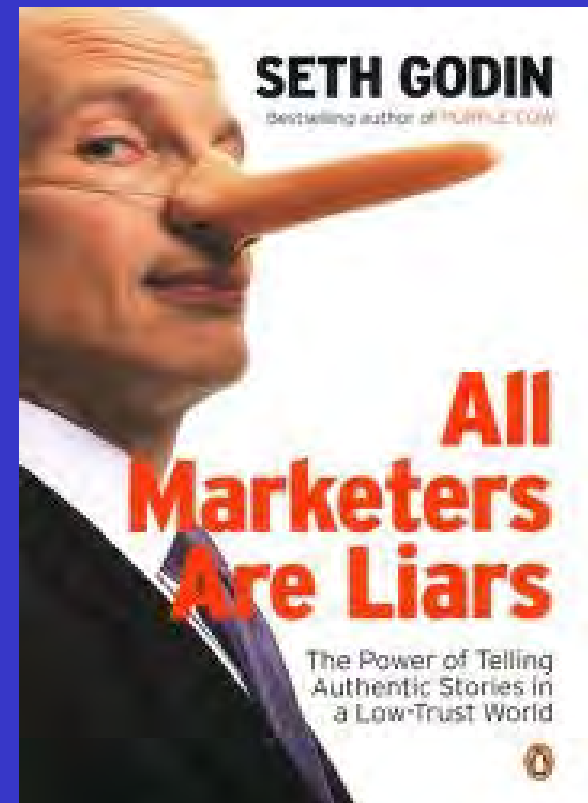
The 'Slow up' programme Switzerland

Social support interventions in
community settings



How do we deliver it?

Marketing?

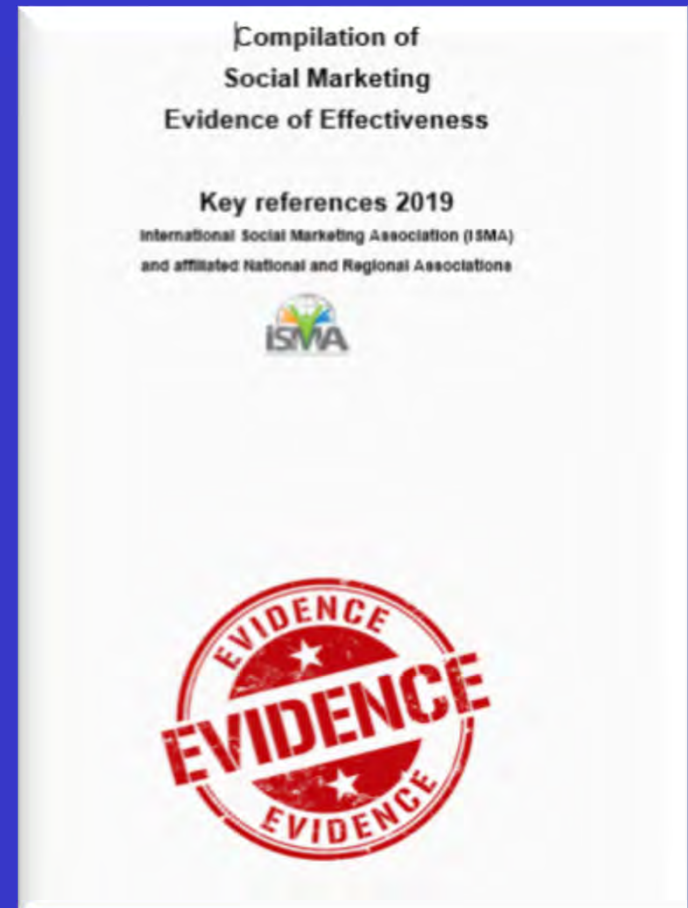


Social Marketing Evidence Review 2019

The 102 citations given in the compilation are organised under the following categories:

1. Generic published peer reviewed papers
2. Topic / issue / intervention type specific published peer reviewed papers
3. Generic policy papers and good practice reviews / guidance documents
4. Books, book chapters and websites that include examples of effective and efficient case studies

Jeff French (Jeff.French@strategic-social-marketing.org) and
Doug Evans (wdevans@email.gwu.edu)



What is Marketing?

“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”

**Marketing is not about what you
think is valuable
but what the people value**

- Different groups will believe and act in different ways, we need segmented interventions
- The need for data, theory and insight about what is valued and what is not

Walking: The wonder Product

- Free / low cost
- Easy
- Good for you
- Good for society
- Good for the environment
- Good for the economy



Other potential beliefs

- Difficult
- Hard
- Uncomfortable
- Not for people like me
- Socially challenging
- No time
- Boring
- Unsafe

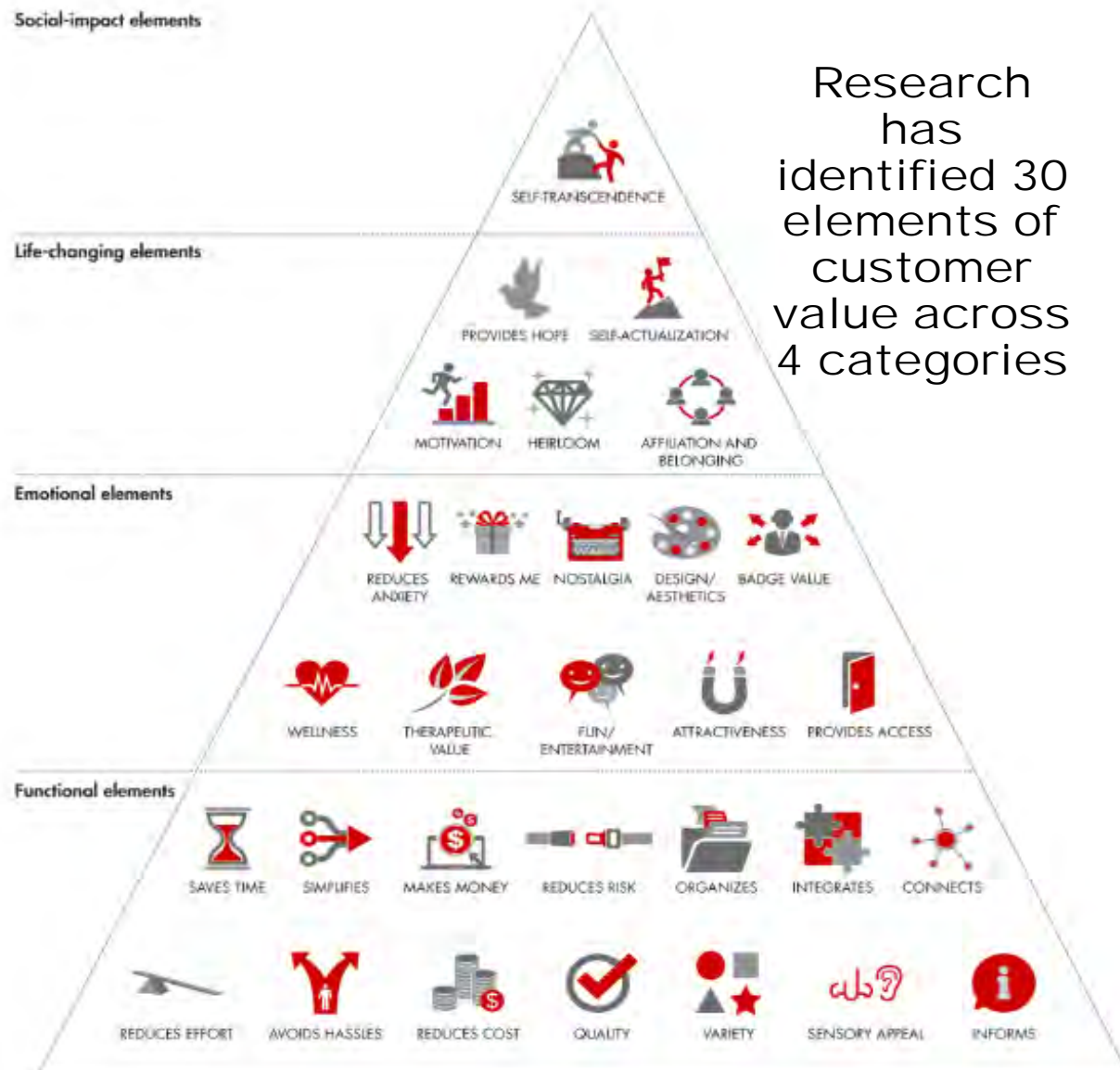


The more elements of
value you deliver the
bigger the response

Emotional factors often
have a bigger impact
than functional factors

<http://www.bain.com/infographics/EOV-B2C/>

2018.



Robert Lusch



*It's about the
intangible as well
as the tangible
value that you get*

Stephen L. Vargo and Robert F. Lusch, "Service-Dominant Logic: Continuing the Evolution," *Journal of the Academy of Marketing Science* 36(Spring 2008), 1-10

Value is created through relationships:

1. More profitable / effective
2. More satisfying for
companies & customers

Evert Gummesson

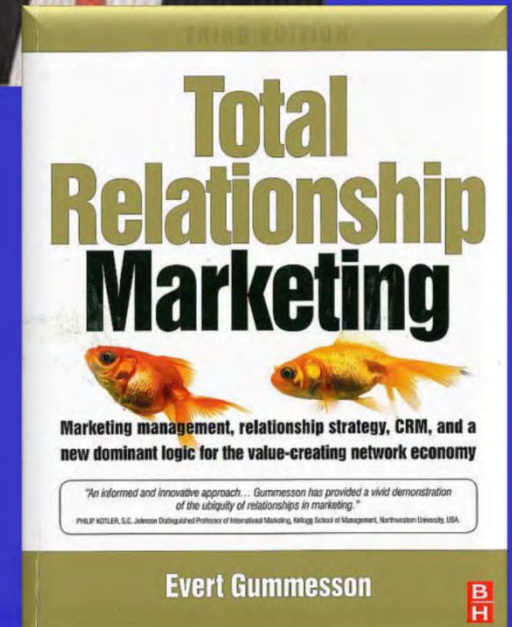
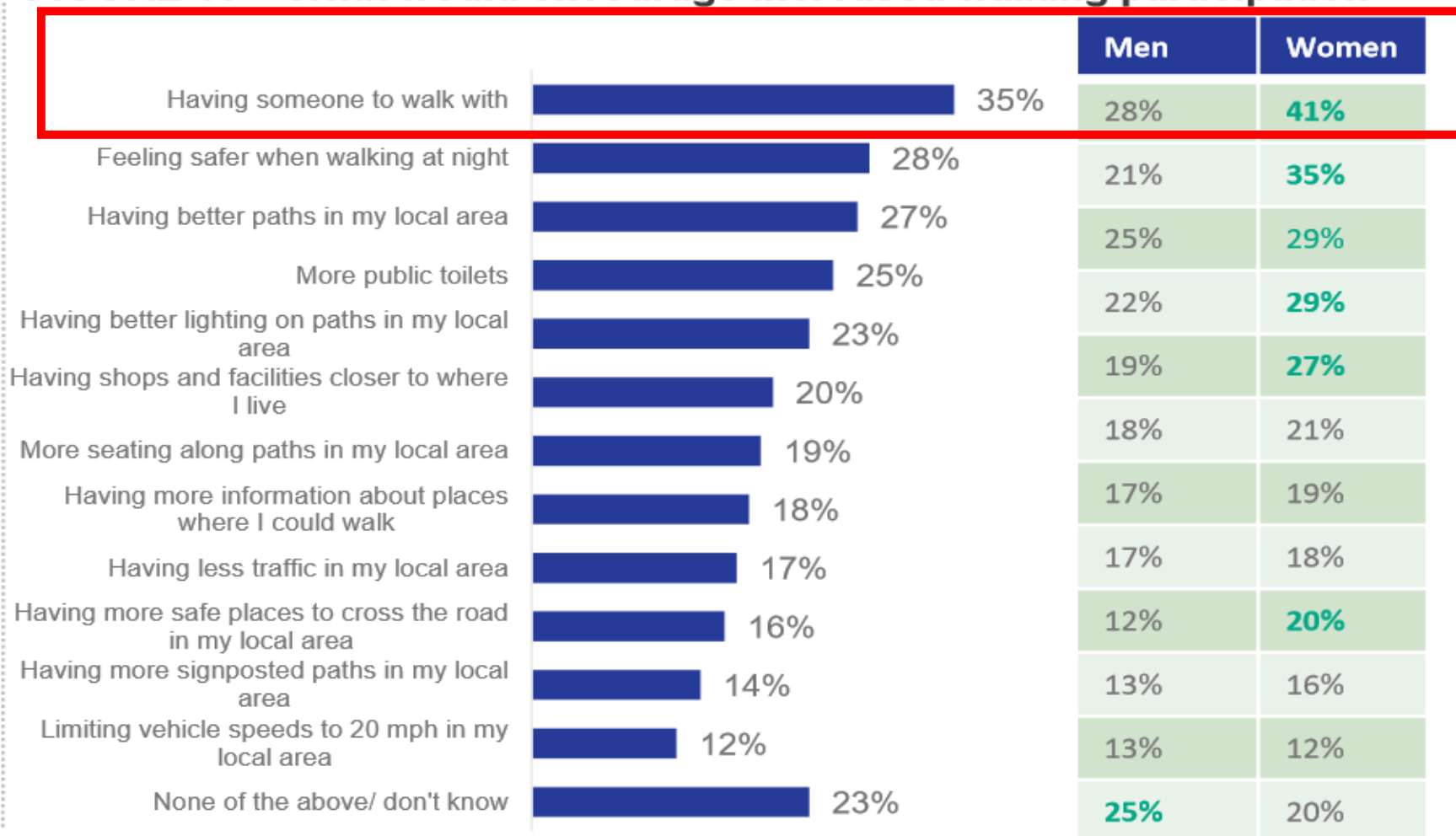


FIGURE 13 – What would encourage increased walking participation



Q013. Which of the following, if any, would encourage you to walk more often? (All respondents N=1,001)



**Building relationships
and adding value**



Using incentives and gamification to add value and build relationships in Bologna Italy



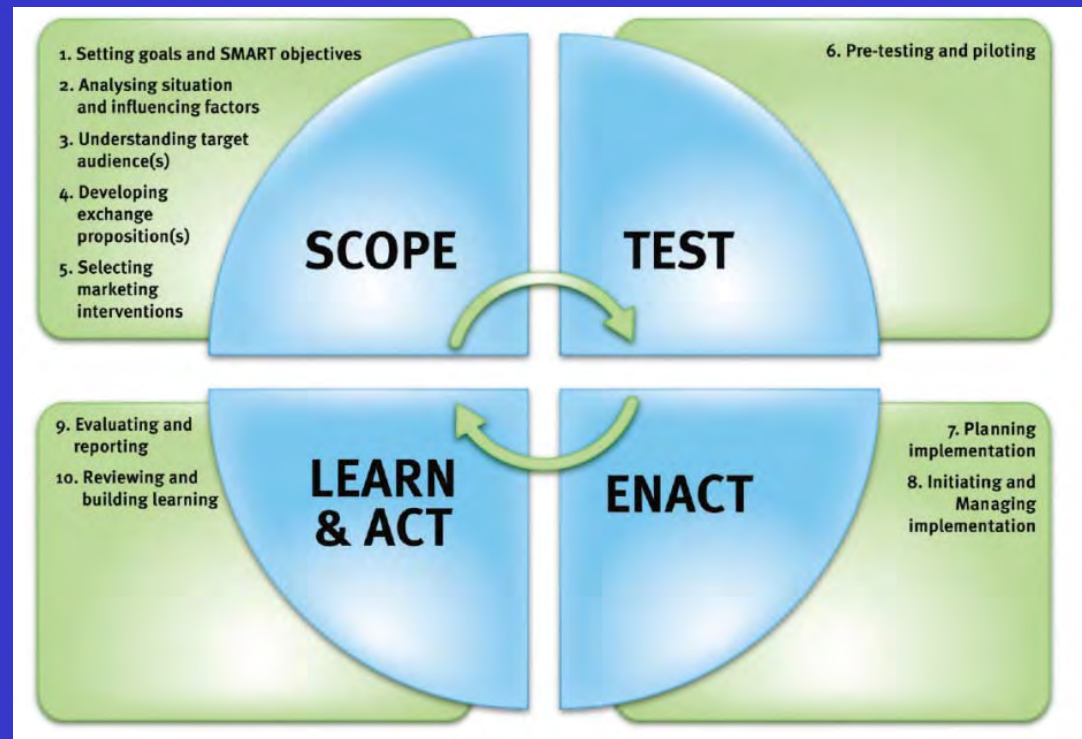
<https://exploring-and-observing-cities.org/2018/10/24/bicycling-and-free-beer-in-bologna-a-winning-combo/>

**What
Social Marketing brings to
the table**

Social Marketing is great Software for:

- Selecting
- Developing
- Applying
- Evaluating

Programmes focused
on influencing social
behaviour



European Centre for Disease Control (ECDC) Technical Guide to Social Marketing (2014). French J, Apfel F. <http://ecdc.europa.eu/en/publications/Publications/social-marketing-guide-public-health.pdf>

Social Marketing's Purpose: Participatory social transformation not just individual behaviour change

Redefining social marketing: beyond behavioural change

Stephen G. Saunders

Department of Marketing, Monash University, Berwick, Australia

Dani J. Barrington

*The International Water Centre, Brisbane, Australia and
Department of Marketing, Monash University, Melbourne, Australia, and*

Srinivas Sridharan

Department of Marketing, Monash University, Caulfield East, Australia

Abstract

Purpose – This paper aims to present a definition of social marketing that considers the purpose and role of social marketing beyond behaviour change.

Design/methodology/approach – The paper reviews present social marketing definitions and then bolsters its underlying theoretical structure with insights distilled from three schools of thought: macromarketing, transformative consumer research and the capability approach.

Findings – Guided by the three theoretical streams, we introduce our definition, namely: social marketing is the application of marketing principles to enable individual and collective ideas and actions in the pursuit of effective, efficient, equitable, fair and sustained social transformation.

Practical implications – We present a list of practical implications derived from our definition of social marketing. We stress that our social marketing definition better reflects the need to balance the effects (efficiency and effectiveness) and the process (equity, fairness and sustainability) of social marketing practices. By our definition of social marketing, the marketer becomes a facilitator and participant rather than a behaviour change agent.

Originality/value – The paper introduces into social marketing three streams of thought that represent the most contemporary aspects of economic, market and consumer philosophy. We believe our definition can better guide social marketing in its quest to transform societies to be capable, free, equitable, fair and sustainable.

Keywords Social marketing theory, Attitudes, Behaviour, Economic, Market and consumer philosophy, A definition of social marketing, Marketer as the facilitator and participant

Paper type Conceptual paper

For four decades, social marketing has been the flag-bearer of the marketing discipline's contributions to ideas of social progress. (For one of the earliest collective expressions of interest in the topic, see the 1971 *Journal of Marketing*, Volume 36 Issue 3 special issue). Since that time, the discipline has guided the ideas and thoughts of many governments, policy experts and social organisations in programmes that influence consumer behaviour towards societal good. Although its identity is continually evolving,

Marketing has moved from being a tactical function to a strategic function **informing what business to be in, how to pursue it and with which partners**



Policy

Strategy

Tactics

Operations

**Not just
tactics and
operational
delivery**

**Marketing
Informed
and
Supported**





Concept 1

Explicit Social Goals and Objectives

The Big Goals

- *Increase active sustainable travel*
- *Cut CO2 emissions*
- *Improve health*
- *Improve air quality*
- *Build community capacity.*



SMART Measurable Behavioural Objectives



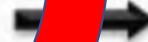
Concept 2

Citizen Orientation and Focus

expert directed model



do this



citizen centric model



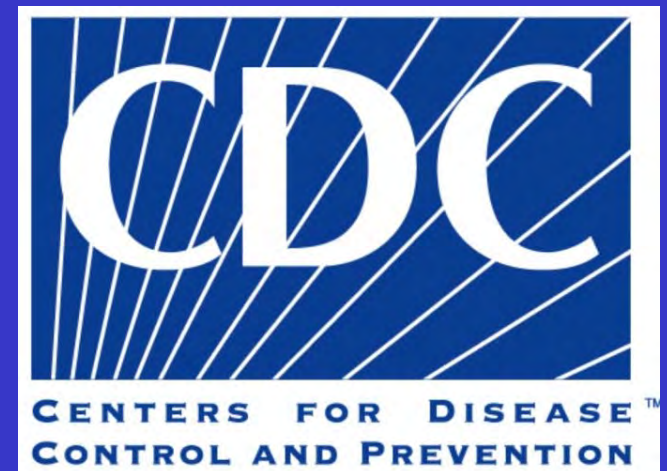
What do you
think about it?
What do you
know? How could
we help you?



'VERB, It's what you do'

**U.S. Department of Health and Human Services
Centres for Disease Control and Prevention**

Programme to increase physical activity among *tweens* age 9-13



- 32% decline in the number of sedentary 9 – 10 year olds
- Girls demonstrated a 37% decline in sedentary activity
- Lower middle households, 25% more physical activity
- 38% decline in sedentary children from low-income homes

www.cdc.gov/youthcampaign

Verb USA

- Bedroom screen focused children
- **What they value:**
 - Social interaction
 - Action based fun
 - Creativity





Concept 3

Competition / Barrier and Asset Analysis & Action

Our Competition is often economic, cultural and environmental



**We need more holistic ways of understanding
challenges and new systems for crafting solutions**



Competition keeps evolving

Competition Analysis and Strategy

1. Who are they?
2. What are they doing?
3. How effective are they?
4. What are their strengths?
5. What are their weaknesses?
6. How can we reduce their influence?



Leveraging all assets

The EPODE concept, a federative approach

The city is at the heart
of the initiative

- Creating links between people & Foster a group dynamics
- Change professional practices to change the environment
- Change in thinking on the way they do their job

- Information
- Training
- Tools
- Animation

EPODE
coordination team



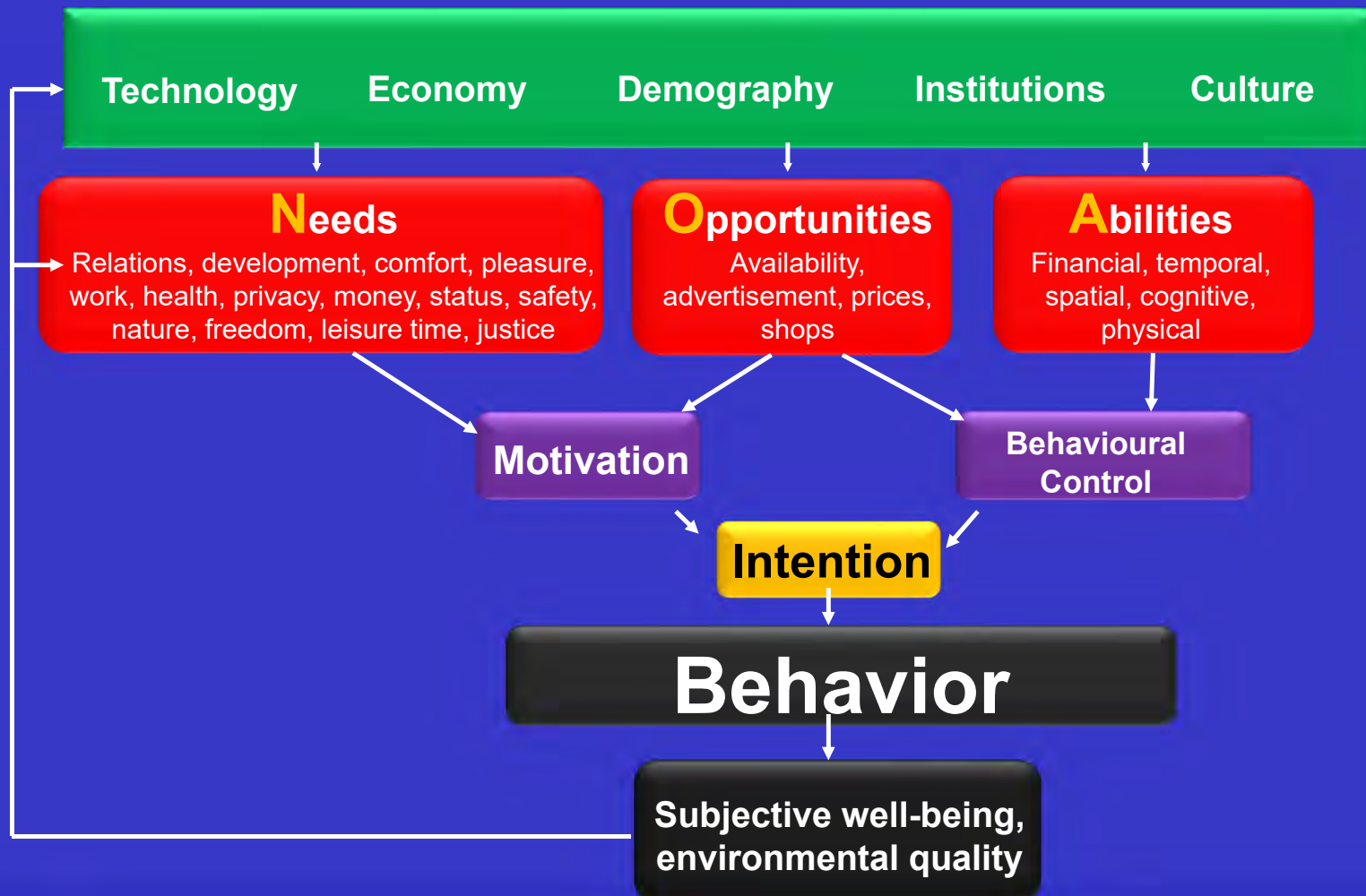


Concept 4

**Theory, Insight, Data &
Evidence Informed
Segmented Strategy**

NOA Model THEORY

Vlek et al's NOA Model (1997) Model of individual (consumer) behaviour at centre
Shaped by macro-level societal factors, Result of behaviour is wellbeing (psych) and environmental quality (env) Feedback loop shows influence of individ on society

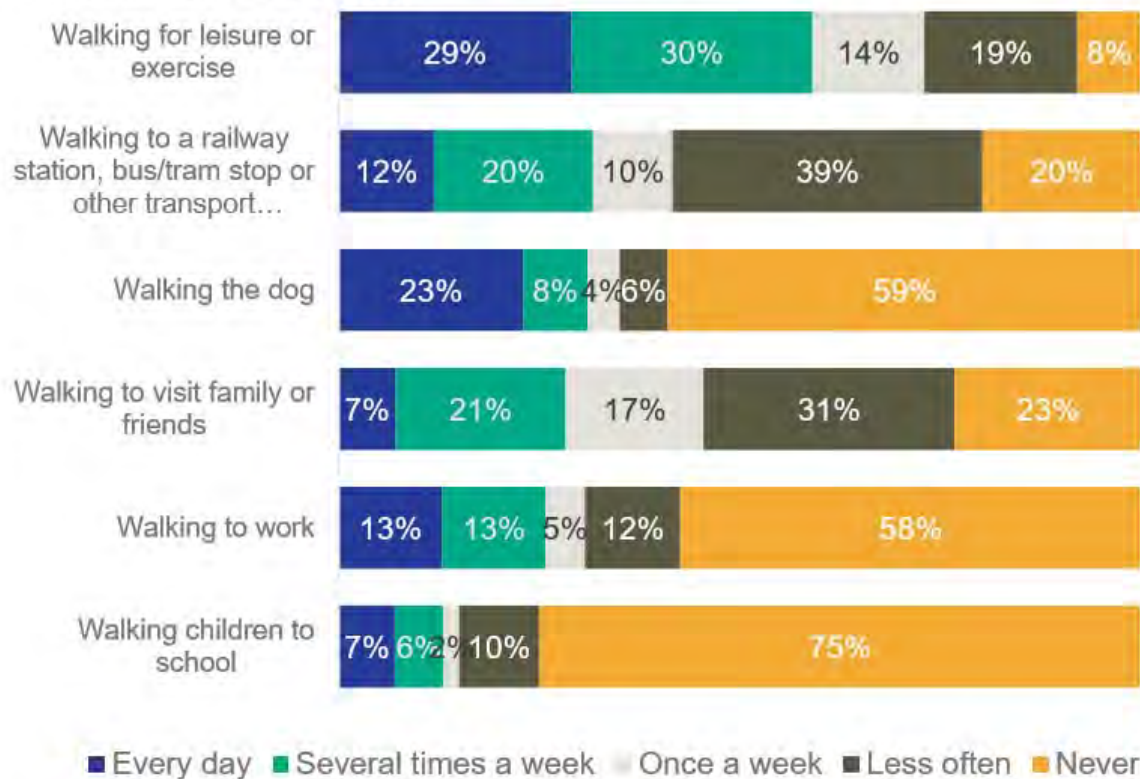




Not hard to reach but easy to miss

Continuous Data Tracking

FIGURE 2 – Frequency of walking by reason (ranked by % walking at least several times a week)

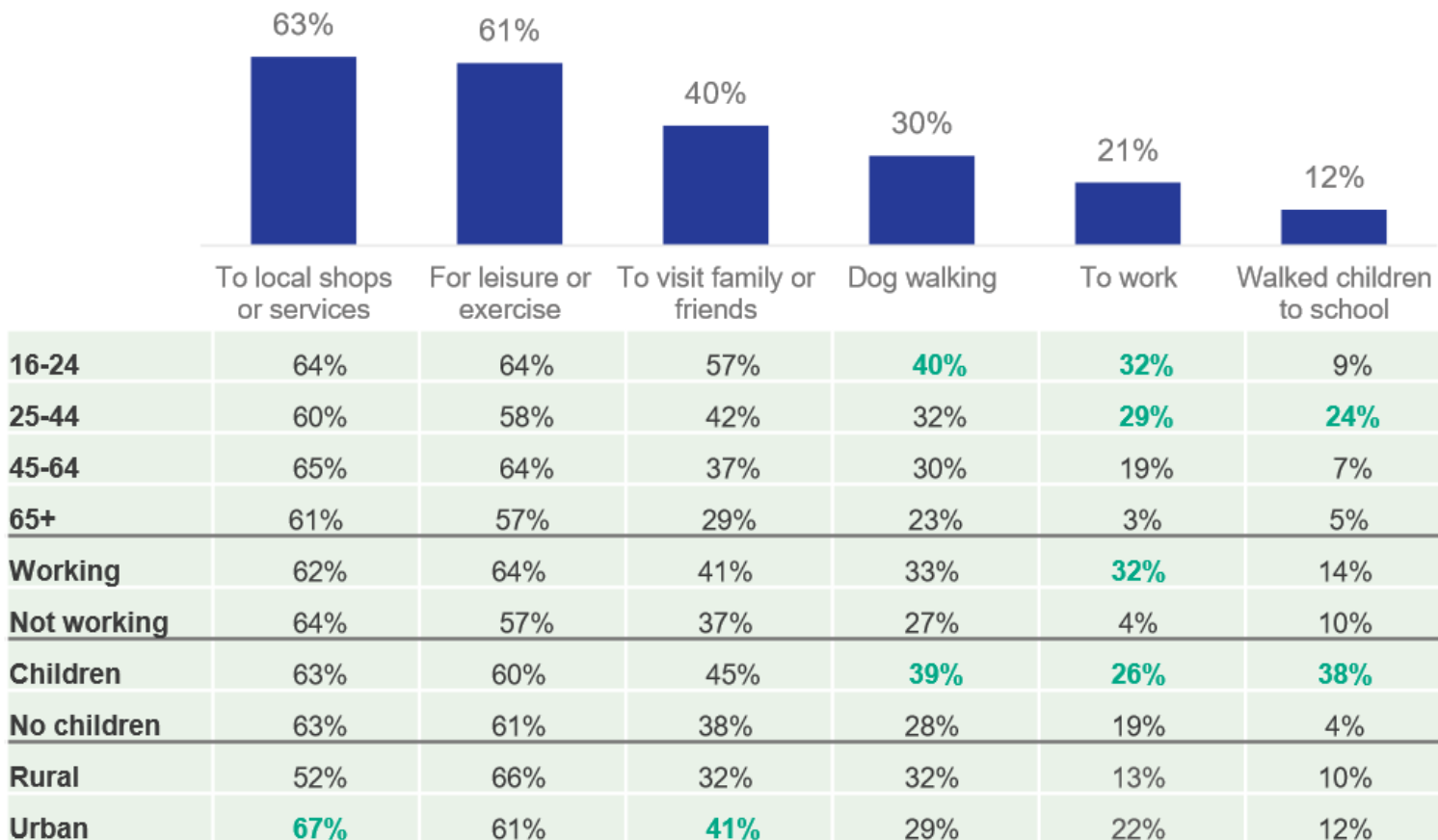


39% of working population walked several times a week or more.

45% of those with children walked several times a week or more.

Q001. How frequently, if ever, do you walk for the following purposes? (All respondents N=1,001)

FIGURE 5 – Walking in the last month amongst all adults and by key demographics



Q009? Which of the following, if any, have you done in the last month, where walking was the main part of the journey? (Respondents who ever walk N=970)

One size does not fit all

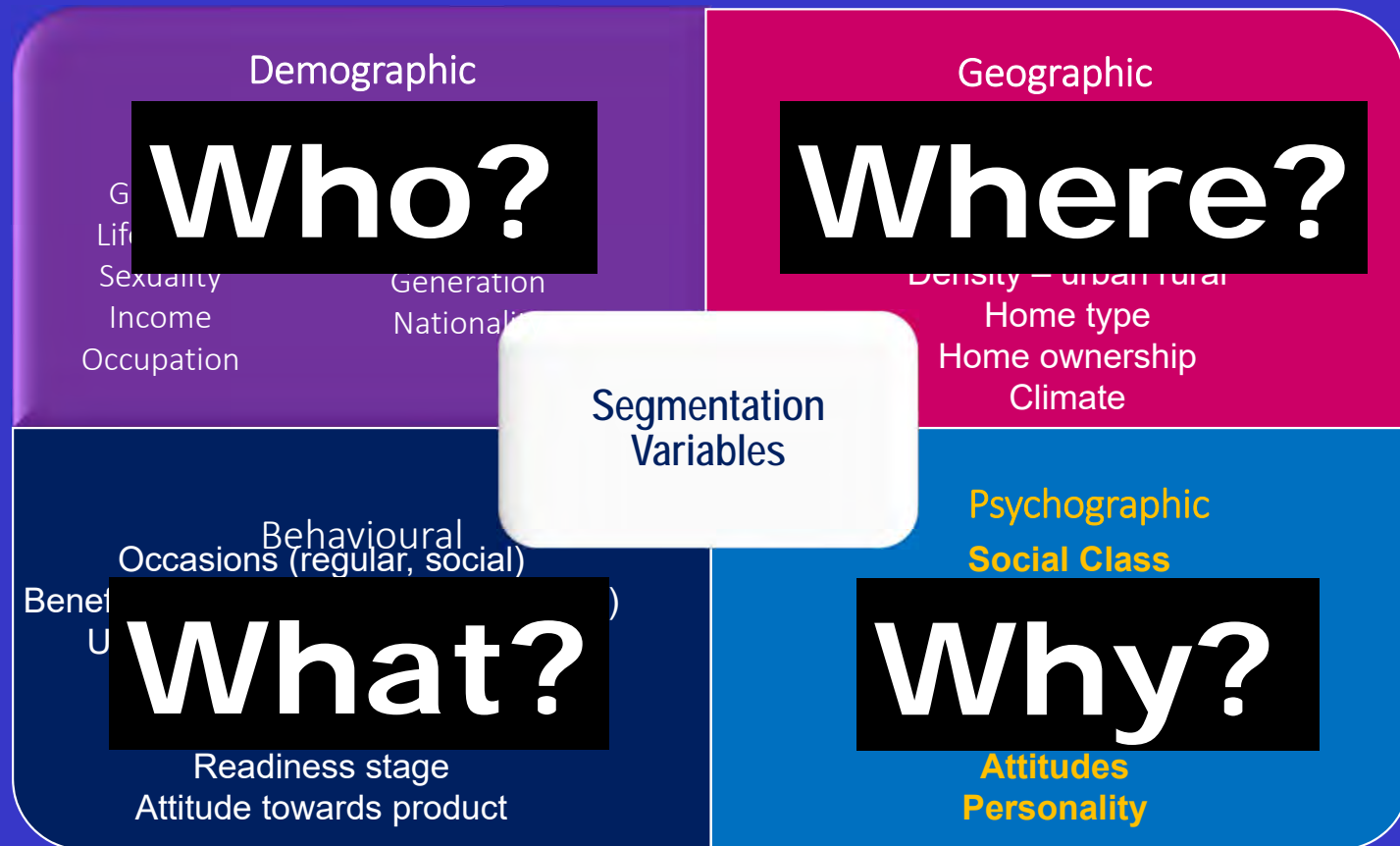
Segment interventions



Demographic
male
born 1948
British
2nd marriage
affluent
well known
family



Segmentation Variables



The need for fine grained segmentation and strategy

A segmentation based on walking behaviours and attitudes

Budding enthusiasts 24% of population



Very regular and enthusiastic, conscious of benefits of walking and increasing participation for these reasons – especially health. Walk in many places including town, countryside and coast.

Would like to be able to walk more and supportive of improvements which make it easier and safer.

Found across a range of demographics but more likely than norm to be under 65, fairly affluent, older families living in urban areas.

Needs must 15% of population



Walk regularly especially to reach work or study, for shopping and dog walking. Most often on roadside pavements and to public transport. Not particularly positive towards the health, & environmental benefits of walking but most aware of communications.

Would like to be able to more easily walk to the local places they need to reach.

Often younger (GenZ or Millennials), pre family or with young kids, living in urban areas.

Looking to change 26% of population



Walk fairly routinely, for leisure or shopping but positive attitudes suggest a demand to do more especially for health benefits. A larger than norm share have not changed participation in last 5 years.

Would like to be able to walk to local shops and services. Would like someone to walk with, better signage and to feel safer.

Found across a range of demographics but have the highest level of car ownership of all the segments

Reluctant rejectors 11% of population



Unlikely to walk regularly, only doing so if they have to. Hold the most negative attitudes to the potential benefits of walking.

Nothing would encourage many in this group to walk more while many would like to see more convenient car access to retail parks. Half decreased walking in last 5 years. Unlikely to have seen communications.

More likely to be found amongst older (55+, baby boomer) age groups and lower socio economic groups and IMD.

Age and health restricted 23% of population



The least likely to walk regularly, often limited by health and age related issues. Attitudes to walking suggest a lack of interest/relevance.

Some might walk to a local shop for necessities but they would prefer to be able to drive in town. Limited use of public transport. The least likely to have changed walking frequency in last 5 years and unlikely to have seen any communications.

Largely older, retired people.



Concept 5

**Value Proposition
Delivery
via an Intervention Mix**

Creating Value

Delivering personal and social good

Turning

Longer term
BENEFITS

into

More immediate
BENEFITS: NOW!

Reducing

Short term
COSTS

Creating valued
products, services,
policy, systems and
behaviour

Create Citizen Perceived value:

Environmental Protection (Walking as a side benefit) “Plogging” = jogging & litter picking #plogging

- Environmentally-friendly fitness.
- The hashtag #plogging on Instagram delivers great examples of how plogging communities have emerged around the world, including the UK.

Swedish fitness craze seeks to save the environment one jog at a time

By Cristina Abellan Matamoros [Follow @cristinaa](#) last updated: 06/02/2018

The Swedish workout known as “plogging” combines jogging with trash picking.



Value Creation through disincentives and detection

Paris Parking fines March 2018

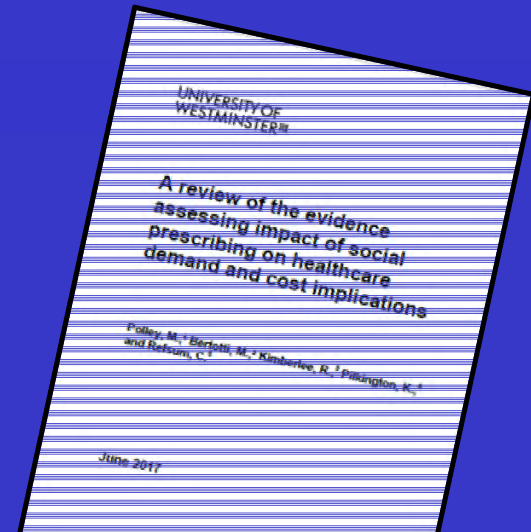
- People paying to park up from 7% to 17%
- New incentivised private company warden scheme with electronic scanners
- Fine up from 17€ to 100 €



Exercise, art and mind workshops, financial advice, music lessons, dance, singing, walking.

28% fall in GP visits

24% drop in attendance at A&E.



Don't!

Reducing value
destruction



The 5 Types of intervention

Control

Rules Requirements Monitoring Enforcement
Police Regulate Legislate
Treat Screen Incentives Dis-incentivise,

Inform

Communicate Advise Highlight Signal
Make aware Remind Trigger

Design

Physical environment Systems, Policy, Service
Technology Products

Educate

Engage Motivate Inspire Critical consciousness
Mobilise Build skills (analytical & practical) Teach

Support

Assist Provide service Care Support
Advice Advocate Nurture

e.g.: A reward for hitting a walking target

Incentive

Hug

Active
Decision

Conscious / Considered

Smack

e.g.: A donation for missing a walking target

Disincentive

Nudge

Shove

e.g.: A default walk to school scheme

Automatic / Unconscious

Passive
Decision

e.g.: Hypothecated Environmental tax on car fuel

	Hug	Nudge	Shove	Smack
Control	<div>Driven by: Theory, science, evidence, data, insight, and ethical considerations</div> <div>Delivered through: Systematic and Systemic planning</div>			
Inform				
Design				
Educate				
Support				

The Digital Contribution and Trap

RESISTANCE IS FUTILE



WE ARE **facebook**

YOU WILL BE ASSIMILATED.
YOUR SOCIAL AND PERSONAL INFORMATION WILL
BE ADDED TO OUR OWN

THE AGE OF
SURVEILLANCE
CAPITALISM

THE FIGHT FOR A
HUMAN FUTURE
AT THE NEW
FRONTIER OF POWER

SHOSHANA
ZUBOFF

Social Value Creation:

Chinese “Step
simulator cradle

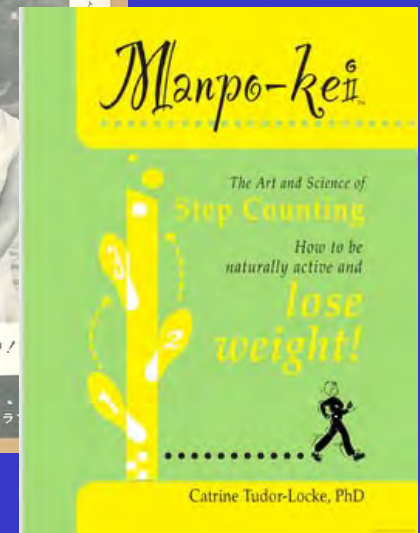


The Power of Marketing

Who is trying to reach 10000 steps?

The origins of the 10,000-steps recommendation aren't exactly scientific.

Pedometers sold in Japan in the 1960s were marketed under the name "**Manpo-kei**," which translates to "10,000 steps meter"





Concept 6

**Critical thinking,
reflexivity and
ethical practice**

A strategic and holistic view

By applying marketing principles, concepts and techniques, utilised at:

- Individual
- Microsystem level
- Mesosystem level
- Exosystem level
- Macrosystem level
- Chronosystem levels

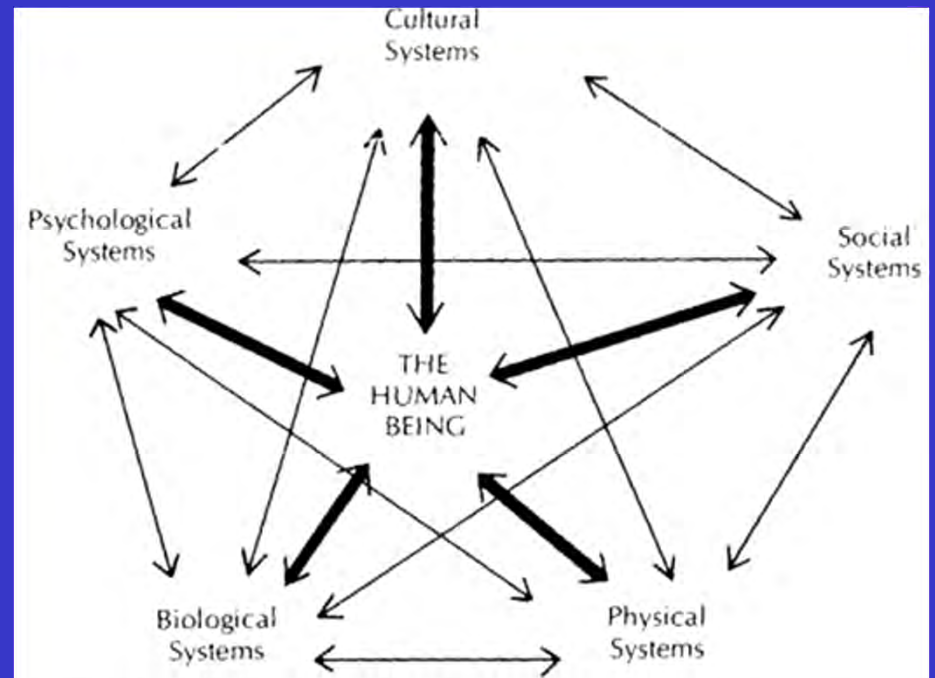
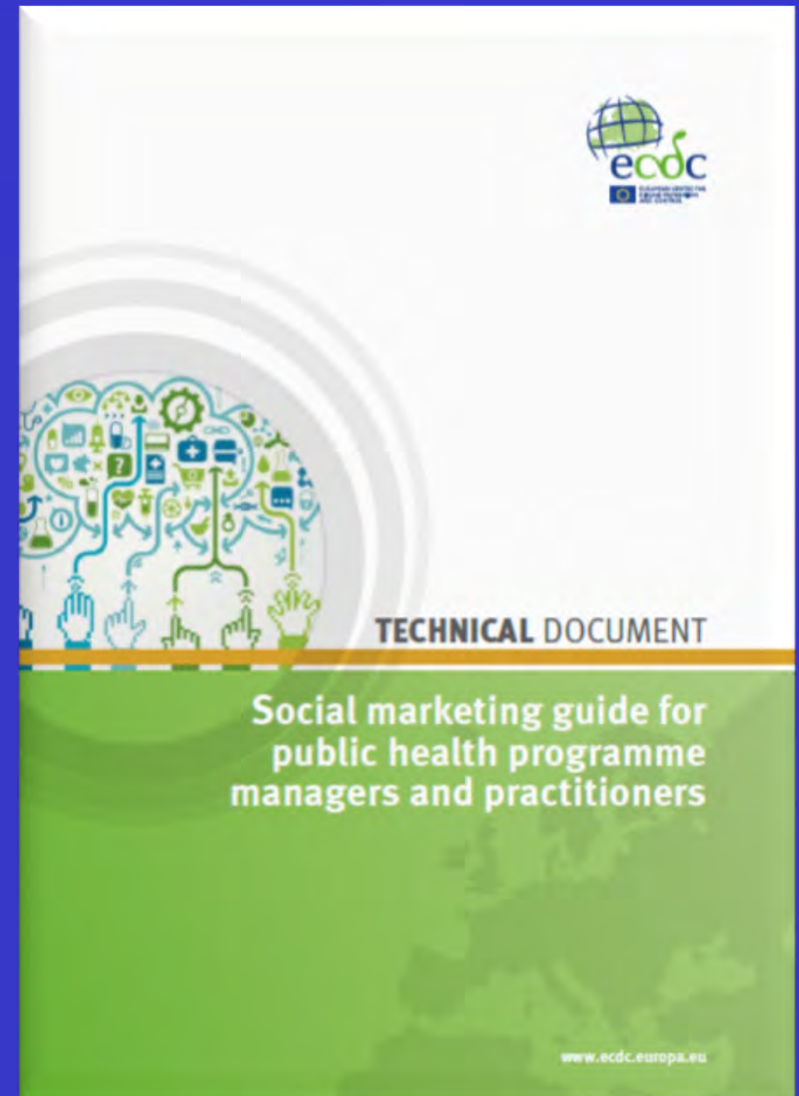


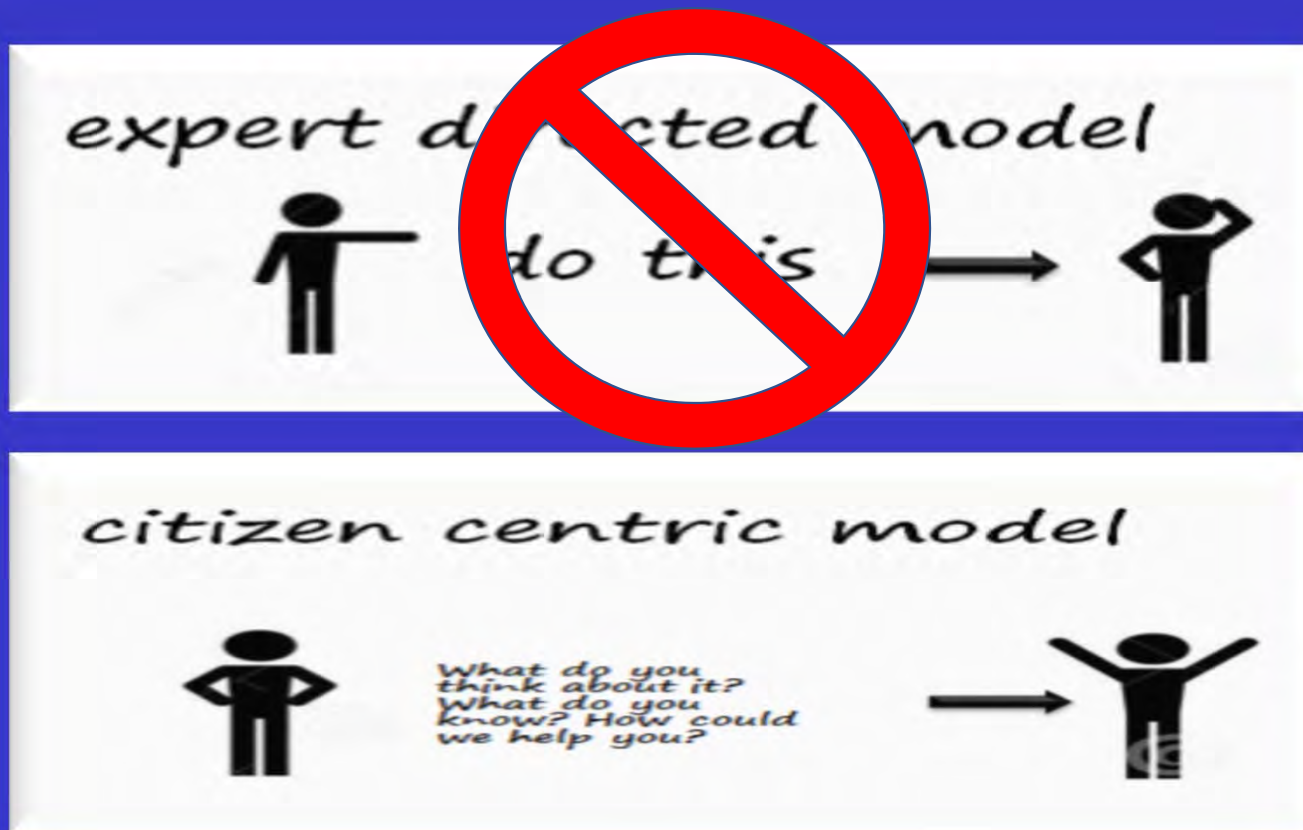
Figure 2.1 Anthropology seeks to discover the interrelationships between various scientific models of the human being.

Underpinned by: Systemic analysis and systematic planning







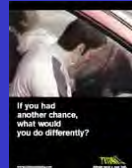








Summary Part 1

From passive recipients to Active Co-creators



Understand What People Value and use this to Create Value



	Hug	Nudge	Shove	Smack
Control				
Inform				
Design				
Educate				
Support				

The Six Social Marketing Design Principles

Explicit social goals and objectives

Citizen orientation & focus

Competition / Barrier and Asset analysis

Theory, insight, data, and evidence informed segmentation

Value propositions delivery via an intervention mix

Systemic analysis and systematic planning

Social Good



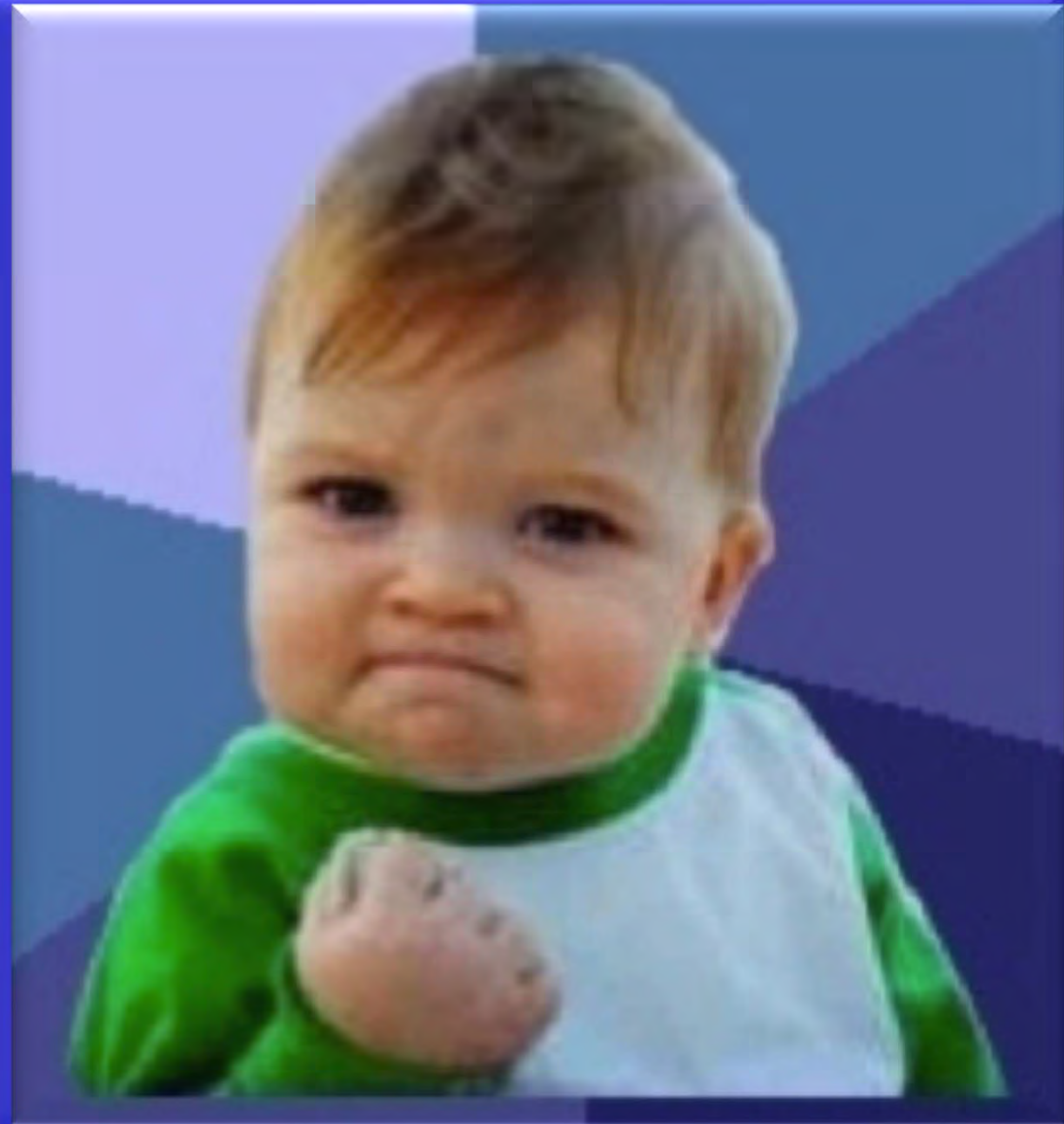
A respectful, democratic and empowering way to work



Part 2

Three challenges

I fully recognise
the danger of an
Englishman
coming north and
issuing challenges



Three opportunities / challenges

1. Beyond the usual suspects, building a bigger coalition
2. Co-production of social norms
3. Proactive sharing of learning and development

1. Beyond the usual suspects: building strategic coalitions

Shared Value:

Porter and Kramer landmark 2010 article in the Harvard Business Review.

- Companies must take the lead in bringing business and society back together.
- This new model is not about charity, but rather self-interested behavior to create economic value by creating social value.



From Tokenism to Partnerships



PRU HEALTH
It pays to be healthy


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[Vitality partner savings](#)
[Vitality partners](#)
[Your choice of gyms](#)
[Vitality activities and points](#)
[Status](#)
[Your choice of hospitals](#)

[Home](#) » [Reduce premiums with Vitality](#) » Your choice of gyms

Your choice of gyms - find your local gym

To locate PruHealth partner gyms in your area, enter your details below.



Health insurance that
helps you stay healthy

PRU HEALTH
It pays to be healthy

Win/win solution where people are encouraged to exercise more by: - FREE / discounted gym membership - Lower insurance premiums the more they exercise

Cool Biz: Japan

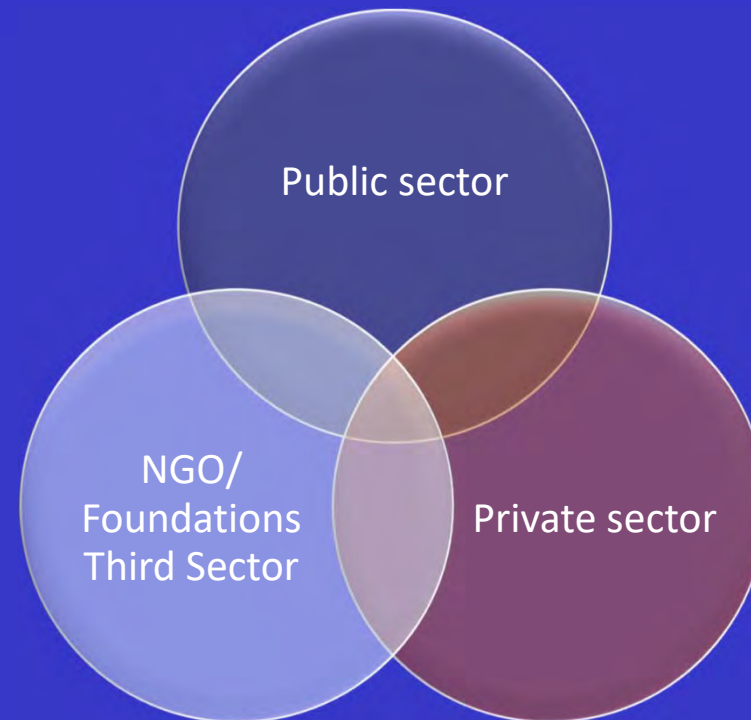
1. Business leaders support and modelling.
2. First campaign focused on just removing ties
3. Use digital media and social networking (My cool biz)
4. Celebrate success (Awards)
5. Work with fashion industry
6. In 2011 Super cool Biz is launched Wear anything e.g.: flip flops T shirts.
7. Work with trendy companies to model the approach



Need to work together



NOW



FUTURE

Fixing the Disconnects

Mental Health

+

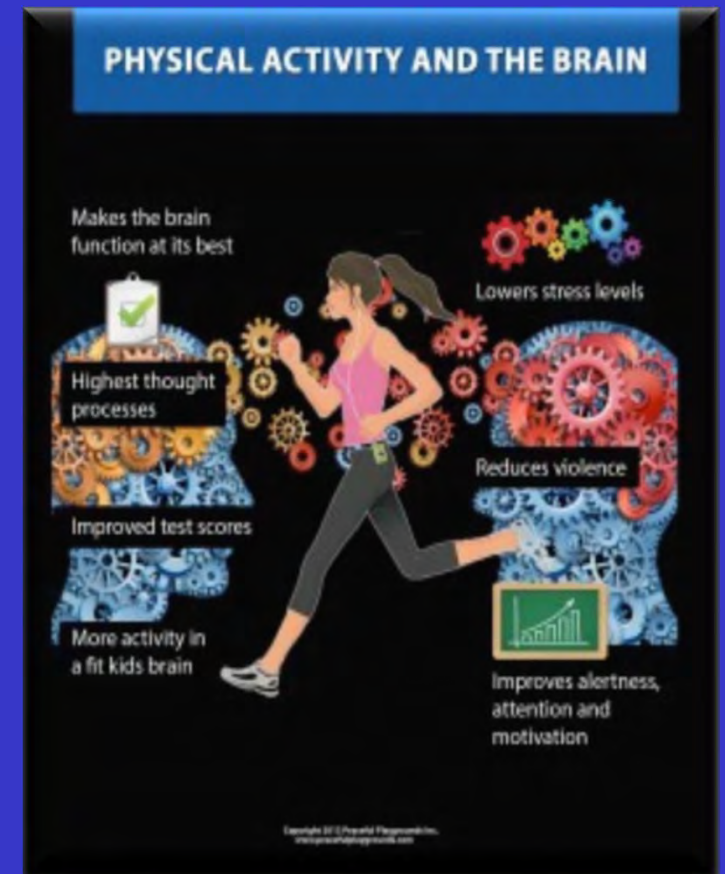
Physical Health

+

Environmental Impact

+

Economic Value



Innovation in Government OECD 2017

<http://www.oecd.org/gov/innovative-government/embracing-innovation-in-government.pdf>

1. Harnessing the power of citizens' ideas and the people behind them
2. Building open, transparent and trust-based relationships with citizens
3. Enable connections and coordinated action across and beyond government
4. Systemic use of data and evidence to inform programme delivery and evaluation



2 Co-production of new social norms

Social Norms

Social relationships and support have a strong and persistent influence on behaviour



Mark Earls



We are biologically and socially disposed to copy behaviour of those around us

Social attitudes and behaviours do change over time

- Even long held and deeply rooted attitudes and behaviours change
- Its not a smooth continuous positive change
- Change is often not evenly distributed
- Often it's intergenerational

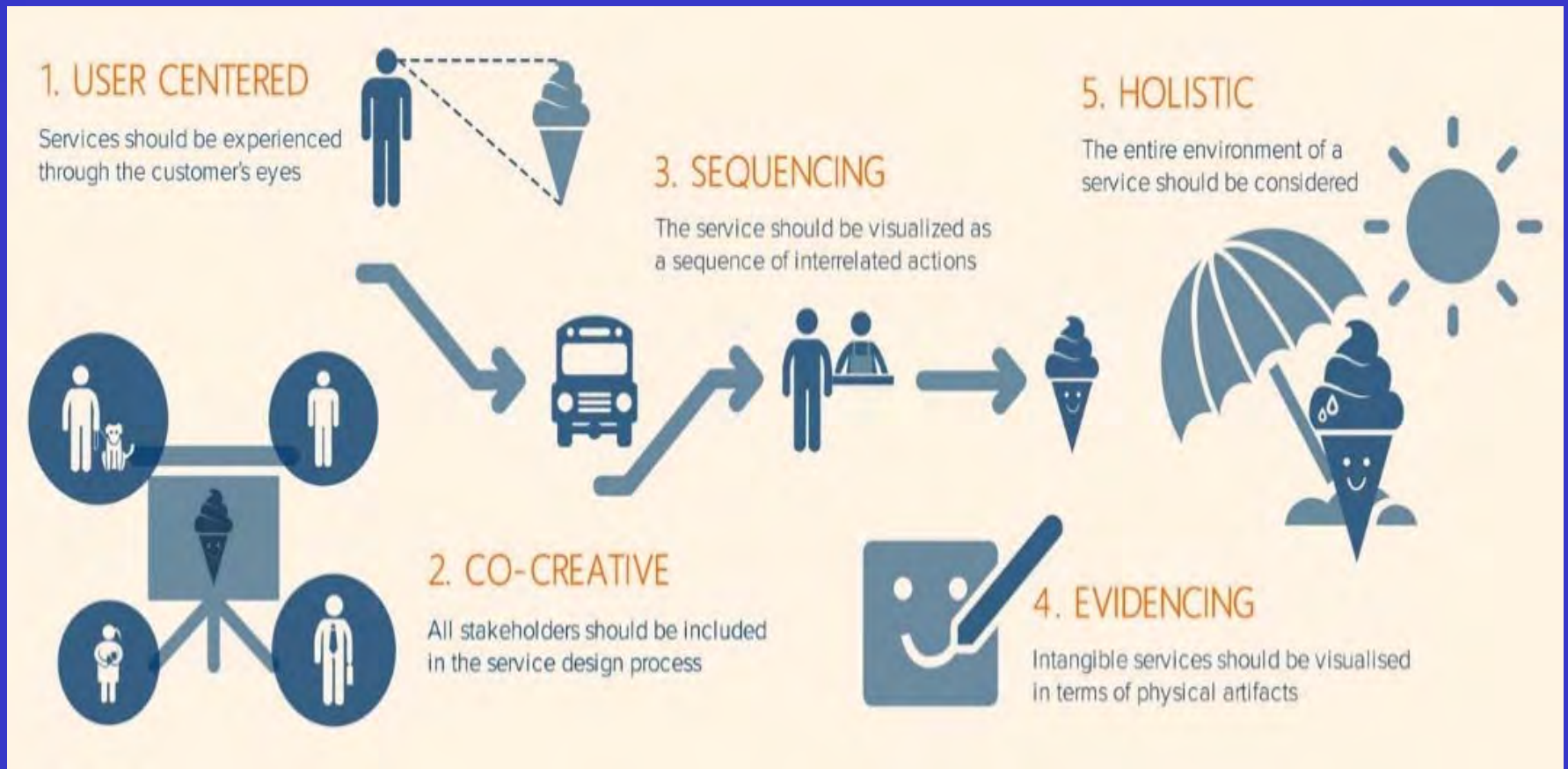


Engage Citizens and Cocreate solutions

- Co-production
- Co- design
- Co-delivery
- Social media marketing
- Viral marketing
- Permission Marketing
- Prosumers
- Relationship Marketing
- Joint value creation
- Etc:



Participatory Service Design



Experience is overtaking product and price as the most important factor in influencing behaviour

Tell Sell & Control

Relationships

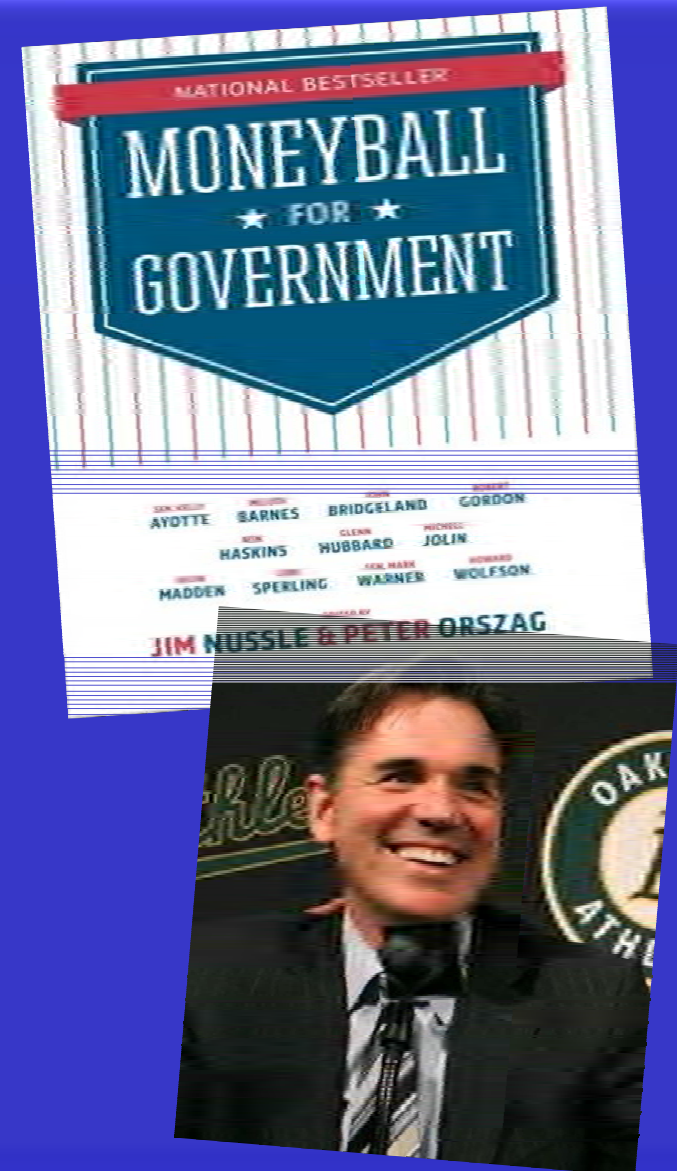
Co-production



3. Proactive sharing of learning and development

Too often, policymakers rely on instinct, or special interests, when deciding how to invest taxes (Our money)

Billy Beane, general manager of the Oakland A's, transformed baseball by ignoring the scouts and using data

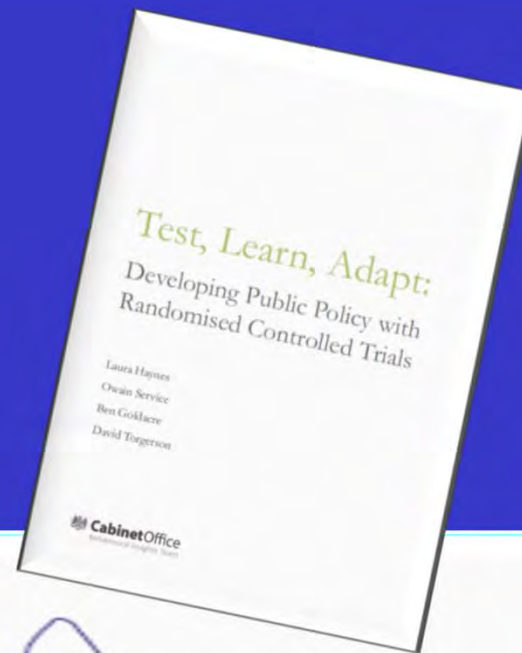


We need creative flair and risk taking but.....



Experiment and track impact

Performance Culture

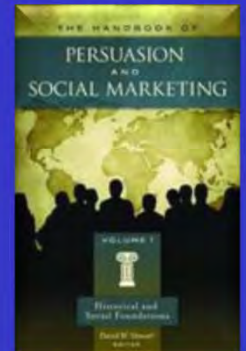
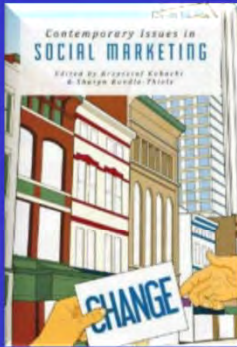


Three opportunities / challenges

1. Beyond the usual suspects, building a big coalition
2. Co-production of social norms
3. Proactive sharing of learning and development

**It won't be
easy but we
can do it**





Jeff.french@strategic-social-marketing.org

