

Questions raised in this presentation*

1. Should the emphasis in the social marketing literature be on a cognitive exchange?
2. What are the tensions between customer 'benefit' and customer 'value'?
3. What is the role of invisible marketing techniques in social marketing?

*(leave now if you expect a full set of answers!)



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- 1.** Should the emphasis in the social marketing literature be on a cognitive exchange?



(Kotler, 1972; Wood, 2008; Hastings, 2008 citing Schwartz; Smith, 2000 and 2006; McDermott, 2000, Lefebvre and Flora, 1988)

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Wouldn't it be easy...

- If people wanted to stop smoking but just didn't have an appropriate service which met their needs
- If people thought binge drinking was a rubbish way of spending a Saturday night but didn't have an alternative
- If people wanted to eat better but didn't know how to cook tasty nutritious meals

But it's not that simple

WHAT IF...

- Binge drinking is 'fun' and meets our customer's needs.
- Smoking is woven into the fabric of our customer's socio-cultural existence.
- Unhealthy eating is easy, fun and popular

WHAT IF COGNITIVE EXCHANGE APPROACHES ARE NOT APPROPRIATE, CUSTOMER-ORIENTED OR MONEY WELL SPENT?



When are cognitive exchange approaches not enough?

When the target group cannot see the benefit:

"Everyone drinks round here. That's what we do. It's a laugh. It's something you do with your mates" (working class male, 19, binge drinker).



When the target group's cultural worldview makes it impossible

"I wish I did want to exercise, but I don't. I want to want to, if that makes sense" (working class female, 35, obese)



The transparency-invisibility spectrum

Know they have a behavioural problem
Engaged with the marketing offer
Least resistant to change

Don't agree they have a behavioural problem
Not engaged with the marketing offer
Highly resistant to change

Transparent ← Marketing → Invisible Marketing

Simple cognitive exchange

Relationship building

Emotion arousal

Social norm approaches

Behaviour Modification Perspective

Choice architecture



(Ampt, 2003; Andreasen, 1995, 2002; Cialdini, 2001; McDermott, 2000; Nolan et al, 2008; Nord and Peter, 1980; O'Shaughnessy, 1996; Rothschild, 1999; Smith, 2000, 2006; Stubblefield, 1997; Wright et al, 2001, Rothschild, 1999).

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The transparency-invisibility spectrum

Know they have a behavioural problem
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Least resistant to change

**HARD TO REACH
GROUPS** ↓

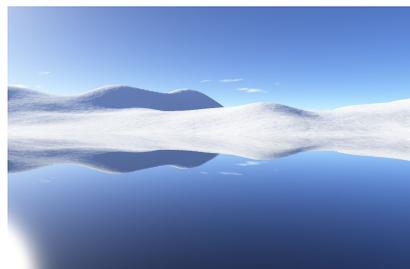
Transparent ← Marketing → Invisible
Marketing



Techniques

Transparent – appeal to decision makers

- Co-created service redesign
- Incentivised behavioural offers



Invisibility – change antecedents of choice

- Reduce availability
- Change physical environment
- Set defaults



2. What are the tensions between customer 'value' and 'benefit'?



3. What is the role of invisible techniques in social marketing?

Perhaps

- There are occasions when a cognitive exchange isn't the best approach?
- We need to broaden our accepted range of techniques



Conclusion: Implications of the transparency-invisibility approach

1. Broadens the commentary on the scope of social marketing
2. Offers a set of approaches for behaviour change interventions targeting across all types of behavioural problem
3. Poses a set of questions about the ethical boundaries of the approach



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Thank you!

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