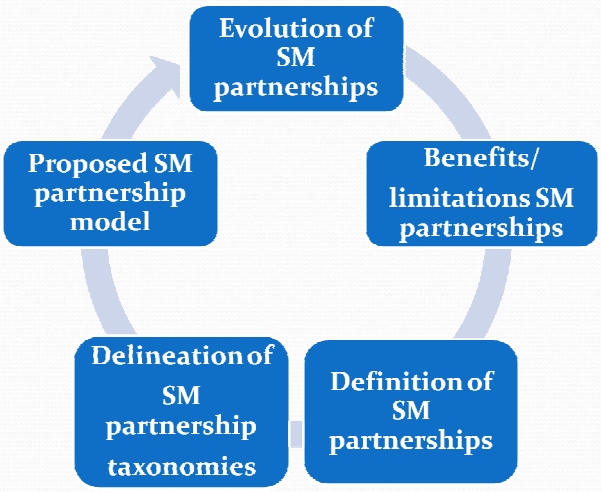
The development of a social marketing partnership model

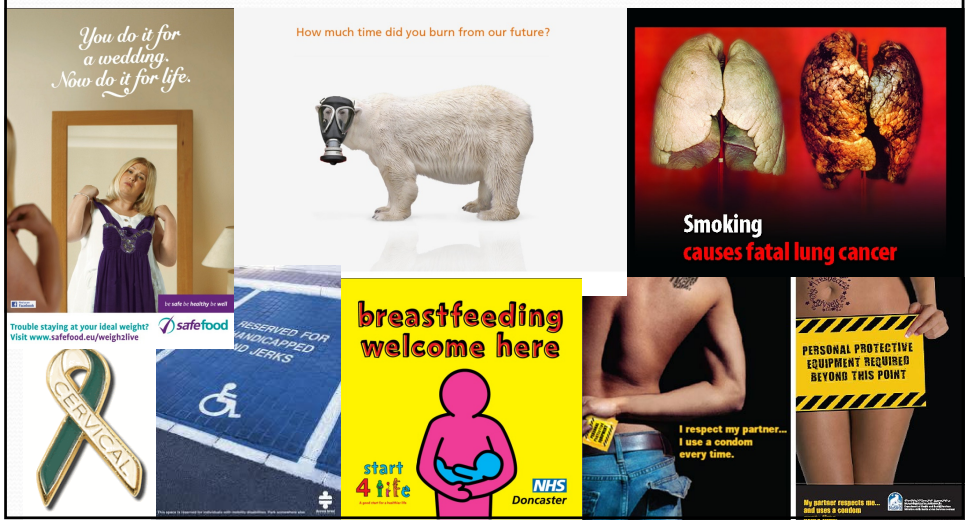
Presented by: Sinead Duane
Social marketing PhD student NUI Galway and ***safefood*** research fellow
Co – author: Dr. Christine Domegan
NUI Galway, Ireland
2nd World Social Marketing Conference

NUI Galway
OÉ Gaillimh
safefood

Presentation Overview



An issue based approach....



Developments in SM

- Total market approach
  - Individuals are not in complete control of their behaviours (Hastings 2003 ; Wymer 2009; Bentz et al 2005)
  - Integration of downstream, midstream & upstream
  - Incorporation of many approaches in many settings (Story, Nanney et al. 2009)
  - Need to catalyse behavioural change & social change (Smith 2000)

Emergence of Partnership approaches

LITTLE STEPS ...to eating well and being active
www.littlesteps.eu

Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

safefood

change 4 LiFE
Eat well Move more Live longer

Benefits of SM partnerships

- Greater reach
- Impact
- Greater co-operation
- Adoption of a network approach to sharing knowledge and resources

(Bentz, Dorfman et al. 2005; Legarde, Doner et al. 2005; Crutchfield and Mc Leod Grant 2008; French 2010)

Partnership development in SM

- Multifaceted (Butland, Jobb et al 2009) approaches needed – relationships rather than transactions (Hastings 2009)
- Sustainable vs short term solutions (Zainuddin, Russell - Bennett et al. 2008)
- Need for high involvement and trust (Hastings 2008)
- Greater influence when synergised; add knowledge, reach & heft (Smith 2000; Thomas 2008)
- Change dependent on motivation, opportunity & ability (Rothchild 1999, Andreasen 2002)

Partnerships in Social Marketing

- Evidence of partnering since the 1970's
  - Co –operation/ Coordination (El – Ansary and Kramer Jr 1973; Fox and Kotler 1980)
- Securing funding ⟷ strategic collaborations (French 2010)
- 5th 'P' in the social marketing mix (Weinrich 1999;2010)
- Frequently included in SM textbooks

Evolution of SM partnership characteristics

Downstream Characteristics Dominated until 2000	Total Market Approach 2000 onwards
Co – operation Co - ordination Individual focused (Hastings and Donovan 2002; Andreasen 1997) Service / Product orientated (Wymer 2010) Operational (Goldberg 1995) Micro (Macfadyen, Stead et al.1999) Short term (Lefebvre and Flora 1988) Betterment (Bentz, Dorfman et al. 2005)	Systems perspective (Goldberg 1995; Donovan 2000; Andreasen 1997) Strategic (French 2010; National Social Marketing Centre 2010) Issue focused (Bentz, Dorfman et al. 2005) Institutional change (Goldberg 1995) Integration of levels (Up/ mid/ down) (Samuels 1993; Domegan 2008; Cheng, Kotler et al. 2010) Vertical and horizontal change (French 2010) Longer term (Andreasen 1997) Macro (Gillies 1998; Andreasen 2006) Empowerment (Bentz, Dorfman et al. 2005)

Limitations of SM partnerships

- Copied but poorly researched (Lefebvre 2006)
- Lack of definitions (Niblett 2005) & boundaries (Sowers, Doner et al. 2005)
- Lack of framework (Lefebvre 2009) and empirical research (Niblett 2005)
- Poor theoretical perspective (Lefebvre 2006)

Definition of SM partnerships

- No explicit definition

"cover a range of relationships between two entities" (Sower, Doner et al. 2005)

- Distinct lack of boundaries
  - Equated to unsuccessful campaigns (Ojeda, Hiller et al 2009)
- Referenced terms
  - *'collaborators'* (Lefebvre 2009; Ojeda, Hiller et al.2009)
  - *'coalitions'* (French 2010)
  - *'alliances'* (Andreasen 1995)

SM Partnership Characteristics

- Formed for the benefit of the cause not the organisations
- Motivated and committed to working together because of common goals
- Acceptance of the role of shared resources which come in multiple forms in developing partnerships
- Knowledge that greater impact can be achieved through working together

Taxonomies of SM Partnerships

1. Partnership Continuum (Himmelman 2001)
2. Taxonomy of Partnerships (Legarde et al 2005)
3. Classification of social marketing partners (Hastings 2003; 2007).

Partnership Continuum

- Categorises partnerships on a continuum:

1. Networking – exchange for mutual benefit
2. Co – ordination – info exchange and plans to achieve goals
3. Co – operation – Sharing of resources
4. Collaborating – organisations enhancing the capacity of partners for mutual gain

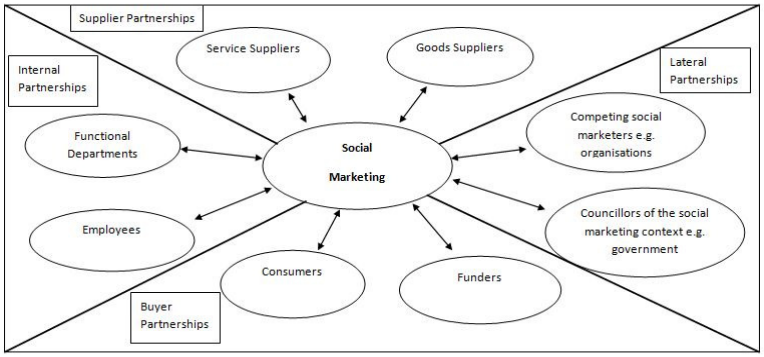
Source: Himmelman (2001)

Taxonomy of partnerships

	NGO –NGO	NGO – Government	NGO – Community	NGO - Business
Goal Convergence	High	Medium to High	Medium	Absent, low or conflicting
Level of trust	High	High	Medium	Low to medium
Formal Contract need	Low	High	Low	Medium

Source: Le Garde et al (2005)

Classification of social marketing partners



Source: Hastings (2003; 2007)

Key SM partnership Variables

- Higher order
  - **Relationship commitment** (Hastings and Saren 2003; Legarde et al 2005; McDemott, Stead et al. 2005; Smith 2006)
  - **Trust** (Bentz, Dorfman et al 2005;Desai 2009; Glenane – Antoniadis 2003; French 2010; Hastings 2007; Hastings and Saren 2003; Legarde et al 2005; Schwartz 2000; Smith 2000; Thomas 2008; Weinreich 1999)

Key SM partnership Variables

- Lower order
  - **Shared values** (Crutchfield and Grant 2008; Ojeda, Hiller et al. 2009; Sowers 2005; Temple Long et. Al 2008)
  - **Non – material benefits** (Binney, Hall et al. 2005; Crutchfield and Grant 2008; Legarde, Doner et al. 2005; Long, Taubenheim et al. 2008)
  - **Communication (across and between levels)** (Bentz, Dorfman et al. 2005; Bloom and Novelli 1981; Long, Taubenheim et al 2008; Legarde, Doner et al. 2005; Lefebvre and Flora 1988; Ojeda, Hiller et al. 2009; Samuels 1993; Weinreich 1999)

Key SM partnership Variables cont.

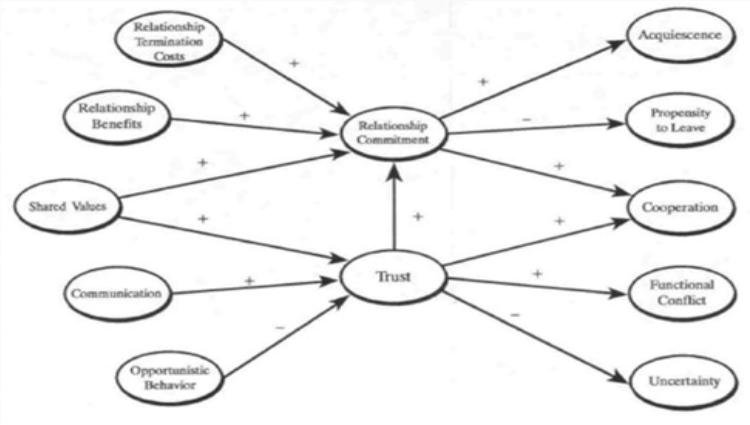
Motivation (Binney, Hall et al. 2003; Legarde, Doner et al. 2005; Thomas 2008)

- **Co – operation** (Anderson and Narus 1990; French 2010; Hastings and Saren 2003; Rothschild 1999)
- **Tension** (Niblett 2005; Thomas 2008; Weinreich 1999; Ojeda, Hiller et al. 2009)

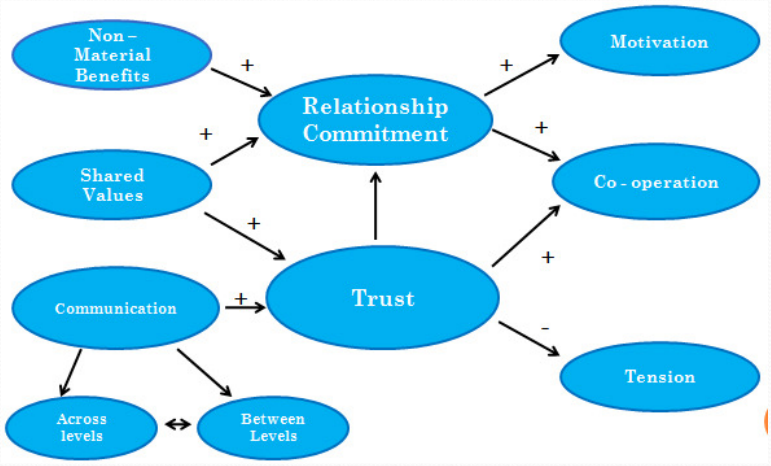
Relational Thinking within SM

- Proposed by Hastings (2003; 2007)
- Relationship thinking can enhance social marketing:
  - Building trust and commitment
  - Satisfaction
  - Long term versus intermittent change
  - Engagement and mobilisation
  - Discrete vs long term transactions (Morgan and Hunt 1994)

Morgan and Hunt's KMV model



Proposed SM Partnership model



Thank You

Any Questions

s.duane1@nuigalway.ie