

Social Marketing and Community Development

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A consumer-orientation paradox?

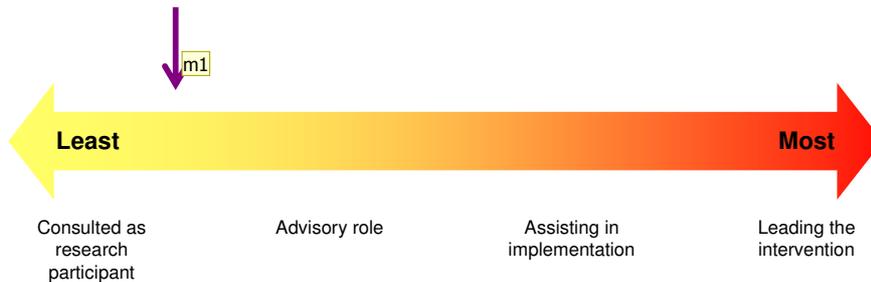
For all social marketing's concern with 'consumer orientation'.....



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A consumer-orientation paradox?

...the consumer or 'community' tend to be at THIS end of the spectrum of involvement:



Many social marketing interventions claim to be 'community based' or involve 'community participation', but this can mean:

- Simply, delivered in a [geographical community](#)
- Usually, tailored to needs of community/ies based on [consumer research](#)
- Often, community groups & stakeholders [consulted](#) in development of intervention
- Less often, community is '[mobilised](#)' or '[organised](#)'
- Rarely, community empowerment/development principles inform [the whole intervention process](#)

Slide 3

- m1** of the NSMC review interventions on alc/tob/drugs and PA, 37 involved the consumer primarily as FG/needs assessment respondents and as intervention beneficiaries, and 14 involved the consumer more actively through peer leaders, working groups, task forces, 'mobilisation', 'organisation' or 'community empowerment'.
Andreasen's 1995 'Marketing Social Change' devotes less than a page to community involvement.
ms41, 02/11/2010

Which leads to 3 questions:

1. Can social marketing initiatives **genuinely involve the community**?
2. How well do social marketing and community development **sit together**?
3. What can each **gain from the other**?

Another paradox

Social marketing rhetoric claims that 'you don't need a big media budget to be a social marketer' (*"the resources needed are mental not material"*) ...

Yet most of our examples, and conferences such as this, perpetuate the opposite notion

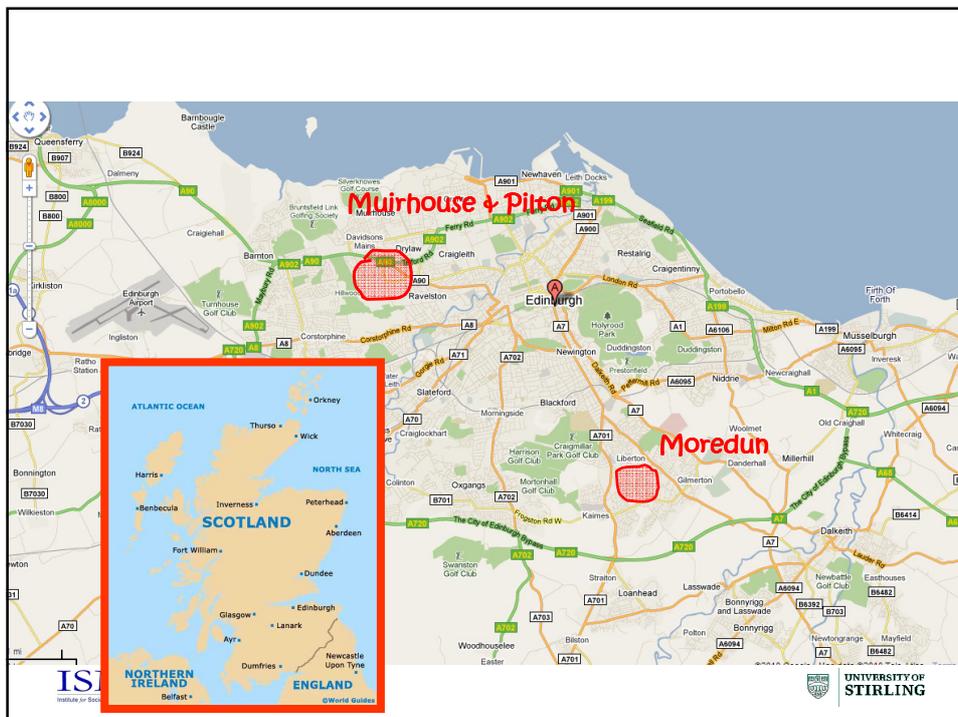
Which leads to another question:

4. Can communities **do social marketing themselves**, without big media spend or bought-in expertise, on a shoestring budget?

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Edinburgh Community Healthy Lifestyles Project

- Funded by Fairer Scotland Fund, an initiative to address health inequalities
- Two linked projects, North and South Edinburgh, areas of disadvantage
- Remit to promote healthy eating and physical activity applying social marketing underpinned by community development philosophy and practice
- One p/t worker each, backgrounds in creative arts, community and international development (£75,000 over 18 months across the projects). **£2,000 in total for materials and activities**





Moredun
makes it happen!

One day an alien visited Moredun.....



Local library staff and children's author worked with class of 9-10 year old children to develop the character and plot

Edinburgh College of Art students created illustrations of the characters. A class of 5-year old children chose their favourite. The winning student is now working with children to illustrate the rest of the book.



Liam helps the alien re-fuel its spaceship with fruit and vegetables grown at the local school.

I really like it because it's our words

I think it's beautiful

It makes me proud to be from Moredun

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Monthly low-cost healthy cooking campaign



Posters, recipe cards and BOGOFs on featured ingredients in local supermarket

Recipes by local residents



Muirhouse MillionSteps

17 Sept 2010

Free entry

Choice of two walks

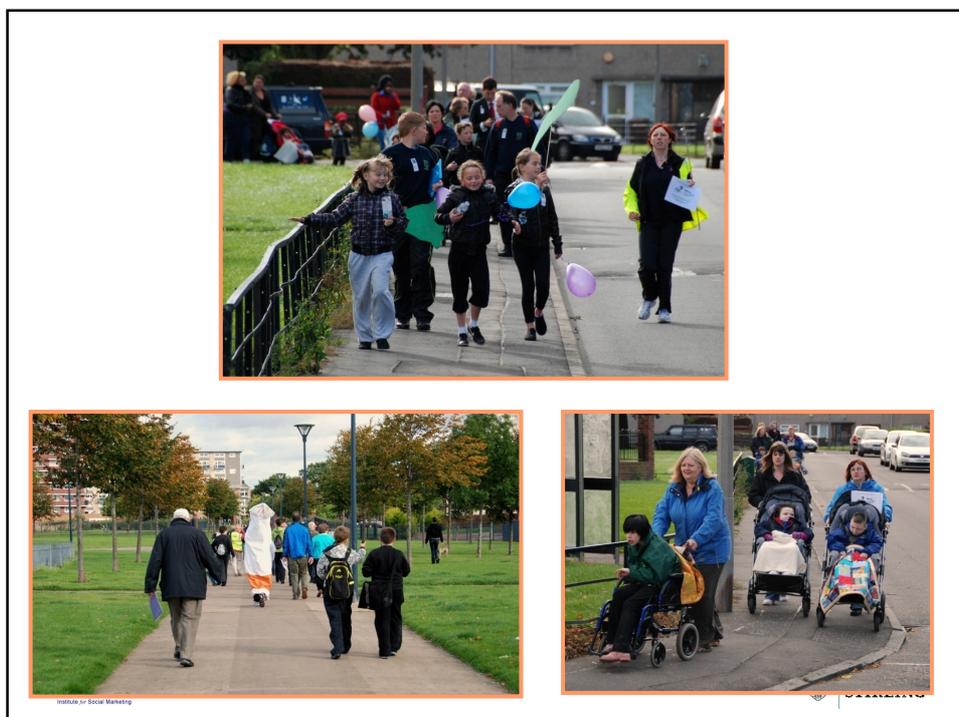
All walkers given a pedometer

All steps added up at the end

Certificates and free 'goody bags' for all walkers

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Goody bags included discounts at **local swimming pool, community café, adult education classes**



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- 180 people completed a walk
- Age range 6 months to 82
- Achieved the target: **1,901625 steps**
- Over 40 community organisations sponsored or helped the event

"It's the furthest I've walked for over 2 years. I've been practising for a month now and have been managing to go quite far but not as far as I did on the day. It was a great achievement for me and I'm really proud of myself".

"It made me realise how lucky I am to have such a nice walk and nice views on my doorstep".

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Muirhouse and Pilton project

Muirhouse Million Steps mass community walking event

Healthy Heroes bus-stop and billboard campaign celebrating local 'heroes' – ordinary people doing extraordinary things

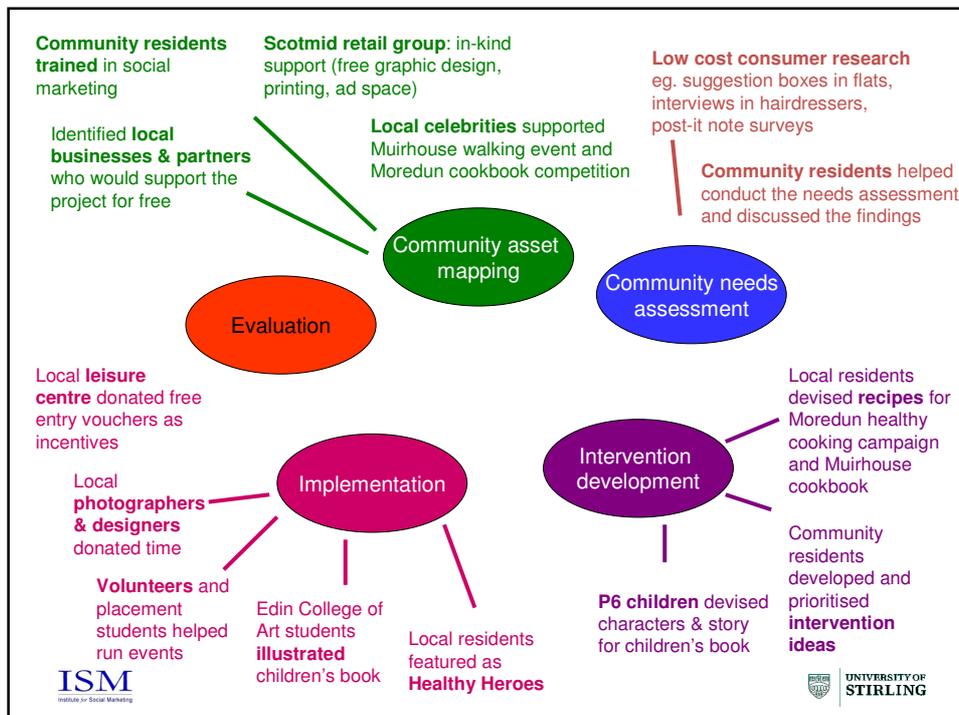
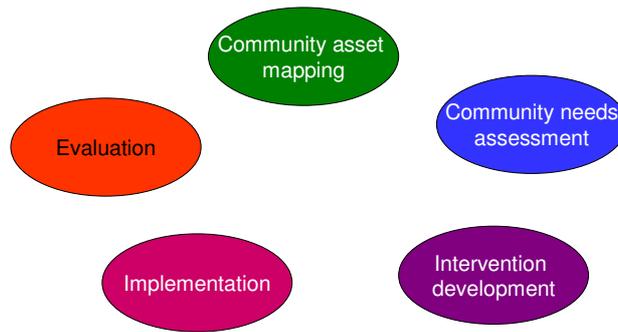
Healthy eating competition and cookbook 'It's Yummy Mummy' featuring local residents' own recipes



Common themes across the projects

- Seeing engagement not just as a means but as a **valid end** in itself – residents chose the activities and generated content/approaches
- Doing **a lot with little**
- Playing down the focus on health
- **Fun** ('fun, easy and popular')
- **Celebratory** of local place and people
- Encouraging **creativity**
- Seeing the community as an **asset** not a deficit

Shoestring solutions and active community involvement at every stage in strategy development and implementation:



1. Can social marketing initiatives genuinely involve the community?

2. Can communities do social marketing themselves, without big media spend or bought-in expertise, on a shoestring budget?

3. How well do social marketing and community development sit together?

4. What can each gain from the other?

Yes they can

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Tensions

1. Marketing seen to reflect a philosophy **antithetical to community development values**

*"I remember when I first got the post and I was trying to understand the principles of social marketing, and **my own value base is very uh...I would never encourage marketing in my life** wherever possible! [Laughter]*

*So I **really struggled** with ... we are not funded in the same way as **Coca-Cola, but yet we've to use similar kinds of strategies**, of focus groups and, you know, we call it 'a focus group' rather than 'a meeting' - you know, just **everything gets defined in this kind of real strong capitalist kind of [way]** ... which really grates with me sometimes!"*

2. Fuzziness around **segmentation and targeting**

Resistance/lack of interest in thinking strategically about targeting

Favoured approach was intuitively inclusive

Definitions were resisted: *“children and families I suppose. But what’s a family? Old people have families too”*

3. Discomfort around **defining behaviour change**

“Like the ethics of it, like it feels quite odd to me...to be saying to people these are the problems...the issues in your community, and we need to like change behaviour – I find that really quite awkward!”

- Projects accommodated behaviour change by defining in terms of **engagement with interventions** (eg. doing the Million Steps walk, trying the recipes) and increased **engagement with community** (eg. participation in action groups, participation in social enterprises)
- (Pragmatically, this also made it easier to demonstrate success to funders)
- Projects **wanted behaviour change to include mindset change** – ‘walking can be fun, not a chore’, ‘this is a great wee community’
- More comfortable with notion of **UPstream behaviour change** – influencing actions of retailers, local authority

Complementarity

1. Relinquishing an expert mindset and the need to lead comes easily to community development workers

“For the Muirhouse Million Steps action group I had three local people and four organisations sitting round the table. They go away with things to do, find phone numbers, come up with a name, decide the route, contacting the organisations – they have an equal footing”

2. Putting the consumer/community at the centre is seen as **consistent with community development process**

- Beginning with needs assessment/listening
- Community rather than expert articulation of what health means
- Community-instigated rather than service-instigated actions

3. The notion of 'mutually beneficial exchange' resonates with community development's focus on **assets and achievements** rather than deficits and problems
4. Addressing competition in the form of upstream factors (eg. improving condition of existing greenspace, reviving local food production) sits well with community development **concerns for social justice**

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Doing social marketing with and in the community...

- Raises some challenging questions:
 - How **genuine and representative** is the community's engagement – is it just the usual suspects...?
 - What if the community's suggested solutions are thought (by experts) to be probably **ineffective**...?
 - What are the implications of any **compromises** in a 'pure' social marketing approach?

Doing social marketing with communities (especially on a shoestring)...



- **Demystifies** and opens up social marketing to non-experts
- Encourages **creativity** within workers, agencies, individuals and communities
- Makes it imperative that **partnerships** work
- May enrich social marketing (by opening up **new assets and strategies**)
- May in the long run lead to **more sustainable** initiatives

Doing social marketing with communities

- Is timely, with funding cuts and increased policy interest in 'citizen-centric' approaches ('community engagement', 'co-production')
- And 'co-creation' approaches in turn move consumer/community involvement to the 'most' end of the social marketing spectrum

