Discovering Keys to Success

Chapter 3
Many Americans know, all too well, what is wrong with health care. Ask the single mother who waits half a day in a crowded clinic for a 5-minute visit with a harried physician, or the unemployed worker who has been downsized out of his job and his health insurance. Their experience tells a devastating tale about our system’s shortcomings.
But there is another, equally important story that concerns the problems we don’t see anymore— at least not in the numbers of the past: young victims of polio, mumps, and measles, preschoolers with neurological problems caused by lead poisoning; people in the prime of life dying prematurely from tuberculosis and influenza; hordes of patients with rotting teeth. While we need to address persistent inequalities, we also need to understand the basis of victories in public health— not just to keep up our hopes, but to learn how research, advocacy, public discussion, and policy fit together in successful campaigns for change.

— Stephen L. Isaacs and Steven A. Schroeder
Issues in This Chapter

• What is a successful campaign?
  • Meet or exceed campaign objectives and goals
• What are the key elements of successful campaigns?
• How can the campaign sustain behavior into the future?
• How can the campaign leave a legacy?
12 Elements of Success

• Take advantage of what is known and has been done before
  • Reviewing past and similar campaign efforts
  • Learning from the successes and failures of others
  • Having access to existing detailed info on market segmentation and ideal targets
  • Finding innovative and cost-effective strategies
  • Discovering ideas and materials for creative executions.
• Start with target markets that are (most) ready for action
  • A want or need the proposed behaviour will satisfy or a problem it will solve (e.g., recent heart attack victims)
  • The knowledge (information) regarding the benefits of the behaviour and the costs of current or alternative behaviours (e.g., recent publicity on tougher drinking and driving laws)
  • The belief that they can actually perform the behaviour and that they will experience important benefits (e.g., exercising five times a week, 30 minutes at a time can improve sleep)
  • Engagement in the desired behaviour, but not on a regular basis, and the perception of some initial benefit (e.g., trying to quit smoking)
• Promote a single, doable behavior, explained in simple, clear terms
• Not enough time to speak with our audience in a world of information and advertising confusion.
• A simple, clear, action-oriented message is most likely to support our target market to adopt, reject, modify or abandon a specific behaviour.
• The 5 A Day Message (eat 5 serving of fruits and vegetables a day)
Figure 3.5. The 5 A Day Message Is Used Consistently in the Media
Consider incorporating and promoting a tangible object or service to support the target behavior (e.g., natural fertilisers, condoms, low-energy light bulbs, litterbags, trigger locks for guns, smoking cessation classes)
• Understand and address perceived benefits and costs
  • E.g., Breastfeeding: as a way to realise families’ goals to have healthy babies and enjoy a special time with their newborns; compared with infant formula, breast milk was considered by most to provide optimal health benefits, and a closer maternal-infant bond
www.AlaskaBreastfeeding.com

Lovely support makes breastfeeding work — It's Tradition!
• Make access easy (e.g., easy way to sign up: organ donation over the internet; convenient locations to acquire tangible objects and perform the desired behaviour (e.g., bloodmobiles at worksites); reasonable hours for accessing services (recycling stations open evenings and weekends)
Install a low flow showerhead. Also, spend a minute less in the shower.

Reduce Shower Flow (1 to 2 Points)

Figure 3.8. Promotional Materials Carried a Consistent Message.
SLOW THE FLOW

SAVE H2O
Cont.

- Develop attention-getting and motivational messages (e.g., Click it or TICKET; Speed a Little, Lose a Lot)
• Use appropriate media and watch for and exploit opportunities for audience participation
  • Successful campaigns use media vehicles and formats that effectively reach target adopters with spokespersons and sponsors to which adopters respond.
• Provide response mechanisms that make it easy and convenient for inspired audiences to act on recommended behaviors
  • The Pawtucket Heart Program (PHHP), in Rhode Island, has made extensive use of social marketing techniques to bring about significant reductions in cardiovascular disease risk factors, including blood pressure, cholesterol, smoking, obesity, and physical inactivity.
  • Distinctive strategies have been developed for key segments using a combination of marketing mix elements. Volunteers played an important role in the successful implementation of the project, and convenient response mechanisms have played an important role in volunteer recruitment.
Allocate appropriate resources for media and outreach

- Many campaigns fail simply because adequate resources are not allocated for media reach (number of people in the target audience exposed to the message) or frequency (number of times the audience was exposed to the message).

- Prior steps in the planning process may have been completed successfully, with a market segment selected that was ready for action (e.g., environmentalists); a clear, action-oriented message (e.g., ‘wash your plates after eight’) and an incentive (e.g., lower utility rates during non-peak hours).

- If the word doesn’t get out about these important behaviours and benefits, anticipated levels of participation may not be reached.
Allocate adequate resources for research

- Budget limitations are a reality for many social marketing campaigns, and questions regarding the need for conducting marketing research are often raised.
- Successful campaign planners can recognise unanswered questions critical to the success of the project.

Track results and make adjustments

- Successful campaigns establish ways to monitor progress and make important adjustments so that current or planned strategies support objectives and goals.
- This effort is obviously most important when there is still time to alter the plan.
How Can the Campaign Sustain Behavior into the Future (Chapter 16)

- Integrate messages and mechanisms into existing infrastructures (e.g., litter receptacles with automated recordings saying ‘Mmm…Got Litter?’ that are activated by passing pedestrians).
- Gain commitments from target adopters (e.g., certificates for ‘backyard wildlife sanctuaries’ issued when homeowners sign applications stating they will use only natural fertilisers and pesticides).
• Develop ongoing prompts in the environment (e.g., car bells that remind you to fasten your seat belt).

• Create norms and then make offenders more visible (e.g., a telephone number for reporting a single-occupant vehicle in a high-occupancy vehicle lane).

• Remove major barriers (e.g., provide do-it-yourself home blood pressure monitoring equipment).
• Reward our audience for achieving 100% in the maintenance of the desired behavior (e.g., providing a day off for employees who used alternate transportation everyday of the week for a year).

• Support audience in resisting “temptations” to return to old habits (e.g., an electronic messaging service providing encouragement at ‘weak moments in the day’).
How Can the Campaign Leave a Legacy

• Documenting research and evaluation findings
• Writing and providing summaries of lessons learned
• Sharing materials for others to reproduce
• Making yourself available for consultation with colleagues and peers