Mapping the Internal and External Environments

Chapter 5
Influencing today’s teens about clear, consistent, credible anti-drug messages requires full understanding of youth, their wants and needs, and how to counter the ubiquitous pro-drug messages in teens’ social technological environments. Our research and careful crafting of messages is beginning to pay off—teen drug use is down 23 percent over the past five years, and we have reason to believe our campaign has played a significant role.”

Robert Denniston, Director, National Youth Anti-drug Media Campaign
Office of National Drug Control Policy
Focuses of This Chapter

- Analysing the social marketing environment
- Choosing one approach from all the potential (or desirable) ways to address the social issue
- Using SWOT analysis
- Reviewing past and similar efforts
Marketing Highlight: A Tobacco Industry Response

The Truth campaign
http://www.thetruth.com/

- The *social issue* is tobacco use
- The *focus* is youth empowerment
- The *purpose* is reducing youth tobacco use
## Identifying Potential Approaches for Campaign Focus

<table>
<thead>
<tr>
<th>Social issue</th>
<th>Potential approaches for focus</th>
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</thead>
<tbody>
<tr>
<td>Unintended pregnancies</td>
<td>Birth control, abstinence, sexual assault prevention, abortion counseling, adoption opportunities</td>
</tr>
<tr>
<td>Drinking and driving</td>
<td>Designated drivers, underage drinking and driving, promoting new tougher laws, repeat offenders, not letting a friend drive drunk</td>
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<tr>
<td>Air pollution</td>
<td>Carpooling, mass transit, walking to work, not topping off gas tanks, gas lawn mowers</td>
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<tr>
<td>Mentoring youth</td>
<td>Identifying and supporting mentors, recruit volunteer mentors, youth at risk</td>
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Criteria for Choosing the Focus

- Behavioral change potential
  - is there a clear behaviour that can be promoted to address the issue?
  - Counseling services for pregnant teens vs. a ‘safe sex’ or ‘abstinence’ focus

- Market demand
  - How many people would benefit from a behaviour change campaign with this focus?

- Market supply
  - Is this issue already being addressed by other organisations and campaigns?
Organizational match

- Is this a good match for the sponsoring organisation?
- Is it consistent with its mission and culture?
- Can its infrastructure support promoting and accommodating the behaviour change?
- Does it have staff expertise to develop and manage the effort?

Funding sources and appeal

- Which approach has the greatest funding potential?
Impact

Which approach has the greatest potential to contribute to the social issue?

The best focus would then have a high potential for behavior change, fill a significant need and void in the marketplace, match the organisation’s capabilities, and have a high funding potential.
Factors and Forces Influencing Your Target Market and Your Efforts
### Potential rationale for choosing campaign focus

<table>
<thead>
<tr>
<th>Social Issue and Hypothetical Sponsoring Organization</th>
<th>Campaign Focus</th>
<th>Potential Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unintended pregnancies (nonprofit organization)</td>
<td>Teen abstinence</td>
<td>Recent governmental funding for campaigns promoting abstinence in middle schools and high schools</td>
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<td>Controversial nature of “safe sex” campaigns in school environment</td>
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<td>Statistics revealing that a majority of middle school youth are abstinent, creating opportunities for promoting social norms</td>
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<tr>
<td>Drinking and driving (state traffic safety commission)</td>
<td>Underage drinking and driving</td>
<td>Recent mass media campaign announcing lower alcohol limits for adults is raising questions among youth regarding laws for underage drinking</td>
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<td>Incidence data indicates that teens represent a significant number of fatal drinking and driving accidents</td>
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<td>State traffic safety commission needs to meet goals to reduce drinking and driving accidents and recognize lack of recent efforts with this market</td>
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<tr>
<td>Air pollution (regional air quality control council)</td>
<td>Not topping off gas tanks</td>
<td>Consumer research in other regions revealed a high level of willingness to stop topping off gas tanks after hearing the (low) costs and benefits.</td>
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<td>Ease of getting the message out by developing stickers for gas pumps</td>
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<td>Other local campaigns currently existing targeting other behaviors, especially carpooling and mass transit</td>
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<tr>
<td>Mentoring (nonprofit organization)</td>
<td>Encouraging parents to identify and support other nonparent adult relationships for their children</td>
<td>Most consistent with organization mission and constituent groups</td>
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<td>Concern with safety issues when parent not involved</td>
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<td></td>
<td>Other campaigns and programs focusing on mentoring youth at risk</td>
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<td></td>
<td>Lack of infrastructure to promote and manage volunteer mentors</td>
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</table>
Identify a Campaign Purpose

- **Objective:** what we want our target audience “to do”
- **Purpose:** the ultimate impact (benefit) of adopting the behavior to the target audience, groups, and/or society
### Distinguish between campaign purpose and objective

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<thead>
<tr>
<th>Social issue</th>
<th>Campaign purpose</th>
<th>Campaign objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unintended pregnancy</td>
<td>Reduced teen pregnancy</td>
<td>Choose abstinence</td>
</tr>
<tr>
<td>Drinking and driving</td>
<td>Reduced injuries from underage drinking and driving</td>
<td>Teens: don’t have even one drink and drive</td>
</tr>
<tr>
<td>Air pollution</td>
<td>Reduced volatile organic compounds in the atmosphere caused by gas spillage</td>
<td>Don’t top off the gas tank</td>
</tr>
<tr>
<td>Mentoring</td>
<td>Increased number of caring adult relationships in the lives of all children</td>
<td>Parents: identify and support caring, non-parent adult relationships for your children</td>
</tr>
</tbody>
</table>
Conducting a SWOT Analysis

Consisting of internal and external forces that can affect the social marketer’s ability to develop and maintain successful influence on target audience.
SWOT Analysis

**Strengths, Weaknesses, Opportunities, and Threats**
<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
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</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threat</th>
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SWOT

Planning and Organizing Tool

- organizational strategic planning
- public policy development
- personal career planning

Helps focus on key issues
Strengths and weaknesses are generally **internal** factors.

Opportunities and Threats are generally **external** issues.
Strengths

- Consider from both the view of the firm (product) as well as from customers and competitors
- Realistic and not modest
- One’s strength is another’s weakness

Questions:
- What are the firm’s advantages over others?
- What does the firm do well?
- What makes you stand out from your competitors?
Weaknesses

- Consider from internal and external viewpoint
- Be truthful so that weaknesses may be overcome as quickly as possible
- One’s weakness is another’s strength

Questions.

- What is done poorly?
- What can be improved?
- What should be avoided?
Opportunities and Threats

- Primarily external in nature
- Represent characteristics of:
  - the research environment
  - growth in potential markets
  - changes in the competitive, economic, political/legal, technological, or socio-cultural environments
- A threat to some is an opportunity to another.
Questions on opportunities:

- Is there a product/service area that others have not yet covered?
- Are there emerging trends that fit with your company's strengths?

Questions on threats:

- Are your competitors becoming stronger?
- Are there emerging trends that amplify one of your weaknesses?
Word of Caution:

- SWOT analysis can be very subjective.
- Do not rely on it too much.
- Two people rarely come-up with the same final version of SWOT.
Suggestions for conducting SWOT Analysis:

- Be realistic; no need to inflate strengths or be in denial about shortcomings.
- Distinguish between where your technology is today, and where it could be in the future.
- Be specific. Avoid grey areas.
- Always analyze in the context of your competitive environment.
- Keep your SWOT short and simple.
Using the SWOT Analysis

- Weaknesses should be looked at in order to convert them into strengths.
- Try to match your strengths with external opportunities.
- Threats should be converted into opportunities.
- Strengths and opportunities should be matched.
Expanding Your SWOT Analysis

- Delve deeper into the details of the technology.
- Include more detailed competitor information in the analysis.
- Take a closer look at the business environment.
- Expand the reach of a SWOT analysis through surveys.
Internal Factors of Microenvironment in Social Marketing

- Resources: levels of funding, staffing and expertise
- Past performance: prior successes and failures, issue and program image and reputation
- Service delivery: ability to deliver any programs or services that will be offered to target audiences
- Management support: extent to which this effort will have management attention and support
Cont.

Issue priority: extend to which the focus for the campaign is considered a top priority by key publics

Internal publics: peers and colleagues within the agency, organisation, or corporation who have interest and influence relative to program efforts

Current alliances and partners: coalitions, corporate partners, and task forces addressing the social issue at hand with which there are existing relationships
External Factors of Macroenvironment in Social Marketing

- Cultural forces: trends and events affecting society’s basic values, perceptions, preferences, and behaviours (norms)
- Technological forces: potential for new technologies, products, and market opportunities
- Demographic forces: trends in population size, age, gender, race, occupation, location, and other similar statistics
Cont.

- Natural forces: current and emerging environmental issues and concerns
- Economic forces: trends affecting buying power and spending
- Political/legal forces: laws and actions of governmental agencies that could affect campaign efforts and/or target audiences
- External publics: groups outside the organisation with actual or potential impact on target audiences