



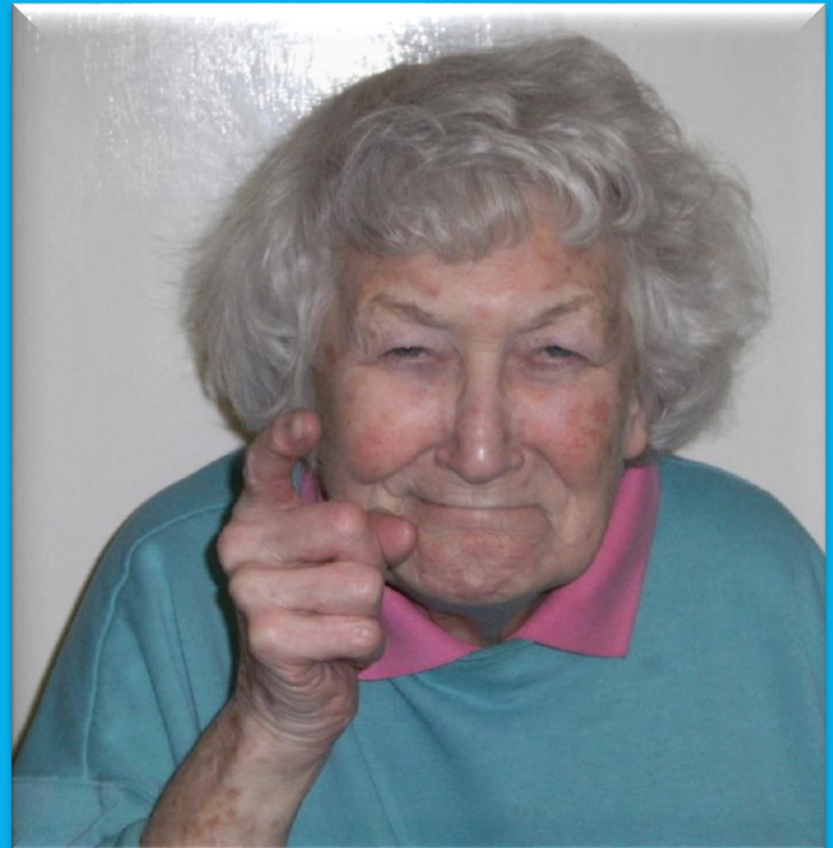
# GLOBAL HEALTH CONFERENCE ON **SOCIAL MARKETING & FRANCHISING**

6th-8th November 2013, Kochi, Kerala, India

**Professor Jeff French**

## **Embedding Quality Standards for Health Behaviour programmes and the use of Evaluation Metrics**

# Who am I ?



# Content

1. The characteristics of quality practice in Social Marketing
2. The role of objective setting and evaluation metrics
3. The role of policy makers, the private sector & citizens
4. Recommended actions

# My thesis:

We are at a critical point in history in assessing what Governments, NGO's and Business can and should do to promote social good





# Future success will come from:



**Systemic citizen focused programmes  
built on business practice and  
informed by  
Social Marketing Principles**

**Professional Development**

**Service Design**

**Community Engagement**

**Community Education**

**Quality Audits**

**Health Promotion**

**Social Franchising**

## **Tactics & Methods**

### **Strategy**

long term planning to achieve goals  
deploy and manage resources

### **Social Policy**

**Goals and Objectives**

**Social Benefit**  
**Aim**

**Social Marketing**

# The new civic relationship

*Professional led  
Selling / telling  
Awareness  
Adult – Child  
One-off / transitory  
Deficit  
Operational focus  
Whole population  
Control  
Central command  
Compartmentalise*

**Tell Sell and  
Control**



*Consumer led  
Marketing / relationships  
Behaviour  
Adult - Adult  
Sustained  
Asset  
Strategic focus  
Segmented audiences  
Empower  
Networked leadership  
Whole system*

**Social  
Marketing**



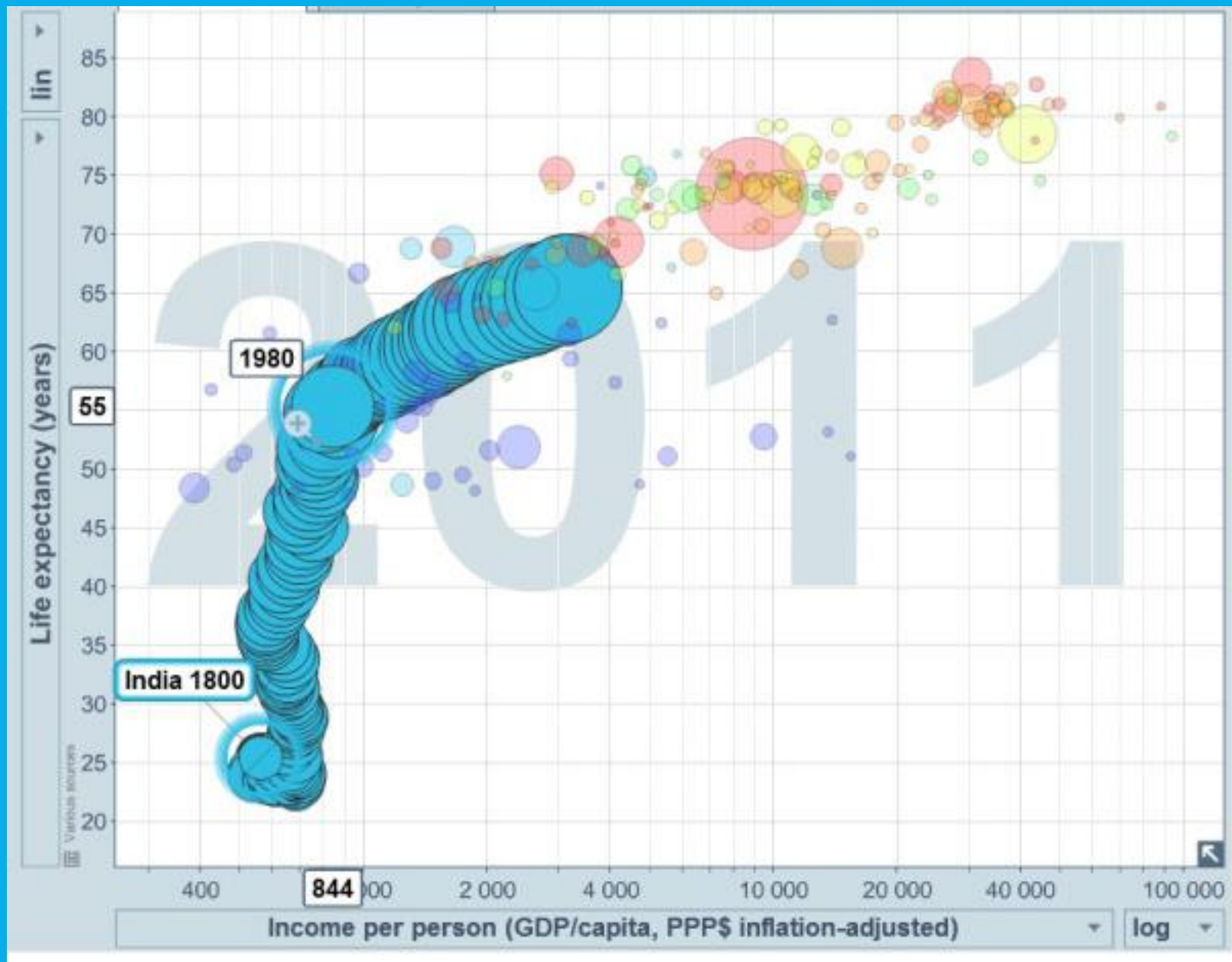
# A citizen driven Approach



Clive Blair-Stevens Jeff French 2012



# The Context



# Citizens want to be part of the solution.

## They are saying to us:

**I am in control  
now, help me  
solve the  
problems**






**S.A.P.**



**Spray And Pray**



A photograph of a taxi driver in a car. The driver is wearing a white shirt and blue jeans. A red arrow points from the right side of the image towards the driver's seat area. The car's interior, including the steering wheel and dashboard, is visible.

People  
need to  
agree and  
support  
restrictions  
and  
penalties

Taxi  
driver  
avoids a  
'Shove'  
in  
Ankara  
May  
2013

**What does  
good  
Social Marketing  
practice look like?**





# Social Marketing Works!

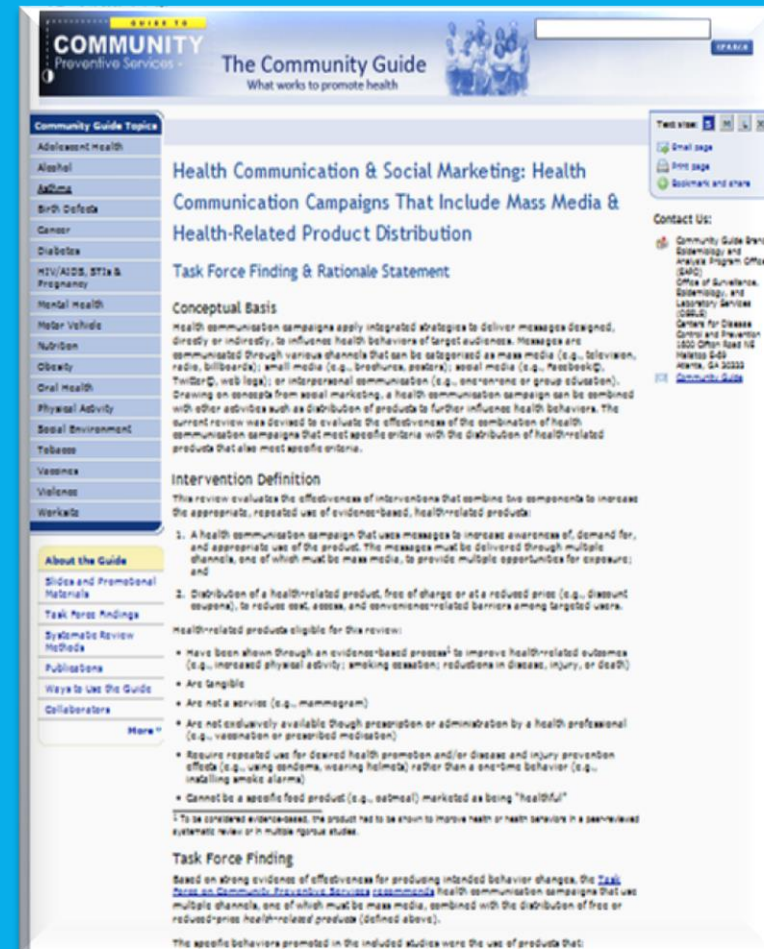
1000's of social marketing programmes have demonstrated effectiveness

# CDC on Social Marketing:

## Health Communication Campaigns Review April 2011

- Median increase of 8.4% in the proportion of people who engaged in a healthy behaviour.
- *Overall, results were consistently favourable*

*"Combining product distribution with health communication campaigns results in greater behaviour change than using health communication campaign alone."*





# The Power of Marketing in the Health Sector :

1. Change beliefs attitudes and behaviour
2. Improve service uptake
3. Reduce demand
4. Impact on compliance
5. Speed the uptake of new interventions



**A key  
challenge is  
the delayed  
uptake of  
health  
technology**



# Adoption rates for new proven interventions in healthcare

Clinical Procedure	Landmark Trial	Annual increase in Rate of Adoption
Flu Vaccination		1.9
Thrombolytic therapy		1.1
Prophylactic antibiotics		0.8
Diuretics		1.1
Beta-blockers		1.1
Mammography		4.7
Diabetes	1983	4.0
Cholesterol	1984	5.9
Fecal occult blood test	1986	2.4

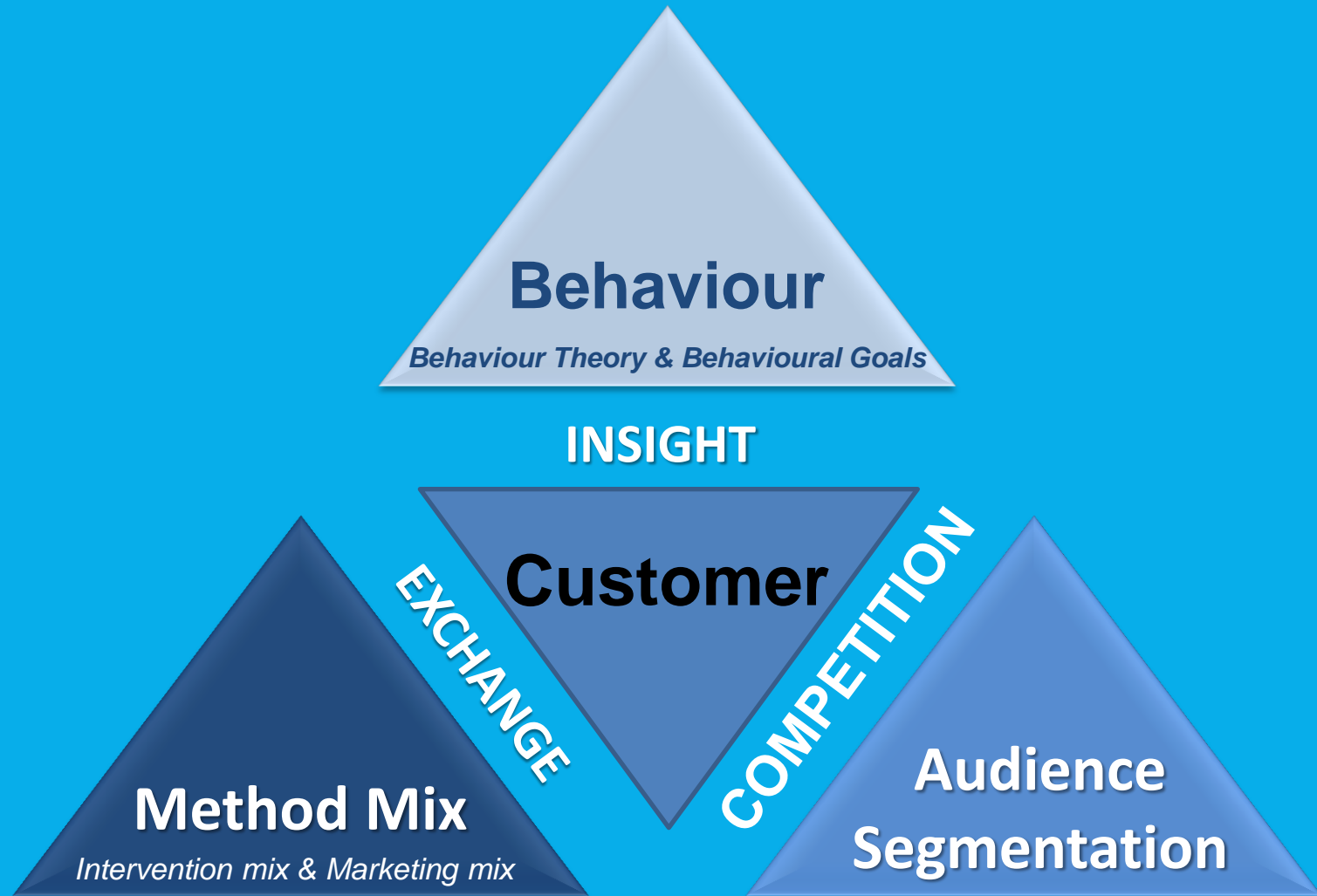
**Adoption takes 17 years  
mean annual rate of adoption  
of 3.2 % per year**



How can we collectively create policy, systems, environments, products and services that make the healthy choice the easy, **desirable and demanded choice?**

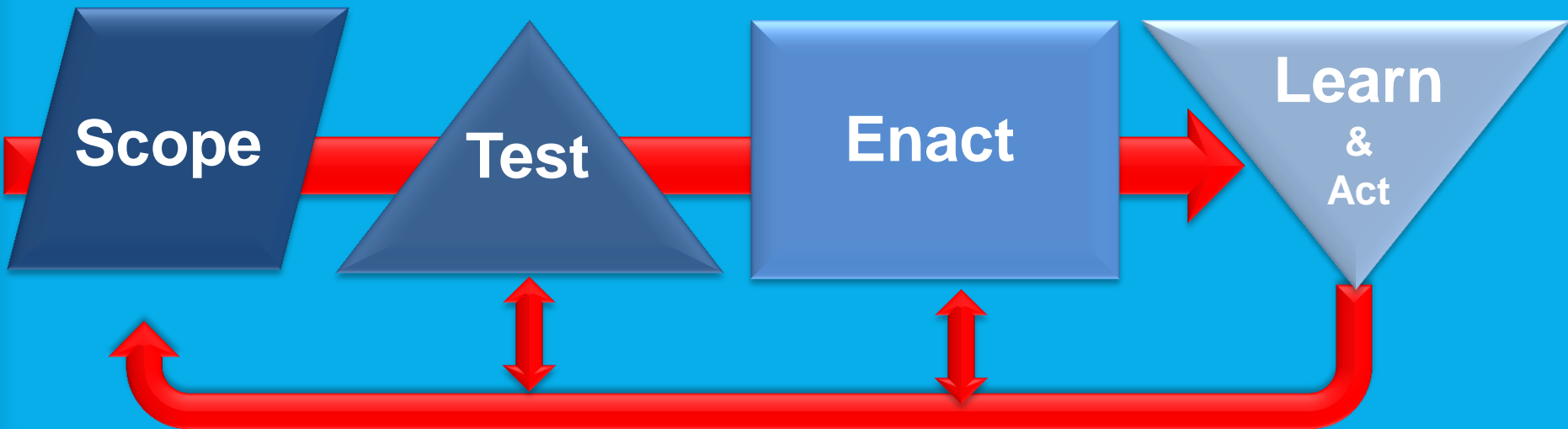


# The Social Marketing Customer Triangle



# Social Marketing is a systematic planned Process

[www.stelamodel.com](http://www.stelamodel.com)



The rationale  
Situation Analysis  
Target Audience Profile  
Intervention proposition  
Initial marketing objectives

Marketing intervention  
Mix Strategies  
Pre testing and piloting  
Report on the pilot  
programme  
Full business plan  
setting out

Time frame and key mile  
stones  
Resources allocation  
Stakeholder and partner  
management  
Evaluation and monitoring

Reporting  
Review and build on  
learning

Policy

Strategy

Tactics

Operations

# Quality Assessing Framework for Social Marketing Programmes

1. Evidence of systematic scoping and development phases



2. Evidence of a deep understanding about the selected target groups



3. Behaviour changes have been developed with the target group who believe they are attractive and achievable



4. Measurable behavioural objectives have been set for evaluation



5. Delivery staff have been engaged in project development and are primed to support the programme

6. Mechanisms are in place to coordinate national, regional and local action



7. Systematic short, medium and long term planning is in place



8. Coalitions have been developed to assist in development, delivery and evaluation



9. Adequate budgets have been allocated to deliver the aims and objectives of the programme



10. Mechanisms are in place to track delivery and evaluation



1. Evidence, Data & Insight informed
2. Citizen focused Value production
3. Systematic planning, objectives setting and evaluation
4. Full intervention mix
5. Co-production and delivery

## Building Blocks of effective practice



# **The Importance and application of Performance Metrics**

# The big frustrating questions for Donors and Governments

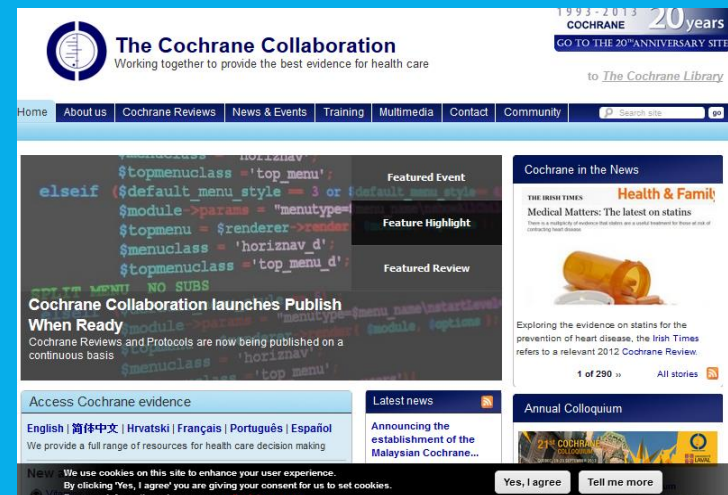
- What is the impact of the funds we invest?
- What is the ROI?
- What have we learnt?





"Less than \$1 out of every \$100 of government spending is backed by even the most basic evidence that the money is being spent wisely."

John Bridgeland and Peter Orszag, The Atlantic 2013.



<http://www.cochrane.org/>



<http://www.campbellcollaboration.org/>



**If you can't measure it  
you can't manage it.**

**Efficiency is doing  
things right.**

**Effectiveness is doing  
the right things.**

# Metrics must align with Strategic Goals

and be

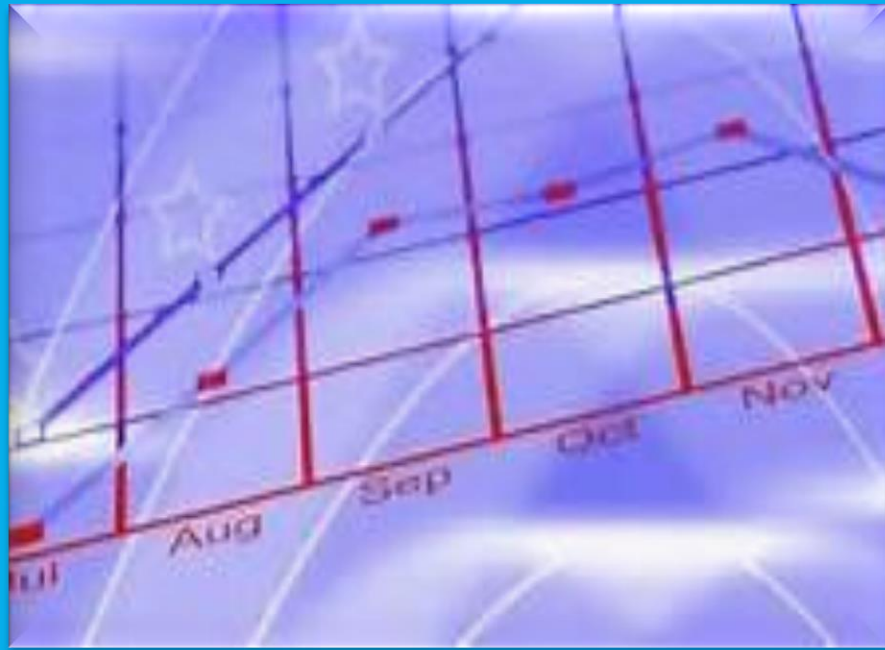
Simple enough that each  
person sees that their  
work contributes to  
achieving the selected  
metrics.





# What makes a good metric?

1. Rational
2. Relevant
3. Valid
4. Comparable
5. Timely
6. Scalable
7. Easily explained and communicated
8. Not induce perverse incentives or unintended consequences



**You have identified a perfect indicator when:**

- 1. Nobody complains about it!**
- 2. Users say it helps them choose services & builds confidence**
- 3. Colleagues say it empowers and encourages them**
- 4. Managers use it to improve efficiency**
- 5. Politicians ask you to develop some more!**



# 4 Types of Metric

## Formative metrics

- Setting base lines and determining realistic SMART objectives and measurement systems

## Process metrics

- Efficiency , Quality and Ethics

## Impact metrics

- Understanding, uptake, attitudes and short term actions

## Outcome metrics

- Sustained behaviour, better health, wellbeing, environment and society

# Cost Per Change

$$\text{CPC} = \frac{\text{TPB}}{\text{NODBC}} = \frac{\$100,000}{1000} = \$100$$

**CPC** = Cost Per Change

**TPB** = Total Programme Budget

**NODC** = Number of Desired Behaviour Changes



# ROSMI

(Return On Social Marketing Investment)

The ratio of the Net Payback to the cost or the number of \$ returned for every one spent, once the activity has paid for itself e.g.

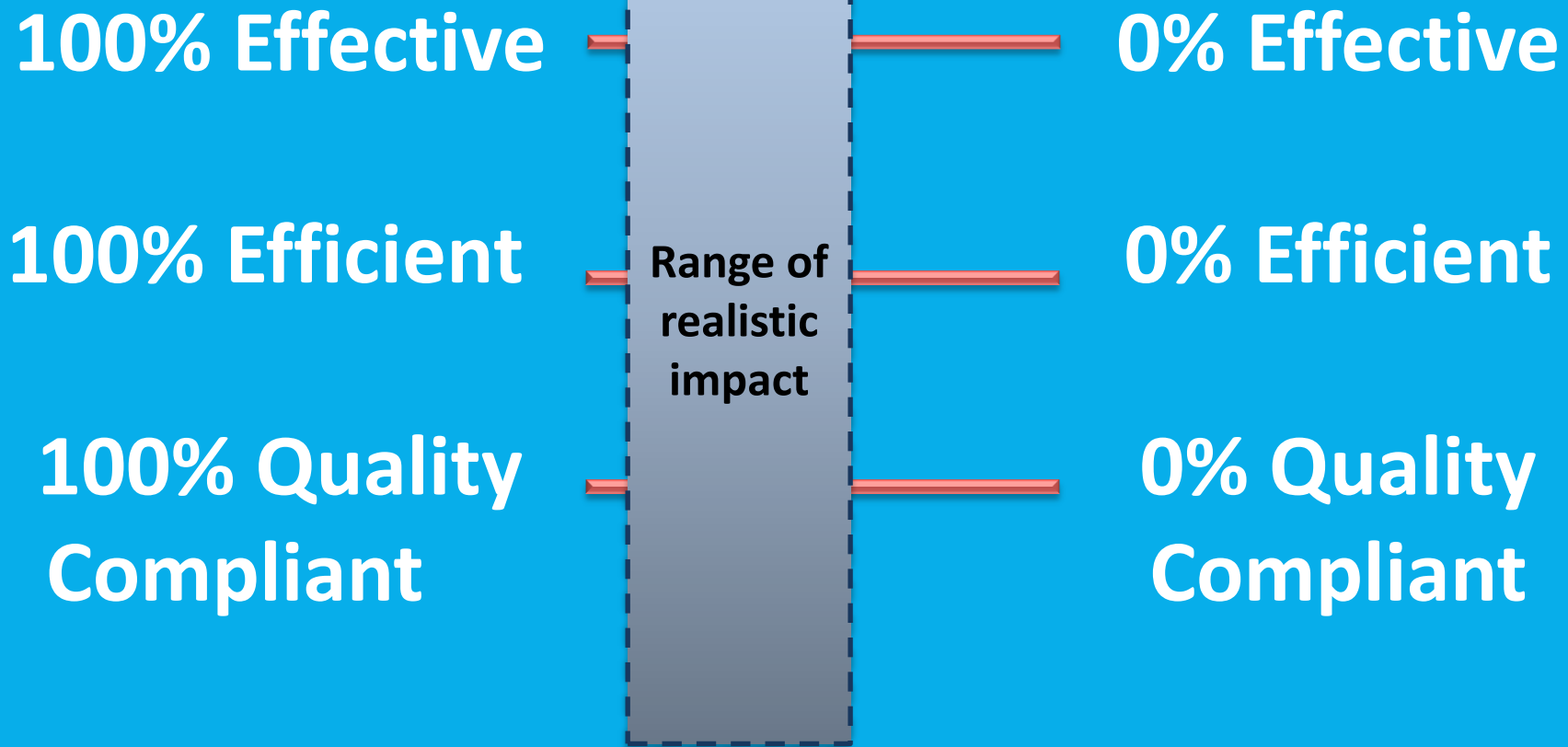
\$100,000 Spent

\$500,000 Gained

\$400,000 Net

Ratio of 1:4

# Return On Social Marketing Investment (ROSMI)



Range  
of  
realistic  
impact



**Learning and continuous improvement** is the major reason for identifying and using performance metrics

# When to use tight 'Objectives'

## When to use more general 'Goals'

When there is:

Strong evidence & consensus, a high degree of specification of **objectives** and methodology is most effective.

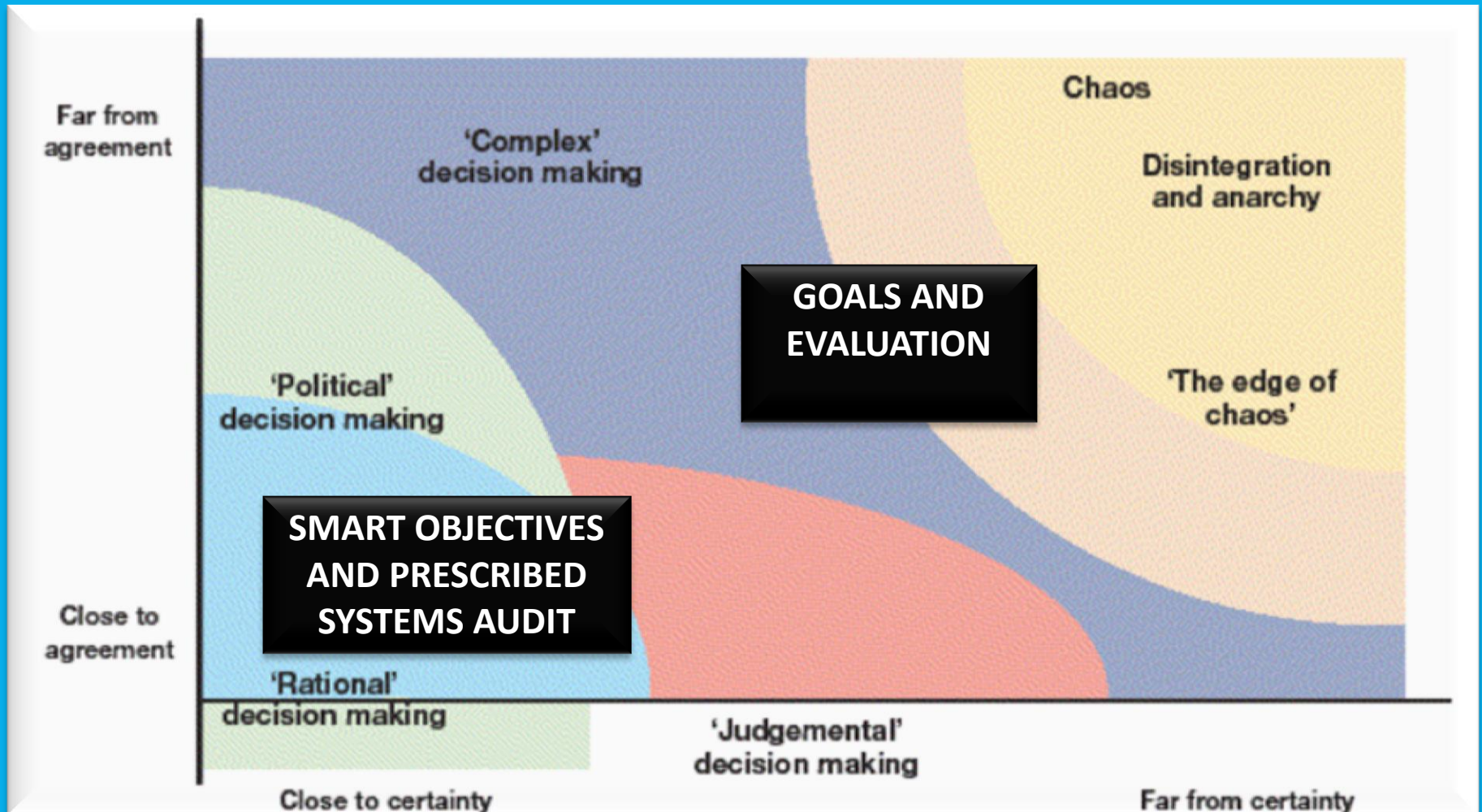


When there is :

Less consensus on what works the best approach is to set general **goals** and foster evaluation and research to feed the evidence base.



# When to use SMART Objectives and when to use more general Goals



# Measurement Culture



# Performance Culture

# Governments must focus on RCTs & Evidence Based Policy Making

## RAPID Policy Outcome Mapping Approach

Step 1: Describe the policy environment at the end and beginning of the timescale.

Step 2: Identify key policy actors and 'boundary partners'

Step 3: Describe the behaviour of the key actors/boundary partners

Step 4: Map the key changes in behaviour

Step 5: Map the key changes in the project

Step 6: Determine level of impact/influence



Research  
& Policy in  
Development

### RAPID Outcome Assessment

The RAPID Outcome Assessment (ROA) is a learning methodology to assess and map the contribution of a project's actions on a particular change in policy or the policy environment. It is a flexible and visual tool that can be used in conjunction with other evaluation tools and methods.

The ROA draws significantly from Outcome Mapping as it focuses on key actors that the project is directly influencing and the progressive changes in those actors. It also draws from other methodologies such as Episode Studies, which focuses on working backwards from a policy change to determine the factors that contributed to it; and Most Significant Change, which helps to identify and prioritise the key changes.

The ROA methodology has three main stages. The first stage is a preparation stage, during which a document review and a series of informal conversations are carried out to develop a draft picture of the project's history and the intended changes. The second stage is the workshop during which the key policy change processes are identified by the stakeholders. The third stage involves a follow up process that allows the researchers to refine the stories of change, identifying key policy actors, events and their contribution to change.

#### Stage 1: Background research and preparation

- 1 The first step, as in any learning process, is attempting to develop a basic understanding of the situation. This will involve a review of project reports, project papers and research products, newspaper references/articles, relevant literature to the subject of the project and the policy environment before and after the project.
- 2 Conversations with relevant project staff and stakeholders will contribute to step one to identify overall policy objectives, the key actors and events that were targeted and the range of strategies used.

#### Stage 2: The ROA workshop

- 1 The aim of the workshop is to map behavioural changes in key actors and build a map of influences. The ROA team must consider who has to be invited to the workshops, how many workshops are necessary and how long will they last. The workshop will typically include the project team, key stakeholders and other external experts; the more diverse the participants the better.
- 2 The workshop will cover the following (see below for further detail):
  - a. Defining the policy environment at the start and end of the project/period;
  - b. Identifying key actors, which may be individuals or institutions, and clustering into groups, for instance, 'Civil society Organisations', 'Donors', the 'Private Sector'.

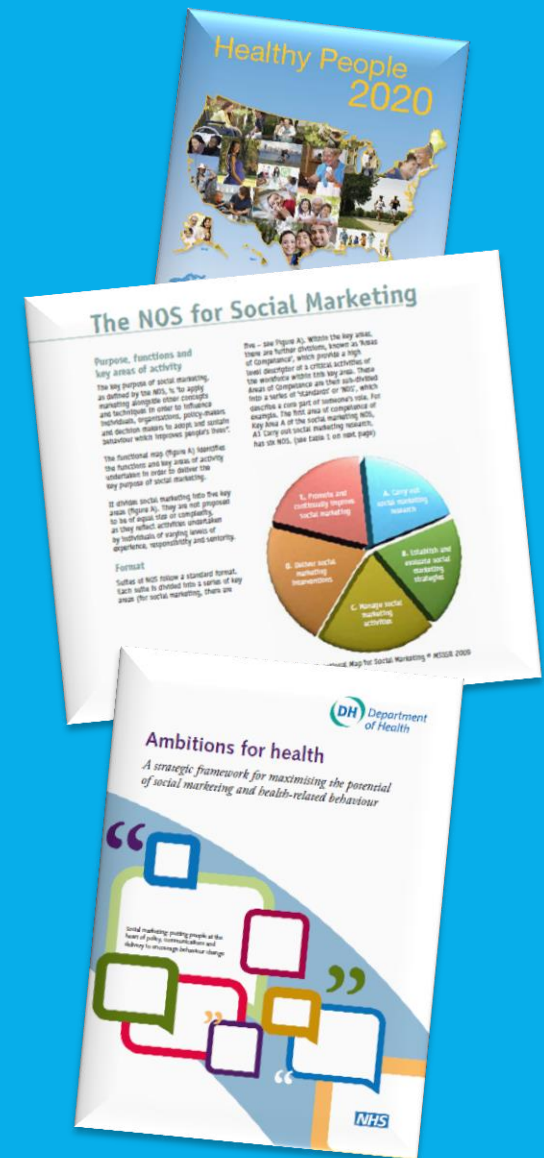
<http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7815.pdf>

# **The role of Policy Maker's Providers and Citizens**



# Policy Makers can add value by:

1. Providing population insight & marketing research
2. Purchase promotions etc. when it is more efficient
3. Build coalitions with the private and third sector



# Social Businesses Needs to:

1. Use Social Marketing principles in programme development and delivery
2. Actively seek out and contribute to social coalitions
3. Get out of and /or mitigate social ineffective and damaging services and products



# Citizens need to Demand

Engagement in the:

Selection

Development

Implementation

Evaluation

Learning

of all programmes



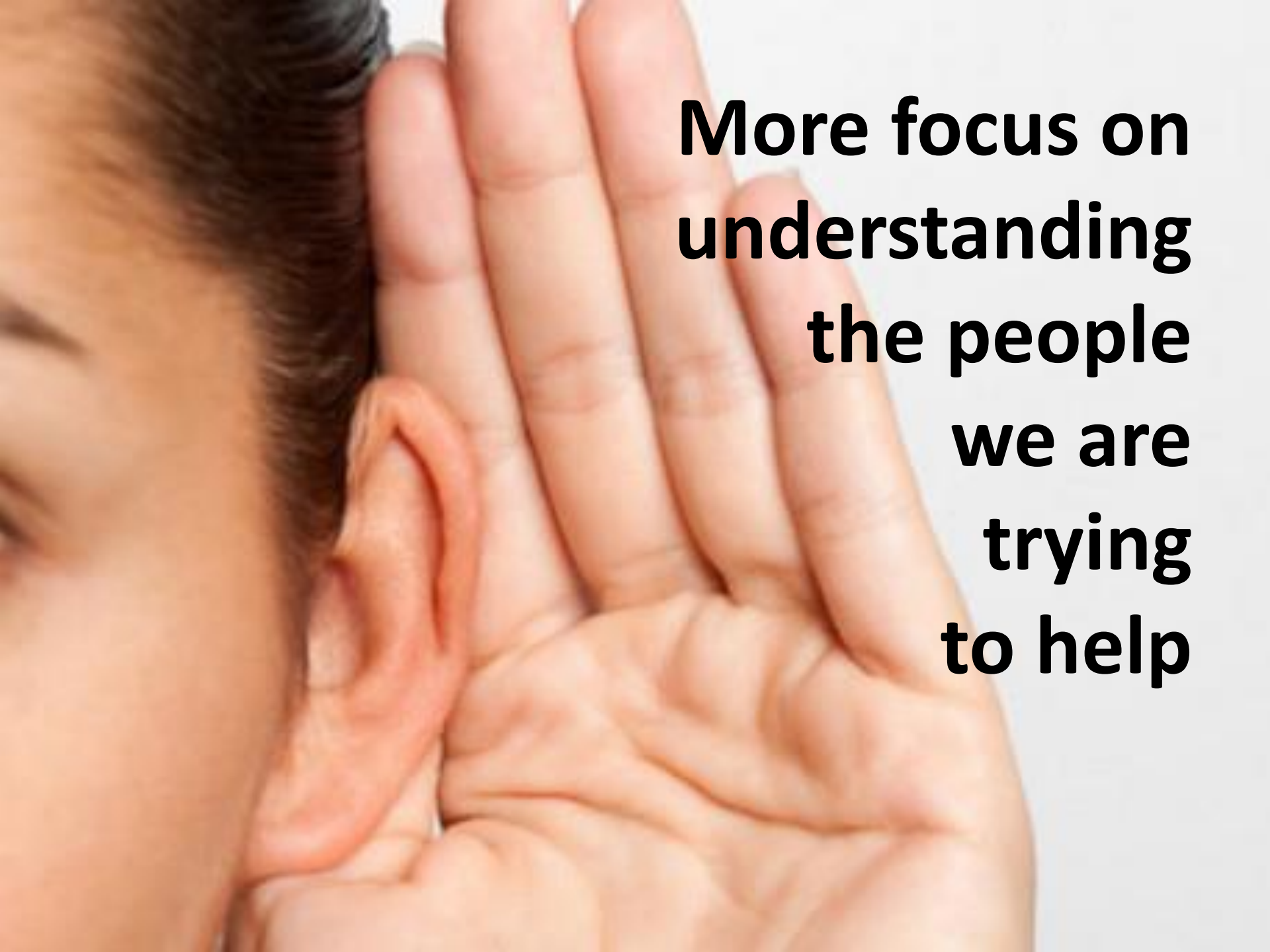
# Recommendations



**Customer Service**

- ☒ Excellent
- ☐ Very Good
- ☐ Satisfactory
- ☐ Marginal
- ☐ Poor



A close-up photograph of a person's hand cupped behind their ear, symbolizing listening or understanding. The hand is light-skinned and the ear is visible. The background is a plain, light color.

**More focus on  
understanding  
the people  
we are  
trying  
to help**

**Professional Development**

**Service Design**

**Community Engagement**

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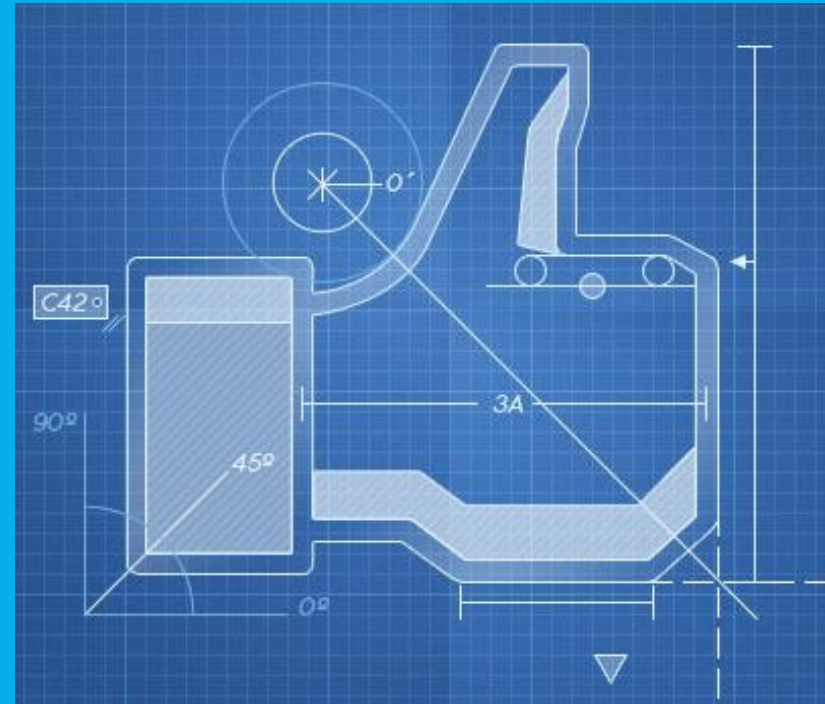
**Goals and Objectives**

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# A blueprint for Success in India

1. National commissioning, planning and evaluation standards
2. Occupational standards and professional training
3. National data bank of good practice





A large, traditional fishing net is being hoisted by a wooden frame over the ocean at sunset. The sun is a bright, glowing orb in the center of the frame, casting a long, shimmering reflection on the water. The net is a large, white, conical shape, and the wooden frame is a complex structure of dark wood. The sky is a warm, orange-yellow color, and the water is a deep blue-grey. The overall scene is peaceful and evocative of traditional fishing practices.

**Many Thanks and Good Luck**

**Jeff French**

**[Twitter.com/jefffrenchSSM](https://twitter.com/jefffrenchSSM)**



# The need for: Agreed Standards

1. Commissioning
2. Provider competencies
3. Planning
4. Evaluation
5. Reporting

