

generating solutions to behavioural challenges

**National  
Social Marketing  
Centre**



# ***Procurement Guide for Social Marketing Services***

Professor Jeff French

**DH INFORMATION READER BOX**

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<b>Contact Details</b>	Patrick Ladbury National Social Marketing Centre 20 Grosvenor Gardens London SW1W 0DH 0207 881 3009 <a href="http://www.nsmcentre.org.uk">www.nsmcentre.org.uk</a>
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# Who this guide is for

This guide is for public health professionals, communication and public engagement leads and other public sector commissioners who intend to use social marketing in a behaviour-change campaign, but who don't have in-house capacity for delivery.

The guide provides support with the procurement of specialist providers. It should be used in conjunction with existing commissioning and procurement protocols where appropriate. In addition, the Department of Health's *Transforming Community Services & World Class Commissioning: Resources Pack for Commissioners of Community Services* provides several case studies of social marketing interventions in deprived communities.

The guide assumes readers are familiar with generic procurement processes, but for those who are not, the section on Further Reading may be helpful.



# Executive Summary

**This guide provides a step by step process for procuring social marketing services. This executive summary provides an outline of the key steps. A one page summary of the guide is available at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).**

## What is social marketing?

Social marketing is defined by the National Social Marketing Centre (NSMC) as ‘the systematic application of marketing alongside other concepts and techniques to achieve specific behavioural goals’. The NSMC has developed the Total Process Planning Framework, which highlights the five key stages in developing a social marketing intervention.

## The stages of a social marketing project

Scope → Develop → Implement → Evaluate → Follow-up

The NSMC recommends that an initial scoping phase is commissioned in the first instance. The results of this phase should be thoroughly analysed before any decision regarding which stages should be procured is made. However, before you start procurement there are a number of factors you may need to consider.

## Before procurement: what you need to consider

The first stage of the procurement process is to define your objectives. There are also several practical considerations to confirm, including securing the support and resources for the intervention. Research what similar work has already been conducted and whether ethical approval will be required. Several checklists providing guidance on the stages of the procurement process are available on the NSMC website, [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).

## How to write a tender brief

The document should include: background context; rationale; intervention aims and objectives; budget; timescale; and contact period start and end dates.

## Organising the tendering process and pitch meeting

Organise the selection process, from providing the agencies with the relevant information, arranging the pitch meeting and putting systems in place to debrief the candidates.

## Assessing the pitch

Select companies to pitch according to their experience of delivering social marketing projects, and their organisational and financial capability.

## How to manage an agency

Once the selection has been made, clear communication between the agency and your organisation will be vital to the intervention's success.

## Other things to consider

Ensure good value through determining the level of investment required for a measurable impact. Make full use of free online resources. Other financial aspects to consider include: the declaration of any corporate gifts; confirmation of intellectual property rights; and the possibility of using a Payment by Results (PbR) contract.

## Conclusion

The procurement of social marketing services is a cost-effective way to bring specialist knowledge to public or third sector organisations. However, commitment and resources must be available to comprehensively and systematically manage the selection and delivery process.

# A brief introduction to social marketing

Social marketing is increasingly being used by public sector organisations to better understand individual and group behaviour. These insights can be used to develop programmes which have a positive impact on behaviour and help sustain long-term behavioural change.

The NSMC suggests that there are eight social marketing benchmarks. These benchmarks can be used as a tool for identifying, and planning for, best practice.

## NSMC social marketing benchmark criteria<sup>1</sup>

1. Customer orientation
2. Clear focus on behaviour
3. Informed by behavioural theory
4. Insight into what moves/motivates
5. Exchange – increase benefits/reduce barriers
6. Competition – external/internal
7. Segmentation – targets specific audience groups
8. Mix of methods – information/services/rules

8 benchmark criteria for social marketing campaigns

The criteria provide a useful reference point for those procuring a social marketing programme, or applying a social marketing approach to overall strategic development. ShowCase, the NSMC's database of social marketing case examples, features interventions that meet all eight benchmark criteria. ShowCase is available at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).

Social marketing is about more than targeted advertising campaigns. An intervention may involve improved training for public sector staff or redesigning existing services. Interventions are designed based on the information revealed by in-depth research into the target audience. Social marketing is not a 'magic bullet', but when used in a systematic and integrated way, offers significant potential to improve the health and wellbeing of the population, and in particular to address health inequalities.

## Effective Procurement

Public sector organisations have two key roles when outsourcing service provision: to be an advocate for the people; and to be the custodian of taxpayers' or donors' money. Effective procurement should lead to:

- Improved quality, responsiveness and efficiency of service delivery
- Improved understanding of service users through building relationships and a deep understanding of target audience needs

The procurement of social marketing programmes, and other activities that put people at the centre of service delivery, is part of this wider set of responsibilities.

For further information on the practice and theoretical base of social marketing, see Appendix Two.

<sup>1</sup>See Appendix One for further information about the Benchmark Criteria.

## Case Study: Food Dudes



### Bangor University

**Aim:** to improve fruit and vegetable consumption in the UK.

**Academic Research:** a person's food consumption patterns are established early in life. To improve the nation's long-term health, the work has to start with children.

**Objective:** to increase the consumption of fruit and vegetables among four to eleven year olds in pilot schools.

#### Insights:

- Children are motivated by praise, recognition and rewards.
- Positive role models have a powerful influence over children's learning and value systems.
- The traditional approach of telling children what to do and what to eat is unsuccessful.

**Intervention:** The programme encourages children to taste fruit and vegetables repeatedly, so they develop a liking for them. In the process, the children come to see themselves as 'fruit and vegetable eaters'.

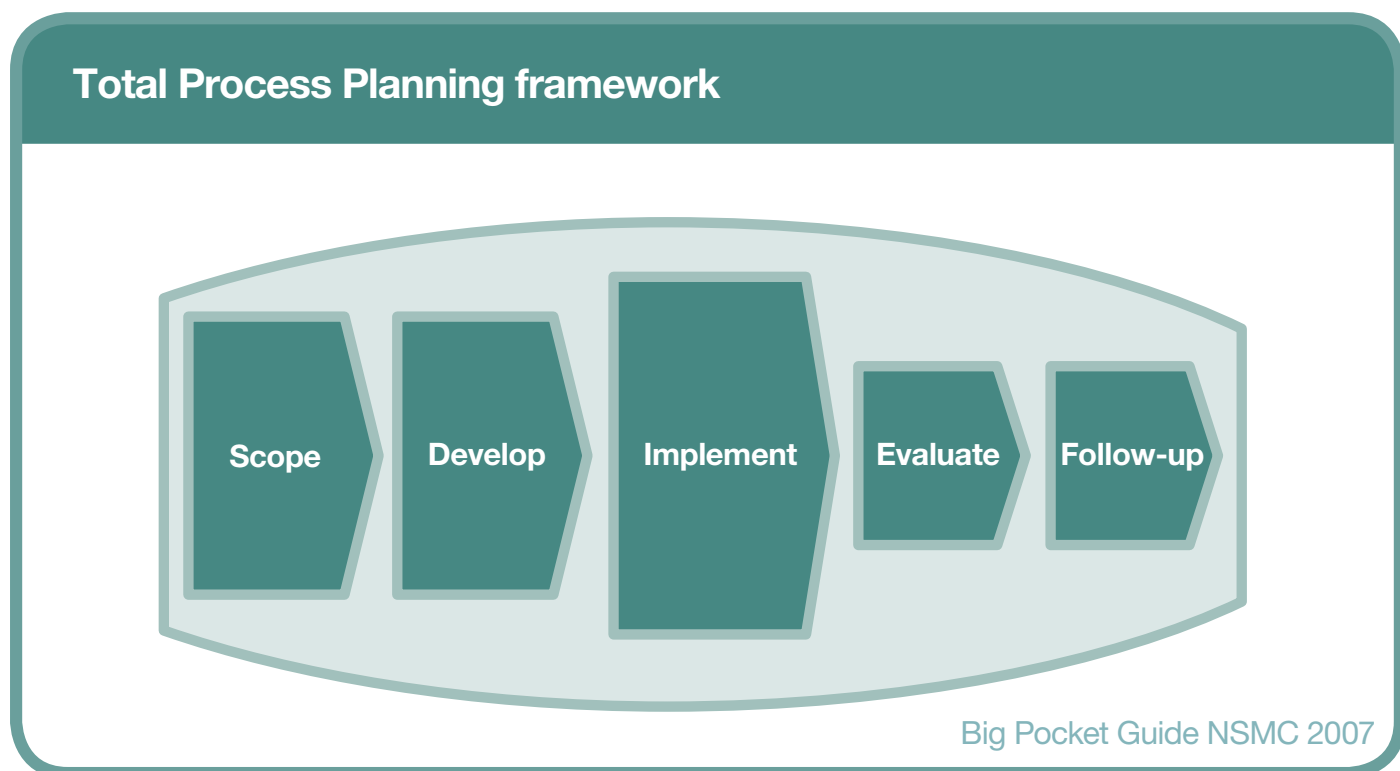
The programme borrows the idea of reward from commercial companies such as McDonald's, who present children with a toy when a Happy Meal is purchased. Food Dudes provides stickers and stationery as rewards for trying fruit and vegetables.

**Results:** During pilot trials in primary schools, fruit consumption of five to six year olds more than doubled, from 28 per cent to 59 per cent over six months, while vegetable consumption increased from eight per cent to 32 per cent. This was true even when popular sweet and savoury snacks were offered and demonstrates that children's learned preferences for unhealthy snacks can be overcome.

**The programme is being rolled out in various locations around the United Kingdom. Further information about *Food Dudes* is available on the ShowCase database, at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).**

# The stages of a social marketing intervention

The NSMC recommends that a social marketing intervention follow a five-step process, as illustrated by the Total Process Planning (TPP) framework.



Information gained during the evaluation and follow-up phases can be used in the scoping stages of future interventions.

The understanding and insights gained during scoping directly inform the selection of appropriate methods and a working proposition, that can be taken into the next development stage. Initial insights also provide a baseline by which interventions can be measured and evaluated.

Though all stages are important, investing time in the scoping stage<sup>2</sup> is critical. This helps to avoid crafting messages or interventions before an understanding of the target audience is achieved. It also ensures that a clear behavioural focus is identified from the start, and that relevant theory and ethical issues are considered.

**It is not necessary to procure all stages of a social marketing intervention at the same time. It may be beneficial to initially procure the scoping stage in isolation and then analyse and consider the results prior to procuring any further stages.**

<sup>2</sup>During the scoping stage, the issue is examined and an understanding of the audience and the behaviour involved is developed. The available human, financial and other resources are assessed, and the options that are most likely to have a positive impact on the lives of those being addressed are selected.



# Before procurement: what you need to consider

Careful planning at the start of the procurement process will save you time and money in the long run. Below is a list of questions you may want to ask yourself before starting the procurement process.

## Preliminary questions

- Do you have formal sign off from your manager? Do you have the support of the Board/Chief Executive/Director of Public Health if appropriate?
- Does the initiative align with your organisation's priorities?
- How does the initiative's timescale fit with your organisation's planning?
- Have you assigned a project manager?
- Are the available resources sufficient to initiate and manage a social marketing programme?
- Do you have systems in place to ensure the ongoing management and monitoring of the agency or provider throughout the contract period?
- Does the project need to be completed within a tight timeframe?
- Who else needs to be involved? Identify key stakeholders and secure their support. They should be involved as early on in the process as possible and consulted throughout.
- Has another organisation carried out similar work? Can the lessons learned from their experience be applied to your work?
- Investigate work which has been done in areas of the UK which are socio-demographically similar to yours. Would research from these projects be useful or is new research into your specific area or audience necessary? Consider whether or not there is a 'local effect' which needs exploring.
- Do you need ethics approval?<sup>3</sup> This can be a lengthy process, so you may prefer to secure it before hiring an agency. You could enlist local academic institutions to act as independent reviewers if appropriate. If formal ethics approval is not required, make sure this is documented in the event that your work is challenged.

## Define your objectives

You should start by clearly defining your objectives.

- What exactly is it that you are trying to achieve? Be as specific as possible. 'To improve child health' is vague. 'To increase the consumption of fruit and vegetables among children aged four to seven from one portion per day to three portions per day' is a measurable objective based on existing data.
- Where are you now and where do you want to be at the end of the intervention? Do you have a baseline to work from or do you need to procure research to establish one? Do you have a specific and realistic goal for the provider to aim for? How will you evaluate your project once it has been completed?
- What are you looking to procure and why? Be very clear about what it is that you are buying. Do you need to procure new research about your target audience? Would the data you have already (from sources such as QOF) be sufficient if it were pulled together and analysed?

<sup>3</sup>The NSMC's Ethics Guide can be downloaded at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk)

## Budgeting

The NSMC recommends that budgets are also allocated in stages where possible.

- An initial budget should be allocated for scoping the issue. By the end of this process you should have a complete understanding of the problem, and a report which sets out a clear statement of the problem and desired improvement. The report should identify target audiences, ascertain your assets and the obstacles to success. It should include a stakeholder and competitor analysis and a stakeholder engagement plan. A plan for the development phase should also be recommended.
- A full business plan should be developed after the scoping phase. This should form the basis of funding allocations to scale up and fully implement the recommended interventions. The business plan should also include: an evaluation plan; links to internal planning and procurement cycles; a revised stakeholder engagement plan; and a dissemination strategy.

**Remember:** you don't have to contract one company to manage the entire intervention. Different companies have different specialities, so it is prudent to look for specialist agencies to deal with each stage or different elements of each stage, and hire them individually. If, for example, the scoping stage reveals that existing services don't meet the needs of local people, then your intervention should address this issue. You should look to work with an agency which specialises in supporting service redesign, rather than advertising.

## Case Study: What's Pants?



### West Midlands NHS

**Aim:** to increase the number of women having cervical screenings by three per cent, especially in the 25 to 39 age group, and therefore reduce the number of deaths from cervical cancer.

**Insights:** Research with the target audience found that young women underestimated their risk of cervical cancer and believed other health behaviours were more important. Combined with the fact that many women found the services difficult to access, this meant that smear tests were not seen as a priority. It was also discovered that previous campaigns, which attempted to make cervical screenings attractive by offering free gifts and running promotional events, were a waste of time. Many of the young women interviewed described cervical screenings as 'pants', and said there was little prospect of making cervical smears appear attractive.

**Intervention:** Service provision was redesigned so clinics were open for longer hours and in more locations. The service was then re-launched using the slogan 'What's pants but could save your life?', which acknowledged the discomfort associated with cervical screenings but gently reminded women that cervical cancer is a life-threatening disease.

**Results:** The campaign generated an unprecedented increase in cervical screening uptake, with laboratories reporting a 15 per cent increase in the gateway age group during quarter one alone.

**Further information about *What's Pants?* is available on the ShowCase database, at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).**

# How to write a tender brief

This section provides guidance on what to include in a tender brief. Tender documents will vary depending on the type of project you are procuring. Time spent developing the brief will save time and money in the long term and build a better relationship with your provider. You may not want to use all of the points outlined below. However, it is important that you take time to consider exactly what it is that you want to procure and write your tender brief accordingly.

## General information

- **Background context and rationale for the project**  
This should include a description of the issue to be addressed, and should set out access to relevant research data evidence and related research.
- **A clear statement of the aims and objectives of the project or programme**  
This maybe a potential area of conflict between your organisation and the agency you work with, so it is essential that you are as explicit as possible. Include a description of your organisation's current and past work and research in the area.
- **Budget**  
Depending on your organisation's approach, you may or may not choose to give an indicative budget. Indicating the budget helps applicants tailor their proposals, but some organisations prefer not to do so in the belief that this will promote cost competition.
- **Project timescale, contract period, start date and end date**  
This should include anticipated outputs, such as reports, presentations or reviews, and dates for their delivery, as well as the timetable for application and decisions.

## Scope of work

- **A detailed description of the work**  
This should include: specific activities expected; products to be developed and delivered; research; and evaluation. It is worth clarifying what the agency can expect from your organisation in terms of support: some agencies might expect that your organisation will carry out part of the work.
- **Reports and updates**  
You should specify whether you require progress reports and updates to be in writing. Would you be satisfied with telephone reports or do you require formal reports given in update meetings? A general rule of thumb is to get everything in writing, but flexibility can be advantageous. You may prefer daily telephone updates during the early stages of a project but once it is running, a monthly report is likely to be sufficient.
- **Follow up and dissemination activity required**  
You should specify whether you require any work to be carried out after the intervention to help promote and share learning.
- **Ethical considerations**  
Set out issues and processes that need to be addressed.



*A well  
planned tender  
can save you  
time and money*

## Requirements

- **Eligibility criteria**

This section sets out who is eligible to apply.

You may have a requirement that the service is provided by a local supplier or one that has specific skills such as:

- language
- PR
- media buying and planning
- direct marketing
- merchandising
- new media
- creative development
- research
- survey design and delivery

You may require submissions only from agencies with certain experience, for example:

- marketing
- public relations
- market research
- specific black/minority ethnic (BME) group marketing
- youth marketing
- public education
- grassroots organising
- crisis management
- special events

Alternatively, you may wish to consider a supplier from the Framework for procuring External Support for Commissioners (FESC) list, agencies from other established rosters or suppliers who have carried out similar work in the public sector.

### Your views on the acceptability of joint applications, or consortium bids

You may accept a lead agency affiliated with other agencies with specialised experience (for example, lead agencies without Black and Minority Ethnic (BME) marketing experience may still be considered, as long as they make it clear in their proposal which subcontractors with BME marketing experience they would partner with to create the plans for BME groups).

Check how this will be invoiced, as there may be duplication of costs. The ideal is one invoice from the winning bidder at a pre-agreed schedule.

### Invoicing

Include requirements for invoicing arrangements, timing and process. Make sure you have established who will be working on the project and how they are 'charged' to you. Some companies charge an hourly rate which may incur additional costs. Will there be charges for 'extras' such as travel, printing and VAT?

### Potential conflict of interest

You should require a statement of disclosure of affiliation or contractual relationships, direct and indirect, with any agency that you feel is incompatible with your organisation's values or the aims of the programme you are funding. You should also ask for details of any other form of current or previous relationships with such companies to be disclosed. This may include previous or current work for such organisations.

Most organisations will have protocols in place which need to be communicated to the agencies as required.

### Applicant questionnaire

This should include questions regarding:

- agency mission and philosophy
- CVs of staff who will be working on the project
- agency years in business
- relevant social marketing experience
- public sector accounts, including pro bono work
- track record (examples and contacts for references, examples of accounts that demonstrate the agency's experience and skill in the area of the tender results)
- information about how the agency uses research in developing, executing and evaluating campaigns

### Performance requirements

This section should stipulate performance requirements and the timeframe for delivery. Also set out any penalty clauses, incentives and contract break points. If you are including a Payment by Results element, make explicit the level of performance that results in payment or extra payment.

You may wish to include a 'risk sharing' element which protects both sides of the agreement: for example, that there will be a payment made to the agency if they deliver over requirements but also a refund to your organisation if they do not achieve all objectives. Advice should be available from your legal and/or procurement team.

### Format for the proposal

Set out headings that you want the proposal to address. Again, they will differ depending on which stage of the process you are procuring. They may include:

- ideas for how the work will be developed and delivered
- proposed approach
- mix of interventions and tasks
- timetable
- stakeholder and partnering arrangements
- research and evaluation elements
- outline of budget allocations
- approach to ongoing tracking and reporting

You may also want to include examples (standard format for cover sheet, budget, action plan, and so on can be included as appendices). Supplier name and address, tax, and company reference numbers, and lead contact information should also be included.

A standardised approach to submissions will help prevent glossy or lavish applications that may distract from a systematic like-for-like assessment of the applications based on their content.

Additional materials entered into a 'bid' can be legitimately rejected if the tender proposal is clear on the expected presentation. For example, you can refuse to include a DVD presentation if this is not the format required by the bidders.

## Process for proposal preparation and submission

### Application deadlines

Include date and time of deadlines for letters of intent (confirming intent to submit full proposal) and complete proposal packages.

### Key contact information at your organisation

This should include instructions for how to submit questions, ideally to the Project Manager, and how they will be responded to. It is essential that questions submitted and answers given are recorded and made available to all potential suppliers. It is also a good idea to include a Q&A sheet with the tender documentation, as this will help suppliers and reduce subsequent enquiries.

## Instructions for how to submit application

A date and time for submissions should be clearly communicated. Any bids received after this time can be refused.

You should specify submission format (for example, whether fax or email versions are acceptable, and the number of copies required), and instructions for oral presentations, including time, date, location and form of presentation for pitch interview.

Most organisations will have a process in place for receiving and opening bids. If not, the NSMC suggests that two people open the bids, one being a CEO/Director or equivalent, the other recording the information and time of receipt. The original packaging may need to be retained for a period of time, as defined in your organisation's protocol.

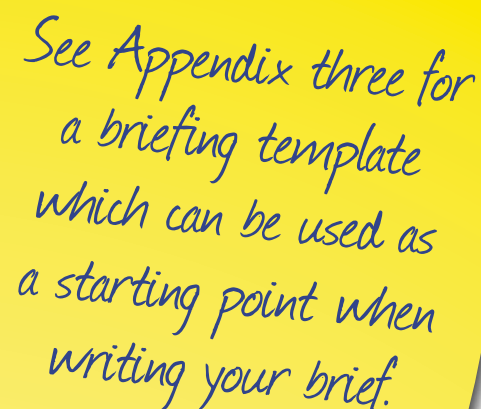
## Instructions for how to withdraw application

### Reasons for disqualification

These may include incomplete or late submission; failure to meet requirements; submitting an application with false, inaccurate or misleading statements; and unwillingness or inability to fully comply with proposed contract provisions. Bids submitted in an incorrect format (for example, DVD instead of paper format) may also be rejected.

### Review, evaluation and selection

You will need to set out the criteria for evaluation and ideally the respective weighting given to each one.



See Appendix three for a briefing template which can be used as a starting point when writing your brief.

Table 1 gives a brief overview of the types of information you can expect to find in a tender for each stage of a social marketing project, and reflects the need to consider co-ordination and management of the process as an integral part of the tender. The stages may be combined in one tender or procured individually.

**Table 1: Procuring tenders in social marketing**

**Scoping tenders**

- Desk-based evidence reviews
- Desk-based data reviews
- Desk-based policy reviews
- Stakeholder surveys and interviews
- Target audience knowledge, attitude and behaviour surveys
- Target audience service experience surveys or observations
- Development of initial segmentations
- Development of propositions
- Competition analysis
- Review of existing social marketing case studies on similar topics and/or target audiences
- SMART objectives

**Development tenders**

- Development of intervention methods and materials
- Pilot of service changes, products and campaigns
- Development of segmentations and user understanding
- Development of insight and testing propositions
- Testing creative executions
- Coalition building
- Community engagement
- Development of evaluation plans and systems
- Risk analysis

**Delivery tenders**

- Service delivery contract
- Community engagement programme delivery
- Stakeholder engagement programme delivery
- Media campaign delivery
- Partnership building and coalition formation and management
- Policy lobbying
- Organisational change
- Programme management

**Evaluation tenders**

- Evaluation of intervention processes
- Evaluation of short term intervention impact
- Evaluation of knowledge and attitude change
- Evaluation of behavioural change
- Evaluation of physiological change
- Evaluation of partnership and coalitions
- Evaluation of specific programme and /or campaign elements
- Cost benefit analysis
- Return on Investment (ROI) analysis

**Follow-up tenders**

- Project publicity
- Project write-ups
- Conference presentations
- Publications
- Evaluation launches
- Political dissemination strategies

## Things to consider

- Less can be more. Unnecessary background information can clutter the brief. A clear articulation of proposals for monitoring and managing the contract will ensure a strong two-way flow of information is maintained.
- It is good practice to ensure that key stakeholders have an opportunity to input into the brief.
- Choosing a procurement method is an important consideration: sealed bids don't offer the same flexibility as a competitive dialogue, which allows an agency to make an initial bid and then renegotiate.
- The tender should be sent out with a copy of the Benchmark Criteria (downloadable from the NSMC website) so agencies understand what will be expected of them.

## Advice from an agency

### Merchant Marketing Group

**'The first step to commissioning the services of an agency is to focus on where you are now and where you want to go. The agency will work out how you could get there. Develop a clear and focused brief of not more than two sides of A4 that defines:**

- Your objectives
- Your target audience
- What you want to say
- What you want to achieve
- How it will be measured

**If you are unable to do this it is highly unlikely that the agency will be able to respond with an appropriate solution.**

**Make sure the agency is given a guide budget to work to so that they can tailor their response accordingly. Don't forget to set aside sufficient budget for research, including testing creative concepts with your target audience and putting in place benchmark research to evaluate the activity. This will ensure that you continually hone and improve your activity and ultimately make your investment work harder for you.**

**Above all, allow sufficient time for the agency to respond to your brief – allow a minimum of four weeks for an agency to respond to a tender.'**

Adrienne Maidment, Merchant Marketing Group



# Organising the tendering process and pitch meetings

The procurement of social marketing programmes may involve using approaches and tools which are new to your organisation. Critically appraising and assessing potential suppliers is crucial.

## Checklist for compiling a shortlist for interview

Suppliers should demonstrate:	Score	Comments
1. A good understanding of social marketing.		
2. Experience of social marketing, especially in your specific area (NHS, environment).		
3. A clear approach to a social marketing procurement, based on the Benchmark Criteria.		
4. Sound company history (check references in person where possible).		
5. Adequate capacity (such as personnel and infrastructure).		
6. Capability of delivery.		
7. Financial competence.		

This checklist can be downloaded at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).

## Scoring Guide

1. Poor - does not reflect requirements
2. Fair - meets some of the requirements
3. Good - meets all requirements
4. Excellent - exceeds requirements

Also consider the company's size, resources and position in the market, as well as the strength of the proposed project team and organisational management team. Sometimes a smaller company might be better suited to your requirements: bigger is not necessarily better. If possible, speak to former clients of the bidding agencies. You may also wish to refer to the criteria for assessing pitch meetings (page 22) to assist you in short-listing candidates.

Once you have compiled a shortlist, the companies on it should be invited to an interview or pitch meeting. A pitch is not a solo performance, but a dialogue and possibly the start of a long-term relationship. Remember that a company you do not select for the current project may be suitable for the next.

Again, your organisation may have protocols for pitch meetings which you must follow.

## Selection

Once you have rated all the tenders, decide how many agencies you want to invite to interview. Agencies refer to interviews as 'pitch meetings'. It is usual to invite between three and five agencies to pitch their proposals, depending on the results of your checklist analysis and your organisation's procurement protocols.

## Preparing for pitch meetings

Finding good suppliers of social marketing services can be problematic. There are many organisations that are skilled at pitching for work but comparatively few with a track record of successful delivery. To avoid falling victim to this, it is essential that companies bidding for work are interviewed consistently and rigorously. You must ensure that the company making the pitch has the capacity and capability to deliver your requirements.

It is not uncommon for agencies to send senior employees to pitch meetings and then allocate junior members of staff to work on the project. Insist on meeting the people who will be carrying out the work.

### Points to consider when planning pitch meetings

- Do you need a facilitator for the meeting? Also, an administrator will be invaluable for tasks such as keeping time, assisting visitors with queries, directing visitors to the correct rooms, providing refreshments and so on. Taking the small practical details into account will help ensure the meetings run as smoothly as possible and make a good impression on those you are interviewing.
- Ensure you have allocated sufficient (and equal) time for each meeting. It is wise to factor in additional time for breaks between pitches. This is not only to allow the panel to have a break but also for panel members to debrief after each pitch.
- Did you answer all the agency's questions prior to the pitch?
- Have you provided all the research reports and other background material that the supplier might need?
- Are you going to hold a single meeting or a set of meetings before you make decisions? Make sure this is clear to all those pitching for the work.
- Have suppliers had a reasonable amount of time to prepare?
- Agencies may challenge or offer alternative suggestions to your brief. Consider in advance how you will respond to this.
- How will you evaluate the pitch process?
- Do you have a set of explicit written criteria that all those people on the selection panel will use to evaluate each pitch? Consider using a scoring sheet which will allow for a discussion at the end of the meetings.
- What system have you put in place to debrief all those who pitched?
- Are you putting a system in place for suppliers to give you feedback on the process?
- Have you invited key stakeholders to participate in the pitch meetings?

## Case Study: Lessons learnt from the procurement process



### West Essex Primary Care Trust (PCT)

'It's very powerful to admit that what you're doing isn't working.'  
Adrian Coggins, Senior Health Improvement Specialist, Harlow Locality

West Essex PCT has procured the scoping stage of a project which aimed to address teenage pregnancy rates in Harlow. Few of the staff involved were experienced procurers and had to teach themselves the procurement process as they were doing it. Three key lessons of their experience are:

#### 1. The importance of securing senior management support

Most PCTs are under enormous pressure to deliver quick results and are therefore unable to spare the resources needed for a comprehensive scoping stage. Staff in West Essex were able to secure senior management support for this vital stage by acknowledging the limitations of the existing strategy and arguing that continuing with an ineffective programme would not bring about the necessary results. They successfully argued the need to exit from the existing programme in order to develop a new one.

#### 2. The need to be robust when defending your work

Opinion about the decision to conduct new research into the target audience was sharply divided. Some argued that analysing similar research from regions with a comparable socio-demographic make-up would be sufficient. However, the project team made a strong case for investigating if a 'local effect' was impacting on the social norms surrounding teenage pregnancy in Harlow. Primary research with teenagers in Harlow did reveal the existence of unique local attitudes. It is hoped that this insight will prove invaluable in developing future interventions.

#### 3. Negotiating the quagmire of ethics approval

The experience of West Essex PCT shows that it is advisable to deal with the issue of ethics approval before proceeding with any project. It was unclear whether research governance alone was sufficient and no criteria for determining if formal ethics approval was required. Even identifying appropriate guidance was problematic and it became apparent that local requirements differed from national requirements. In the end, the PCT consulted the recently revised NHS Governance Framework and sought advice from local and specialist academic bodies.

# Example questions to ask at a pitch meeting

These are some examples of general questions about social marketing which could be asked during a pitch meeting. Your organisation should have protocols for devising interview questions and you should also prepare specific questions which are pertinent to your project.

## Q1) What is social marketing and how it can help us at a local level?

- The company should provide a clear description of social marketing theory and practice.
- A competent company will be able to talk about a social marketing case study, and discuss lessons learned from the example. The company will preferably have carried out their own social marketing programmes.
- For PCTs: ask the company how social marketing will help you aspire to achieve the World Class Competencies – this could be used when evidencing your activities for WCC Panels.

## Q2) Describe the different stages of the social marketing process.

- If you are procuring the entire process, the agency should articulate the need for a planned process, including the importance of the front end ‘scoping’ stage and the evaluation stage to assess effectiveness.
- If you are procuring one stage of the process, the agency should be able to explain how that particular stage fits with the process as a whole.

## Q3) How long do you expect the scoping/development phase to take?

- This question can be adapted depending on which stage of the process you are procuring.
- It is important that you agree a timescale for project completion which fits with your organisational planning.

## Q4) What level of involvement will you expect from the procuring organisation?

- It is important that both you and the agency are clear about how involved you can be in the project.
- You should be realistic and candid about your level of involvement. Is the agency expecting more involvement than you have resources for?

### Q5) Talk me through what you plan to do in the scoping phase and why.

- This question can be adapted depending on which stage of the process you are procuring.
- The agency should be able to provide comprehensive details about their work plan.

### Q6) Talk us through your strategy for gaining insight into the target audience.

- The agency should describe which methodology they intend to use and the reasons behind this choice. They should demonstrate an understanding of the methods that work best with your target audience.
- Ask whether the organisation will undertake the research themselves or sub-contract to another agency. This is not unusual but could involve another set of contacts for you to manage.

### Q7) Discuss your plan for ensuring that the project can be effectively evaluated.

- You should agree at the outset whether you intend to evaluate the process or outcome of the project and the form the evaluation will take (for example, quantitative, qualitative, using a control group).
- If you intend to hire a different agency to evaluate the project (recommended) it is important the agency for the project is aware of the criteria they will be evaluated on and the information they will be required to provide to the evaluators.

These example questions can be downloaded  
at [ww.nsmcentre.org.uk](http://ww.nsmcentre.org.uk)



# Assessing the pitch

In addition to checking the competencies and track record of suppliers, procurers will also need to scrutinise the specific proposals being put forward by the supplier. Some of the points will be irrelevant if you are procuring a single stage of the process, so you should adapt the list to suit your requirements. Again, ensure you comply with the protocols of your organisation.

Checklist for assessing the competence and track record of social marketing suppliers <sup>4</sup>	Score	Comments
Does the supplier understand your aims and objectives, and the strategy for achieving them?		
Has the supplier demonstrated a good understanding of your sector and the issues you are concerned with?		
Is the supplier committed to delivering against your targets and are they clear about the consequences of failing to deliver?		
Can they demonstrate an ability to use research techniques to segment, target, and design interventions that meet the needs of your target audiences? Are they subcontracting out a part of the process?		
If procuring the entire intervention, has a systematic scoping and development phase been included?		
Are there clear plans to involve the target group in programme development, implementation and evaluation?		
Have they provided evidence of audience and stakeholder engagement, partnerships, and collaborative delivery?		
Does the supplier have a track record of effectiveness? Were previous campaigns, projects or programmes fit for purpose? A dazzling or elaborate pitch may cover a lack of actual content. Look for evidence of clear behavioural change.		

<sup>4</sup>Drawing on [www.comms.gov.uk/engage](http://www.comms.gov.uk/engage) (2007) Government Communications Network and the Cabinet Office Engage programme. London.

Checklist for assessing the competence and track record of social marketing suppliers continued...	Score	Comments
Check for strong evidence of ability to customise solutions. Is there evidence that the agency understands your challenge? Or are they simply planning to replicate approaches used before?		
Do they have a history of collaborative delivery and a demonstrated ability to manage local stakeholders and partners? Ask for evidence of such work and for references. If possible, speak directly to former clients.		
Are there any conflicts of interest between your campaign and potential suppliers? This is particularly relevant where agencies work for both commercial and public sector organisations.		
Did you meet the team who will work on your project? Do they intend to subcontract any part of the project? To whom?		
Is the proposed programme complementary to the current policy and delivery environment?		
Is a comprehensive evaluation strategy proposed which covers process, impact and outcome?		
Is the proposed budget allocation realistic to develop, deliver and evaluate the aims and objectives of the programme? <sup>4</sup>		

### Scoring guide

1. Poor - does not reflect requirements
2. Fair - recognises requirements but they are not fully understood or catered for
3. Good - meets requirements
4. Excellent - meets requirements and demonstrates added value

This checklist can be downloaded at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).



<sup>4</sup>See Appendix Four for an example of a budget.

# Managing the agency

**Remember: you are the customer! Your organisation is paying for this service and you need to show good value for public money.**

**Once you have procured work with an agency and agreed objectives for the programme, it will be necessary to ensure that the agency's performance is monitored and managed, and that a strong two-way flow of information is maintained over the contract period. Clear communication, and giving the agency positive feedback when they do things well, will foster a good relationship and encourage the agency to go the extra mile for your organisation.**

Electing a single point of contact, usually the project manager, will be preferable for the agency, as it will help ensure that they receive clear instruction from a single source. Decide how the project manager can communicate the project's progress internally and who should be involved in approval procedures. Consider the availability of the project manager and other key internal stakeholders over the contract period and ensure deputisation over any periods of leave. For a large programme, you may wish to consider establishing a Management Committee to oversee the process.

## The role of a Management Committee

- Consisting of key representatives from your organisation and the agency, it should meet at regular intervals to review and monitor progress and agree changes as the programme proceeds.
- The committee should work to an agreed set of terms of reference and report directly to the agency.
- Agree when and how you wish to meet and ensure these meetings are well attended by gaining high level buy-in before you start the project. If teleconferences are to be used, make sure they are well chaired.
- The committee should also be the forum for resolving issues and challenges that arise as the programme proceeds.

Effective communication will be vital to the success of the project. Resist holding back any information that an agency will require to carry out the project effectively. The agency should provide a programme schedule and report on progress to the project manager or at meetings of the management committee. Consider the necessary level of detail and frequency of the agency's reports. It is good practice to have key progress documented in writing, in addition to more informal updates. This flexibility can save agency time which can be better spent progressing the programme, rather than documenting every detail in written reports. On completion, a final meeting between the agency and your organisation to review the project can be a useful learning experience for future programmes.



## Example of a programme for research into the eating habits of low income families

Pitch meeting	13 June
Sample, recruitment screener and pre-tasks	Completed by 18 June
Recruitment of families	w/c 19 & 26 June
Workshops with mothers	w/c 3 July
Workshops with children and mothers	w/c 10 July
Workshops with teachers	w/c 17 July
Family interviews	Completed by 2 August
Topline meeting	12 August
Recruitment for intervention workshops	Completed by 19 August
Intervention workshops	1-14 September
Final debrief end	20 September

The agency should be considered an extension of the workforce, rather than just a supplier. In turn, the agency should provide a service representative of their client's organisational values.

Utilise the agency's knowledge and experience, but be wary of any attempt to lead the intervention down a path which is not based on hard evidence or runs against what you, the procurer, wants. Programme procurers should be able to evaluate progress against the original brief, testing that the programme remains focused on the original aims and objectives.

If problems occur, a frank and honest dialogue between the procuring organisation and agency is required to establish how to get the programme back on course. In the unlikely event that the only solution is to end the agreement several issues need to be confirmed, including intellectual property rights of the material produced so far (see below) and any compensation for early termination of the contract.



# Other things to consider

## Add-ons

In pitching for your project, an organisation may add a few promotional 'freebies', contests for kids, free-phone information help lines and so on. While these ideas may appear to offer value for money, they may not actually help you achieve the results you want, so question how such add-ons will contribute to the overall programme. Any 'gifts' or 'freebies' must be declared in order to keep business relationships open and honest.

## Avoiding panic buying

In circumstances where additional funds become available at short notice or there is a need to spend rapidly, try to avoid spending for its own sake. Rather, try to reinforce or increase effort in those areas that are demonstrating pay-back in terms of behavioural shifts.

If you have an under-spend at the end of the financial year, consider using the money to procure an extensive piece of research which can be used in an intervention in the following financial year.

## Unnecessary costs

Review the existing evidence prior to procuring new research. Has something similar been done before? How would the new research expand the existing evidence base?

Also explore what resources could be secured for free. For example, NHS Evidence ([www.library.nhs.uk](http://www.library.nhs.uk)) and the NHS Information Centre ([www.ic.nhs.uk](http://www.ic.nhs.uk)) have a wealth of evidence resources available for free to NHS employees. NHS Evidence also has a range of free medical images, which could be used to save on photographer or photo bank costs.

## Threshold funding and sustainability

When investing in social marketing, a threshold point must be reached in terms of population awareness and action before any return on investment can be measured. In an increasingly competitive environment for attention and engagement, social marketing programmes are often not funded to a sufficient level that they are able to get 'cut-through' to their intended audiences. Low levels of investment are often compounded by stop-start approaches. Investors who are not able to commit sufficient funds over the required period must be made aware that the impact of their investment may be reduced.

The amount of investment needed to achieve a measurable impact on behaviour is crucial and should be determined in the development phase of any social marketing programme. Procurers must be aware of the timeframe over which investment needs to be maintained. The issue of impact over time should be addressed when putting together a full business case for investing in social marketing.

## Intellectual property rights

The contract should stipulate that you hold the intellectual property rights to the project and that the agency needs your permission to use or cite the material and results. An organisation is not required to share their methodology but the data they collect belongs to you. All data and output should be given to you at the end of the project.

## Payment by Results

Some procurers of social marketing interventions mirror private sector marketing contracts by partly or fully introducing Payment by Results (PbR) into the contracting process. PbR involves agreeing a contract that provides funding to delivery organisations only if they meet the agreed targets set by the procurer. PbR often carries a premium over more traditional forms of activity-based contract as a greater level of risk is transferred to the delivery organisation. The potential increased rewards, and the possible loss if delivery is not up to agreed standards, can act as a powerful incentive to delivery organisations to perform. Such contracts also enable the procuring organisation to estimate returns on investment. The key issue in PbR-based contracts is to have clear and agreed levels of performance set out with verifiable means of assessing them.

## Ensuring return on investment

One of the central issues facing managers is how to demonstrate that investment in social marketing makes a direct impact on the bottom line of their organisation.

Table 2 provides a simple illustration of a return on investment (ROI) analysis that procurers should include in their proposals for funding. Your finance team will be able to assist you. These kinds of assessments are also helpful as tools for tracking programme performance. They not only set out a clear economic case but provide senior managers with financial measures for assessing return on investment.

**Table 2:**  
**Example estimates of ROI on proposal to extend smoking cessation clinic opening times**

Numbers of current attendances annually	1000
Percentage increase projected by increasing opening time	10%
Number of new clients	100
Percentage of new client expected to quit	25%
Number of additional quitters	25
Average cost saving per quitter	£3,000
Annual gross cost of savings (25 X £3,000)	£75,000
Annual costs of providing extended opening	£20,000
Net cost savings	£55,000
ROI £20,000 to £75,000	3.5 :1 OR 350%

## Is it value for money?

Value for money (VFM) audits are non-financial audits to measure the effectiveness, economy and efficiency of investing in marketing. VFM reports only focus on efficiency and implementation as measured against the programmes goals and overall scale of the project.

VFM audits should be accompanied by cost-benefit analysis (CBA), a technique used to compare the various costs associated with an investment with the benefits that it proposes to produce or return.

Both tangible and intangible returns should be addressed and accounted for. Procurers should use CBA to assess the return they get in terms of behaviour change for each of the investments made in a programme. For example, what generated the most enquiries from the public about the stop smoking services? What was the cost of each of these contacts (that is, the number of contacts against the cost of providing the service)? Clearly, how the benefit is defined will be specific to the intervention.

# Conclusion

Procuring social marketing services is a key activity for more and more public service workers. It is a straight forward process, but demands a systematic approach and the proactive management of prospective and successful suppliers.

Procuring social marketing can be a highly cost-effective way of bringing the necessary specialist skills to public or third sector organisations. However, procurement can be risky. Procurers need to dedicate sufficient time and resources to constructing a thorough and fair process and to actively managing chosen suppliers' delivery.



# Further reading

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# Appendices

## Appendix One: NSMC National Benchmark Criteria

### 1. Clear behavioural goals

**Social marketing is driven by a concern to achieve measurable impacts on what people actually do, not just their knowledge, awareness or beliefs about an issue.** Establishing behavioural goals requires going beyond the traditional focus on behaviour change to recognise the dynamic nature of behaviour within a whole population. It looks at both the positive and the problematic behaviours and relationship between them, and identifies and explores patterns and trends over time. An approach which focuses on the attainment of behavioural goals also describes the aim of an intervention in terms of specific behaviours, and considers manageable behavioural steps towards a main behavioural goal.

### 2. Understanding the customer through consumer research

**Social marketing begins and ends with a focus on the individual within their social context.** Interventions respond to the needs and wants of the person, rather than the person having to fit around those of the service or intervention. In order to gain this understanding it is important that customer and market research is used, together with local intelligence, to inform the development of the work. This helps to avoid top down approaches and the tendency to start crafting messages or interventions before there is a real understanding of the customer.

### 3. Theory-based and informed

**It is important that the planned social marketing intervention actively assesses and draws from theory across different disciplines and professions.** It should avoid applying the same theory or set of theories to every context, but focus on identifying those that offer the greatest potential for understanding the influences on behaviour.

Example: Integrated Theory Framework, National Social Marketing Centre website  
[www.nsmcentre.org.uk](http://www.nsmcentre.org.uk)

### 4. Insight

**Social marketing is driven by actionable insights that are able to provide a practical steer for the selection and development of interventions.** To develop such insight means moving beyond traditional information and intelligence (such as demographic or epidemiological data) to looking much more closely at why people behave in the way that they do. Consideration is given to the possible influences and influencers on behaviour, and specifically what people think, feel, and believe. Importance is placed on considering those things within and outside of an individual's control.

Example: A mouth and bowel cancer initiative encouraging early attendance at health services.  
[www.woscap.co.uk](http://www.woscap.co.uk)

### 5. Competition

**Social marketing uses the concept of competition to examine all the factors that compete for people's attention and willingness or ability to adopt a desired behaviour.** It looks at both external and internal competition. External competition can include those directly promoting potentially negative behaviours but can also include other potentially positive influences that might be seeking to gain the attention of the same audience. Internal competition includes the power of pleasure, enjoyment, risk taking, habit and addiction that can directly affect a person's behaviour.

Example: 'Truth', a youth-focused anti-tobacco campaign in the U.S. [www.protectthetruth.org](http://www.protectthetruth.org)

### 6. Exchange

**Social marketing puts a strong emphasis on understanding what is to be offered to the intended audience, based upon what they value and consider important.** It also requires an appreciation of the full cost to the audience of accepting the offer, which may include: money, time, effort and social consequences. The aim is to maximise the potential offer and its value to the audience, while minimising all the costs of adopting, maintaining or changing a particular behaviour. This involves considering ways to increase incentives and remove barriers to the positive behaviour, while doing the opposite for the negative or problematic behaviour.

Example: 'Think!', a national road safety campaign. [www.thinkroadsafety.gov.uk](http://www.thinkroadsafety.gov.uk)

# Appendices

## 7. Segmentation and targeting

**Social marketing uses a developed segmentation approach.** This goes beyond traditional targeting approaches that may focus on demographic characteristics or epidemiological data, by considering alternative ways that people can be grouped and profiled. In particular it looks at how different people are responding to an issue: what moves and motivates them. This is often referred to as psychographic research. It ensures interventions can be tailored to people's differing needs.

Example: 'Where's your head at?', an illicit drugs programme in Australia. [www.drugs.health.gov.au](http://www.drugs.health.gov.au)

## 8. Marketing mix

**Social marketing recognises that in any given situation there are a range of intervention options or approaches that could be used to achieve a particular goal.** It focuses on ensuring that a deep understanding and insight into the customer is used directly to inform the identification and selection of appropriate intervention methods and approaches. As single interventions are generally less effective than multiple interventions, the issue is also to consider the relative balance or mix between interventions or approaches selected. Where this is done at the strategic level it is commonly referred to as the intervention mix, while at the level of a dedicated social marketing intervention the term marketing mix is more common.

Example, The national tobacco control campaign in England. [www.givingupsmoking.co.uk](http://www.givingupsmoking.co.uk).

See also the National Social Marketing Website, [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).

The National benchmark criteria can be downloaded at [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk)

Benchmark	What to look for
<b>1. CUSTOMER ORIENTATION</b> <b>'Customer in the room'</b> Develop a robust understanding of the audience, based on good market and consumer research, combining data from different sources	<ul style="list-style-type: none"> <li>A broad and robust understanding of the customer is developed, which focuses on understanding their lives in the round, avoiding potential to only focus on a single aspect or feature</li> <li>Formative consumer / market research used to identify audience characteristics and needs, incorporating key stakeholder understanding</li> <li>Range of different research analysis, combining data (using ethnographic and focus approaches) and where possible drawing from public and commercial sector sources, to inform understanding of people's everyday lives</li> </ul>
<b>2. BEHAVIOUR</b> Has a clear focus on behaviour, based on a strong behavioural analysis, with specific behavioural goals	<ul style="list-style-type: none"> <li>A broad and robust behavioural analysis undertaken to gather a rounded picture of current behavioural patterns and trends, including for both:               <ul style="list-style-type: none"> <li>the 'problem' behaviour</li> <li>the 'desired' behaviour</li> </ul> </li> <li>Intervention clearly focused on specific behaviours, <i>is not</i> just focused on information, knowledge, attitudes and beliefs</li> <li>Specific, actionable and measurable behavioural goals and key indicators have been established in relation to a specific 'social good'</li> <li>Intervention seeks to consider and address four key behavioural domains:               <ol style="list-style-type: none"> <li>1. formation and establishment of behaviour</li> <li>2. maintenance and reinforcement of behaviour</li> <li>3. behaviour change</li> <li>4. behavioural controls (based on ethical principles)</li> </ol> </li> </ul>
<b>3. THEORY</b> Is behavioural theory-based and informed, drawing from an integrated theory framework	<ul style="list-style-type: none"> <li>Theory is used transparently to inform and guide development, and theoretical assumptions tested as part of the process</li> <li>An open integrated theory framework is used that avoids tendency to simply apply the same preferred theory to every given situation</li> <li>Does not account behavioural theory across four primary domains:               <ol style="list-style-type: none"> <li>1. sociopsychological</li> <li>2. psychological</li> <li>3. social</li> <li>4. environmental / ecological</li> </ol> </li> </ul>
<b>4. INSIGHT</b> Based on developing a deeper 'insight' approach – focusing on what 'moves and motivates'	<ul style="list-style-type: none"> <li>Focus is clearly on gaining a deep understanding and insight into what moves and motivates the customer</li> <li>Drills down from a wider understanding of the customer to focus on identifying key factors and issues relevant to positively influencing particular behaviour</li> <li>Approach based on identifying and developing 'actionable insights' using considered judgement, rather than just generating data and intelligence</li> </ul>
<b>5. EXCHANGE</b> Incorporates an 'exchange' analysis, understanding what the person has to give to get the benefits proposed	<ul style="list-style-type: none"> <li>Clear analysis of the full cost to the consumer in achieving the proposed benefit (financial, physical, social, time spent, etc.)</li> <li>Analysis of the perceived / actual costs versus perceived / actual benefits</li> <li>Incentives, recognition, reward, and disincentives are considered and tailored according to specific audiences, based on what they value</li> </ul>
<b>6. COMPETITION</b> Incorporates a 'competitive' analysis to understand what competes for the time and attention of the audience	<ul style="list-style-type: none"> <li>Both internal &amp; external competition considered and addressed               <ul style="list-style-type: none"> <li>Internal eg psychological factors, pleasure, desire, risk taking, addiction etc.</li> <li>External eg social influences / influences competing for audience's attention and time, promoting or reinforcing alternative or counter behaviours</li> </ul> </li> <li>Strategies aim to minimise potential impact of competition by considering positive and problematic external influences &amp; influencers</li> <li>Factors competing for the time and attention of a given audience considered</li> </ul>
<b>7. SEGMENTATION</b> Uses a developed segmentation approach (not just targeted). Avoiding blanket approaches	<ul style="list-style-type: none"> <li>Traditional demographic or epidemiological targeting used, but not relied on exclusively</li> <li>Deeper segmented approaches that focus on what 'moves and motivates' the relevant audience, drawing in greater use of psychographic data</li> <li>Interventions directly tailored to specific audience segments rather than reliance on 'blanket' approaches</li> <li>Future lifestyle trends considered and addressed</li> </ul>
<b>8. METHODS MIX</b> Identifies an appropriate 'mix' of methods Intervention mix = Strategic SM Marketing mix = Operational SM	<ul style="list-style-type: none"> <li>Range of methods used to establish an appropriate mix of methods</li> <li>Avoids reliance on single methods or approaches used in isolation</li> <li>Methods and approaches developed, taking full account of any other interventions in order to achieve synergy and enhance the overall impact</li> <li>Four primary intervention domains considered:               <ol style="list-style-type: none"> <li>1. informing / encouraging</li> <li>2. enabling / supporting</li> <li>3. reshaping / adjusting environment</li> <li>4. controlling / regulating</li> </ol> </li> </ul>

French, Stan Stevens (2000) adapted from original benchmark criteria developed by Andreasen (2002)



# Appendices

## Appendix Two: Social marketing theory and practice

Marketing techniques can assist public health work but it is important to understand that social marketing doesn't use marketing in an isolated way. It integrates and connects it with the best approaches from existing social sciences, public health and health promotion. This unified approach helps to achieve the greatest potential benefit and impact.

### Behavioural goals

It is the focus on behaviour that is at the core of social marketing. Social marketing aims to achieve a measurable impact on what people actually do. It doesn't just focus on achieving changes in behaviour, but takes a much wider approach to focus on how to promote, establish and sustain changes over time.

### Social or public good

The primary purpose of social marketing is to help achieve improvement in the lives of people. This helps to distinguish it from commercial marketing where the primary purpose is financial, in terms of profits or shareholder value. This should not be taken to mean that commercial marketers can't also contribute to a social or public good, but rather in social marketing this aspect is the primary focus.

### Issues to highlight from the definition

Social marketing, like all good approaches, is dynamic and evolving. Increasingly, we talk of social marketing as having two parents. The social parent draws on the best learning and skills from the social sciences and social policy areas, including public health and health promotion. The marketing parent brings the best of both commercial and public sector marketing approaches.

Originally, in the 1960s and 1970s it was described as the use of commercial marketing in the public sector. However, in the last decade it has become a much more integrated and mature approach that harnesses the best of marketing alongside the extensive learning and experience from social sciences and social policy. This means that rather than competing with best practices in public health and health promotion it increasingly integrates with them.

### The language of social marketing

Social marketing draws on some language that is more commonly used in the commercial sector, which can at first be off-putting to those who have been grounded in public sector language and culture. For example, traditional marketing commonly uses the four Ps of marketing: product, price, place, and promotion. In relation to purchasing behaviour this has proved a robust approach in helping to think through ways to market effectively to a given audience. However, in social marketing the behaviours being addressed are commonly more complex and can be influenced by a wider range of factors.

While the four Ps of commercial marketing can be useful as a starting point, in practice social marketing uses a broader analysis to inform development of appropriate interventions. It can nevertheless be very useful in public sector initiatives to ask some basic questions to help review what is being developed.

The use of the term customer in social marketing should not be seen as being limited to the public. It can just as well be applied to key decision-makers, planners or even politicians who it may be necessary to target in order to achieve a particular goal. Part of the effective scoping of a social marketing initiative identifies who the key audiences or customers need to be, and what behaviours are being focused on.

Social marketing can be used to inform and assist policy formulation, as well as strategic development and delivery. When considering how social marketing might be able to assist work, it is useful to distinguish between using it strategically and using it operationally.

# Appendices

## Strategic social marketing

Where social marketing concepts and principles are used to inform and enhance policy formulation and strategy development. In particular, where a strong customer focus directly informs the identification and selection of appropriate interventions.

## Operational social marketing

Where social marketing is undertaken as a planned process and worked through systematically to achieve specific behavioural goals. Critical to this process is the initial scoping stage which examines and assesses issues.



# Appendices

## Appendix Three: Briefing Template (Short Version)

This template can be used as a starting point for setting out a programme of work that you wish to put out to tender.

**Title of Project/Programme:** \_\_\_\_\_

\_\_\_\_\_

**Background context and rationale for the project / programme:** \_\_\_\_\_

\_\_\_\_\_

**Purpose:** (focus of the project, scoping, development, implementation, evaluation follow up or a full end to end programme):

**Aim/s:** \_\_\_\_\_

**Objective/s:** \_\_\_\_\_

\_\_\_\_\_

**Target Audience/s:** \_\_\_\_\_

**Requirements:** (Brief description of project / programme):

\_\_\_\_\_

\_\_\_\_\_

**Timeframe:** (programme start and end dates):

\_\_\_\_\_

\_\_\_\_\_

**Organisational, Technical and/or scientific requirements or standards:** (such as compliance with national guidelines):

\_\_\_\_\_

\_\_\_\_\_

# Appendices

## Intended audiences

**Primary:** \_\_\_\_\_

**Secondary:** \_\_\_\_\_

**Tertiary:** \_\_\_\_\_

**Intermediate:** \_\_\_\_\_

**Stakeholders:** \_\_\_\_\_

**Eligibility requirements:** (explicit skills and experience that the agency must have):

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**Ethical issues and requirements:** (involvement of ethics committee in research activity):

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**Incentive, bonus and/or penalty schemes:**

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**Declaration of any conflict of interests:**

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**Sign-off procedures:**

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**Reporting arrangements and milestones:**

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# Appendices

**Evaluation required:**

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**Financial arrangements payment and invoicing:**

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**Specific contractual and legal clauses including intellectual property rights:**

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**Format of proposal:** (you should specify submission format including criteria for disqualification):

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**Application deadlines:** (include contact information):

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**References and examples of similar or relevant work:**

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This template can be downloaded from [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk).

# Budget example

## Appendix Four: Budget example

Sample budget for a home-based healthy eating programme developed for a project in the north of England

Interviews with expert panel	No cost
Preparation and literature review	£5,000
<b>Staged pre-tasks:</b>	
• 12 x meal time observations @ £250 per family	£3,000
• 12 x shopping trip observations @ £100 per family	£1,200
• 12 x family interviews £200 per family	£2,400
<b>Family Workshops:</b>	
• 6 x including accompanied supermarket trip @ £4500 per family	£27,000
• 6 x without supermarket trip @ £4000 per family	£24,000
Preparation of final report	£2,000
Topline meeting	No cost
4x intervention workshops @ £3000 per session	£12,000
Travel & subsistence out of London @ 8 x £700	£5,600
<b>TOTAL INVESTMENT</b>	<b>£82,200</b>



**National  
Social Marketing  
Centre**

20 Grosvenor Gardens  
London  
SW1W 0DH

tel: 020 7799 1900  
email [info@nsmcentre.org.uk](mailto:info@nsmcentre.org.uk)  
[www.nsmcentre.org.uk](http://www.nsmcentre.org.uk)