



Countryside Recreation Network

**Influencing Behaviour and  
Understanding for Positive  
Benefits - Social Marketing  
and the Countryside**

2009 Seminar Proceedings of the  
Countryside Recreation Network

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"Influencing Behaviour and Understanding for Positive Benefits  
- Social Marketing and the Countryside"

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## **Countryside Recreation Network Seminar**

"Influencing Behaviour and Understanding for Positive Benefits -  
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### **WELCOME AND INTRODUCTION**

Dr Rachel Hughes  
Research and Evaluation Manager  
Sports Council for Wales

Organisationally, we are increasingly facing the challenge of influencing behaviour change for positive benefits. There is growing evidence that when social marketing is applied effectively and appropriately, it can be a powerful tool for bringing about measurable positive changes in people's behaviour.

Central to behaviour change, and more specifically, social marketing, is understanding people: their motivations, their barriers, their social and economic context(s), their geographies.

Clearly, precise and unique service delivery for every individual would be extremely expensive and undoable. The other extreme: the traditional 'one size fits all' approach to service delivery inevitably doesn't take account of the complexity and heterogeneity of individuals. Segmenting the population into groups that share similar characteristics/behaviours allows for a useful halfway house between these two extremes.

This kind of insight allows us, using techniques from the marketing sector, to target our resources more effectively in order to bring about the desired outcome(s).

The seminar opens with presentations from leading experts in the social marketing field. They provide a theoretical understanding of social marketing and explore how segmentation fits within the social marketing process. We then follow with practical examples, from a range of sectors, where social marketing has been utilised to have a positive impact on changing social behaviour.

This seminar provides a great opportunity to share these applied and evidenced experiences. There is an undoubtedly an increasing amount of work being done in this area, my own organisation is no exception. There is, however, paucity, in terms of evidenced examples from the outdoor recreation sector. In order for us to effectively advocate social marketing, it is important that we, as a sector, develop the evidence base. I would hope that we can revisit this important and challenging issue sometime in the future. Finally, I hope that this seminar will provide you with an opportunity to both reflect and engage in some stimulating debates around utilising social marketing to bring about measurable positive changes in people's behaviour.

## **Countryside Recreation Network Seminar**

### "The National Social Marketing Centre - Case Study"

Alex Christopoulos  
Research and Development Programme  
The National Social Marketing Centre

#### **An Introduction to Social Marketing**

##### **What is social marketing?**

The concept of social marketing has been in existence since the early 1970s, where academics Philip Kotler and Gerald Zaltman explored its application as an approach to planned social change<sup>1</sup>. Their analysis built on the work of Wiebe, who posed the question, "*why can't you sell brotherhood like you sell soap?*"<sup>2</sup>. Put simply, social marketing looks to apply concepts traditionally used in commercial marketing to promote positive social change. Over time, the definition of social marketing has developed to include other disciplines such as the social sciences and behavioural theory alongside these marketing techniques. French and Blair-Stevens define social marketing as:

*'The systematic application of marketing alongside other concepts and techniques, to achieve specific behavioural goals, for a social good'*<sup>3</sup>.

The inclusion of the term 'marketing' can sometimes lead to confusion, inviting negative associations with sales-men in flashy suits. To understand the underlying roots of social marketing, it is important to understand exactly what we mean by 'marketing' and how this is different to merely 'selling'. Kotler and Zaltman clearly articulate the difference: while a sales approach is '*finding customers for existing products and convincing them to buy these products*', marketing is '*discovering the wants of a target audience and then creating the goods and services to satisfy them*'<sup>4</sup>. This distinction clearly highlights the difference in mindset. Marketing starts with the target audience, understanding their behaviour and its interaction with environment, and then builds a solution that takes into account people's wants and needs. This is the crux of social marketing.

Social marketing moves away from the paternalistic approach which involves the view of authority being fed down to the target group. It moves to a more consultative and co-creative model of tackling behavioural challenges starting with

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<sup>1</sup> Social Marketing: An Approach to Planned Social Change, P. Kotler & G. Zaltman, Journal of Marketing, Vol 35 (July 1971), pp. 3-12

<sup>2</sup> Merchandising Commodities and Citizenship on Television, G.D. Wiebe, Public Opinion Quarterly, Vol. 15 (Winter 1951-52), pp. 679-691, at p. 679.

<sup>3</sup> It's our health! Realising the potential of effective social marketing, National Social marketing Centre, Summary, 2006

<sup>4</sup> Social Marketing: An Approach to Planned Social Change, P. Kotler & G. Zaltman, Journal of Marketing, Vol 35 (July 1971), pp. 3-12, at p.5

customer understanding and a broad appreciation of the target group. This is the foundation for subsequent actions.

Over the last 30 years, social marketing has been used around the world with growing levels of success. Other countries, such as the US, New Zealand and Australia, have had more of an active interest in social marketing, and consequently, it can be argued a more developed understanding of the concept. However, it has recently grown in prominence in the UK. This is not to say that programs following a social marketing approach have not existed, rather that there has been a limited community of practice and development. As a result, evidence for successful UK interventions has been hard to demonstrate.

### **The National Social Marketing Centre**

In 2006, following on from an independent review, *It's Our Health*, which saw the establishment of the National Social Marketing Centre (NSMC), social marketing has grown rapidly. Charged with increasing and improving the use of social marketing in the UK, the NSMC is a strategic partnership between the Department of Health and Consumer Focus. It has a mandate to build a body of evidence to highlight the effectiveness of social marketing, and increase capacity and expertise at local and national levels. The Department of Health has built up on this further with the launch of its *Ambitions for Health*<sup>5</sup> framework in summer 2008. Billed as '*a strategic framework for maximising the potential of social marketing*', it underlined the Department of Health's commitment to putting people at the heart of health improvement programmes.

Due to its partnership with the Department of Health, the NSMC's work focuses predominantly upon the health sector. However, it is now increasingly being called upon to widen its work programmes to include other issues to which social marketing might be applied. Recent projects have included assistance with programmes in areas as disparate as public access to financial information, workplace wellbeing, gambling and city planning.

### **Benchmark criteria**

The National Social Marketing Centre's eight national benchmark criteria<sup>6</sup>, adapted from Andreasen's original six criteria<sup>7</sup>, were developed from elements observed in a systematic analysis of successful behavioural change interventions. These provide a lens through which to view social marketing and construct a conceptual framework that can be followed when building an intervention. They are briefly described below:

1. Customer orientation – the foundation of social marketing is an understanding of the target audience.

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<sup>5</sup> This can be downloaded at

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_090348](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_090348)

<sup>6</sup> This can be accessed at <http://www.nsmcentre.org.uk>

<sup>7</sup> Andreasen, A.R. (2002). Marketing Social marketing in the Social Change Marketplace. *Journal of Public Policy & Marketing*, 21(1), 313

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2. Focus on behaviour – interventions are built with clear measurable behavioural goals. Purely measuring factors such as changes in attitudes, or outputs such as visits to a website does not mean that an intervention has been successful in changing behaviour.
3. Behavioural theory – use existing behavioural theories to build a better understanding of a target audience's behaviour and different approaches to changing it.
4. Insight – gain an actionable 'insight' into target audience. This means moving away from simply identifying a group and populating understanding with facts and figures to gaining a deep understanding of what moves and motivates them. This insight should underpin subsequent programme development.
5. Exchange – understand that there are costs and benefits associated with all behaviours and look to maximise benefits and reduce costs and barriers.
6. Competition – appreciate what else is competing with the desired behaviour. For example, when trying to increase fruit and vegetable consumption, what are fast food companies doing? Or, when looking at exercise, what else to people like to do with their free time, and why?
7. Segmentation – recognise that society can rarely be seen as a homogenous group. Rather, audiences can be clustered into heterogeneous segments based on different characteristics such as their age and gender (demographics), their attitudes and values (psychographics), where they live (geographic) and current approaches to the behaviour (behavioural). Ideally, different interventions will be tailored to each audience segment, based on insights that are specific to each sub-group.
8. Methods Mix – base interventions on the '4 P's' commonly cited in marketing: Product (what will you offer the audience), Price (what is the cost to the audience of doing this behaviour), Place (where will the intervention be available) and Promotion (engage with the audience to promote offering).

The *It's Our Health* review also recommended that social marketing interventions follow a planned process, and presented the Total Process Planning Model<sup>8</sup> as a framework to be considered. The model recommends a five-stage approach to planning interventions:

1. Scoping – spend time collecting and understanding what is known about your target audience and previous interventions. Where necessary, undertake primary research to fill in any gaps in knowledge.
2. Development – develop interventions based on insight created in the scoping phase and pre-test and pilot these with the target audience.
3. Implementation – execute your intervention. Monitor your intervention to spot any potential opportunities, issues or problems that need to be tackled – adjust and refine, where possible.
4. Evaluation – undertake an outcome evaluation to measure the impact of your intervention in relation to your objectives and other wider impacts. Also, look to learn from how the intervention ran through a process evaluation.

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<sup>8</sup> This can be accessed at <http://www.nsmcentre.org.uk>

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5. Follow-up – ensure that you capitalise on findings from the evaluation stage, share results with stakeholders and add to the evidence base.

### **Conclusion**

In conclusion, there is now a growing body of evidence to suggest that, if applied systematically, social marketing can be an effective way to achieve measurable behavioural change. The NSMC has recently launched a database of social marketing programmes from around the country, and internationally, which is freely available to visitors. 'ShowCase' is hosted on the Centre's website at <http://www.nsmcentre.org.uk/public/CSHome.aspx>.

**Countryside Recreation Network Seminar**

"Theoretical understanding of Social Marketing"

Veronica Sharp  
Director  
The Social Marketing Practice

No paper available

## **Countryside Recreation Network Seminar**

"Discussion of why social enterprises are attracting more interest and why social marketing is particularly relevant to them - Support the thinking business"

Dr Rory Ridley Duff and Sarai Barton  
Senior Lecturer/Researcher and Researcher  
Sheffield Hallam University

### **Is Social Marketing Particularly Relevant to Social Enterprises?**

#### ***Introduction***

In recent years, a new term - social enterprise - has been promoted throughout the world (Borzaga and Defourny, 2001). Despite this, recognition in the UK remains low. Recent research by the Office of the Third Sector found that only 28% of people could name a social enterprise and that 47% of people knew nothing at all about them (OTS, 2008). Confusion with charity was commonplace. While 46% of people picked *Comic Relief* from a list of possible social enterprises, only 5% picked The Co-operative Group. Given that Co-operatives UK were the primary backers of the two largest social enterprise agencies in the UK (Social Enterprise London and the Social Enterprise Coalition) this finding is significant.

#### ***Social Enterprise - A Short History***

One way to clarify the drivers of social enterprise is to examine its history in the United Kingdom. In 1997, Rory was a director of Computercraft Ltd, a well established worker co-operative based in London. Computercraft was one of the organisations that came together with co-operative development agencies (CDAs), the Co-operative Party and other trading co-operatives to form a new London-wide development agency (Social Enterprise London). The new agency quickly established its influence with the New Labour government through its political links with the Labour movement. In 2002, staff from Co-operatives UK and Employee Ownership Solutions Ltd established the Social Enterprise Coalition as a national body.

The success of these early initiatives encouraged the government to consider a fourth strategy for addressing community regeneration and welfare provision (Westall, 2001) and they initiated a major consultation on social enterprise strategy (DTI, 2002). This consultation resulted in Community Interest Company (CIC) legislation, now promoted as the company form for social enterprise. The consultation process drew in - and increased the influence of - the wider voluntary and community sector. In May 2006, the government established the Office of the Third Sector linked to the Cabinet Office to drive forward their agenda for

collaborating with Third Sector organisations in public service delivery (Wallace, 2008).

Within a few years, the democratic trading model of Social Enterprise London was marginalised in favour of a broad conception of social enterprise as "trading for a social purpose". In 2005, while advising on ICT systems for NCVO's *Sustainability Project*, Rory was provided with internal documents exploring NCVO's conception of social enterprise as a means of achieving sustainability in the Charity/Voluntary sector. NCVO now publicly embraces the language of social enterprise and has started to actively promote the benefits of 'mutuals and co-operatives' alongside charities and voluntary organisations (NCVO, 2008).

The appeal of the term 'social enterprise' across the political spectrum is not only the reason why many new relationships are now being forged, but also why there is confusion and competition over its meaning and nature. By 2008, the term "social enterprise" had been appropriated by (and applied to) four distinct groups:

- A Charities and voluntary groups embracing a 'contracting culture' with public sector customers.
- B Charities and voluntary groups that establish trading operations to generate income for their social missions.
- C Co-operatives / social firms that tackle social exclusion by adopting 'bottom-up' and pluralist approaches to governance and human resource management.
- D Businesses that invest or share their surpluses in a 'public interest' or 'fair trade' enterprise.

Three of these contexts (A, B and C) are typically linked to developments in the Third Sector (community businesses, social firms, voluntary groups, charities, co-operatives, credit unions and mutual societies). The last of these (D) is increasingly linked to two other developments. Firstly, there is a new approach to public management that seeks to reverse the post-WW2 policy regarding the state's role in the delivery of education, health and social services. Secondly, there are private sector led corporate social responsibility initiatives that create partnerships and joint projects involving stakeholders from more than one sector (BITC, 2008).

A key departure, in the minds of social enterprise advocates, is a view that social enterprise is a *cross-sector trading organisation or activity* (Morgan, 2008) capable of rebuilding and developing social capital where this has been depleted by contemporary political and economic thinking (Laville and Nyssens, 2001). As such it emerges in the boundaries between the public, private and voluntary sectors to address the shortcomings of each (Leadbeater, 1997; Nyssens, 2006; Ridley-Duff, 2008). Holding hybrid organisations up to the norms and 'best practice' of charitable, private or public enterprise at best obscures, at worst devalues, their potential.

Social enterprise is often expressed as an ideal type: a multi-stakeholder co-operative or charitable business with a clear social mission, inclusive system of governance and 'social' ownership. The goal is often, but not always, to erode distinctions between 'governors' and 'governed' ('directors' and 'employees' / 'trustees' and 'staff' / 'landlord' and 'tenant') in order to increase responsiveness and democratic accountability both internally and externally.

### ***The Relevance of Social Marketing to Social Enterprise***

It helps to clarify differences between social, commercial and ethical marketing as social enterprises have the option of using any or all of these in their marketing mix:

*"Social marketing is an adaptable approach, increasingly being used to achieve and sustain behaviour goals on a range of social issues. Its primary aim is to achieve a particular 'social good' (rather than commercial benefit), with clearly defined behavioural goals." (NSMS, 2009)*

Social marketing can thus be conceptualised as a set of strategies to change behaviours and attitudes in order to achieve a social good. Amongst its armoury of methods is an approach based on personalising the impact of trading with an organisation through *storytelling*.

Commercial marketing is firmly grounded in market exchanges through a "process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals." (Kotler and Keller, 2006: 4). A hidden sub-text is the motivation of the commercial marketer to make money. Nevertheless, Kotler and Zaltman (1971) set out how the process, and the framework for developing a marketing mix, can be re-interpreted and applied to persuade people to change social behaviours. Therefore, while there are differences in the goals of social marketing and commercial marketing, there is some common ground over the methods that might be deployed.

Stoddard (2009: 6) frames ethical marketing as "an honest and factual representation of a product or service that offers clear cultural or social values to the consumer". In this guise, social marketing's primary aim of achieving a social good differs from an ethical marketing perspective to sell products and services honestly. An interesting cross-over between these two perspectives, however, is found in fair trade companies who attempt to market themselves both socially and ethically, through informing the consumer about the way they source their products, and how paying a 'fair' price promotes better working conditions and quality of life for their overseas suppliers.

All three types of marketing share some principles and practices such as the marketing mix (product, promotion, place and price) but they approach the act of marketing in different ways and develop practices that seek different ends. Social marketing prioritises identification and design of social benefits (it emphasises a

'change' agenda). Commercial marketing prioritises identification of consumer value and financial benefits (it emphasises a 'profit' agenda). Ethical marketing aims to build confidence in an organisation's corporate social responsibility (CSR) and might be used to support either social or commercial marketing initiatives.

### ***Social Marketing and Social Enterprise - Where's the Link?***

Both USA and UK conceptions of social enterprise set out an agenda based on combining social or environmental change with business practices. In particular, there is an expectation of community level control through organisations that reinvest surpluses back into service and product development.

*"So-cial en-ter-prise (n.) - An organization or venture that achieves its primary social or environmental mission using business methods." (Social Enterprise Alliance, 2009 - USA)*

*"A social enterprise is a business with primarily social objectives those surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners." (DTI, 2002 - UK)*

Both social enterprises and social marketing share a common goal - doing social good. Unlike private enterprises who sell products, social enterprises *also* have to sell concepts (their reasons for being). Social marketing, therefore, is particularly relevant for social enterprises. The task of selling their concepts lends itself to social marketing through a focus on changing behaviours and achieving a social or environmental mission (Andreasen, 1995).

In a direct email communication Alan Andreasen said: "I would argue that almost any project designed to improve the social welfare of individuals or communities is social marketing." Therefore, social marketing is appropriate to social enterprise because it focuses on legitimising the social and environmental impact of the organisation, which in turn makes the enterprise viable through product sales or the provision of services. Social marketing, therefore, is an approach to communicating a social enterprise's vision and mission, aims to excite people so they become involved (direct support), evoke passion for its broader cause (indirect support) and personalise its impacts so more people are attracted to its ideas.

### ***Some Examples - Buster's Coffee Co. and Hill Holt Wood***

#### *Example 1*

Mark Powell is CEO of Broomby CIC, a Social Firm development agency providing 'hands-on' services and support to people who are severely disadvantaged in the labour market for health or social reasons. Broomby wholly owns several subsidiaries, one of which is Buster's Coffee that operates three cafes and a coffee grinding and packaging operation (Buster's Coffee Co, 2009; Broomby, 2009). Mark wants to change peoples' attitudes towards those disadvantaged in the labour market, as well as develop the skills of those who are disadvantaged,

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by offering them employment opportunities at social enterprises. He uses social marketing through traditional 'marketing' routes such as booklets, as well as less traditional routes through verbal storytelling.

Broomby has a booklet ("Broomby CIC - in business for good") which tells the stories of its businesses. One of Buster's' pages explains how "Buster's was set up informally in 2002 by a group of learning disabled men and women who thought there must be more to days than day centres." Mark sells Buster's' concepts by describing, to potential customers, stakeholders and shareholders, how the work his employees undertake impacts upon their lives for the better. For example, Mark tells this story about J1:

*J1 comes along to Buster's once a fortnight with his carer. He undertakes one hour of paid work. This one hour has had significant impacts on J1. Recently he has started to say hello and goodbye. That may not be amazing to you or me but until recently he never did so and it never occurred to him that anyone would even care if he did.*

Buster's impacts positively both on J1 (whose social skills are developing) and his carer (who get a break from caring for J1). Interestingly, medical support staff note that J1's symptoms seem to disappear when he is working at Buster's, building the case for employment as a therapeutic activity, not simply a new type of welfare.

#### *Example 2*

Nigel Lowthrop, co-founder of Hill Holt Wood, wants people to practice "economic conservation". To promote this, Hill Holt Wood offers training and development, as well as employment opportunities, to disadvantaged or excluded young people:

*"Hill Holt Wood is an environmental social enterprise that is based in a 16-hectre ancient woodland in Lincolnshire. The project provides an accessible community-owned woodland for public use while improving the biodiversity of the wood itself." (EMRA, 2009).*

*"Hill Holt Wood is now a community controlled charity and social enterprise that will turn over in excess of £500,000 this year, employing 20 full time staff and widely recognised as achieving groundbreaking success in a number of sectors" (SRM Info, 2009).*

The social objectives that Hill Holt Wood promotes include:

- a sustainable woodland
- employment of disadvantaged/excluded people
- profits for the community
- training and education for excluded young people.

Hill Holt Wood have utilised social marketing through promoting their concept of "economic conservation". They do this through personal story-telling (see Green People, Channel 4, 2009). As Nigel states, "if you want conservation to be the main driver of the way you manage the countryside, it has to be economic, you have to derive an income from it." Hill Holt Wood was recently featured in *Society Guardian* (Andalo, 2009: 5) where Nigel promotes the concept of economic conservation as "something that generates an income from the environment, is sustainable, has a social responsibility and creates an opportunity."

## **Conclusions**

There is a clear overlap between social enterprise and social marketing, but the common ground is not absolute. Social marketing draws heavily on techniques established in private businesses and its advocates sometimes drop into linear-rational explanations of how the process works (WSMC, 2008). This type of thinking, so prevalent in business schools, is frequently criticized both inside and outside the social enterprise movement for reproducing the kind of thinking that has led to our current economic crisis (Grey, 1995; Curtis, 2008). As such, it will not be accepted uncritically by social enterprises where an awareness of sociological issues is well developed. Nor will social entrepreneurs automatically warm to the idea of applying complex planning processes and "marketing mixes" to communicate their social aims and sell their "products". There are competing theories of social development (e.g. complexity science / chaos theory) that cast doubt on effectiveness of managerial / marketing interventions over the longer term.

Secondly, a considerable number of social marketing advocates are professionals moving from private to public sector organisations, with a clear emphasis on changing lifestyles in order to promote improved health. So the first question to ask is whether social marketing is a middle-class or governmental attempt to impose its agenda on populations who are (in the eyes of public policy makers) "resisting change". This inevitably leads to a second question of how (and which) stakeholders in a change initiative define "social good"? While there are pathways through these issues, they are not necessarily straightforward or easy to manage if 'experts' resist power sharing in the change process.

Lastly, there is the issue highlighted by Kotler and Zaltsman (1971) that social marketing will inevitably draw criticism because of the perception that it is trying to socially engineer change. As Willmott (1993) has argued, socially engineered changes may be experienced as oppressive by a target population if not built through gradual 'bottom-up' democratic processes. Frequently they follow managerial or administrative agendas, rather than the well-being of the target population, and resistance is not always "irrational" to those resisting change.

Despite these caveats, there is a clear synergy between social marketing goals and the aspirations of social enterprise in the area of progressive social change. Moreover, a considerable number of its practitioners argue for a grounded, bottom-up, approach to understanding consumer and stakeholder concerns through extensive consultations (WSMC, 2008). This fits well with the democratic aspirations and practices found in social enterprises themselves so it worth

outlining a key research question for the future. Can social marketing, as an instituted business function, add sufficient *social and economic* value to their host social enterprises to justify their inclusion? We await further evidence with a sense of anticipation.

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## **Countryside Recreation Network Seminar**

"Social Marketing - A history, useful principles and lessons transferable to the context of countryside recreation"

Prof Simon Shibli  
Director  
Sport Industry Research Centre

### **Social Marketing: History, principles and transferable lessons**

Social marketing has been around to a certain extent since the 1950s in the form of Public Information Films (PIFs) although the term 'social marketing' did not gain credence until the 1990s. People of a certain age in the UK will no doubt recall the hopeless incompetence of Joe and Petunia as they advised people what not to do in the countryside in the 1970s. By using humour the public were gently reminded of what not to do in the countryside and this message was followed up by leaflets outlining the Country Code. Away from countryside recreation, social marketing campaigns relating to health have contributed to a 50% reduction in the prevalence of smoking amongst adults over two generations. Furthermore, social marketing concerned with drink driving and seatbelt use has contributed to the death toll on UK roads being at its lowest level since records began. However, it is often said about marketing that 50% of the marketing budget is wasted but nobody knows which 50%!

Whilst we may have enjoyed Joe and Petunia in the 1970s and Aardman Animations' update in 2004, what evidence is there that social marketing campaigns 'work' in a recreation and leisure context? A good example of successful social marketing designed to promote physical activity in Canada was the participACTION which campaign which ran continuously between 1971 and 2001. Public health research in Canada revealed that 85% of people's free time was spent sitting down either watching television or sitting in cars. Canada was identified as one of the lowest ranked nations in the world for active citizens and this forced the then Prime Minister Pierre Trudeau to take action. The participACTION project was founded and became an exemplar of how partnership working can lever considerable resource for a social cause and how social marketing as a component of a broader marketing strategy can contribute to positive outcomes.

The team behind participACTION used a variety of marketing techniques that would be the envy of blue chip companies today. Particularly notable was a highly successful public messaging service which stunned the Canadian consciousness with the revelation that the average 30 year old Canadian was in the same physical condition as the average 60 year old Swede. Underpinning the public messages were mainstream marketing techniques such as branding and the placing of (usually free) adverts on milk bottles. The organisers realised that putting out messages and expecting people to change their behaviour was

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- Social Marketing and the Countryside"

somewhat naïve and thus partnerships were developed with educational establishments, employers and local authorities. These partnerships provided the basis for targeted activity such as educational and motivational programmes which mobilised communities. Even in the 1970s the participACTION team realised that there was no 'one size fits all' approach to stimulating physical activity and that different approaches were needed for different market segments. In retrospect, the participACTION campaign has all of the classic hallmarks of the marketing mix as outlined in the '4Ps'.

Product	an active healthy lifestyle for individuals leading to a fit nation
Place	it is possible to be physically active almost anywhere, for example walking up stairs or substituting short car journeys with cycling
Price	physical activity is inexpensive and does not have complex barriers to entry such as high skills levels or specialist clothing/ equipment
Promotion	the use of public service announcements, community events, educational resources, leaflets and so on

The impacts of participACTION were impressive. By 1982 the campaign had achieved a prompted brand awareness level of 85% amongst adults - an achievement many commercial and public bodies would envy. Perhaps most importantly the proportion of the Canadian population who could be described as being 'regularly physically active' had increased by 37% in 1982 from the 1971 baseline. It would be simplistic to say that participACTION caused this increase but it is widely held to have been a contributory factor. Finally, the public's awareness of the appropriate level of physical activity required to derive a health benefit also increased during the campaign.

In the UK, participation in sport and active recreation has been stubbornly static despite numerous initiatives to encourage people to be more physically active. At the Sport Industry Research Centre we are often commissioned to evaluate the impact of campaigns to encourage more people to take up a specific sport or generally to become more active. Picking up on the Canada experience, and dovetailing with the Government's *Choosing Health* White Paper, Sport England piloted its Everyday Sport campaign in the North East region. The campaign was devised by reknown PR agency Saatchi and Saatchi. An evaluation of the campaign was conducted by MORI and Sheffield Hallam University. The key finding was that the major impact of the campaign was to increase people's intention to be more physically active but that this increased intention did not lead to measurable increases in actual participation. Unlike participACTION which was given 30 years in which to work the Everyday Sport pilot lasted for only three months. Thus one key lesson is to realise that successful social marketing campaigns require time before they will deliver results.

One key development point from the evaluation of Everyday Sport was to look at the mechanisms by which social marketing campaigns are believed to work. A useful tool we found in this regard is the Trans Theoretical Model (TTM) which looks at predicting people's success or failure to adopt a particular behaviour change. The key point of note is that populations should not be treated as being

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homogenous and that social marketing aimed at society as a whole is a blunt instrument. For example we need to work in different ways with people who are hostile to the product or service we are offering, relative to those who are interested in becoming consumers. Similarly, different methods should be used to persuade existing customers to consume our products more frequently than the methods used to attract first time customers. In sport there has recently been considerable investment in analysing market segments from the Active People and Taking Part data sets. This work confirms the need for 'different strokes for different folks'. Despite the need for focused approaches to social marketing, experience tells us that there are some generic good practice lessons that those thinking of using social marketing should consider.

1. Don't start from scratch and make sure you have researched what has been done before.
2. Aim for the markets most ready for action, that is, the 'intenders' rather than 'hostiles'.
3. Promote 'doable' behaviour in a simple form, for example 10,000 steps per day.
4. Use tangible products such as leaflets and merchandise to support the key message.
5. Understand and address the costs and benefits to the consumer of behaviour change.
6. Make access to your product or service easy, for example accessing the Public Rights of Way network as a means to walk, cycle or ride a horse.
7. Create attention grabbing messages (for example, the 60 year old Swede).
8. In addition to using the media also make sure that scenes of the public engaging in the activity or behaviour you are trying to promote are also aired.
9. Support campaigns with telephone hotlines, websites and text services so that people can access information quickly and at any time.
10. Invest in: buying media time and space; meaningful outreach work; and proper evaluation.
11. Monitor the results of your efforts and act on the findings accordingly.

Add to these points some humour and the courage to give your social marketing campaign the time it needs to have an effect, and you have the ingredients of a campaign that has every chance of success.

### **Further reading**

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## **Countryside Recreation Network Seminar**

"A case study of a field marketing project to promote the  
Sheffield Stop Smoking Service"

Sheila Paul  
Consultant in Public Health  
Sheffield PCT

No Paper Available

## **Countryside Recreation Network Seminar**

"BDRC - Research to underpin Social Marketing initiatives followed by examples of campaigns done to illustrate"

Alan Love  
Research Director TTL  
BDRC Ltd

1. Social Marketing – a Nostalgic Return to Kotler
2. Where Marketing Research Fits?
3. Marketing and the Countryside
4. Social Inclusion and Social Exclusion
5. Realities and Perceptions of the Countryside
6. Contrasting Views of the Countryside
7. Barriers
8. Surmounting the Barriers
9. Summing up

### **1 Social Marketing – a Nostalgic Return to Kotler**

This paper is grounded upon two definitions from Kotler's classic textbook

"Marketing Management: analysis, planning and control"

"Social marketing is the design, implementation and control of programs calculated to influence the acceptability of social ideas and involving considerations of product, planning, pricing, communication, distribution and marketing research"

"... marketing research ... whose task is to gather, evaluate and report specific information needed by executives for decision making and problem solving"

These are from the 1972 (2nd edition) - the core marketing textbook during my first degree.

Though I'd argue that the economy and the technology have changed, these principles remain immutable.

## **2 Where Marketing Research Fits?**

Six key tasks for marketing research in countryside leisure are:

- Measuring **visitor profile**
- Recording **visitor behaviour**
- Exploring **visitor attitudes**
- Determining **communication triggers** to visit
- Evaluating **economic impact**
- And investigating **gateways and barriers**

The research community deploy:

**Quantitative surveys to measure "how many?" and "who?":**

Face-to-face, Telephone, On-line, Postal

**Qualitative research to understand how and why, or why not:**

Focus groups (or group discussions), Depth interviews, Accompanied visits,

Observation (must notify prospective subjects of observation)

Passive electronic counters are not discussed.

### **3 Marketing and the Countryside**

Marketing the countryside for leisure benefits the Economy, Culture, Health, Crime reduction, Social cohesion. These have social dimensions beyond the specifics of individual visits, or commercial transactions.

Who benefits?

Rural residents and enterprises can gain economically. Countryside tourism can increase the revenue of rural enterprises used by local residents – shops, pubs, post offices, transport, may become more viable.

Visitors' interaction with countryside activities should deliver satisfaction – physical, emotional, intellectual and perhaps spiritual. Exposure to the culture of the countryside may allow visitors to see a better way – or confirm them in their urban lifestyle preferences.

Active recreation in the countryside has health benefits.

Harder to quantify are law & order and social cohesion benefits that may arise from exposing urban dwellers to new experiences.

Congestion, environmental stress and reduced tranquillity have costs. Some urban dwellers have limited understanding of the etiquette of the countryside in the long-established Country Code. Damage can occur - accidental, incidental or deliberate.

These social costs need to be balanced against the social benefits.

#### **4 Social Inclusion and Social Exclusion**

Three strands of social exclusion: economic, cultural and health overlap. It is a mistake in marketing or in "audience development", to borrow from the arts, to think of one homogenous socially-excluded segment.

Social exclusion is a rural as well as an urban phenomenon.

One challenge in presenting rural recreation to people coping with social exclusion is transport – their car access is much lower; public transport costs represent a larger percentage of their discretionary expenditure; juggling sometimes precarious employment against personal care can impose time pressures. Taking an analogy, travel has constrained use of free urban museums by socially-excluded citizens. Even apparently free countryside activities like walking carry ancillary costs.

## 5 Contrasting Views of the Countryside

One joy of Britain is our diverse countryside

Physical diversity is complemented by a great diversity of perception. Verbatim quotations from group discussions conducted by BDRC illustrate this.

What do people consider as the real countryside?

*"You find this in places like Hertfordshire, where there are some nice villages sandwiched between Watford and St Albans, but to me this is not countryside. The countryside is where it's miles and miles, like the Lake District, the Peaks, the Moors, the Cotswolds, the Chilterns."*

*"Ponteland is the countryside, but it doesn't feel like the countryside – it's too close to home – if you want to go away you've got to go at least an hour and a half"*

As another participant said, *"The real countryside starts where mown verges end."*

Development in the countryside brings out contrasting emotions:

*"If you hit market towns on the right day, they are quite fun. You get the original markets which are centuries old. A lot of towns and cities have become very samey, the same shops, the same chains. Whereas the market towns with the market, they are quite distinct"*

*"The countryside smacks of museums, historical sites, Stonehenge and places like that"*

Even waymarking attracts diverse opinions. At one extreme we encountered a view that posts with coloured markings in forests are too much of an intrusion into the natural realm.

People distinguish between gentle (fields, woods, streams) and rugged (moor and mountain) countryside

*"If you like walking, you can drive somewhere, park the car and explore the area. And you say 'That is pretty' there is a river, streams, ponds, nice places to eat and drink. To me the countryside is lovely, relaxing, a slower pace of life."*

*"I like the bleakness of the moors. It just appeals to me, rocks and stones and shapes. And the hills are part of that too, because if you just had a flat plain, you wouldn't have the same sort of feeling."*

This had parallels in seaside (sand, pebbles, developed) and coast (rocks, cliffs, windswept beaches with bigger waves); and in woodland (green, tranquil, relaxing) and forest (dark, spooky, menacing).

These contrasts stray into human factors. For some, the countryside is relaxed and friendly:

*"It's a slower pace of life. When I go to Devon, everybody knows each other; everyone is more friendly than they would be here [London]. It's easier, more relaxing"*

For others the mood is less benign:

*"You don't feel safe anymore. I spent most of my childhood in Hampshire. We children amused each other and we went off the whole day, not seeing any adults. But I would find that hard now to let my children do that. There are less people around. You are more isolated."*

*"You are so isolated. I think it's because of the big space, that's the reason people are so scared. If it's dark in the countryside and anything happened to your car, you wouldn't like to get out of your car. You don't know what's coming up behind you."*

This is partly based on literature, cinema and television drama. But the dreadful news that occasionally erupts does reinforce these fears. The murders of Jessica Chapman and Holly Wells in Soham, of Sarah Payne in Sussex, build upon deeper memories of the crimes of Ian Brady and Myra Hindley.

BDRC have encountered comments on feeling unwelcome in country pubs and from members of ethnic minority communities being treated as objects of curiosity, or worse.

## **6 Realities and Perceptions of the Countryside**

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A 2x2 matrix setting out the appealing and unappealing aspects of the countryside against accurate and inaccurate perceptions can help to prioritise marketing or “product” development. This is one example. The content of the cells should reflect the particular part of the countryside under review. Priorities are:

1. Reinforce accurate, appealing features to build business and revenue
2. Communicate or offer tasters to correct inaccurate perceptions of appealing parts of the countryside
3. Consider investment implications of enhancing parts of the countryside accurately perceived as unappealing
4. You’ll never have the budget to tackle unappealing misunderstood parts.
- 5.

		Realities of the countryside	
		Appealing	Unappealing
Perceptions of the countryside	Accurate	How do these fit with the realities of potential visitors’ lives? How to develop compelling communication?	Can the countryside be “fixed” to meet the needs of potential visitors? Transport Accessibility Facilities
	Inaccurate	Can perceptions be shifted? By communication By experience	Are there resources to fight a war on two fronts? Probably not, so push this down the priorities

**7 Barriers**

Barriers to use of the countryside are practical and perceptual.

Perceptions of countryside services and facilities can be a challenge:

*"It was ten o'clock at night and everything was closed, no restaurant, no pub. I finished up going to some sort of grocery shop that was open until ten o'clock and brought some food there. It was a problem."*

*"The countryside is for people who sit with no telly when they get back (from walking) to their bed and breakfast – who sit and read books!"*

'What will we do if it's raining?' is a recurrent worry. Billy Connolly said there is no such thing as bad weather, only the wrong clothes. The days of dress code for many countryside activities are gone, but being cold and wet does not always enhance the experience, and the fear of it is a deterrent. Acquiring foul weather gear may not be an option for people facing challenging financial circumstances.

Families are averse to risking their children being bored, despite considerable cost.

*"I know it's horrible when you go somewhere and it's raining. You think of three children, you're going out for the day, you're coming out with no change out of £100"*

*"We drove through the Lakes with the kids – it was lovely but they were so bored 'is this it?!' They threw a few stones (in a lake) got bored, wanted to go home. In Blackpool we did the Zoo, the Pleasure Beach, the rides, the shops"*

BDRC research suggests that this risk aversion intensifies lower in the social class spectrum.

Rural transport is variable in frequency and quality. Fares can be high. As we have noted, access to cars is lower among people in socially excluded groups.

According to the Time Use Study 2005 people without cars spend much more time watching TV etc (and reading) than those with access to a car. Those without a car spend much less time on out-of-home recreational activities.

## **8 Surmounting the Barriers**

Organisations need to focus on what **their bit** of the countryside can deliver.

Many countryside organizations have limited resource. Co-operation with Travel, Accommodation, Activities, Attractions or with Promotional, Public or Third Sector bodies may be beneficial.

Working outward from the “product” countryside organisations need to consider to whom **their bit** of the countryside will appeal in terms of Geography, Demographics? Interests? Attitudes? The balance of social exclusion and commercial viability (social marketing v commercial marketing)?

In matching countryside product to potential visitors, what to say to them about **that bit** of the countryside and about **their** needs and aspirations? What tone to adopt? Fun? serious? “safe”, edgy? And what visuals complement that?

Communications plans cover the media channels needed to get the message to potential customers. Many customers check the internet first for information and increasingly for purchase.

Word of Mouth is vital and the growth of user-generated content magnifies this, though scepticism about the objectivity of content is growing.

Distribution plans consider whether to use intermediaries or to sell direct to the customer. The latter saves commissions but may involve investment in people, systems, hardware and software. It may also have implications for capacity management.

## **9 Summing up**

Marketing the countryside can deliver many benefits but we must remember that there are many “countrysides” and many target segments

To take one example segment, accessible paths and wider-radius kissing gates are spreading. The work of Riding for the Disabled and of the Calvert Trust are laudable. The 2012 Paralympics, building on the British teams’ success in Athens and Beijing offer the opportunity for profile-raising among the public and stakeholders – even in a challenging economy.

The diversity of countryside “product” and market can play to the strengths of many independent countryside enterprises (social and commercial) which are relatively small. Concentration of effort on selected, easily-defined target segments may fit the limited management resources and marketing budgets available. But an attitude of co-operation must be fostered to make it easier for potential visitors to assemble the portfolio of elements that suit their needs and the occasion.

## **Countryside Recreation Network Seminar**

"Great Yarmouth PCT Case Study - Example of Mosaic in use"

Bryony Elliot  
Senior Consultant - Health Insight Team  
Experian

No Paper Available

## **APPENDIX A**

## **Countryside Recreation Network Seminar**

"Influencing Behaviour and Understanding for Positive Benefits -  
Social Marketing and the Countryside"

### **PROGRAMME**

09.30 Registration and refreshments

**10.00 Welcome by Chair -Dr Rachel Hughes- Sports Council for Wales**

**10.15 The National Social Marketing Centre- Case Study - *The National Social Marketing Centre - Alex Christopoulos***

**10.45 Theoretical understanding of Social Marketing- *The Social Marketing Practice-Veronica Sharp***

11.15 Refreshments

**11.30 Discussion of why social enterprises are attracting more interest and why social marketing is particularly relevant to them- Support the thinking business -*Sheffield Hallam University-Dr Rory Ridley Duff & Sarai Barton***

**12.00 Social Marketing- A history, useful principles and lessons transferable to the context of countryside recreation. *Sport Industry Research Centre- Prof Simon Shibli***

12.30 Question and Answer Session

13.00 Lunch

**14.00 A Case Study of a field marketing project to promote the Sheffield Stop Smoking Service - *Sheffield PCT -Sheila Paul***

**14.30 BDRC- Research to underpin Social Marketing initiatives followed by examples of campaigns done to illustrate- *BDRC-Alan Love***

**15.00 Great Yarmouth PCT Case Study- Example of Mosaic in use - *Experian-Bryony Elliot***

15:30 Question and Answer Session

16.00 CLOSE

## **APPENDIX B**

## **Countryside Recreation Network Seminar**

"Influencing Behaviour and Understanding for Positive Benefits -  
Social Marketing and the Countryside"

### **SPEAKER BIOGRAPHIES**

#### **CHAIR**

**Dr Rachel Hughes**  
**Research and Evaluation Manager**  
**Sports Council for Wales**

Rachel has been working as the Research and Evaluation Manager at the Sports Council for Wales for the past three years. She has a remit to provide high quality evidence on issues, processes, and outcomes to inform the development and delivery of policy relating to sport and physical recreation in Wales. This includes undertaking large scale sports participation population surveys and managing a wide programme of research and evaluation equating to £800k. More recently, her role has widened to include responsibility for the Sports Council's strategic policy, corporate planning and performance management.

Prior to joining the Sports Council, Rachel worked as a researcher at the University of Wales, Aberystwyth and Cardiff University. She has undertaken a significant amount of applied research for both the Welsh Assembly and the European LEADER II programme. Her research specialisms focus around social and cultural issues, and issues of rurality, at both an applied and conceptual level.

Rachel attained an undergraduate degree in Geography from Aberystwyth and her Masters and doctorate from Bristol University.

**Alex Christopoulos**  
**Research and Development Programme**  
**The National Social Marketing Centre**

Alex is the Research and Development Programme Manager at the National Social Marketing Centre where he has been since 2007. He is responsible for running various different research projects on behalf of the Department of Health and other clients. In particular, he represents the Centre on an EU consortium addressing the social and economic determinants of health which looks to find innovative approaches to addressing behavioural change. In addition he provides training and guidance on research, insight and evaluation. He is currently managing the evaluation of a number of social marketing interventions and the development of a grey literature research database for the Department of Health. Prior to joining the Centre, Alex was Research Manager at a large multinational research agency where he managed a wide range of social research projects for public and private sector clients on a diverse set of topic areas. Comfortable with either quantitative or qualitative methodologies, Alex has a particular interest in researching *hard-to-reach* groups of society and is interested in creative and innovative approaches to understanding peoples needs.

**Veronica Sharp**  
**Director**  
**The Social Marketing Practice**

Veronica Sharp specialises in behaviour change using a “whole system” social marketing approach with particular focus on sustainable development policy. Veronica is the founding director of The Social Marketing Practice and specialises in designing strategic social marketing interventions, including research, segmentation, stakeholder mapping and intervention mix. She has previously advised on strategy for The Countryside Council for Wales and is Research Managing Agent for the Defra Waste Research Evidence Programme. She is a Fellow of the RSA and sits on a number of advisory committees and steering groups.

**Dr Rory Ridley Duff and Sarai Barton**  
**Senior Lecturer/Researcher and Researcher**  
**Sheffield Hallam University**

**Dr Rory Ridley-Duff** is a Senior Lecturer in Human Resource Management and Organisation Behaviour at Sheffield Hallam University, and contributes research as part of an inter-disciplinary team within the *Centre for Individual and Organisational Development* (CIOD). His professional background was gained as a director of worker co-operatives designing and developing software systems for Third Sector organisations. He has published two books plus a range of

conference and journal papers on workplace democracy, social enterprise governance, and gender relations.

<http://www.roryridleyduff.com>

**Sarai Barton** recently graduated with a BA (Hons) in Business Studies, and was immediately taken on as a researcher within the *Centre for Individual and Organisational Development* (CIOD). She currently has a dual role contributing to both research and knowledge transfer. At present, she is involved in research projects undertaking activities such as facilitating focus groups and producing thematic analysis of interviews. Sarai is also studying towards an MA in Social Science Research Methods and she has a specific interest in social marketing within social enterprises.

**Prof Simon Shibli**  
**Director**  
**Sport Industry Research Centre**

Simon is a qualified management accountant who specialises in the economics and finances of the leisure industry. He has a particular interest in countryside recreation and has conducted research in this area for national agencies and local authorities. The Sport Industry Research Centre is commissioned to conduct evaluations of interventions designed to increase participation in recreational activities which often have a social marketing element. Simon will be basing his presentation on the experience gained from doing this type of work over the last five years.

**Sheila Paul**  
**Consultant in Public Health**  
**Sheffield PCT**

Sheila is a Consultant in Public Health at NHS Sheffield. She has responsibility for public health aspects of tobacco control, substance misuse and adult mental health. Working with NHS Managers and Communications colleagues, she is working to embed social marketing approaches into the work of Sheffield Stop Smoking Service to improve the service for patients and improve access. Before working in Sheffield she worked at a number of NHS organisations in London. She is also an appointed Governor for Sheffield Health and Social Care Foundation Trust.

**Alan Love**  
**Research Director TTL**  
**BDRC Ltd**

No biography available

**Bryony Elliot**  
**Senior Consultant - Health Insight Team**  
**Experian**

Bryony has worked with Experian for over 5 years, initially as a Project Manager within the Automotive Insight arena, and latterly as a Consultant specialising on the applications of Experian data and analytics within the Primary Care health sector.

During her time with Experian, Bryony has been involved in managing and delivering a wide variety of analytical projects, as well as taking a lead role in understanding the primary care sector and developing propositions that help primary care clients with the Social Marketing and World Class Commissioning agendas.

- Delivering complex segmentation projects
- Delivering complex spatial planning projects
- Presenting solutions to both technical and non-technical audiences and speaking at key health sector events such as the launch of the Kent Public Health Observatory and the King's Fund Annual Conference
- In-depth understanding of the current primary care sector, and the key policy drivers affecting the future of healthcare provision
- Hands on experience working with over 60 Primary Care Trusts

Bryony specialises in combining her analytical project experience gained through planning and delivering complex segmentation and spatial planning projects for major car manufacturers with her knowledge and interest in the primary care sector. This fusion of experience with knowledge has enabled Experian to lead the way on the customer insight agenda in the health sector; working with half of all Primary Care Trusts in the country as well as with Public Health Observatories, Strategic Health Authorities, FESC suppliers and the Department of Health.

**Recent Public Sector Projects**

- Sefton Primary Care Trust's Breast Screening Equity Audit. An analysis of the types of people least likely to attend Breast Screening and the geographical equity of the current service provision..
- Barnsley Primary Care Trust's Pharmaceutical Needs Assessment. An analysis of the quality and equity of the current pharmacy network in Barnsley and a series of evidence based recommendations detailing the pharmacies that should be a priority for commissioning CVD, Smoking Cessation and Diabetic services through.

The British Lung Foundation's "Invisible Lives Report". Helping the British Lung Foundation identify the Primary Care Trusts most likely to have the largest populations at risk of developing COPD in future years. Making recommendations for social marketing strategies to reach the most "at risk" populations.

## **APPENDIX C**

**'Influencing Behaviour and Understanding  
Positive Benefits -  
Social Marketing and the Countryside'  
Delegate List**



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**'Influencing Behaviour and Understanding  
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Social Marketing and the Countryside'  
Delegate List**



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**'Influencing Behaviour and Understanding  
Positive Benefits -  
Social Marketing and the Countryside'  
Delegate List**



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## **APPENDIX D**