A Primer in Community-based Social Marketing

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Foreword

This primer is for those interested in producing behavioral changes.

Do you want to produce specific behavioral changes within your community? This primer was not produced just for people who specialize in marketing or public outreach, but for the administrative assistants in small organizations who need to draft a program to increase use of public transportation, for parents who want to improve local air quality for their children, for students who want to initiate sustainable behaviors at their schools, the frustrated commuters who would like to decrease traffic congestion, and so on.

This primer breaks behavioral program planning and implementation into six steps. **By the end of this primer, you will have completed practice exercises central to the formation of a behavioral change program.** The process overview is supplemented by references to additional resources that will provide greater detail and instruction for how to create your own program. Having reviewed the process of creating a program, and knowing where to find additional resources, **you will be better prepared to plan your own behavioral change program** suited to meet your specific needs.

The six steps are:
1. Form a Planning Team
2. Behavior Selection
3. Partner Selection and Analysis
4. Barrier/Benefit Research
5. Strategy Development
6. Strategy Testing and Pilot Implementation

Whether you are interested in a small or large behavioral change program, this guide is meant to introduce you to a mechanism that will help you achieve your goals.

Contents

Introduction

Adapted with permission from Cullbridge Marketing and Communications, François Lagarde, and Transport Canada's *Changing Transportation Behaviours.*[1]

This guide is written to help you produce behavioral changes within your community. Traditional marketing campaigns promote consumption of products rather than changes in lifestyle behaviors. Social marketing has developed a track record worldwide for its effectiveness at influencing a wide range of behaviors for both personal and public good.

Community-based social marketing

The term *community-based social marketing* (CBSM) was coined by Dr. Doug McKenzie-Mohr[2]. CBSM is a form of social marketing that emphasizes direct contact among community members and the systematic removal of structural and other barriers to action, since research suggests that these approaches are often most likely to bring about behavioral change.

The critical elements of CBSM are:
- Selecting the behaviors on which you will focus
- Identifying the related barriers and benefits
- Developing and piloting a program to overcome these barriers and to promote these benefits
- Implementing the program across a community
- Monitoring, evaluating and improving the effectiveness of the program on an ongoing basis

Beyond information, communication and promotion

For decades, practitioners in the health, environment and community-based fields have explored ways to persuade individuals to adopt a range of behaviors.[3] In the process, they have learned that information *alone* is usually unlikely to change behaviors. As shown in the diagram below, you can get some people to change their behavior just by providing information ("tell me / show me"), but only if barriers to doing the action are relatively low, there's some personal motivation to do the action, and the audience is simply unaware of the action and its benefits. For example, when a new bus route is implemented, it may only take getting the word out for people to start using it.

Much more often, however, people face real barriers to changing their travel behaviors. For example, a lack of personal vehicle transportation may make it impractical for some

to ride the bus, even if provided with a direct bus route, if they are caregivers and may need an urgent way to get home. While barriers may be shared by certain groups of people, other barriers are as individual as fingerprints. Further, many people enjoy the flexibility and comfort of their cars. And everyone is influenced by family members, neighbors and colleagues. More often than not, these barriers and influences outweigh the good intentions of those who might otherwise change their travel habits. That's when the "help me" approach in the following table becomes necessary.

The Place of Social Marketing in the Continuum of Behavior Change Intervention[4]			
Intervention approach	Information: "Tell me / show me"	Social marketing: "Help me"	Law: "Make me"
Context for intervention	Barriers are low Personal motivation exists Audience is unaware	Some barriers exist Personal motivation exists	Barriers are high Behaviors are entrenched

To find out about and overcome various influences, as well as to successfully reach your audience, you need to discover more about them and what is competing with your calls to action. Using an alternative transportation example, you need to ensure that attractive alternative and competitive sustainable transportation choices *exist,* that individuals are *aware* of and *want* to use them, and that key barriers to doing so have been reduced.

Social marketing is a systematic approach for doing this. In other words, it will help you research, design and then promote sustainable behaviors so they are attractive, competitive, easy and popular.[5] Social marketing uses a variety of strategies, including policy measures, to affect the relative appeal and cost of each option. Community-based social marketing stresses overcoming structural and other barriers. In practice, this means creating more sustainable communities through successful behavior change initiatives.

All this may seem daunting to you at first. However, the process is more a matter of being systematic than allocating vast quantities of resources or time. In fact, whether you or your organization has extensive resources or operates on a shoestring, it is always wise to ask hard questions and gather solid information on which to base strategic decisions before spending (limited) resources. Taking more upfront planning time usually pays off in the end by reducing implementation time and costs and producing better results. This is why social marketing is gaining momentum with a growing constituency of professionals at all levels, many of whom are operating with small budgets.[6]

[1] Kassirer, J. & Lagarde, F. (2010). *Changing transportation behaviours - A social marketing planning guide*. Ottawa (Canada): Transport Canada.
[2] Mckenzie-Mohr, Doug (1997). *Promoting a Sustainable Future: An Introduction to Community-Based Social Marketing*. National Round Table on the Environment and the Economy.
[3] Kotler, P. & Lee, N.R. (2008). *Social marketing: Influencing behaviours for good.* Sage.
[4] Adapted from: Rothschild, M. L. (1999). Carrots, sticks and promises: A conceptual framework for the management of public health and social issue behaviors. *Journal of Marketing, 63*, 24-37.
[5] Adapted from William A. Smith: *Make it fun, easy and popular* – Source: Smith, W.A. (1999). Marketing with no budget. *Social Marketing Quarterly, 5*(2), 6-11.
[6] Deshpande, S., & Lagarde, F. (2008). International survey on advanced-level social marketing training events. *Social Marketing Quarterly*, 14(2), 50-66.

Strategy Overview

1. Form a Planning Team
   a) Identify who in your organization should be planning and executing your project with you.
   b) If applicable, establish expectations and meeting schedules with those previously identified.

2. Behavior Selection
   a) Decide what problem you want to address
   b) Collect information regarding which sector merits targeting
   c) Select a sector that makes a significant contribution to the issue you are trying to address
   d) Investigate which categories within that sector contribute most to your issue
   e) Create a list of non-divisible, end-state behaviors that are drawn from the most important categories.
   f) Determine the impact, probability and penetration levels for the non-divisible, end-state behavior
   g) Select a behavior with the best combination of impact, probability, and penetration

3. Partner Selection and Analysis
   a) List needs of your CBSM project
   b) Identify potential partners
   c) Formalize partnerships
   d) Optional: Identify and recruit opinion leaders
   e) Conduct a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis

4. Barrier/Benefit Research
   a) Carry out a literature review
   b) Perform unobtrusive observations
   c) Optional: Conduct focus groups (recommended to do so with separate groups for behavior adopters and non-adopters)
   d) Perform surveys: full if time, or conduct intercept surveys
   e) Optional: Segment answers for behavior adopters and those who have not adopted the behavior
   f) Analyze data

5. Strategy Development
   a) Select tools based on barrier and benefit analysis
   b) Review the CBSM checklist to maximize effectiveness of tools
   c) Decide if multiple barriers can be addressed through one tool
   d) Identify key times for project implementation

6. Strategy Testing and Pilot Implementation
   a) Don't mix barrier and benefit research with piloting
   b) Use a minimum of two groups to conduct your pilot
   c) Make measurements of behavior change a priority
   d) Calculate Return on Investment (ROI)
   e) Revise your pilot until it is effective

7. Broad-scale Implementation and Evaluation
   a) Before implementation, collect baseline data on present level of target behavior engagement
   b) After implementation, collect data on program's impact multiple times for monitoring

Case Study Profile

Increasing ridership of public transportation

Throughout this primer, you will practice outlining a behavioral program using the case study of Cache Valley Transit District (hereafter referred to as CVTD or the District), who is utilizing community-based social marketing techniques to increase ridership use of their zero-fare bus system.

For 24 years, the District has provided zero-fare public transportation services throughout Cache County, Utah. Twenty-six fixed route vehicles and eight paratransit vehicles provide transportation throughout thirteen service areas on 17 routes to just over 100,000 people.

Services help alleviate poor air quality in a valley notorious for winter inversions. In 2015, the District was named the Community Transportation Association of America's Urban System of the Year, and learned in a 2015 community satisfaction survey that 84% of voters in the District's service area have a favorable opinion of the District.

Despite local and national support of the system, CVTD ridership followed national trends of ridership decline after fuel prices dropped in 2015. District staff received managerial support to implement CBSM pilot projects to help passengers overcome barriers to ridership. District directors and staff are currently implementing the first pilot programs.

1. Form a Planning Team

If you are planning a relatively small program, you may be able to do so alone. However, this step describes rallying colleagues (coworkers, volunteers, community partners, or other stakeholders) to benefit from their expertise, experience, networks, and future support. You may engage in informal discussions or invite them to be on a spearheading committee to help coordinate and implement your program.

Cullbridge Marketing and Communications and Transport Canada[1] recommend involving people who have a good understanding of the following:

o   Where the behavioral change program fits into the District's mission, vision and plans, and the ability of the District to respond to increased demand for services, if applicable.

o   Basic social marketing, behavior change and communications principles, as well as best practices.

o   Key audiences, including various linguistic and ethno-cultural segments, as well as market research your organization or others have conducted.

o   Previous and current initiatives of key stakeholders relevant to the transportation issue.

o   Partners to give credibility to the intervention, provide access to audiences or various types of resources.

o   Organizational policies and practices.

o   Financial commitments and ability of the organization to access funding sources, if necessary.

Tips

o   Involve those with decision-making authority as early and often as possible.

o   Make sure your planning process includes input from representatives of the intended audience as well as key stakeholders and partners.

o   At this stage, note those that would be valuable additions to your planning team; those that may simply want to be informed and have a say in how you set your objectives and select your strategies (they may not be interested in the actual implementation); and those you will approach later to help you with implementation.

[1] Kassirer, J. & Lagarde, F. (2010). *Changing transportation behaviours - A social marketing planning guide*. Page 13. Ottawa (Canada): Transport Canada.

2. Behavior Selection

What problem do you want to address? Do you want to increase bus ridership? Alleviate air pollution? Decrease traffic congestion? Chances are your work dictates what problem you want to address. However, even wanting to increase bus ridership include a broad range of potential target behaviors. This is why behavior selection is important to effective program implementation. The following steps are meant to help you target the behavior which will result in the most return on investment.

a) **Decide what problem you want to address.**
    Do you want to alleviate traffic, increase bus ridership, or are you more concerned about reducing emissions in order to improve air quality?

b) **Collect information on which sector merits targeting.**
    Collect data to find out which sectors contributing to your challenge make the most reasonable target. For example, in 2015 CVTD's Routes 5 and 9 had the greatest capacity to handle increased ridership at 30 minute intervals.

c) **Select a sector that makes a significant contribution to the issue we are trying to address.**
    Out of all the contributors to the problem you are addressing, through which target could you make the most impact? According to the Cache Metropolitan Planning Organization, drive-alone car trips make up 39.3% of daily travel in Cache Valley.
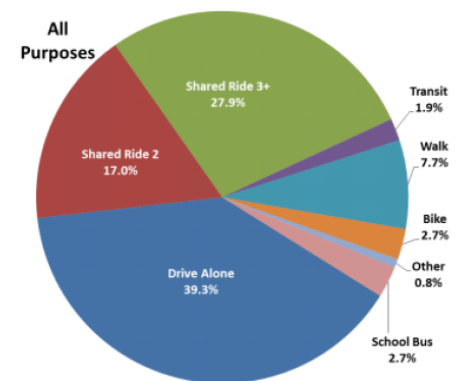
d) **Investigate which categories within that sector contribute most to your issue.**
    Within the sector defining your target problem, different categories contribute to the problem. If Routes 5 and 9 include mixes of suburbs, high-density housing units, and commercial zoning, the high-density units would good targets for program implementation.

e) **Create a list of non-divisible, end-state behaviors that are drawn from the most important categories**
    Divisible behaviors refer to actions that can be broken down into smaller sub actions. Choosing a non-divisible behavior is important in order to understand the specific barriers preventing the target behavior. In addition to behaviors being non-divisible, they should also be end-state, meaning the behavior actually produces the desired environmental outcome.
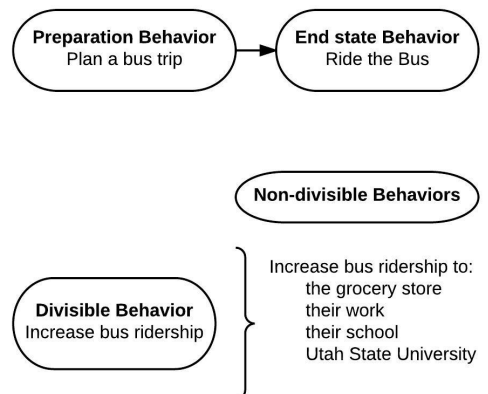
For example, planning a bus trip is very different than actually riding the bus. A non-divisible, end-state behavior would be actually riding a bus to get to and from the grocery store.

f) Determine the impact, probability, and penetration levels for the non-divisible, end-state behaviors

After creating a list of non-divisible, end-state behaviors, you need to compare them to determine which are most worth promoting. This is done by determining the impact of the behavior, how probable it is that the target audience will engage in the behavior, and what level of penetration the behavior has already obtained within the target audience. For example, it is easier to promote bus use to areas known as main employers or destinations in an area (such as a city's university) than it is to promote a widespread program such as "bus to work," since there are a myriad of different institutions in an area. It is also easier to promote bus ridership to destinations that are close to bus stops. For example, there are two grocery stores located within two blocks of the District's Intermodal Transit Center, not requiring any bus transfers, so it is likely that bus ridership to those grocery stores could be increased.

g) Select behavior(s) with the best combination of impact, probability, and penetration

After discussion, the District chose to encourage patrons of high-density housing units along Routes 5 and 9 to switch drive-alone car trips to bus ridership when traveling to the local university and the grocery store.
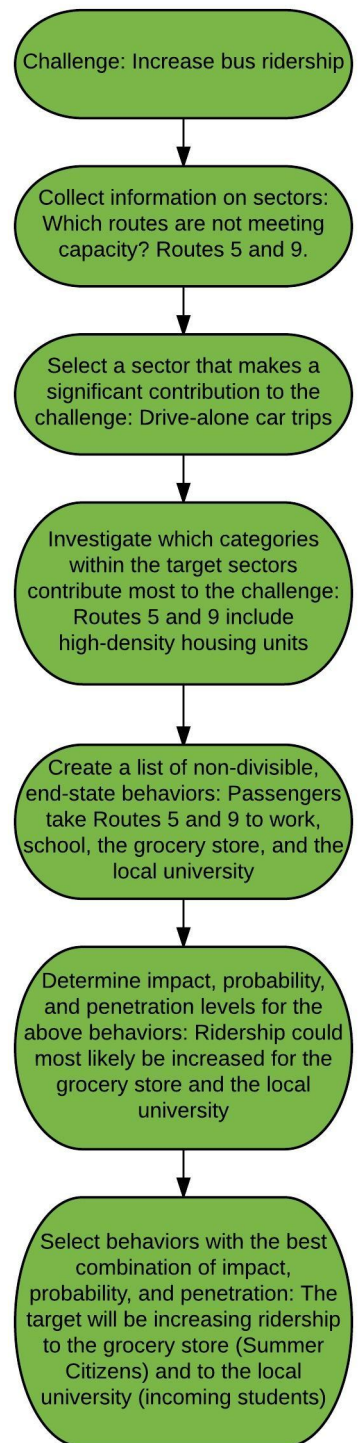
Exercise 1: Behavior Selection

1. Label the following as "preparation" behaviors or "end state" behaviors:
a. Downloading a GPS bus tracking app _____
b. Riding the bus to get to a grocery store _____
c. Learning how to use the bus to get to work _____
2. Label the following as "divisible" or "non-divisible":
a. Riding a bicycle to your local university _____
b. Taking the bus to your local hospital _____
c. Improving air quality by supporting intermodal transit_____
3. Which behavior has the best combination of impact and probability?
a. Increasing bus ridership from suburbs on a 60-minute commuter route
b. Increasing bus ridership from high-density housing on a 30-minute route

Behavior Selection

Challenge: Increase bus ridership

↓

Collect information on sectors: Which routes are not meeting capacity? Routes 5 and 9.

↓

Select a sector that makes a significant contribution to the challenge: Drive-alone car trips

↓

Investigate which categories within the target sectors contribute most to the challenge: Routes 5 and 9 include high-density housing units

↓

Create a list of non-divisible, end-state behaviors: Passengers take Routes 5 and 9 to work, school, the grocery store, and the local university

↓

Determine impact, probability, and penetration levels for the above behaviors: Ridership could most likely be increased for the grocery store and the local university

↓

Select behaviors with the best combination of impact, probability, and penetration: The target will be increasing ridership to the grocery store (Summer Citizens) and to the local university (incoming students)

3. Partner Selection and Analysis

Partnering with organizations that share your interests and goals can improve the credibility of your messages and improve access to your target audiences. This could involve initiating additional activities with organizations already part of your planning team, or could result in reaching out to additional organizations.

Cullbridge Marketing and Communications and Transport Canada[1] recommend checking if your organization has a partnership or sponsorship policy, or verifying if one should be developed before approaching partners. They recommend the following process for establishing partnerships:

- o **Needs sought**: List the needs that are the most important to fulfill from partnering. Consider possible contributions toward: credibility, access to your target audiences, supportive policies, and resources to implement your strategy (including funding, staff, volunteers, know- how, materials, and facilities).
- o **Possible organizations**: Given your needs, list possible partners that could help in those areas. Circle the ones that could be most helpful.
- o **Acceptability**: Of those you listed, note which would be partners that would be acceptable to your organization, audience, funder, the media and other key stakeholders.
- o **Nature and scope of contribution**: Note specifically how you would like each organization to contribute.
- o **Benefits to them**: Before approaching potential partner organizations, analyze them as you would analyze any other audience. They will expect benefits, may see barriers and are likely to consult other people before agreeing to your proposal. Build your case accordingly.
- o **Notes**: If the potential partner would be more likely to respond positively if asked by someone they already know and trust, consider who could do that for you. Also note any particular terms of the agreement that come to mind, and how you might put your mutual commitments in writing.

After formalizing partnerships, recruiting opinion leaders to advocate for your program within target communities is an optional but effective way to get momentum in your project. Opinion leaders are people who are willing and able to engage in the behavioral changes you are initiating, who are also well known and respected within your target audiences. Their voices and examples help engage those who would otherwise be more difficult to get on board.

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[1] Kassirer, J. & Lagarde, F. (2010). *Changing transportation behaviours - A social marketing planning guide*. Page 45. Ottawa (Canada): Transport Canada.

Finally, conducting a Strengths Weaknesses Opportunities and Threats (SWOT) Analysis with your community partners is a useful way to determine the strengths and weaknesses of your organization and partner (internal), and the opportunities and threats facing your program (external). This analysis will help you focus on strengths, mitigate threats, and take advantage of opportunities. An excellent synopsis can be found at https://www.mindtools.com/pages/article/newTMC_05.htm.

Case Study: Summer Citizens SWOT Analysis

Summer Citizens is a 40 year old program in which the local university hosts senior citizens from states with sweltering summer heat in cooler Cache Valley dormitories which are left empty by students who occupy them during the school year. The program is expanding, with 900-1,000 summer citizens expected for the year 2016. The District is working with the Summer Citizen program coordinators to provide better service to these patrons and increase summer bus ridership, and a SWOT Analysis of their partnership is described below.

1. **Strengths**

The Summer Citizen program has operated for 40 years. Program administrators have cultivated a strong rapport with citizens, with about 75% of the summer citizens returning year after year. The Summer Citizens become very loyal to causes or programs they like and trust, with the District being a potential institution to devote that loyalty to. Summer Citizen administrators report high levels of feedback on surveys sent to patrons. The District has operated for 24 years, and reports that 85% of Cache Valley's population view the District and its services favorably.

2. **Weaknesses**

The Summer Citizen program does not have much funding for extra partnerships. They have a limited amount available for a bus wrap advertising the program throughout this Valley, but do not have means of producing outreach materials on behalf of CVTD. CVTD is also limited by budgetary constraints, though there is some marketing budget available for the production of outreach materials.

3. **Opportunities**

The District has bus routes near several of the Summer Citizen housing complexes, so there is potential for increasing ridership along those stops. Because the Summer Citizen administrators report high levels of survey feedback, CVTD could submit a survey through the administrators to gather patron feedback on bus ridership issues.

4. **Threats**

Summer Citizens may have very different challenges to bus ridership than younger demographics. Where this population only comes to Cache Valley for a quarter of the year, it may be difficult to encourage behavioral change in only three months. Some will prefer their cars over the bus.

4. Barrier/Benefit Research

In order to help communities change their behavior, you need to know the barriers that prevent them from engaging in that behavior, and what benefits would encourage them to engage in that behavior. This is called barrier and benefit research. This information will allow you to develop strategies specific to your target community. Even if time and funds for this research are limited, there are basic steps you can take to make sure that your pilot program is constructed on a strong foundation. Barrier/benefit research is necessary for each non-divisible, end-state behavior, as each behavior may have different barriers.

a. Carry out a literature review.

Searching for published scientific articles in your topic of interest is an efficient way to determine what has and has not worked for programs such as the one you are interested in implementing. For example, searching for articles published on travel behavioral change resulted in finding an article entitled "Is a residential relocation a good opportunity to change people's travel behavior?" which backs the idea that when people relocate to a new residential area, they are more open to trying and consistently using public transportation. Applying this research, good times to promote bus ridership are when Summer Citizens relocate to Cache Valley, or when students begin classes.

b. Perform unobtrusive observations

Obtain permission from any community partners to observe your target audience to see who is or is not engaging in your target behavior. The District received permission to watch apartment residents leaving their residential area to see what modes of transportation were being used. Results indicated that 70% of the residents leaving in a one hour period did so in single occupant vehicles, while only 11.8% used public transportation. Observers learned that 62% of persons observed were male, which indicates that outreach materials must appeal to both a masculine and feminine audience.

c. Conduct focus groups

An optional research method, focus groups are an effective way to engage target audiences in discussion about what prevents and encourages them from engaging in behaviors. If this method is chosen, it is wise to have separate focus group discussions for those who engage in and do not engage in the target behavior.

d. Perform surveys

Surveys may be as detailed or succinct as the researcher has time and means. Even detailed surveys should not require more than 10 minutes of the respondent's time. If little time or means are available, intercept surveys are an option, asking people just two

questions: 1) What challenges or difficulties would prevent you from doing _____?
and 2) What would make it easier or more rewarding for you to do _____?

e. Segment answers for behavior adopters and non-adopters
If possible, separate the answers by who is already engaging in the target behavior, and who is not. This will allow you to see if barriers exist for both groups or just one or the other.

f. Analyze the data
Depending on how extensive your data collection is, determine the demographics, key opportunities for intervention, and the barriers and benefits the audience face relative to your target behavior.

Exercise 2: Barrier Benefit Research

The District partnered with Summer Citizens to gather patron feedback via an email survey. Use the sample data of their feedback below to answer the following questions.

What do you see as beneficial or rewarding about taking the bus to the grocery store in order to do your grocery shopping?	What makes it difficult or challenging for you to take the bus to the grocery store in order to do your grocery shopping?

No problem parking
Ease of travel
It is good for small purchases
I see no benefits
Simplicity
Less pollution
NOT USING CAR
Saves gas
It is easier than driving assuming
    that it does not take all afternoon
No parking hassles
Low cost, no driving
Save fuel/environment
Only if I have a few items
As long as I can still drive, nothing beneficial
	I can only carry a set amount and then have
	    to walk from the bus stop
	Always buy more than I can carry
	Carrying groceries
	Wait time
	I could not do a lot of packages
	Carrying multiple bags onto -and off - the bus
	Carrying grocery bags
	Time it will pick me up
	CARRYING BAGS OF GROCERIES
	Hard to figure out what time and what route
	Getting bags back home
	None
	Getting bags on and off the bus
	Bad weather

1. Summarize what the Summer Citizens see as beneficial or rewarding about taking the bus to the grocery store.

2. What challenges would you need to address so that the Summer Citizens felt they could take the bus to the grocery store?

5. Strategy Development

In order to have a successful behavioral change program, strategy development needs careful consideration. Strategies are too often based on hunches rather than on solid information, which is why the barrier/benefit research in step 4 is important. Having completed barrier/benefit research, you are well placed to design a program best suited to help your target audience engage in your target behavior.

a. Select tools based on barrier and benefit analysis
Developing a successful social marketing strategy requires barriers to your desired behavior are reduced, while benefits to engaging in your desired behavior are increased. This is further helped by 1) encouraging your target behavior while at the same time 2) discouraging the unwanted behavior. For example, with political or institutional support, the convenience of drive-alone car trips could be lessened through giving public transportation right-of-way or by implementing or increasing parking fees.

In his book *Fostering Sustainable Behavior*, Dr. Doug McKenzie-Mohr outlines seven strategies that may be employed to address specific barriers. Though other barriers and tools exist, his list and descriptions depict that each barrier needs to be addressed by an appropriate tool or strategy for successful program implementation.

Ideas for how to use each tool are listed in *Fostering Sustainable Behavior*, Transport Canada's *Changing Transportation Behavior*, and the website toolsofchange.com.

Barriers	Tools	Description	Example
Lack of Motivation	Commitment	Use when your audience believes a behavior is worthwhile but hasn't done it yet	Ask people to write their names on a public board committing to take public transit
	Norms	Use when your audience does not yet believe a behavior is worthwhile	
	Incentives	There is little likelihood of the behavior occurring unless motivation is significantly increased	Give buses priority in high traffic areas
Forget to Act	Prompts	Use when the audience forgets to engage in the behavior	Provide bus-shaped key chains with CVTD info
Lack of Social Pressure	Norms	Use when people do not care about the behavior	Showcase the % of staff or apartment patrons who use public transit
Lack of Knowledge	Communication Social Diffusion	Use both of these if the target audience lacks knowledge	Showcase staff members who use public transit
Structural Barriers	Convenience	Increase convenience to address structural barriers	Provide collapsible grocery trolleys for passengers

b. Review the appropriate CBSM checklist to maximize effectiveness of tools

For each tool described above, Dr. Doug McKenzie-Mohr includes a checklist on how to maximize the effectiveness for that tool in his book *Fostering Sustainable Behavior*. For example, when using the commitment tool, one would want to ask for public commitments, group commitments instead of from individuals, and emphasize written over verbal commitments.

c. Decide if multiple barriers can be addressed through one tool

By addressing multiple barriers with one tool, program costs can be minimized while still obtaining efficient results. For example, by asking drivers who are idling their cars to commit to turning off their engines instead of driving, and then following the commitment with asking permission to display a sticker on their windshield supporting anti-idling efforts, the single sticker serves as a prompt to the driver and spreads a norm through social diffusion.

d) Decide on key times for implementation

Identify key moments when your target audience would be most likely to try and adopt the desired and competing behaviors. For example, when students move into their dorms before a new school year, when a family moves into a new neighborhood and wants to assimilate with neighborhood culture, or when a professional is starting a job with a new institution.

Exercise 3: Strategy Development

In Exercise 2, it was determined that the Summer Citizens felt the following were barriers that would make it challenging to take the bus to the grocery store. What tools, described above, would you want to use in order to address the following?

Barriers for Summer Citizens	Barriers	Tools	Description
"Bad weather"	Structural barrier	Convenience	Increase convenience – educate on bus stop shelters, air conditioning in buses, and how others deal with weather
"Carrying grocery bags"			
"I see no benefits"			
"Hard to figure out what time and what route"			

6. Strategy Testing and Pilot Implementation

Testing your strategy is necessary to ensure that specific elements of the program are ready for pilot testing. The point of a pilot program is to identify and address problems before launching a campaign throughout the community. It also enables you to calculate a projected Return on Investment (ROI) and improve cost-effectiveness. Compare a number of different approaches to learn about the strengths, weaknesses, and cost-benefits of each approach.

a. Don't mix barrier and benefit research with piloting
When testing your strategy through surveys or focus groups prior to the actual pilot implementation, do not use the same groups used to collect your barrier/benefit research data. Sometimes, just the act of collecting data on an issue is enough to raise awareness of the issue and may elicit behavioral change before the actual implementation of your program. For this reason, it is helpful to conduct your barrier and benefit research in communities similar to the target community.

b. Use a minimum of two groups to conduct your pilot
You want to make sure that the behavior change you measure occurs from your program implementation and not from changes occurring in the community. For example, if you are conducting a program to reduce littering at the same time of a major oil spill, your target community will have an increased awareness of environmental pollution that could not be attributed to your program. For this reason, make sure that you are measuring a control group that does not receive any program outreach, other than to measure that group's behavioral change against your target group.

c. Make measurements of behavior change a priority
Your primary concern should be whether you were able to change the behavior that you set out to change. Whenever possible, seek methods to examine actual changes in behavior rather than relying on self-reports of behavior, as self-reports can be unreliable.

d. Calculate Return on Investment (ROI)
You want to know that you have changed behavior in a cost-effective manner. By calculating the ROI, you may learn that one method results in just a slightly lower adoption rate but at a much lower cost than a more expensive strategy. Detailed steps are found on page 141-142 of *Fostering Sustainable Behavior*.

e. Revise your pilot until it is effective
After identifying and correcting problems in a pilot strategy, run the revised pilot again to ensure that you were actually able to change the desired behavior.

7. Broad-scale Implementation and Evaluation

Once your pilot program has demonstrated that you can bring about your desired behavior change in a cost-effective manner, you are ready to roll your program out to your target community. Before doing so, you'll want to collect baseline information determining the present level of engagement of the behavior you want to promote. After initiating your strategy, collect data evaluating the program's impact multiple times. This will allow you to determine if your program is influencing your target behavior over the long term, and will also allow you to detect if engagement begins to trail off and needs strategic correction. Following broad scale implementation and impact evaluation, take the time to share your experience with stakeholders and the community at-large in a reader-friendly final report. This will allow others to learn from and build upon your efforts. Examples of broad scale implementation and evaluation may be found in Dr. Doug McKenzie-Mohr's book *Fostering Sustainable Behavior*[1] and Transport Canada's *Changing Transportation Behaviours: A Social Marketing Planning Guide*[2].

Review

Whether you are working to improve air quality, increase bus ridership, or elicit any sort of community behavioral change, this primer was meant to **introduce you to a mechanism to achieve your goals**. Community-based social marketing focuses on selecting behaviors that will achieve the greatest results for your investment. By performing barrier/benefit research, you can develop a strategy that will meet the specific needs of your target community. By testing your strategy and implementing pilots, you will be able to correct any problems before widespread implementation throughout your target community. Calculating a Return on Investment ratio will enable you to present a fact-based approach to funders and supervisors about the results your program will generate.

As you embark on your own program design and implementation, know that you have a community of people and resources to turn to! The network of community-based social marketing implementers is active, expanding, and eager to help one another with individual needs. You are most welcome to this group of change-makers, and are wished the best as you make a difference in your community!

[1] Mckenzie-Mohr, Doug (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing.*
[2] Kassirer, J. & Lagarde, F. (2010). *Changing transportation behaviours - A social marketing planning guide.* Ottawa (Canada): Transport Canada.

Additional Resources

❧ www.cbsm.com. This website has resources for those working to elicit community behavioral change: the complete contents of the book *Fostering Sustainable Behavior* (for free), searchable databases of articles, case studies and turnkey strategies, and discussion forums for information sharing.

❧ *Changing Transportation Behaviours: A Social Marketing Planning Guide.* Transport Canada. November 2010. https://www.fcm.ca/Documents/tools/GMF/Transport_Canada/ChangeTranspoBehaviours_EN.pdf

❧ *Fostering Sustainable Behavior: An Introduction to Community-based Social Marketing* by Doug McKenzie-Mohr.

❧ https://www.mindtools.com/pages/article/newTMC_05.htm. An excellent article explaining how to conduct a SWOT analysis in order to maximize opportunities and strengths, and reduce threats.

❧ http://www.toolsofchange.com/en/home/. This website boasts "the most extensive, freely-accessible collection of voluntary behavior change, social marketing and cbsm case studies available on the web."

Answers to Exercises

Correct answers are **bolded in black.**

Exercise 1: Behavior Selection

1. Label the following as "preparation" behaviors or "end state" behaviors:
    a. Downloading a GPS bus tracking app: **preparation**
    b. Riding the bus to get to a grocery store: **end state**
    c. Learning how to use the bus to get to work: **preparation**
2. Label the following as "divisible" or "non-divisible":
    a. Riding a bicycle to your local university: **non-divisible**
    b. Taking the bus to your local hospital: **non-divisible**
    c. Improving air quality by supporting intermodal transit: **divisible**
3. Which behavior has the best combination of impact and probability?
    a. Increasing bus ridership from suburbs on a 60-minute commuter route
    b. **Increasing bus ridership from high-density housing on a 30-minute route**

Exercise 2: Barrier Benefit Research

1. What do the Summer Citizens see as beneficial or rewarding about taking the bus to the grocery store?

   Some responses indicate that the respondent would be unlikely to be persuaded to try public transportation. But others indicate that not needing to worry about parking, cutting fuel costs, and not having to worry about driving are encouraging benefits. Since only one person mentions environmental benefits, "sustainability" messaging would likely not work for this target audience.

2. What challenges would you need to address so that the Summer Citizens felt they could take the bus to the grocery store?

   An overwhelming majority states that they would not be able to carry their groceries. Others mention the waiting time for the bus, bad weather, and figuring out how to use the bus.

Exercise 3: Answers for Strategy Development

Barriers for Summer Citizens	Barriers	Tools	Description - idea
"Bad weather"	Structural barrier	Convenience	Increase convenience – educate on bus stop shelters, air conditioning in buses, and how others deal with inclement weather
"Carrying grocery bags"	**Structural Barriers**	**Convenience**	**Increase convenience – provide collapsible trolleys for rental by apartment patrons**
"I see no benefits"	**Lack of Motivation**	**Norms**	**Use when your audience does not yet believe a behavior is worthwhile – when everyone else is doing it, they will want to do it to fit in**
"Hard to figure out what time and what route"	**Lack of Knowledge**	**Communication Social Diffusion**	**Use both of these if the target audience lacks knowledge - educate on how to use route maps and schedules, the Google Trip Planner ,and bus tracking apps**

Post Test

1. When selecting target behaviors for your program, which of the following behaviors would you specify?
    a. End state
    b. Non-end state
    c. Divisible
    d. Non-divisible
    e. Both a and d
    f. Both b and c

2. If you have two target behaviors you want to influence, how should you conduct barrier/benefit research?
    a. Barrier/benefit research for each target behavior
    b. Barrier/benefit research lumping both behaviors together
    c. Skip conducting barrier/benefit research to save time and money

3. True or False
   When developing your behavioral change program, a SWOT analysis will help you to focus on strengths, mitigate threats, and take advantage of opportunities.

4. When developing strategies to address barriers to your target behavior(s), what should you do?
    a. Decide on key times for implementation
    b. Decide if multiple barriers can be addressed through one tool
    c. Select tools based on barrier/benefit analysis
    d. All of the above

Post Test Answers

Answers

1. E
2. A
3. True
4. D