

Theory in Social Marketing

4

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Chapter Overview

As scientists, we try to derive theories to provide predictions on why things operate as they do. That is, we hope to understand a phenomenon by understanding the underlying system. In its most ideal form, we try to understand the general principles which underpin the phenomenon—to allow us to explain not only when something occurs and when it does not, but why. Ideally, this understanding will lead us to be able to make predictions not only about the particularistic phenomenon but lead up to generalizable knowledge about similar phenomena.

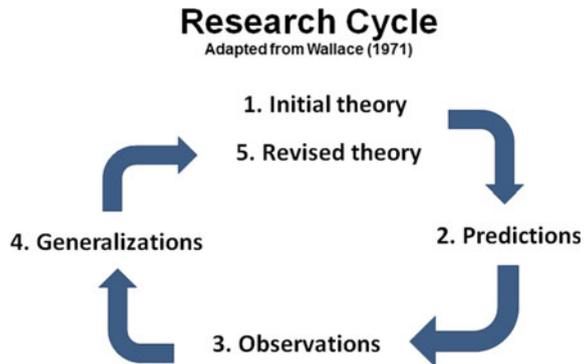
Introduction

Theory is important because it can be used in at least two ways. First, a theory is a form of generalized knowledge that allows us to understand important factors and make predictions—something we call “generalizability.” That is, we hope that our theory “can be generalized through the design of theory-based interventions that are viable in the real world” and “used as a framework for designing and intervention” (Calder, Phillips, & Tybout, 1981, p. 198). In reference to this practical application of theory, Kurt Lewin, one of the founding fathers of social psychology, is often reported to have said, “There’s nothing so practical as a good theory.” Secondly, we try to test our theory where “falsification procedures are used to test the intervention under conditions that could cause it to fail in the real world” (Calder et al., 1981, p. 198). Rigorous testing is important because it allows us to see if the theory is

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Fig. 4.1 Research process



supported. Current thinking in this area is that scientists never actually prove a theory, but simply build up more and more support for it with each test. This is because we realize that in science, the next test might find conflicting results. Popper's basic approach to the scientific method (1959) focuses on the importance of falsification as a critical means to test whether the theory is accurate. Both of these uses of theory are important in social marketing, and it is important to not only draw on theories for guidance, but also to test them in the real world, to see if they hold up under scrutiny. A visual illustration of this approach is shown in Fig. 4.1.

While social marketers draw primarily on commercial marketing strategies, social marketing is also a pragmatic field that is not limited to a single theory, approach, academic discipline, or even a single world view. In 1999, Bill Smith noted that the President of Uganda, when asked how his country dealt with the AIDS crisis said, "when there is a lion in the village, we raise the alarm" to use whatever methods are at their disposal. Similarly, social marketing is a practical field that brings a variety of theories to bear a variety of problems. To this end, this chapter will review some of the primary theories that are applied in social marketing and explain each as well as prepare the reader for the theories that are used in the cases that follow.

Exchange Theory

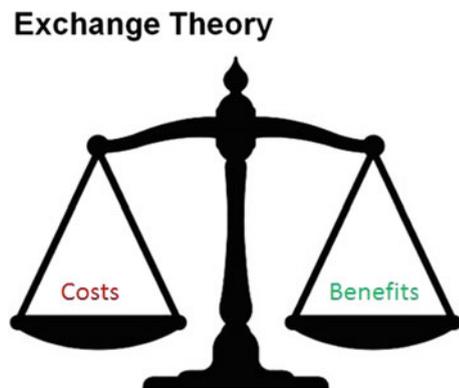
One of the most fundamental theories underlying the field of social marketing is exchange theory (Peattie & Peattie, 2003; Rothschild, 1999). From its original roots in economics, the notion of exchange is foundational to the field of marketing. According to exchange theory, people are willing to pay the price for things that they believe have value. Kotler (2000: 6–7) argues that there are five underlying requirements of exchange theory: 1. there are at least two parties, 2. each party has something that has value to the other party, 3. each party is free to accept or reject

the exchange, 4. each party is willing to deal with the other party, and 5. each party can communicate and deliver on their promises. The notion of exchange can be conceptualized where people “weigh” the costs of a particular choice against the benefits. When the benefits are seen to outweigh the costs, people are likely to purchase the product. This metaphor is illustrated in Fig. 4.2.

Applied to the field of social marketing, the notion of “price” is broadened; however, the central postulate of exchange theory remains the same—that exchanges must be mutually beneficial. Social marketers must demonstrate that the perceived benefits outweigh the perceived costs for the voluntary behavior to become attractive (Maibach, 1993). As a result, exchange theory becomes the foundational theoretical tenant that underlies marketing and social marketing (Luca & Suggs, 2013; Truong, 2014), so we must keep this foundation in mind as we encourage people’s behaviors (Rothschild, 1999).

In Chap. 9, Reis-Marques, Lages, and Caminati’s case on encouraging entrepreneurship in a developing country proposes that exchange value can best be understood through a value creation wheel. As a result, value corresponds to specific benefits for each stakeholder including customers, suppliers, distributors, employees, shareholders, and other strategic partners. They further “drill down” to suggest that value can be further understood using the “DIANA” and “TIAGO” theoretical frameworks. Casais, Ferreira, and Proença’s case on tax evasion in Portugal (Chap. 11) acknowledges that, “In order to encourage the voluntary compliance of invoice request with tax number, exchange theory in social marketing is important to demonstrate that the benefits outweigh the opportunity costs.” In Chap. 15’s Smile Train case in India by Sivakumar, the use of cleft palate surgery hinges on people’s perceptions of the ratio of rewards to costs. By reducing the costs of the surgery, both financial and social, they encouraged more people to take advantage of the surgery. In social marketing, it is important to provide options to people and to do what we can to make the desired behavior more attractive. In “Hand Washing with Soap for a Healthier Vietnam” (Chap. 19), Doan and Truong also invoke exchange theory to understand the logic behind the effort.

Fig. 4.2 Exchange theory



There are other commercial marketing theories that are derived from exchange theory that are not as well known in social marketing. For example, Vitartis, Shipley, and March's case on The Bank of Cancer Research (Chap. 8) draws upon product differentiation theory and consumer choice theory. These theories derive from exchange theory and remind us of the importance of consumers' free choice in their actions. Although not stated explicitly, Bürklin's examination of Patagonia's "Better Than New" effort (Chap. 12) may be seen as drawing on the theories of exchange and differentiation to encourage people to stand out in the market and encourage customers to feel a connection to the Patagonia company.

Diffusion of Innovations

Originally developed by sociologists in the 1930s studying the adoption of hybrid corn seed, the theory of diffusion of innovations is an important approach in understanding the adoption of new products (Rogers, 2010). The theory proposes that the decision to adopt a new product or behavior is usually the result of a long series of events that starts with awareness and knowledge, then persuasion, a decision, then implementation and confirmation of that choice. The logic of this theory can be seen as expanding on exchange theory because adoption of a new product or behavior requires people's ability to see its advantages. Products or behaviors that have greater relative advantage, are more compatible with existing practice, less complex, can easily be tried in advance, and whose benefits are more observable are more likely to be adopted. Diffusion theory also makes predictions about the relative effectiveness of different channels of communication at different stages of the adoption process, such as mass communication in building awareness and personal communication in the final decision stage. It also makes predictions about what types of people are likely to be quicker to adopt a new product or practice—innovators, early adopters, the majority, and laggards (Fig. 4.3). The theory proposes the importance of "opinion leaders" in getting an innovation adopted by the majority of the public.

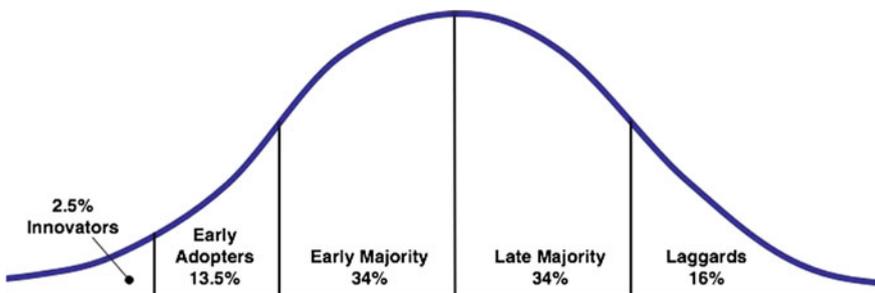


Fig. 4.3 Diffusion of innovations: distribution of adopters

Diffusion of innovations theory is often acknowledged in social marketing. For example, Dearing (2015) illustrated the importance of informal opinion leadership among health workers. Sundstrom (2014) demonstrated that diffusion of innovations theory is useful in understanding how women learn about various health issues. All in all, the diffusion of innovations theory is frequently applied in the social marketing context to understand the process through which behavior change occurs (Truong, 2014).

Diffusion of Innovations: Factors Increasing Adoption of New ‘Products’

- Relative advantage over competing products
- Compatible with current behaviors
- Less complex
- Easy to try
- Observable benefits

Hughes, McConell, and Groner, in their case “A Community-Based Social Marketing Anti-Littering Campaign” (Chap. 23), explain the importance of diffusion theory in their efforts by identifying different target segments based on their role in the diffusion process. “Rogers argues that an innovation is communicated through certain channels over time among the members of a social system and different types of adopters accept an innovation at different points in time... In that sense the Green Crusaders, New Adults, and Acceptance Seekers could be likened to Innovators, Early Adopters and Early Majority while Apathetics and Digitally Disengaged are like the Late Majority and Laggards.” In Nestlé’s “Healthy Kids Programme” in India, the authors propose that, “The pretty low interest of the target audience justifies the need of Nestlé to approach the theory of diffusion of innovations... As a way to implement this scientific approach, Nestlé should foster its effort to raise awareness among teenagers and make them understand that changing behaviors in terms of nutrition is a prior condition for their health in the long run.” This strategy draws on the notion of differentially involved publics and therefore the value of targeting particular segments. Reis-Marques, Lages, and Caminati’s case on encouraging entrepreneurship in a developing country (Chap. 9) proposes a means to encourage innovation through diffusion via communication, which will result in making people and organizations more aware of the entrepreneurship. Although not explicitly evoked, Kureshi and Thomas’s Lifebuoy’s “Help a Child Reach 5” (Chap. 17) explained that their effort, “was to bring about a social transformation in villages through hand washing with soap by identifying and mobilizing relevant influencers like mothers, teachers, and community leaders.” This notion of reaching important influencers in the community is central to diffusion theory and can be seen as applying principles of that theory to social marketing.

Involvement

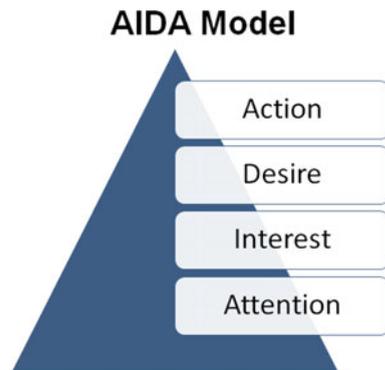
Involvement is an important aspect of how people process messages. This theory was uncovered by psychologists and has been applied widely in marketing. Often attributed to Krugman (1965) or Petty and Cacioppo (1979), when people are highly interested or “involved” with a message, they are believed to be more motivated to think about it and process the information more thoroughly; however, when their interest and motivation is lower, they are expected to rely on shortcuts or “heuristics” that simplify their efforts. The notion of involvement has been applied frequently in commercial marketing, often to aspects of the product itself where people are believed to spend more effort considering “high-involvement” products than “low-involvement” products. As a result, different types of messages, especially advertising messages, are used in an effort to match consumer motivation levels. One such application of this approach is the development of a theory of a “hierarchy of effects” where the most effective sequencing of information given to potential customers depends on their involvement with the product or service.

In Jennifer Algie’s and Nicole Mean’s “Dumb Ways to Die” case on rail safety (Chap. 6) they suggest that the hierarchy of effects model known as Attention, Interest, Desire, Action (AIDA) could also be used to improve the effort by appropriately sequencing the messaging aspects of the effort (Fig. 4.4). They propose that humor and creativity are of more importance in earlier parts of the effort where they can generate attention and interest.

Casting a Wider Net

Although these commercial marketing theories have proven their promise, Peattie and Peattie (2003) believe that there are instances where limiting ourselves to commercial marketing theory has held us back from achieving our full potential. Although the field of social marketing has drawn from commercial marketing

Fig. 4.4 Hierarchy of effects AIDA model



theory, there are many commercial marketing theories that do not have a solid corollary or application in social marketing. One example may be the reliance on the marketing mix or “4 Ps” as an organizing scheme. At times the 4P scheme is a beneficial approach, but at other times it is important to realize that this is more a thought process than a theory, and, as a result, the 4P approach may limit our ability to understanding the full complexity of human behavior in the context of social marketing (Wood, 2008).

Social marketers, especially those working in public health, “tend to be broadly eclectic and intuitive tinkerers in their use of available theory” (Walsh, Rudd, Moeykens, & Maloney, 1993, p. 115). When an alarm sounds, we look to see what we can use. This tendency to use a wide variety of theories from diverse sources is partly the result of some of the limited applicability of commercial marketing theories, and partly the result of the different contexts in which we operate.

A review of the most commonly used theories and models from almost 500 health education and health promotion articles found that the most commonly used theories in social marketing were the health belief model, social cognitive theory, theory of reasoned action, stages of change, and theories of community organization (Glanz, Lewis, & Rimer, 1997, p. 29). These theories are primarily drawn from psychology, making psychology one of the most fruitful fields for social marketing. Often described as attempting to understand human behavior, it is easy to see how many psychology theories would have relevance to social marketing endeavors.

Fear and Efficacy

Two very important concepts from psychology that are often applied in social marketing are fear and efficacy. Fear is an intuitive strategy that is often used in an attempt to alter people’s behavior. As early as 1953, psychologists were researching the effects of fear. Early studies on fear appeals found that fear was not always an effective strategy by itself, with findings suggesting that scaring people would often result in them avoiding or counter-arguing the message. One of the earliest studies looked at the effects of fear appeals on brushing teeth. The initial results suggested that moderate levels of fear might be more effective than high fear (Janis & Feshbach, 1953). This study spurred a great deal of additional research in fear appeals. One of the most important factors appeared to be people’s sense that that could do something to avoid the danger—what came to be called “efficacy” or “self-efficacy.” Bandura (1977) is most recognized for his identification of efficacy in his “social learning theory” and later “social cognitive theory.”

Gurviez and Raffin’s efforts at encouraging healthier eating habits in France through their VIF and “Les Bonnes Portions” campaign against childhood obesity (Chap. 14) invokes efficacy through Bandura’s social learning and social cognitive theory. Starting with some qualitative research which showed low levels of

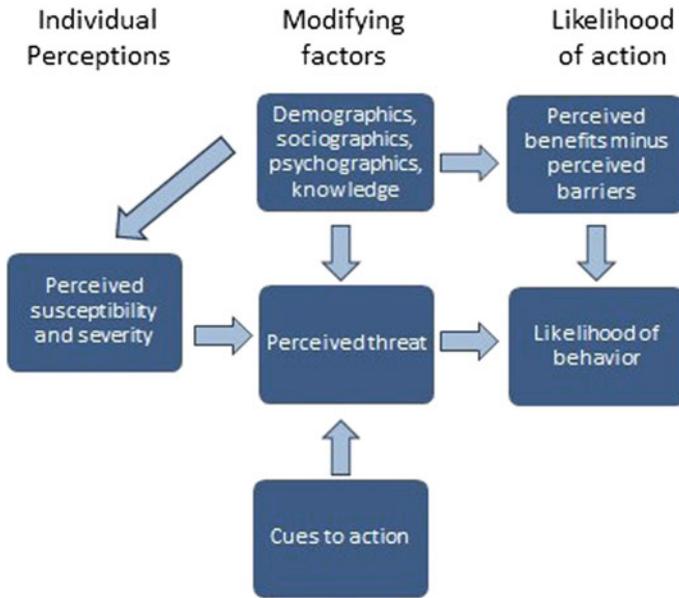
self-belief among canteen employees, the effort aimed to strengthen canteen employees', parents', and students' understanding of appropriate food portions. The first two groups were intended to serve as role models for children, providing appropriate cues and norms around portion sizes. As Lafreniere and Basil observe in their case on the Bicycle Valet (Chap. 20) "The more a person believes in their own capabilities, the more likely they are to complete a desired behavior... In these instances of self-doubt, social marketers have two options to encourage perseverance: (1) they can reassure their target audience of their own competency and the positive feelings associated with completing the action... or (2) they can simply make the desired behavior easier to complete." Fear appeals often attempt more of the first strategy (reassurance) while commercial marketing often relies more on the second (making it easier). In "Hand Washing with Soap for a Healthier Vietnam," Doan and Truong (Chap. 19) also make reference to efficacy and social learning theory to provide some basis for the effort.

Health Belief Model (HBM)

In the 1950s, four psychologists, Codfrey Hochbaum, Stephen Kegeles, Howard Leventhal, and Irwin Rosenstock, became interested in the forces that would propel an individual to act to avoid a disease (Rosenstock, 1974). They proposed that individuals evaluate a variety of factors in deciding whether or not to change their behavior. The factors that were identified were people's perceptions of the susceptibility and the seriousness of the disease as well as the benefits of and barriers to avoiding that disease. The theory also suggested there was often a trigger or other cue to action that caused people to consider their behavior. Self-efficacy, the perceived ability to engage in the recommended action, was later added as an additional factor in the theory. This theory proposes that this mental exercise is how people decide whether or not to follow a recommended course of action. The health belief model is one of the most widely recognized conceptual frameworks in health behavior, focusing on behavioral change at the individual level.

As a result of its utility, the HBM is frequently applied in social marketing, especially in the realm of health (Luca & Suggs, 2013, p. 23; Truong, 2014, p. 24). The theory remains important in understanding how to encourage people to modify their behavior as well as how or when that may happen. The main limitation of the HBM is that it assumes people are always thoughtful, so it is most relevant when people go to some effort in making their health decisions. Kumar and Gupta invoke the HBM to explain how their hand washing program depended on people's willingness to act which hinged on people's attitudes and beliefs. As a result, the effort began with a desire to change those attitudes and beliefs (Fig. 4.5).

Health Belief Model



Adapted from Glanz K, Rimer BK & Lewis FM (2002)

Fig. 4.5 Health belief model

The Extended Parallel Process Model (EPPM)

Many of the subsequent theories about fear incorporated the perceptual factors in the health belief model including perceptions of susceptibility, seriousness, and efficacy. Current theories, most notably Kim Witte's extended parallel process model, suggest that fear is only effective when people feel capable in being able to do something to avoid the danger, without which people reject the messages (Witte, 1992). This model is shown in Fig. 4.6.

More recent evidence suggests that efficacy reduces this reactance and increases adaptive coping responses that otherwise arise from fear appeals (Wehbe, Basil, & Basil, 2017). Therefore, the EPPM provides an important theoretical framework for the use of fear appeals. Unfortunately, however, there are many instances of the use of high levels of fear in the absence of efficacy, especially in health campaigns. The use of simple fear-only appeals raises both practical and ethical concerns (Hastings, Stead, & Webb, 2004; Rotfeld, 1999). Thus, reliance on fear appeals should probably not be the default for social marketing efforts. When fear is used, it should be guided by sophisticated models of human motivation and behavior such as the EPPM.

Extended Parallel Process Model (EPPM)

Adapted from Witte (1993)

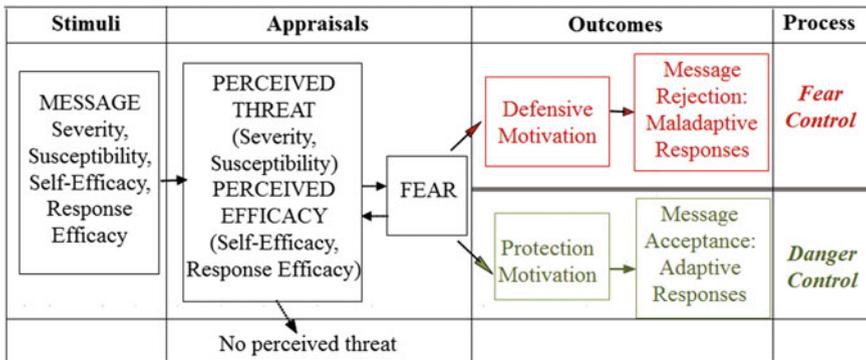


Fig. 4.6 Extended parallel process model

Kumar and Gupta (Chap. 13) also invoke the EPPM in their hand washing effort explaining that there is a tendency to overuse fear appeals, and instead they chose to focus on the ease of hand washing which they imply would result in increasing efficacy.

Theory of Reasoned Action (TRA) and Theory of Planned Behavior (TPB)

In 1975, two psychologists, Icek Ajzen, and Martin Fishbein, proposed that people’s behaviors could be predicted by understanding people’s behavioral intentions. The most important antecedent conditions they proposed were people’s beliefs and social norms. This was originally posited as the “theory of reasoned action.” Through subsequent research, the acknowledgment of the importance of perceived behavioral control in guiding people’s behaviors was added; this augmented theory became the “theory of planned behavior” (Fishbein & Ajzen, 2011; Fig. 4.7). One example of its application can be seen in the “5 A Day for Better Health” program (Lefebvre, 2000). Another example can be seen in an effort to encourage people’s willingness to financially support a park (López-Mosquera, García, & Barrera, 2014). The TRA and TPB are frequently applied in social marketing (Truong, 2014, p. 24). Most importantly, the theory of reasoned action and theory of planned behavior are important in understanding the rational human decision-making process that is often relevant to much of what we do in social marketing. Importantly, however, we should be aware that not all of our actions are undertaken so rationally.

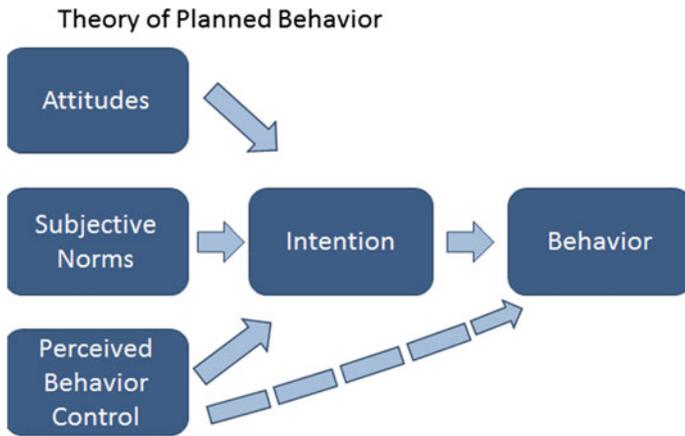


Fig. 4.7 Theory of planned behavior

Jennifer Algie’s and Nicole Mean’s “Dumb Ways to Die” case on rail safety (Chap. 6) suggests that although the theory of planned behavior may not have been used explicitly in that effort, it is a good way to understand how the effort might affect the public. They explain that the efforts might be explained by the TPB by changing norms around not wanting to be seen as stupid. Similarly, Kureshi and Thomas invoke the TPB in their case on Lifebuoy’s “Help a Child Reach 5” Campaign (Chap. 17). They propose that the decision to engage in handwashing was a result of processing and analyzing the available information. They believe success occurred when perception about the value of handwashing outweighed the difficulty it took to perform. Casais, Ferreira, and Proença’s case on tax evasion in Portugal (Chap. 11) also acknowledges the importance of social norms. “The phenomena of tax evasion can be connected as a social norm, based on the misperception of community members’ acceptance of such attitudes and behaviors... Tax evasion was, in Portugal, misunderstood as a social norm commonly assumed by individuals.”

Stages of Change or the Transtheoretical Model

In 1982, two other psychologists, Prochaska and DiClemente (1982), were examining how psychotherapy patients were able to make important changes in their lives, such as quitting smoking. Prochaska and DiClemente proposed that the process of behavioral change could be seen as a sequence of stages. That is, people trying to make changes to their life generally proceeded in a particular sequence that they labeled as precontemplation, contemplation, action, and maintenance. The model is illustrated in Fig. 4.8.

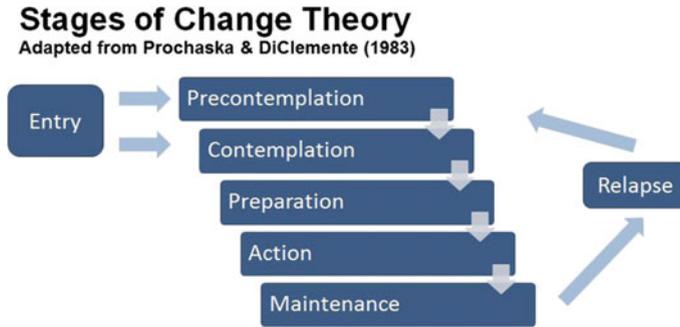


Fig. 4.8 Transtheoretical model

This “transtheoretical” model has been applied in a large number of efforts in health, including social marketing (Truong, 2014, p. 24). For example, the transtheoretical model has been shown to be effective in helping understand (and later perhaps develop) anti-depression efforts (Levit, Cismaru, & Zederayko, 2016). One of the limitations of the theory, like many of the previous ones, is the assumption that people behave in a careful and thoughtful manner; although this is often the case, many of our behaviors are guided without such careful consideration or by habit. In these situations, the transtheoretical model may not be as helpful.

In the Smile Train case in India, Sivakumar (Chap. 15) explains that the people’s decision to take advantage of cleft palate surgery likely proceeded through stages from pre-contemplation to action. Hughes, McConell, and Groner’s Anti-Littering Campaign (Chap. 23) was built upon the principles of community-based social marketing. Their approach made use of feedback to create targeted outreach tactics to reach specific audiences. As they explain, “Identifying specific barriers and motivators in behaviors is central to CBSM approaches.” Another important aspect of their efforts was the use of multiple perspectives and methodologies from social psychology, behavioral theory, economics, and other social science-based research approaches.

Social Impact and Environmental Psychology

Arising from previous research on the “bystander effect”, Darley and Latané (1968) began exploring the importance of other people in the social environment in shaping a person’s behavior. This research is probably most known for its recognition of social norms on people’s behavior. The general area of norms, especially “correcting” people’s inaccurate beliefs of how other people behave has been used in a variety of social change efforts (Schultz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007). This approach is used in a variety of fields. Social norms approaches are likely most familiar to us in social marketing because they are used

pervasively in many on-campus alcohol efforts. Similar to the “upstream factors” mentioned above, norms may influence our behavior in instances that are not necessarily a result of rational processes. However, it is important to be careful in using norms, because there are many people whose behavior is “better” than the general norms, so becoming aware of averages can lead these individuals to behave in “worse” ways that they might not have otherwise (Schultz et al., 2007). For example, exposing college students to what is a “typical” level of alcohol consumption can result in the light drinkers drinking more.

Hughes, McConell, and Groner’s Anti-Littering Campaign (Chap. 23) raises the issue of social norms. Specifically, they explained that, “Context, or one’s social and physical environment, is one of the most significant factors in both driving and curtailing littering behaviors... Precedents set by a friend or known peer’s behavior may be indicative of an especially salient social norm... In SGA’s youth littering study for KLAB, survey results revealed that the most impactful, non-situational factor in determining individuals’ likelihood of littering was the littering habits of their friends. Moreover, friends’ behaviors with regard to littering were found to be twice as impactful as the littering habits of their parents.”

Community Readiness Model

Another important approach to changing the environment is focused on community change. One social-level theory that has been used in social marketing is termed “the community readiness model” (Oetting et al., 1995). This approach examines developmental readiness for collective action. The theory is about stages, so it bears some similarity to the transtheoretical model, but instead of applying to an individual, it examines this readiness from the perspective of a collective. The theory considers the process to typically involve in recognition of a problem, legitimization by leaders, development of specific plans, decision, and finally action (Kelly et al., 2003). The community readiness model has also been applied to the issue of alcohol reduction among college students (Kelly & Stanley, 2014). The theory is helpful in understanding the careful and thoughtful process that a community might go through in altering social conditions that can encourage or dissuade people from particular acts, for example by banning tobacco from bars in the community. Some recent evidence suggests that Iceland was able to reduce teenage alcohol and drug use through a planned community effort (Arnarsson, Kristofersson, & Bjarnason, 2017). Although the model is helpful in understanding how communities can and often do try to change the environment, there are likely many communities and situations that are not amenable to change, or where targeting particular individuals may be easier or more beneficial.

Silchenko, Simonetti, and Gistri’s case on the Italian Food Bank (Chap. 7) is a good illustration of the value of taking a broader socio-environmental perspective. Their social ecological approach is used to design, plan, and execute a multi-player intervention to reduce food waste. Specifically, this intervention involved

establishing a collaboration between a variety of stakeholders. The authors argue that connecting the stakeholders enabled them to address two social problems simultaneously. Domegan, McHugh, McCauley, and Davidson's "Co-creating a Sea Change campaign for Ocean Literacy in Europe" (Chap. 26) program invokes their "co-creation" theory which expands on the notion of efficacy at multiple levels to help understand what barriers may limit people's efforts. They propose that, "For co-creation, collaborating, and empowering each of these target audiences together was foundational to Sea Change and its approach to its target markets." This approach suggests that target groups need to develop an understanding of experiences and therefore proposes that social marketers include formal and informal education around the behavior that allows not only individual actions, but supports changes in media coverage and in public policy. Diaz Meneses's case "Social Marketing and Social Media Marketing for Enhancing Health by Means of MOOCs" (Chap. 27) also uses co-creation theory through the inclusion of a variety of participants including researchers, healthcare professionals, and web designers. Their input was central to the development of massive open online courses (MOOCs) tailored to health-related issues including diabetes, pregnancy, and breastfeeding, and aimed at vulnerable groups including children, adolescents, and the elderly. Similarly, Díaz-Perdomo, Álvarez-González, and Sanzo-Perez's case on the Ana Bella social school for female empowerment (Chap. 29) draws on co-creation theory to explain the development of this business-nonprofit partnership. This school is a social project in conjunction with the Danone company that attempts to train and employ women who have suffered from gender violence. As part of the social mandate, it attempts to improve women's economic standing, fulfill some of their social needs, and change the perceived image of these women in society.

Conclusion

In this chapter, we have described the most commonly used theories in social marketing academic publications and in this book. These theories arise from a variety of fields including marketing, psychology, and sociology. Each theory usually focuses on a specific unit of analysis—the exchange dyad situation, the thoughtful individual, or in the context of the community in which the behavior occurs. Despite these differing units of analysis, each theory attempts to explain factors that are important in determining people's behavior. Each can be considered, according to the parable of the three blind men and the elephant, to be explaining a different piece of the elephant.

Several cases in this book draw on more than one theoretical basis to approach the issue. For example, Hughes, McConell, and Groner's Anti-Littering Campaign (Chap. 23) involves, "the introduction of multiple perspectives and methodologies from social psychology, behavioral theory, economics, and other social science-based research approaches." This type of pragmatic approach is not uncommon in social marketing. Often this results from having multiple players at

the table, perhaps with each looking at a different part of the elephant, and each contributing their own perspective to the problem. Sometimes the social marketing effort itself, or its evaluation, led to the recognition of other important theories that would have improved the effort or should be tapped into later, as Gurviez and Raffin's VIF and "Les Bonnes Portions" campaign (Chap. 14) acknowledges in their conclusion. Specifically, a discussion question asks, "In line with exchange theory, how can value be jointly created to change the behaviors that lead to negative health outcomes?"

That said, some of the cases in this book do not explicitly identify a particular theory. Importantly, there are also a great many academic articles that either do not identify a particular theory or list a variety of theories (Truong, 2014). Further, it is likely that a good number of social marketing efforts do not explicitly draw on any particular academic theory, but still are trying to understand and guide the behavioral elephant. Deshpande in his case on science teaching in India (Chap. 28) asks the reader, "What underlying theory explains the success of the intervention?" As Smith (2000) acknowledges, there is no single model that unites us, identifies the most important barriers we face or the most important forces that we may muster. Although we run the risk of over-using our favorite theory, as in the parable of the little boy with a hammer, we also have the opportunity of accessing a toolbox full of theories and drawing on the one that makes the most sense in a specific situation at a specific time. Referring back to Smith's article, "when there is a lion in the village we raise the alarm", our variety of theories allows us to take a pragmatic approach to the challenges we face and draw on any of the theories that we hold in our quiver. Our knowledge of these various theories should allow us to analyze the underlying situation and hopefully allow us to reach for the theory or theories most suited to the situation at hand.

Appendix: Theories Used in Social Marketing

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Debra Z. Basil

This appendix provides supplementary information for the theories described in Chap. 4. A brief description of the link contents and a few online links are provided for each theory. We note that on the internet things change rapidly, therefore it is likely that some of the links provided will no longer be working. We hope that the benefit of having a set of curated online resources is worth the risk of frustration in accessing a broken link.

1. Co-creation

This is a short primer on co-creation from the Harvard Business Review. <https://hbr.org/2011/02/co-creation.html>

This article discusses the value of co-creation, and approaches to take. It is written from a commercial marketing perspective but the concepts can easily be applied to social marketing. <https://timreview.ca/article/302>

This is a relatively long article from Strategy + Business. It discusses co-creation in quite a bit of detail. It takes a commercial marketing perspective, but the concepts can be easily applied to social marketing. <https://www.strategy-business.com/article/18458?gko=f472b>

2. Community Readiness Model

This short article from the Rural Health Information Hub provides a clear summary of the community readiness model. <https://www.ruralhealthinfo.org/toolkits/health-promotion/2/program-models/community-readiness>

This chapter from Community Tool Box summarizes the community readiness model. <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/community-readiness/main>

This short article from the Substance Abuse and Mental Health Services Administration clearly summarizes the nine possible stages of community readiness. <https://www.samhsa.gov/capt/tools-learning-resources/stages-community-readiness>

3. Diffusion of Innovations

This link from Boston University School of Public Health provides a concise summary of the diffusion of innovations theory, along with limitations of the theory. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories4.html>

This is an easy-to-read guide from Enabling Change which goes into greater detail on diffusion of innovations. https://twut.nd.edu/PDF/Summary_Diffusion_Theory.pdf

This reader from the Univeritat Hohenheim summarizes Everett Rogers' book on diffusion of innovations, chapter by chapter, on pages 37-53. https://www.researchgate.net/profile/Anja_Christinck/publication/225616414_Farmers_and_researchers_How_can_collaborative_advantages_be_created_in_participatory_research_and_technology_development/links/00b4953a92931a6fae000000/Farmers-and-researchers-How-can-collaborative-advantages-be-created-in-participatory-research-and-technology-development.pdf#page=37

4. Extended Parallel Process Model

This short article from SCE tool provides a brief summary of the extended parallel process model (EPPM). [http://wiki.scetool.nl/index.php?title=Extended_parallel_process_model_\(EPPM\)](http://wiki.scetool.nl/index.php?title=Extended_parallel_process_model_(EPPM))

This one-page article from the Health Communication Capacity Collaborative offers a concise yet comprehensive overview of the extended parallel process model (EPPM) for fear appeals. It includes a very short case study for illustration. <http://www.healthcommcapacity.org/wp-content/uploads/2014/09/Extended-Parallel-Processing-Model.pdf>

This one-page article from the Health Compass is similar to the previous example. It also provides a concise summary of the EPPM and includes a short case study for illustration. https://www.thehealthcompass.org/sites/default/files/strengthening_tools/Research%20101%20-%20Extended%20Parallel%20Process%20Model.pdf

5. Health Belief Model

This link from Boston University School of Public Health provides a concise summary of the health belief model (HBM), along with limitations of the model. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories2.html>

This short article from the University of Twente offers a concise yet complete summary of the HBM. https://www.utwente.nl/en/bms/communication-theories/sorted-by-cluster/Health%20Communication/Health_Belief_Model/

This link from Changingminds.org provides a clear summary of the components of the HBM. http://changingminds.org/explanations/belief/health_belief_model.htm

6. Hierarchy of Effects and AIDA Model

This short article from MBA Skool summarizes the basic principles of the original hierarchy of effects model. Although it is positioned for commercial marketing, the concepts are equally applicable to social marketing. <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/12173-hierarchy-of-effects-theory.html>

This article from MBA Knowledge base offers somewhat more detail regarding the hierarchy of effects. <https://www.mbaknol.com/marketing-management/hierarchy-of-effects-model/>

This short article by Smart Insights summarizes the AIDA version of the hierarchy of effects model. <https://www.mbaknol.com/marketing-management/hierarchy-of-effects-model/>

7. Self-efficacy Theory

This short article from Positive Psychology summarizes Bandura's four sources of self-efficacy beliefs. <http://positivepsychology.org.uk/self-efficacy-definition-bandura-meaning/>

This is a somewhat longer article from the Positive Psychology Program that offers an insightful and accessible understanding of self-efficacy. The article effectively differentiates self-efficacy from related theories. It offers examples and a scale for measuring self-efficacy, as well as useful resource suggestions for further study. <https://positivepsychologyprogram.com/self-efficacy/>

This article from the American Psychological Association provides background on self-efficacy and applies it to the issue of HIV. It also offers teaching and learning guidance for understanding the concept. <http://www.apa.org/pi/aids/resources/education/self-efficacy.aspx>

8. Social Cognitive Theory

This link from Boston University School of Public Health provides a concise summary of the social cognitive theory, along with limitations of the theory. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories5.html>

This short article from the University of Twente offers a clear summary of social cognitive theory. It includes a visual model and an example. https://www.utwente.nl/en/bms/communication-theories/sorted-by-cluster/Health%20Communication/Social_cognitive_theory/

This is a short summary of social cognitive theory from Rural Health Information Hub. It includes links to examples of actual programs which were implemented for behavior change. <https://www.ruralhealthinfo.org/toolkits/health-promotion/2/theories-and-models/social-cognitive>

9. Social Norms Theory

This link from Boston University School of Public Health provides a concise summary of social norms theory, along with limitations of the theory. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories7.html>

This article from the Brookings institute discusses social norms and their importance in public policy. <https://www.brookings.edu/research/social-norms-and-public-policy/>

This very short article from changingminds.org includes a summary of other forms of norms, to allow differentiation between social norms and other types of norms. http://changingminds.org/explanations/theories/social_norms.htm

10. Theory of Planned Behavior

This link from Boston University School of Public Health provides a concise summary of the theory of planned behavior (TPB), along with limitations of the theory. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories3.html>

This short article from the University of Twente summarizes the theory of planned behavior and provides a visual model. https://www.utwente.nl/en/bms/communication-theories/sorted-by-cluster/Health%20Communication/theory_planned_behavior/

This two-page article from the Health Communication Capacity Collaborative offers a clear summary of the TPB and includes a very short case study example. https://www.healthcommcapacity.org/wp-content/uploads/2014/03/theory_of_planned_behavior.pdf

11. Transtheoretical Model

This is a short definition of the transtheoretical model from the Oxford Research Encyclopedia. <http://communication.oxfordre.com/view/10.1093/acrefore/9780190228613.001.0001/acrefore-9780190228613-e-324>

This link from Boston University School of Public Health provides a concise summary of the transtheoretical model, along with limitations of the model. <http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories6.html>

This article from Pro Change offers a clear summary of the transtheoretical model. It includes assumptions of the model and a brief historical overview of model advancement. <https://www.prochange.com/transtheoretical-model-of-behavior-change>

12. Utility of Theory

United States National Institutes of Health, Office of Behavioral and Social Sciences Research:

<http://www.esourceresearch.org/tabid/724/default.aspx>

University of Southern California:

<http://libguides.usc.edu/writingguide/theoreticalframework>

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