



Aalto University
School of Business

Mikkeli Campus

THE ROLE OF ANDREASEN'S BENCHMARK FRAMEWORK IN SOCIAL MARKETING INTERVENTIONS

Finnish Case Study

Kati Vinnikainen

International Business
Bachelor's Thesis
Supervisor: Matti Aistrich
Date of approval: 13 April 2017

Aalto University
School of Business
Bachelor's Program in International Business
Mikkeli Campus



Aalto University
School of Business

Mikkeli Campus

THE ROLE OF ANDREASEN'S BENCHMARK FRAMEWORK IN SOCIAL MARKETING INTERVENTIONS

Finnish Case Study

Kati Vinnikainen

International Business
Bachelor's Thesis
Supervisor: Matti Aistrich
Date of approval: 13 April 2017

Aalto University
School of Business
Bachelor's Program in International Business
Mikkeli Campus

Author: Kati Vinnikainen

Title of thesis: The Role of Andreasen's Benchmark Framework in Finnish Social Marketing Interventions: a Finnish Case Study

Date: 13 April 2017

Degree: Bachelor of Science in Economics and Business Administration

Supervisor: Matti Aistrich

Objectives

One of the main objectives for this study was to compare the theoretical framework for social marketing campaigns by Andreasen (2002) to real-life cases using social marketing in Finland. Thus, the study was conducted to clarify the relationship between theory and practice in the field. Furthermore, the need for the marketing mix, the so-called 4 Ps, as one of the benchmarks for social marketing interventions was to be analyzed.

Summary

The interviewees were familiar with frameworks similar to the one by Andreasen and reported that academic knowledge about the ideal social marketing process helped them to achieve the goals of their interventions. The ambiguous nature of the field highlighted the need for academic models which were considered as efficient tools for organizations to further develop their social marketing activities. According to the interviewees, many benchmarks of the Andreasen model were relevant to social marketing interventions.

Conclusions

In general there was widespread consensus among the interviewees on the usefulness of theoretical frameworks to structure the planning and implementation of social marketing interventions. Regardless of the quality of the benchmarks by Andreasen (2002), the social marketers interviewed for the research were not using this particular framework in the interventions they conducted in Finland. Furthermore, the interviewees contended that the 4 Ps could enhance the holisticity of social marketing interventions. They had not, however, been of high importance in the interventions discussed.

Key words:

social marketing, health, marketing mix, benchmark

Language: English

Grade:

TABLE OF CONTENTS

1. INTRODUCTION	1
1.1. Background	1
1.2. Research Problem and Objectives	2
1.3. Research Question	3
1.4. Definitions	3
2. LITERATURE REVIEW	4
2.1. Social Marketing	4
2.1.1. Foundation and Definitions of Social Marketing	4
2.1.2. Upstream or Downstream Focus	6
2.2. Competitive Forces	7
2.2.1. Approaches to Solving Social Problems	7
2.2.2. Relationship between Social and Commercial Marketing	8
2.3. Benchmarks for Social Marketing by Andreasen (2002)	9
2.3.1. Recognizing Social Marketing	9
2.3.2. Relevance for Practitioners	10
2.4. The Marketing Mix: the 4 Ps	10
2.4.1. Origins and Applications	10
2.4.2. Critique of the 4 Ps in Social Marketing	11
2.5. Critique of Social Marketing	14
2.5.1. The Relationship between Individuals and Societies	14
2.5.2. Public Perceptions	14
2.5.3. Effectiveness of Interventions	15
2.6. Conceptual Framework	17
3. METHODOLOGY	19
3.1. The Choice of Method	19
3.2. The Interview Sample	19
3.3. The Interview Process	20
3.4. The Analytical Process	21

4. FINDINGS	22
4.1. The Role of Behavior Change	22
4.2. The Use of Audience Research	24
4.3. The Segmentation of Target Audiences	27
4.4. The Creation of Motivational Exchanges	29
4.5. The Use of the 4 Ps	30
4.6. The Competitive Factors	32
5. DISCUSSION AND ANALYSIS	35
6. CONCLUSIONS	38
6.1. Main Findings	38
6.2. Implications for International Business	39
6.3. Limitations	39
6.4. Suggestions for Further Research	40
7. REFERENCE LIST	41
8. APPENDICES	44

1. INTRODUCTION

1.1. Background

Social marketing is a field of marketing which aims to promote behavioral change to the target audience by using different marketing techniques frequently adapted from commercial marketing. Social marketing campaigns can be directed to promote for instance environmental protection, road safety, injury prevention or healthy behaviors.

Exchange is the cornerstone of both social and commercial marketing activity (Kotler & Zaltman, 1971; Peattie & Peattie, 2003). In commercial marketing, goods or services are exchanged for financial gain, that is, money. In the case of social marketing, the exchange product is usually the intended behavior, or information aimed to promote social change (Peattie & Peattie, 2003). In addition to some type of an exchange taking place, other key elements of social marketing interventions are a strong consumer focus and a long-term orientation (MacDonald, Cairns, Angus & Stead, 2012).

Especially within Finland, public awareness of the field of social marketing is very limited. Its importance in solving societal issues should not, however, be underestimated. My research will focus on the planning and implementation processes of social marketing interventions, namely in the area of health and well-being. The benchmarks by Andreasen (2002) to classify an intervention as social marketing will guide the Bachelor's Thesis. Moreover, as in-depth analysis of the nature of social marketing will be conducted, the need for the marketing mix as one of the benchmarks will also be questioned.

After a brief historical background for social marketing, insights will be provided on the challenges social marketers face while conducting the interventions. The benchmarks for social marketing by Andreasen (2002) and the marketing mix, the so-called 4 Ps have a fundamental role in the research. A critique of both central themes will guide the literature review. In the following sections, interviews of Finnish practitioners of social marketing on the interventions they have conducted will accompany the theoretic model by Andreasen (2002).

1.2. Research Problem and Objectives

Andreasen (2002) introduced six benchmarks which, in his view, define social marketing and distinguish it from commercial marketing. These steps describe the necessary preconditions for an intervention to be qualified as social marketing. The processes and practices in the field differ considerably from commercial marketing, for instance, and what I thus wanted to find out was how practitioners and researchers in the field cope with the challenges that the different and multidimensional nature of the interventions creates.

The research objectives for my Bachelor's Thesis were to compare the theoretical framework for social marketing campaigns to real-life cases using social marketing in Finland, and to analyze the need for the marketing mix, the so-called 4 Ps as one of the benchmarks for social marketing interventions. Therefore the research will encourage debate on the relevance of similar models for practitioners of social marketing who are often limited by time and other constraints.

Thus, an attempt was made to analyze whether such theoretical frameworks restrain the planning and implementation process of any social marketing intervention by using the Andreasen (2002) benchmarks as an example. Moreover, the research provides information for managers on how to adopt elements from the social marketing perspective to their organizations. They will also learn about the possibilities to better engage their organizations in social welfare.

The research combined desk research and qualitative interview methods. Primary data was gathered from qualitative interviews which were conducted for six people from different fields or organizations. The interviewees answered questions on the social marketing process based on their own experiences in the field. Their answers were then compared with the academic, 'ideal' social marketing process and qualities of social marketing campaigns in order to find out if theory and practice met in the planning and implementation of social marketing interventions.

1.3. Research Question

My research question is: 'What is the role of the Andreasen (2002) benchmarks in Finnish social marketing interventions?'

1.4. Definitions

social marketing: the use of marketing techniques to increase societal welfare by influencing prevailing attitudes and behaviors

marketing mix: a theoretical entity, also known as the 4 Ps, which combines the four key factors - product, price, promotion and place - that help marketers to achieve their objectives

benchmark: a point of reference that is used in comparative situations

2. LITERATURE REVIEW

2.1. Social Marketing

2.1.1. Foundation and Definitions of Social Marketing

G. D. Weibe was the first to observe the possibilities offered by a sector of marketing that would later be named social marketing (Kotler and Zaltman, 1971; Andreasen, 2002). In 1952, he enquired: '*Why can't you sell brotherhood like you sell soap?*' as cited in Kotler and Zaltman (1971). Within a relatively short period of time, the use of similar methods with for-profit marketing campaigns to promote social change has revolutionized the world of marketing (Kotler & Zaltman, 1971; Andreasen, 1994).

Various definitions to the term have been proposed. One of the most commonly used is the one by Andreasen (1994) that combines the three main elements of social marketing: marketing methods, behavior change that has to be voluntary, and well-being of the target audience, as stated below.

Social marketing is the adaptation of commercial marketing technologies to programs designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of society of which they are a part (p. 110).

Similarly, as suggested by Wood (2012), the aim of social marketing is to offer assistance and tools for citizens and this way encourage a behavior change, either at the individual or societal level. Both views demonstrate how the field has implications for both the individuals and society. The behavior change, which is vital for the interventions, has to be voluntary, as emphasized by both of the previous academics.

A different viewpoint is presented by Saunders, Barrington and Sridharan (2015: 160) who stress the duration of the behavior change and claim that '*sustained social transformation*' is the ultimate goal of social marketing interventions. In their view, social marketers should only provide tools and act as facilitators for the behavior change that starts on the individual level.

Prominent for social marketing, according to Lefebvre (2012: 119) are the '*fair allocation and access to the means of maximizing well-being*'. The basic premises of this definition are equality and ethics. Ethics is in the heart of many definitions as the purpose of social marketing is to achieve social good. Furthermore, Gordon, Russell-Bennett and Lefebvre (2016) encourage debate on the paradox between social marketing and ethics. They contend that individuals should, according to some ethical perspectives, have the right to decide on their own actions even if this means demonstrating unhealthy behaviors. On the other hand, greater social good could be achieved by violating the rights of some individuals, as assumed by Peattie and Peattie (2003).

Andreasen (1994) develops the claim that despite the varying definitions of social good, social marketers are in the position to define what is socially good and how the intervention can help in achieving it. Social marketing interventions are not limited to the mere achievement of social good but the ultimate goal of social marketers is long-term change and maximization of societal well-being. Gordon et al. (2016) emphasize the emergence of social marketing as a driving force for social change and provide confirmatory evidence that even on the governmental level, the importance of social marketing strategies has been recognized. It is, however, important to keep in mind that many interventions only influence behaviors and do not succeed in achieving permanent behavioral change (Andreasen, 1994).

There seems to be prevailing confusion about the definition, mission and purpose of social marketing. Many practitioners and researchers argue that repositioning and rebranding of social marketing is needed in order for it to gain wider recognition and appreciation as a field of research (Wood, 2012; Saunders et al., 2015).

During the past few decades, however, significant steps have been taken regarding the recognition of the field of social marketing as a consistent field of research and in particular, a branch of marketing. Journals, conferences and centers dedicated to social marketing research have been established worldwide and an increasing amount of research is conducted in the field (Andreasen, 2002; Dibb & Carrigan, 2013). Despite the endless possibilities that social marketing offers, the health sector remains as its greatest beneficiary (Hastings & Saren, 2003; Dibb, 2014; Wasan & Tripathi, 2014). Currently, it

seems that social marketing is increasingly recognized as '*an innovative approach to social change*' (Dibb & Carrigan, 2013).

2.1.2. Upstream or Downstream Focus

Initially perceived as a method to influence the prevailing ideas and attitudes in societies, the field has widened its scope which has made social marketing a more holistic process intended to change behaviors (Andreasen 2002; Gordon, 2013; Dibb, 2014; Wasan & Tripathi, 2014). As the field has developed, we can nowadays distinguish two different types of social marketing which are social marketing activities with either an upstream or downstream focus (MacDonald et al., 2012; Wood, 2012; Russell-Bennett, Wood & Previte, 2013).

In upstream social marketing a wider perspective is adopted and the structural implications of social marketing at the societal level are considered which is especially relevant in the health sector (Dibb, 2014; Wood, 2016). On the other hand, downstream social marketing takes place at the micro level and aims to change the attitudes and behaviors of individuals (Wood, 2016). In research, only limited attention has been given to midstream, that is, the community and partner group level of analysis (Russell-Bennett et al., 2013). While downstream activities can have positive effects on individuals, upstream social marketing can be yet more beneficial as it influences policy-makers, public attitudes and helps gain wider social change (Wood, 2012; Dibb, 2014).

Moreover, if the downstream, midstream and upstream social marketing activities can be integrated and a systematic approach is adopted, numerous stakeholders can benefit from social marketing interventions (Dibb, 2014). By aiming at positioning social marketing more strongly in society and encouraging public debate and discussion each practitioner, researcher and person interested in its implications can participate in the development process of social marketing into an insightful field with a focus on people and their well-being (Lefebvre, 2012; Spotswood, French, Tapp & Stead, 2012; Wood, 2012).

2.2. COMPETITIVE FORCES

2.2.1. Approaches to Solving Social Problems

The development of social marketing into a field of research enjoying enough public attention and appreciation has been hindered by competition from various other fields. It has been suggested that competition can occur at the generic, societal and structural levels, among others (Andreasen, 2002). Some researchers consider structural problems such as inadequate regulations as barriers to the development of the field (Dibb, 2014), whereas others stress the importance of individual action (Andreasen, 2002). Stead et al. (2007), on the other hand, emphasize the challenges that competitive behavior models create to social marketers. In today's world, tempting alternatives to every behavior exist and the situation for social marketers is worsened by the constant availability and visibility of also harmful products and services.

Wood (2012) argues that social marketers working mostly in the public sector can benefit greatly from cooperation with private sector agents. The private sector can provide social marketers with visibility and economic resources for their interventions. Furthermore, these private sector agents often have an interest in cooperating with the public sector to attain their goals and increase their corporate social responsibility (Wood, 2012). However, if this cooperation were to be used for the purposes unintended by social marketers, there is a danger that social marketing may turn into a '*commercially-driven*' process (Wood, 2012: 99). The increased interest in social action as demonstrated by increasingly many companies also enables for-profit organizations to use this cooperation as a façade to hide their true intentions such as profit-making, and deploy a false commitment to CSR (Peattie & Peattie, 2003; Wood, 2012).

Researchers have found it challenging to agree on a common framework that would make social marketing activities clearly distinguishable from other fields as it has similarities with many of them. For instance, social marketing can play a role in achieving not only social but also economic advantages (Hastings & Saren, 2003; Gordon, Harris & Mackintosh, 2009). This perspective differs from the most common ones as the economic side is often ignored when it comes to social marketing. It is, however, worth mentioning that societies do gain also in economic terms as social marketing campaigns are successfully

implemented. As an example it could be mentioned that if a social marketing campaign targeted to obese people is effective, in the long run societies will benefit from such phenomena as a reduced use of health services and a postponed age of retirement.

2.2.2. Relationship between Social and Commercial Marketing

There are remarkable similarities in the processes of social and commercial marketing (Kotler & Zaltman, 1971; Stead, Gordon, Angus & McDermott, 2007). Lazer and Kelley (1973) cited in Gordon, Harris and Mackintosh (2009:1) highlight the social aspect of all types of marketing campaigns. They argue that social marketing as well as commercial campaigns are concerned with the social consequences to the target audience. Furthermore, Dibb and Carrigan (2013: 1377) consider social marketing as the union of both '*social and commercial worlds*'. In Peattie and Peattie's (2003) view, increased understanding of the differences between these two types of marketing and stressing them in marketing activities has a crucial role in the development of and advancements in the field of social marketing.

Essential differences in the focus and priorities of these two types of marketing can still be recognized. Firstly, selling is the main point of any type of marketing. As far as commercial marketing is concerned, the goal is to sell various types of goods and services. The core aim of social marketing interventions is to sell particular behaviors (Andreasen, 1994). On the other hand, Kotler and Zaltman (1971) claim that in addition to the intangible product, the behavior that is sold by the social marketing campaigns, the social marketers are well aware of the tangible products they want to sell to further enhance the social change.

Moreover, another key difference is the required level of involvement of the market in each type of marketing campaign. Kotler and Zaltman (1971) argue that in the case of commercial marketing, the ideas and attitudes of the market and the target population are only relevant at the superficial level. In contrast, they recognize the need for the target audience of any social marketing campaign to be more involved via their personal values and beliefs.

2.3. Benchmarks for Social Marketing by Andreasen (2002)

2.3.1. Recognizing Social Marketing

Various theoretical frameworks have been introduced to be utilized solely in social marketing interventions. A commonly used model was developed by one of the pioneers in the field, Alan Andreasen (2002) who provides six benchmarks for identifying social marketing interventions. These benchmarks are useful in that they enable practitioners to distinguish social marketing activity from other types of projects utilizing methods of social intervention (French & Russell-Bennett, 2015). If all of the criteria are applied, regardless of the definition by the authors, a project or intervention can be called social marketing (Stead et al., 2007).

'I propose that the benchmarks for identifying an approach that could be legitimately called social marketing are the following:

- 1. Behavior-change is the benchmark used to design and evaluate interventions.*
- 2. Projects consistently use audience research to*
 - (a) understand target audiences at the outset of interventions (i.e., formative research),*
 - (b) routinely pretest intervention elements before they are implemented, and*
 - (c) monitor interventions as they are rolled out.*
- 3. There is careful segmentation of target audiences to ensure maximum efficiency and effectiveness in the use of scarce resources.*
- 4. The central element of any influence strategy is creating attractive and motivational exchanges with target audiences.*
- 5. The strategy attempts to use all four Ps of the traditional marketing mix; for example, it is not just advertising or communications. That is, it creates attractive benefit packages (products) while minimizing costs (price) wherever possible, making the exchange convenient and easy (place) and communicating powerful messages through media relevant to—and preferred by—target audiences (promotion).*
- 6. Careful attention is paid to the competition faced by the desired behavior.'*

(Andreasen, 2002: 5)

As we can see, according to Andreasen (2002), the desired behavior change, considered as the ultimate goal of all social marketing activities, should be the baseline for all designs

and evaluations related to the intervention. Careful audience research and finally a clearly defined target group are essential for the achievement of the goals of the project. The target audience should also be motivated to participate in the exchange and incentives are thus needed for them to consider adopting a new behavior or change an existing one. Furthermore, he argues that all four Ps of the so-called marketing mix should be used. Lastly, he adds that competitive forces should not be ignored during the process, that is, careful monitoring should occur at all times.

2.3.2. Relevance for Practitioners

Some researchers argue that these benchmarks play a vital role in the strategic repositioning of social marketing (Dibb, 2014; French & Russell-Bennett, 2015). In effect, behind all social marketing interventions there is an effective marketing strategy that needs to be optimized depending on the target audience and other elements of the intervention.

However, due to the continuous development of the field and its scope, methods and theoretical basis, some practitioners have questioned the relevance of some of the benchmarks (Tapp & Spotswood, 2013; French & Russell-Bennett, 2015). As can be seen in the following section, most criticism is centered around the relevance of the fifth benchmark, the so-called marketing mix.

2.4. The Marketing Mix: the 4 Ps

2.4.1. Origins and Applications

The 4 Ps model, that is, 'product', 'price', 'place' and 'promotion', originates from the field of marketing and was adapted to social marketing by Kotler and Zaltman (1971) (Tapp & Spotswood, 2013). The marketing mix has proved to be a good starting point for any social marketing intervention and decades ago, the model helped the pioneers of the field to conceptualize the new discipline (Wasan & Tripathi, 2014). The four factors represent for marketers the controllable variables that, if utilized well, can contribute to the creation of customer-focused marketing activities appropriate to the specific target market (Peattie and Peattie, 2003). The 4Ps have remained in use despite the advancements in the field

and their value is often recognized also in social marketing as they can be used for a wide set of interventions (Dibb, 2014).

Nevertheless, many practitioners argue that the importance of the marketing mix for social marketers has been overestimated (Tapp & Spotswood, 2013; Dibb, 2014). Their relevance has decreased over the past decades as the field has developed academically and gained ground as a field separate from traditional marketing (Wood, 2012). Thus, other frameworks developed particularly for social marketing purposes have been integrated in the field. The main challenge in utilizing the 4 Ps for social marketing lies in the immense range of possible interventions within social marketing (Tapp & Spotswood, 2013). Some frameworks and criteria adapted from other fields might therefore seem too vague and generic.

Establishing methods and vocabulary characteristic for social marketing purposes only would support the creation of a more distinctive field of research and further increase the potential social marketing has in promoting social change (Peattie & Peattie, 2003). Along the lines of the 4 Ps, Peattie & Peattie (2003: 382) argue that terms such as '*social propositions, cost of involvement, accessibility and social communication*' would be variables more appropriate to the field of social marketing. Whether the different terminology changes the core meaning of the terminology is still questionable.

2.4.2. Critique of the 4 Ps in Social Marketing

The public perception of social marketing has evolved notably in that it has been realized that the dimensions of social marketing are wider than previously assumed. Social marketing activity has implications in all sectors and if conducted in a coherent manner, its effects can be widespread. As a field of research it has had a tendency to develop '*from its initial close identification with the marketing of products involved in social change*', such as condoms and pills, to a much more holistic field concerned with service-oriented interventions (Andreasen, 2002: 4). Products are often related to the achievement of behavioral goals and social marketing can also be about marketing them but the main focus should still be in developing more comprehensive interventions and the marketing of behavioral change (Andreasen, 2002; Stead et al., 2007; Tapp & Spotswood, 2013).

When it comes to the application of the 4 Ps to social marketing, out of all the four variables it is the 'product' that has caused the most confusion. The category offers many sources of critique for their use for social marketing purposes as the difference with commercial marketing is so remarkable. Firstly, tangible products are rarely marketed in social marketing interventions which causes confusion as the 4 Ps are used. The product, some researchers argue, could still be the information delivered to the target audience, or even the desired behavior. Social marketing in general has been rather product-focused (Wood, 2012; Russell-Bennett et al. 2013). Many researchers argue that service focus, that is, concentrating on the customers and target audience would increase the effectiveness of social marketing.

Additionally, Wood (2012) argues against the limitations to the scope of social marketing. He also emphasizes the changing focus of social marketing from the early years of the field. Like in society in general, service orientation has gained ground from the emphasis on selling tangible products.

'A service focus would help us move away from product-oriented models such as the 4Ps to more relevant theories' (p. 100).

Moreover, a consumer perspective should be more appropriate for social marketing interventions (Andreasen, 1994; Stead et al., 2007). The 4 Ps and similar frameworks tend to restrict the power of social marketing in promoting social change. Furthermore, in McAuley's (2014) view, overemphasizing the service-dominant logic can also have a negative impact on the field.

Focusing on marketer-customer relationship and interaction is, according to some researchers, key to creating more engaging social marketing interventions (Stead et al., 2007; Tapp & Spotswood, 2013; Dibb, 2014). This view implies that in order to develop the field towards a more interactive direction and increase the quality of the social marketing process, principles of relationship marketing could complement the existing practices of social marketing. (Peattie & Peattie, 2003; McAuley, 2014; Luca, Hibbert & McDonald, 2016). Therefore bidirectional value creation seems vital in order for social marketing to grow into a more holistic process (Lefebvre, 2012).

Continuing with the other Ps of the framework, the 'price' variable is challenging in this context as social good and societal well-being cannot be measured in terms of any currency. Thus, price as part of the 4 Ps framework for the social marketing interventions should be perceived as the cost of the behavior change for the target audience (Peattie & Peattie, 2003).

Similar to other components of the model, the 'place' variable has had to be modified for social marketing purposes as well. Rather than a physical location for marketing activities, it is vital for social marketers that resources to encourage behavior change be accessible to the target audience (Peattie & Peattie, 2003).

Lastly, it can be stated that 'promotion' is the variable that shares the most similarities between the 4 Ps frameworks for commercial and social marketing sectors. The transferability of promotion-related concepts has been somewhat convenient as aspects of communication theory support activities in both fields (Peattie & Peattie, 2003). Also, social marketing interventions are highly dependent on available resources to achieve visibility and this way gain public awareness to the social issue in question. This makes promotional activities vital to the success of any social marketing intervention.

On the contrary, Peattie and Peattie (2003) argue that trying to forcefully adjust any of these concepts to fit the social marketing framework is not beneficial. Therefore, it can be claimed that since the prevailing idea of social marketing is to be a research field of its own and completely separate from for-profit marketing, for instance, the application of established models and structures such as 4 Ps can prove challenging and unnecessary. The focus should be in establishing the key values and goals for this particular field and then developing the appropriate models and frameworks to be applied in the respective projects only. Much of the debate has recently revolved around the assumption that the 4 Ps have hindered the development of the field of social marketing (Peattie and Peattie, 2003; McAuley, 2014).

2.5. Critique of Social Marketing

2.5.1. The Relationship between Individuals and Societies

Traditional sources of criticism are the stance social marketers take in their interventions and the general focus of social marketing campaigns. Social marketers tend to assume that individuals carry the 'responsibility' for their unsought behavior. Thus, the reasons why social marketing campaigns are implemented would lie in the individuals rather than in society-wide structural problems. Blaming the 'victim', the target audience, is not necessarily always ethical and therefore the actual purpose of social marketing and the content and message of interventions might sometimes be misunderstood (Pang & Kubacki, 2015; Gordon et al., 2016).

Research on the 'brand' of social marketing is very limited due to the relatively recent development of and limited public awareness about the field. There is thus not sufficient data available about the public perception about the ethics of social marketing interventions, and no evidence about how the social marketing brand compares with that of commercial marketing in terms of ethics (Pang & Kubacki, 2015).

As we have seen in many instances, the social and commercial sectors of marketing have similar features. Their interaction in the marketing world can cause problems as well. Ethical issues might arise as marketing campaigns aim to achieve different, and sometimes opposing, goals. Interventions clearly aiming to alter societal structures used to be considered especially damaging both ethically and to the academic reputation of social marketing in general (Dibb, 2014).

2.5.2. Public Perceptions

Pang and Kubacki (2015) put forward the claim that social marketing efforts might suffer from the overall negative consumer attitudes towards marketing. On these grounds, they argue that the implementation and overall success of social marketing campaigns influences the public perception of and the reactions towards these interventions in the future. Furthermore, they might also have an impact on the opinions of the target audience about the social issue in question. This view adds to the responsibility of social marketers to ensure the ethical conduct of their interventions.

Andreasen (2002) is also concerned with the issue of brand image that is built around social marketing. In his view, common public perceptions about the field are that it is manipulative, unethical, and that social marketing activities are expensive. Increased public awareness about the activities in the field, simplified definitions and processes combined with evidence of intervention effectiveness can play a role in the development of the social marketing brand into a more appreciated one.

Moreover, whether in social marketing there is always a distinct quid pro quo has caused controversy. In the case of social marketing, it is more challenging for the target audiences to recognize the actual 'exchange' taking place than in commercial marketing activity as social marketing can involve the exchange of both tangible and intangible products (Hastings & Saren, 2003). Exchange is also part of the Andreasen (2002) benchmarks but its nature has not been defined in detail. The concept is challenging especially because the focus of certain social marketing interventions can be in something that the participant in the exchange may never witness, such as in interventions promoting sexual health. In this type of social marketing activity the success of the intervention is most concretely manifested if no diseases arise. As far as the symbolic exchange goes, the consumer might be confused about the concrete benefits brought about by the intervention (Hastings & Saren, 2003).

2.5.3. Effectiveness of Interventions

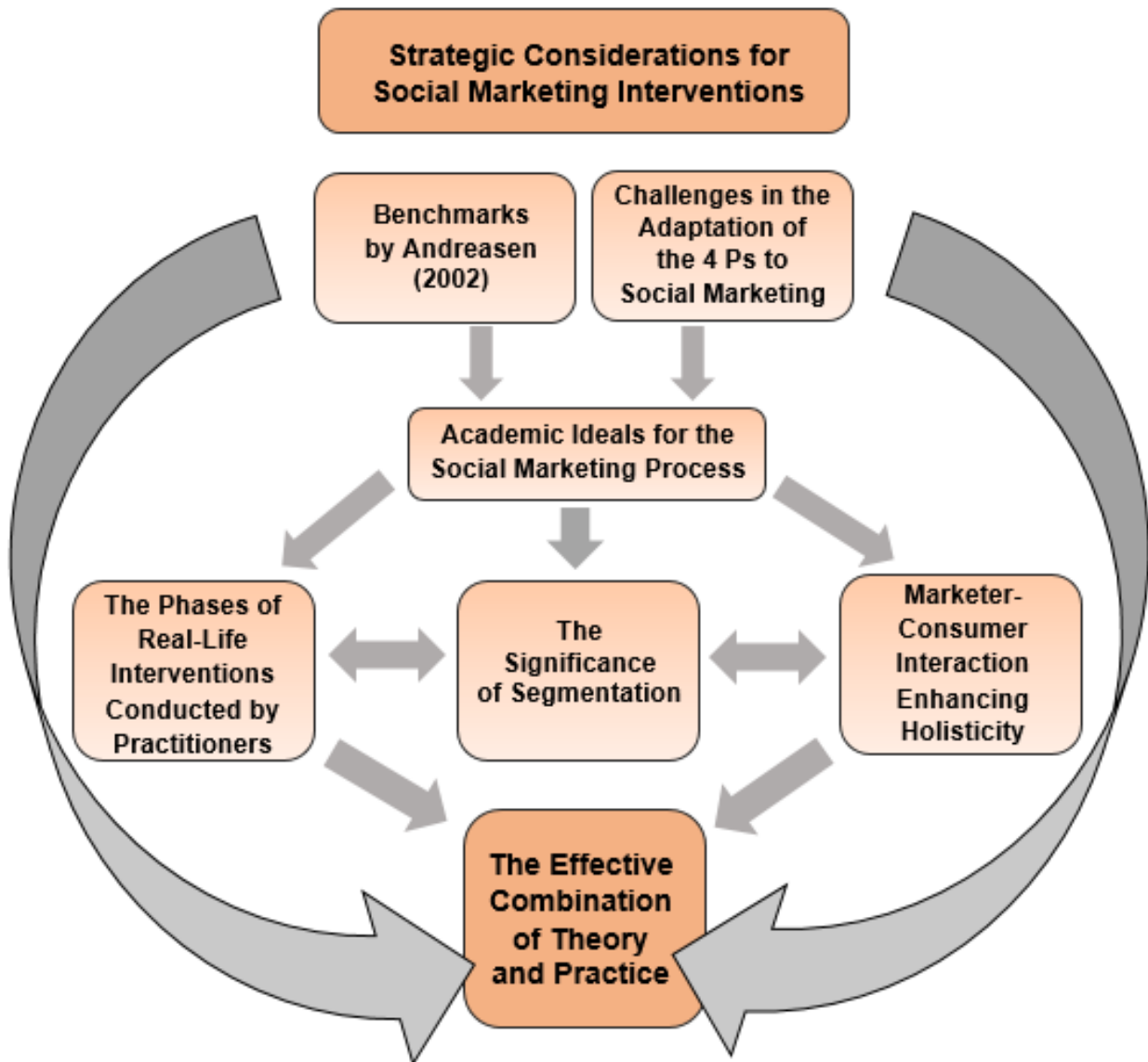
The so-called effectiveness of all types of marketing campaigns depends on the extent to which they succeed in their goals. The debate about whether social marketers should use techniques of commercial marketing is intriguing. One important observation that the pioneer in the field, G. E. Wiebe made already in the 1950s was that an increasing number of similarities between social marketing campaigns and commercial marketing had a positive impact on the intervention effectiveness (Stead et al., 2007).

Further evidence supporting this may lie in the findings of Stead et al. (2007) who conducted a review of 54 social marketing interventions. The review utilized the Andreasen (2002) benchmarks to classify an intervention as social marketing. Despite

methodological limitations in various studies, many of the reviewed interventions on the use of alcohol, tobacco and drugs amongst youth achieved significant short-term results. The prevailing attitude in the field, however, seems to be that the more social marketing can be distinguished from commercial marketing, the more efficient the interventions will be (McAuley, 2014).

The challenges of social marketers lie in the achievement of long-term and permanent behavioral change. Controlling variables and measuring the actual effectiveness is especially challenging in social marketing interventions (Stead et al., 2007). The evidence available on the successes of interventions is still very limited and notably the public awareness of campaign effectiveness is inadequate. This clearly hinders the development of social marketing within the public and contributes to the fact that it remains as a field which does not enjoy the academic appreciation it would merit based on its role in the contemporary society (Andreasen, 2002).

2.6. Conceptual Framework



As we have seen in the literature review, social marketing has made marketing an even more multidimensional field of research and increased awareness of various social issues worldwide. During the past decades, social marketing has matured and methods, vocabulary and frameworks specific to the field have been developed. Furthermore, interventions in the field have widened their scope which has led to the creation of more holistic processes intended to improve social welfare worldwide.

A widely recognized baseline for the interventions is the model developed by Andreasen (2002), the benchmarks of which provide social marketers with tools to produce effective interventions. Criticism towards the benchmarks is growing and researchers are undecided about the effectiveness of some of the benchmarks in social marketing, especially that of the so-called marketing mix, that is, the 4 Ps.

As demonstrated by the conceptual framework, different strategic dimensions shape the social marketing process. The interconnection between Andreasen's (2002) benchmarks and the 4 Ps is in the heart of this research. Moreover, the framework depicts how the adaptation of the 4 Ps to social marketing has proved challenging. The real-life interventions do not always advance according to the ideal social marketing process. Thus, the aim of the research was to use semi-structured interviews to demonstrate how demanding it is to achieve congruence between the theoretical models and practical applications. The interviewees were asked to contribute their knowledge by using their personal experiences from the field as examples.

It was hypothesized that segmentation would be one of the most vital parts of the social marketing process as based on the literature review it seemed that the success of the interventions is highly dependent on the behavior, thoughts and feelings of the target group. Furthermore, the central role of active communication between the social marketers and the target audience was emphasized throughout the research process. Another hypothesis was that via effective communication, social marketers could enhance the holisticity of their activity.

In the end, it is the interaction between various factors that contributes to the role of social marketing as a force reconstructing society.

3. METHODOLOGY

3.1. The Choice of Method

Finland was chosen as the target country for the research. The public awareness and general knowledge about social marketing and notably its use in the health sector are very limited in the country (Sormunen & Kallio, 2014). However, a significant milestone in the Finnish history of social marketing was September 2016 when the 3rd European Social Marketing Conference was held in Espoo, Finland. Also the ease of finding interviewees from the field indicates that social marketing as an academic field of research is about to gain recognition in Finland as well.

Semi-structured interviews were the primary data source for this Bachelor's Thesis. Interviews were chosen over a survey because the aim of the research was to examine social marketing interventions in detail. The interview method also supported well the research aim which was to explore the field of social marketing in Finland as the interviewees could freely give insights on their personal experiences within the field and offer detailed information on how they perceived the social marketing process.

There were sufficient time and other resources available to enable the use of this particular method. Despite the considerable amount of time that the interview process required, it was deduced that the level of detail of the qualitative data collected by using this method would support the research aims and be more beneficial than a significant number of brief and general survey responses for instance.

3.2. The Interview Sample

The interview sample consisted of six social marketing professionals with extensive experience from different types of interventions. The participants were found via websites for social marketing campaigns, related articles and by word-of-mouth. Due to the relatively small community of Finnish practitioners of social marketing, the interviewees were eager to share their contacts and enable the spread of information and awareness about the field. Since the beginning of the research process, the quality of information was considered more important than the quantity and thus careful attention was paid to the type, scope and aims of the interventions that the interviewees had conducted.

The following practitioners of social marketing were interviewed for this Bachelor's Thesis:

- Eeva Honkanummi, Project Manager in the 'Tupakatta paras amiksessa' - intervention, Development Manager at the city of Vantaa
- Eeva Ruutiainen, Project Manager in the 'Taksistartti'-intervention, Planner in Health Promotion at the Public Health Center in North Karelia
- Anu Tilander, Communications Specialist of the I LOVE SUU –campaign and at the Finnish Dental Association
- Riitta Tuikkanen, Project Manager in the 'Äijätiimi'-intervention, Principal Lecturer at the South-Eastern Finland University of Applied Sciences
- Elina Varjonen, Senior Specialist, Funding Centre for Social Welfare and Health Organisations (STEA)
- Arja Väänänen, Coordinator of Wellbeing Promotion at the City of Mikkeli

Short descriptions of each intervention can be found from the Appendices (See Appendix I).

3.3. The Interview Process

Three interviews were conducted face-to-face, two on Skype and one via a telephone call. Each interview lasted for 30-70 minutes. The interviews were recorded by the permission of the interviewees. The interviewees seemed inspired by the research question. The semi-structured method and the open-ended questions were therefore appropriate for the research as they allowed the interviewees to express their views without structural constraints.

The theoretical background for the Bachelor's Thesis was only covered briefly as the aim of the research was to gain practical information and concentrate on the real-life cases. The interviews were very interactive in nature and all in all, the semi-structured interview method elicited a great flow of ideas.

3.4. The Analytical Process

After each interview, the responses were transcribed in order to prepare for the analysis. The data analysis process continued throughout the data collection period as new findings emerged. Since there were no standardized responses to the interview questions, the analysis was time-consuming.

Central themes were identified and the data was classified according to them. Relevant comments regarding each of the benchmarks were sought from the data. Links and interrelations were then found which enabled the creation of conceptual entities. The interview responses supported the use of the benchmarks by Andreasen (2002) to structure the Findings-section.

4. FINDINGS

In this section, the findings from the interviews will be presented. The structure for the discussion is derived from the benchmarks for the social marketing process by Andreasen (2002).

4.1. The Role of Behavior Change

'Behavior-change is the benchmark used to design and evaluate interventions.'
(Andreasen, 2002: 5)

The change of behavior was the starting point for all of the interventions discussed. The formulation of clear behavioral goals was the prerequisite for an intervention to commence. Collecting evidence on the success of achieving them was often the most predominant challenge. Thus, the formulation of concrete enough goals was considered difficult.

According to Elina Varjonen, who has worked with numerous social marketing interventions and assessed the relevance and quality of intervention proposals, the behavioral goals of interventions are sometimes unclear and poorly formulated. At the outset of the interventions, their relevance and accessibility must be carefully assessed. It is essential to formulate concrete behavioral goals and preferably it should be clear how their success can be assessed. Furthermore, she contends that simple plans on how the intervention is going to be monitored could concretize the behavior change process.

Eeva Honkanummi continues that creating a mutual trust relationship is vital when educating the target audience on health matters and aiming to change behaviors. The social marketers have to make an effort and formulate their key message effectively in order to have credibility to encourage behavior change to their target audience.

Social marketers want to spread information about desired behavior models but more importantly, their aim is to achieve a permanent change of behavior. Riitta Tuikkanen contends that starting from the grassroots level and analyzing the reasons behind the undesired behavior models led to the creation of innovative ideas to encourage workmen

for healthier eating. Giving the workers vegetable bags of 500 grams daily to take with them for their shift was one of the new ideas implemented by the social marketers which encouraged healthier eating. Continuing this practice for a month made eating vegetables a habit which was likely to continue after the intervention.

Furthermore, Anu Tilander recognizes the difficulties of producing an actual behavior change within the target audience. In her view, starting from small steps can be vital if the intervention is to lead to bigger, permanent behavior change. Demonstrating the interconnection between dental health and the general health and this way changing the behavior of the target audience was also considered as one of the main aims of the I LOVE SUU -intervention.

Some of the tactics the I LOVE SUU -team used to improve the dental health of the Finnish population were to combine fun and interesting content, use different perspectives and present the facts in a simple, easily understandable way. On the basis of this interview as well, the grassroots level action was considered effective. Anu Tilander emphasizes that she wanted to adopt the perspective of an ordinary citizen in order to further develop the intervention methods and create a more effective and holistic social marketing process.

As stated by Arja Väänänen, social marketers need to predict the future developments in the field. This is where the long-term focus of the behavioral goals of the interventions is emphasized. The health issues are likely to be relevant also after the intervention has ended and the social marketers should thus be able to provide the target segments with the knowledge and tools to continue the process. She continues that most people know about the positive effects of a healthier diet and exercising. The first requirement for the behavior change to take place, however, is the actual recognition of the need and the personal stance to the matter.

4.2. The Use of Audience Research

'Projects consistently use audience research to

(a) understand target audiences at the outset of interventions (i.e., formative research),

(b) routinely pretest intervention elements before they are implemented, and

(c) monitor interventions as they are rolled out.'

(Andreasen, 2002: 5)

Learning about the behavior, attitudes and opinions of the target audience was a process which required a lot of time and resources in all of the interventions discussed. In the intervention with taxi drivers, for instance, this phase lasted for a full month. The formative research included traveling in the backseat of a taxi and observing the nature of the job, interviewing the taxi drivers and analyzing their work environment, as explained by Eeva Ruutiainen. Similarly, in the intervention led by Eeva Honkanummi, the researchers spent time in the smoking area of the vocational school to gain insights on the reasons behind the undesired behavior, that is, smoking. Clear pretesting of the intervention elements did not take place in the interventions discussed even though the phases of each intervention were carefully considered and planned.

When it comes to monitoring, many organizations find it challenging to report on the advancements and challenges in the process. Elina Varjonen reports that there is a lot of variety in the extent to which organizations are capable of monitoring their interventions. In her view, educating organizations on the importance of continuous audience research is also vital. She gives an example of typical monitoring activity which includes 'observing and writing down the social marketing action, using surveys to hear the views of the target audience, stakeholders, volunteers and employees'.

Moreover, in many organizations, the volunteers and employees working with the target audience are in the position to observe the concrete results of the intervention and the impact of social marketing activity on the target audience. At the grassroots level it can be challenging to formulate and present the results as analyzable data. Therefore, it is important to note that most of the monitoring and reported data is derived from the

everyday work activity. As emphasized by Elina Varjonen, the monitoring process does not have to be complex but it is a necessary phase for every social marketing intervention.

Riitta Tuikkanen and Eeva Ruutiainen agree on the challenging nature of social marketing interventions in terms of monitoring. Both have had to carefully consider how to report on the advancements in their intervention. In general, the limited financial and other resources tend to further complicate the process. In their interventions, different methods to achieve analyzable data were used, including activity bracelets and measurements for blood pressure and body composition, among others. Due to the limited resources, wider corporate cooperation would have been necessary in order to enable the collection of more extensive and quantitative data from the interventions.

Arja Väänänen has used similar measurements in various interventions to show to the target audience the positive effects of a healthier lifestyle. Furthermore, she states that repeated measurements could help the target audience to perceive the importance of the intervention and motivate them to continue the process. The time period between the measurements should be kept short to demonstrate how significant changes can be made in a short period of time. This method combined with visibility in the media has led to positive feedback from the public in various occasions.

Moreover, in her view, service design could be utilized more in social marketing interventions. Thus, finding new ways to engage the target audience and work together to achieve the behavior change would also help to understand the motivations behind interventions. 'Opening up the processes' could be the solution to better communicate the relevance of social marketing action.

Arja Väänänen also contends that self-evaluation by the social marketers can have a significant role as they try to monitor their interventions. Analyses on what was done well and which aspects of the intervention could be improved provide the social marketers with insights that help keep the focus in the following phases and possible future projects. Analyzable data and concrete results are essential factors which guide the social marketers in their work. One of the challenges in the interventions, in her view, is also to differentiate the results which are gained via social marketing action and those caused by other, external factors.

The monitoring process of the I LOVE SUU -intervention differs from that of the other interventions discussed. If the financial requirements are fulfilled, this particular intervention will continue for many years which further increases the importance of monitoring. In Anu Tilander's view, keeping the campaign dynamic without changing the core message is the key issue. Furthermore, the themes of the campaign are derived from a narrow segment of health care and it will thus demand a lot of creativity and continuous monitoring to keep the audience interested in the future as well. The dialogue with the target audience has to increase and therefore the tools used to differentiate the content should be more varied, she adds.

Her campaign team has recognized the importance of measuring intervention results as well. However, as the target segment in this intervention is particularly wide, conducting thorough measurements would require a lot of resources such as time and money. In the ideal case, she continues, the team would have conducted a large-scale survey on the people's habits related to dental care. Concrete results on whether the campaign and the boosted awareness affected the target population could then have been gained by conducting the survey both before and after the intervention.

For instance, the social marketers could have analyzed how much the use of floss increased due to the media campaign and other social marketing activity. This kind of a survey would have required a significant amount of resources such as hiring a company to plan and execute the survey. Since especially the monetary resources available for the intervention were so limited, the social marketers had to contend to other methods for data collection.

Thus far the data to analyze the reach and success of the I LOVE SUU -intervention has been derived by using web analytics tools such as data on the visitors on the intervention webpage and in social media portals. The number of visitors, the frequency of their reactions and other activity on the sites indicate whether the campaign reaches people's attention as planned.

4.3. The Segmentation of Target Audiences

'There is careful segmentation of target audiences to ensure maximum efficiency and effectiveness in the use of scarce resources.'

(Andreasen, 2002: 5)

There was a lot of variety in the size of the target segments of the interventions discussed. Whereas the 'KanervaKASTE' and 'I LOVE SUU' -interventions targeted the Finnish population as a whole, the target segment in the 'Taksistartti'-intervention was only ten people. The nature of the discussion about segmentation thus differed a lot from one intervention to another.

The fundamental reason why the whole Finnish population was targeted in the aforementioned interventions was that the health issue in question was considered to affect all citizens. The widespread diseases such as cardiovascular diseases and type 2 diabetes as well as dental issues such as periodontitis were regarded as problems concerning all Finns. As the interventions advanced, however, questions about the need for more focused target groups arose.

The target segment of the I LOVE SUU -intervention was modified over the course of the intervention. According to Anu Tilander, at the outset of the intervention the whole Finnish population was to be the target for the behavior change. However, as the action plan and details of the intervention became clearer, the team needed to reconsider which part of the population would be 'realistically and tactically possible to reach'. This led to modification of the target segment into young and middle-aged women who were interested in health and well-being. It was figured that with a centralized message to this segment indirectly reaches many other segments of interest such as older men and teenager boys which would also be financially efficient. In terms of health communication, these groups were considered as challenging segments to influence. Additionally, it was thought that they also often had the most limited awareness of the dental care matters.

In the case of the KanervaKASTE-intervention, some demographic factors were considered to enhance the segmentation of the target audience, including living districts

and age groups. Due to the extensive nature of the problem, however, the target audience was not modified much. Rather, the social marketers aimed to enhance the effectiveness of their activities by intervening also on the structural level. They tried to influence the behavior models of the local decision-makers and challenged them to change behaviors and adopt healthier lifestyles.

Eeva Ruutiainen from the 'Taksistartti'-project emphasized the fact that despite the small number of participants in the intervention, the ten taxi drivers represented the whole worker population in sedentary jobs. The intervention will continue this year with a significantly bigger target group as a lot of background research has now been done and the small-scale intervention has produced interesting results.

Continuing from the role of behaviour change in the social marketing process, Elina Varjonen argues that via careful segmentation some of the challenges that may prevent interventions from succeeding could be overcome. The target audience should thus always be the focus of all activity related to the intervention. The better it is segmented, the bigger the likelihood to produce positive behavioral effects. Furthermore, some organizations tend to produce almost identical interventions with same target segments from time to time which is not a sustainable method in terms of financial resources and the effectiveness of social marketing activity, as argued by Elina Varjonen.

When looking back at the intervention which aimed to decrease smoking in vocational schools, Eeva Honkanummi claims that the segmentation criteria should not consist only of factors that can be observed by solely looking at people. Segmenting the target audience based on the different professional sectors of the vocational school was not, in her opinion, sufficient. Within the same social groups, people have vast differences in opinions and behaviors. As for the support needed to decrease or quit smoking, people require different levels and types of support.

4.4. The Creation of Motivational Exchanges

'The central element of any influence strategy is creating attractive and motivational exchanges with target audiences.'

(Andreasen, 2002: 5)

The significance of social roles and group norms was highlighted in two interventions: those conducted with the taxi drivers and vocational students. The social marketers working to change the behaviors of these two groups recognized the importance of gaining the approval of the prominent figures, that is, the opinion leaders of the social groups. Their support was crucial for the success of the intervention as they encouraged and motivated the others to join the common project. Working hard trying to convince the target audience on the importance of the behavior change is a waste of resources if the opinion leader then blocks the intervention from advancing, as formulated by Eeva Honkanummi.

When it comes to the motivation of the target audiences in the interventions, the impact of social norms was an interesting finding as there was such a big age difference between the target populations of these two aforementioned interventions. Therefore the social psychological implications of the exchange situation are significant as interventions often involve the trading of the socially disapproved behavior to general social approval and behavior which is in line with the in-group norms. Continuing about group dynamics, Eeva Honkanummi proposes that social marketers should first try to build a trust relationship with the opinion leader. Thus, proceeding with the intervention by working together with him or her to convince the rest of the target segment will then be easier.

The interviewees also agreed that the cornerstone of motivating the target audience is in the encouragement for behavior change and not in blaming people for socially undesirable behaviors. There was widespread general consensus that social marketing efforts are based on other factors than emotions. Interventions which emphasize guilt or otherwise use strong emotions to convey the message can be unethical and are therefore not in line with commonly accepted values of social marketing.

Eeva Honkanummi also stresses the fact that 'every change comes for a price'. The advantages and disadvantages of both the current, undesired and the future, desired behavior model should be communicated clearly to the target group, she continues. It is vital that the target segments understand the motivations behind the intervention. Furthermore, the practitioners want to present the advantages of the socially desirable behavior as being bigger than those of the undesired one. Being honest and realistic about them is also vital in order to build on trust in the practitioner-audience-relationship, she adds.

Moreover, Elina Varjonen stresses that it is vital that social practitioners be familiar with the factors which 'strike, motivate and influence the target group'. In all interventions, the created 'exchange situation should be based on the values of the target group rather than those of the social marketing experts'. The attention and time which the target audience is ready to sacrifice for the intervention determine their motivation for the exchange. Without in-depth understanding of these factors, many organizations fail to adopt an audience-oriented focus and therefore do not necessarily achieve their behavioral goals, as argued by Elina Varjonen.

4.5. The Use of the 4 Ps

'The strategy attempts to use all four Ps of the traditional marketing mix; for example, it is not just advertising or communications. That is, it creates attractive benefit packages (products) while minimizing costs (price) wherever possible, making the exchange convenient and easy (place) and communicating powerful messages through media relevant to—and preferred by—target audiences.'

(Andreasen, 2002: 5)

As we have seen earlier, the role of the 4 Ps in the field is ambiguous (Peattie and Peattie, 2003). Interesting data on their use was collected via the interviews. Some interviewees found useful the adaptation of the 4 Ps from traditional to social marketing as the model could enhance the holisticity of the interventions. On the other hand, some practitioners others considered the model irrelevant to their intervention.

In Elina Varjonen's view, the 4 Ps can provide practitioners with answers to common questions and solutions to challenges faced in everyday work. In some organizations similar social marketing activity is conducted to the same target audience for many years and the success of the work is never questioned, she continues. Furthermore, the target segments should be reconsidered regularly in order to keep the activity dynamic. She elaborates that profiling one's own activity is easier by using tools such as the 4 Ps and possibly the three other Ps added to the service-oriented model which are People, Process and Physical Evidence.

The 'price' factor of the model was considered slightly misleading if the framework is adapted to social marketing as often the practitioners do not market actual products. The price was then regarded as the sacrifices the target audience makes in order to achieve the desired behavior model. The consensus among the interviewees was that social marketing interventions should be organized so that it is possible to calculate the actual effects of the intervention for the target audience.

In two of the interviews, the discussion evolved around the fields of research related to social marketing which emphasize economic gains in addition to the societal benefits. This could be seen as the 'price' aspect to social marketing activity. Elina Varjonen refers to 'social return on investment', a field which concretizes societal gains in economic terms. Combining social good with the economic point of view can help perceive how social marketing interventions succeed in their goals. Furthermore, the 'social investment fund' (SIF) projects, in her view, support the prevailing concepts of social marketing. The SIFs can enhance societal well-being but also concretize the results gained in terms of monetary resources.

Finding ways to invest in social action and see the concrete benefits to the society bring new dimensions to regular social marketing interventions. Both social marketing and SIF are therefore highly results-oriented but in different ways. Eeva Honkanummi, on the other hand, draws a connection between social marketing and 'Social Impact Bonds' (SIB). In SIBs as well, the economic gains are an essential part of social action. Both interviewees contend that despite the fact that social good is the priority in social marketing, there are

always economic implications as well because of the widespread impact of social marketing on the society on many levels.

The 4 Ps were not relevant to the interventions considered in this paper. One of the reasons behind this could be the fact that the interviewees had conducted social marketing activities at the grassroots level and concentrated on the practical side. The education they had been given on social marketing had concentrated on other ideas and theoretical models.

The interviewees contended that knowledge about the 4 Ps could help organizations to widen their service base and obtain more clients. However, their interventions had obtained great results without the use of the 4 Ps and by concentrating on other academic models and resources. When discussing the usefulness of the 4 Ps and that of theoretical frameworks in general, some interviewees stressed that the core idea behind their intervention was to be as concrete as possible. This meant limiting the theoretical aspect and only recognizing the role of theory as a background force of social marketing. The actual interventions were thus conducted on the concrete level, starting from the everyday actions of the target segment.

4.6. The Competitive Factors

'Careful attention is paid to the competition faced by the desired behavior.'

(Andreasen, 2002: 5)

The interviews effectively depicted how social marketers need to be aware of various factors that compete with their social mission and if not taken into consideration, might seriously hinder the success of the intervention.

The success of the I LOVE SUU -campaign in the social media depended highly on the attractiveness of other online content. Reaching a significant number of Facebook likes and followers in other channels was considered vital to ensure the spread of the message and increased awareness which would then lead to improvements in the dental care

habits. The related Instagram campaign did not succeed as planned and at the time of the evaluation, the team came to the conclusion that its theme had been too intimate.

Three of the interventions discussed in this paper used celebrity endorsements. The public figures present in the widespread campaigning could help compete against other attractive content in both social and traditional media. In the 'Äijätiimi', 'Tupakatta paras amiksessa' and 'I LOVE SUU' -interventions, celebrities participated in seminars and workshops or produced social media content. These well-known public figures were eager to take part in interventions promoting a good cause, whether it be for healthier eating, quitting smoking or better dental care.

Offering the target audience a possibility to relate to the celebrities can contribute to the success of the intervention. Thus, celebrity endorsements can eliminate competition. In general, combining relevant information with active promotion of desired behaviors by using various methods seems vital. Thus, visibility offered by celebrities can be one of the various tools which enhance the spread of the correct message and support the intervention in its core aims.

On the other hand, also ordinary people were often considered as easily relatable figures. The participants of the 'Äijätiimi'-intervention felt they could relate to workmen illustrated in the intervention materials such as brochures. Similarly, they tended to appreciate the photo of a workman printed on the vegetable bags which reminded them of the importance of the behavior change. Moreover, in the KanervaKASTE-intervention, both the participants and social marketers shared their positive experiences from healthier lifestyle which worked as a motivator to continue on the path towards permanent behavior change.

Furthermore, according to Elina Varjonen, the value of cooperation between different agents in the same field is often undervalued. Collaboration for shared mission could help overcome the competitive factors as well. Overlapping activities in the same sector are a waste of resources which could be directed to benefit the society. Mutual effort and support for common behavioural goals between different organizations can also enhance the success of the intervention.

Lastly, the competition for limited monetary resources was a remarkable challenge in many of the interventions discussed. The shortage of resources can be associated with the limited awareness of the sector in Finland which leads to the fact that organizations struggle to find ways to finance their projects. Once the awareness of the successes of interventions and the achievements of social marketers becomes more widespread, social marketing interventions are likely to be allocated more resources as well.

5. DISCUSSION AND ANALYSIS

The six interviews conducted for this research effectively demonstrated the different stages of the social marketing process. Even though the interviewees were not familiar with Andreasen's benchmarks (2002), they had used a similar approach in their interventions which depicts the relevance of the different stages of Andreasen's model.

Based on the interviews, it could be stated that the first steps of the social marketing process play a vital role in the achievement of the behavioral goals. As Eeva Honkanummi and Elina Varjonen, among others, put it, if the intervention does not contain a clearly formulated goal for the change of the undesired behavior model to the desired one, the efforts by social marketers are easily undermined and concrete results are harder to achieve. Inadequate audience research and insufficient segmentation were mentioned as possible flaws in the process.

Therefore, the interviews highlighted the importance of the behavior change focus in any type of social marketing intervention. The interventions discussed were very different from each other in terms of their scope, goals and methods but they all were built around the behavioral focus and strove towards permanent behavior change.

Furthermore, the interviewees contended that the monitoring process can be simplified but as Andreasen (2002) argues, it is a prerequisite for a successful social marketing intervention. The practitioners seem to have realized its importance and strive to develop more effective tools to support the advancement of the interventions in their goals through monitoring. As demonstrated by the interventions, it is essential for social marketers to explore methods which the target audience finds appealing. This enables them to increase the likelihood of a permanent behavior change being achieved. This view was highlighted in all of the discussions and the behavior change focus can thus be considered as the cornerstone of social marketing.

There was significant congruence between the interviewees on the importance of segmentation. They also contended that education about the matter should be more widespread as segmentation was considered crucial for the success of any social marketing intervention. This indicates that in Finland the field is still in the growth phase

and about to gain wider recognition. Increasing the amount of resources available to educate both citizens and social marketers about the implications of the field on society is vital in order for these steps of the social marketing process to progress.

When it comes to the need for 4 Ps as one of the benchmarks, the results were intriguing. The fact that none of the interventions discussed had actually used them during the social marketing process was an unexpected result. Some interviewees had become familiar with them only during the planning process and others had not needed them in their work. The findings about the use of the 4 Ps cannot be generalized to the Finnish social marketing scene as a whole but they do, however, indicate that they are not central in the overall planning process of the interventions.

Moreover, even if an organization had stabilized their client base and service offering, new clients are constantly needed. Therefore, the only way to succeed in that is to be able to continuously renew and modify the social marketing activities for them to suit the target audience better. The 4 Ps could thus help to accomplish this task by offering new dimensions to the intervention.

The academic models and frameworks were considered as tools to enhance the social marketing process rather than restricting it. Most practitioners strongly believed that models similar to that by Andreasen (2002) had helped them structure their work during the interventions. Especially during the planning process, clearly defined steps and instructions on how to proceed in order to produce effective social marketing interventions were considered helpful. This finding removed the assumption that the models might be considered to hinder social marketing activities.

All in all, some practitioners found that the various dimensions of social marketing as an academic field complicate planning and implementation process of any intervention. Thus, some vital phases which would enhance the effectiveness of the social marketing interventions might be ignored. As social marketing is a field of research which combines theories and ideas from different academic areas, frameworks are of great importance for the practitioners. The findings from the interviews imply that the multidimensional definitions and sometimes ambiguous perceptions of social marketing cause the need for these theoretical structures.

The Andreasen model (2002) consists of steps for the social marketing process which the sample of Finnish social marketers found pivotal. Their limited awareness of the model itself indicates that it is not widely utilized in the Finnish social marketing scene despite the usefulness of some of its items. The marketing mix, the 4 Ps did not play a role in the interventions discussed but they were considered as a possible option to develop social marketing activity.

As with all frameworks and models, the opinions about their relevance are varied. Therefore, the finding that the Andreasen model (2002) was not in use in the Finnish sample of social marketing interventions cannot be generalized to the field in Finland or worldwide. What this finding and the research in general indicate, however, is that various models are used in the field and it is the combination of strategies and tools which contributes to the dynamism of social marketing.

6. CONCLUSIONS

6.1. Main Findings

Despite the fact that the interviewees were not familiar with the particular theoretical framework discussed in this Bachelor's Thesis, the benchmarks by Andreasen (2002), interesting insights about the planning process, implementation and advancement of social marketing interventions were gained. The discussions evolved around the procedural considerations of social marketing. Since social marketing is perceived as a highly dynamic and constantly evolving field of research, the challenges the practitioners faced were mostly related to the need for a well-defined structure for the social marketing process. The interviews thus concretized the various elements of the step-by-step approach frequently practised by social marketers.

As for the usefulness of Andreasen's (2002) framework, the 4 Ps were the only benchmark which did not prove their value during the interviews. All the other five steps seemed vital parts of the planning and implementation process of the social marketing interventions analyzed. Based on the interviews, the prevailing opinion about the relevance of the 4 Ps in social marketing interventions was that like other theoretical models, they can help structure the intervention, comprehend its implications and give new perspectives to the everyday work of the practitioners of social marketing.

Moreover, the role of 4 Ps in the marketing world was recognized in enhancing the holisticity of marketing activities but they were considered to have no particular role in social marketing interventions. This provides evidence to the suggestion that frameworks which are created for social marketing purposes only are more effective. As the 4 Ps were not of high significance in the five interventions discussed, it seems that they did not restrict the planning process either. They can be said to have worked as a background force and a source of information to develop the holisticity of the interventions but other frameworks shaped the interventions to a larger extent.

To conclude, the interventions analyzed in this Bachelor's Thesis clarified the most essential features which make social marketing a unique academic field. Moreover, social marketers tend to combine elements from various sectors in order to enhance societal

wellbeing and produce permanent change of behavior. The widely used combination of theoretical models and the practical approach seems to generate interventions which accomplish their goals and stabilize the role of social marketing as a force which transforms society.

6.2. Implications for International Business

Especially within Finland where public awareness of social marketing is very limited, managers could benefit from social marketing knowledge in the fields involved with social welfare. Cooperation with organizations striving towards social good could both contribute to the company mission and enhance their CSR policies.

As social involvement is a current trend in the business world, companies operating in other industries than health and welfare could also develop their brand image by demonstrating their values via social action.

6.3. Limitations

Firstly, all six interviewees were women. Gender could influence the prevailing attitudes towards social marketing and limit the diversity of opinions about the relevance of theoretical models. Furthermore, the interviewees shared other demographical features including nationality, occupational and educational background. The fact that some interviewees knew each other indicates that they had similarities in their demographical background which can also influence attitudes.

Another limitation is the absence of geographical variety in the interview locations as they all were conducted in two regions. The interventions discussed were conducted in nearby areas which might limit the variety of tools used in them. A more demographically diverse group of interviewees would enhance the validity of the results.

When it comes to the methodological limitations, it can be stated that a bigger sample would have added to the credibility of the findings. Six interviews provided useful data for the Bachelor's Thesis but the generalizability and value of the findings would have

increased significantly with more interviews. Moreover, interventions with more radical differences in their scope, method and target segments would have increased the validity of the research. On the other hand, a survey for hundreds of practitioners would have provided a lot of data for more in-depth analysis and different perspectives on the matter.

6.4. Suggestions for Further Research

Regarding public awareness of social marketing, it would be useful to gain knowledge about consumer attitudes and opinions. Despite the extensive amount of research on consumer behavior and influence of marketing on decision-making that has been conducted, only limited information is available on public perceptions about social marketing. The general impression after this research was that ordinary citizens are not fully aware of the role of social marketing in their everyday lives and its implications to the whole society.

Additionally, it would be intriguing to investigate new methods to evaluate the effectiveness of social marketing activity. It could be intriguing to use self-evaluation techniques where consumers would assess the impact the interventions had on their attitudes, knowledge and behavior. This method would provide practitioners with concrete data on the grassroots level effects of their activity on the target audience.

The 'social investment funds' (SIF) and 'Social Impact Bonds' (SIB) which were referred to in two of the interviews are also interesting topics for further research. The relationship between them and social marketing is fascinating and could provide the field of international business with new perspectives. It seems that increasingly many agents operating in the business world are concerned with the social consequences of their actions. This is a positive development that is likely to shape the common practices towards a more egalitarian and socially good direction.

7. REFERENCE LIST

Andreasen, A. R. (2002 Spring) 'Marketing Social Marketing in the Social Change Marketplace.' *Journal of Public Policy and Marketing* [Online]. 21(1): 3-13.

Andreasen, A. R. (1994 Spring) 'Social Marketing: Its Definition and Domain'. *Journal of Public Policy & Marketing* [Online]. 13(1): 108-114.

Dibb, S. (2014). 'Up, Up and Away: Social Marketing Breaks Free'. *Journal of Marketing Management* [Online]. 30(11-12): 1159-1185.

Dibb, S. & Carrigan, M. (2013) 'Social Marketing Transformed'. *European Journal of Marketing* [Online]. 47(9):1376 - 1398.

French, J., Russell-Bennett, R. (2015) 'A Hierarchical Model of Social Marketing.' *Journal of Social Marketing* [Online]. 5(2): 139-159.

Gordon, R., Harris, F. & Mackintosh, A. M. (2009) 'Critical Social Marketing: Assessing the Impact of Alcohol Marketing on Youth Drinking.' Australia and New Zealand Marketing Academy Conference [Online].

Gordon, R., Russell-Bennett, R. & Lefebvre, R. C. (2016) 'Social Marketing: the State of Play and Brokering the Way Forward.' *Journal of Marketing Management* [Online]. 32(11-12): 1059-1082.

Gordon, R. (2013) 'Unlocking the Potential of Upstream Social Marketing'. *European Journal of Marketing* [Online]. 47(9): 1525-1547.

Hastings, G. & Saren, M. (2003) 'The Critical Contribution of Social Marketing'. *Marketing Theory* [Online]. 3(3): 305-322.

Kotler, P. & Zaltman, G. (1971) 'Social Marketing: An Approach to Planned Social Change'. *Journal of Marketing* [Online]. 35: 3-12.

Lefebvre, R. C. (2012) 'Transformative Social Marketing: Co-Creating the Social Marketing Discipline and Brand'. *Journal of Social Marketing* [Online]. 2(2): 118-129.

Luca, N. R., Hibbert, S. & McDonald, R. (2016) 'Towards a Service-Dominant Approach to Social Marketing'. *Marketing Theory* [Online]. 16(2): 194-218.

MacDonald, L., Cairns, G., Angus, K. & Stead, M. (2012) 'Evidence review: Social Marketing for the Prevention and Control of Communicable Disease'. Stockholm: ECDC [Online].

McAuley, A. (2014) 'Reflections on a Decade in Social Marketing'. *Journal of Social Marketing* [Online]. 4(1): 77-86.

Pang, B. & Kubacki, K. (2015) 'The Four Es of Social Marketing: Ethicality, Expensiveness, Exaggeration and Effectiveness'. *Journal of Social Marketing* [Online]. 5(1): 83-99.

Peattie, S. & Peattie, K. (2003) 'Ready to Fly Solo? Reducing Social Marketing's Dependence on Commercial Marketing Theory'. *Marketing Theory* [Online]. 3(3): 365-385.

Russell-Bennett, R., Wood, M. & Previte, J. (2013) 'Fresh Ideas: Services Thinking for Social Marketing'. *Journal of Social Marketing* [Online]. 3(3): 223-238.

Saunders, S. G., Barrington, D. J., Sridharan S. (2015) 'Redefining Social Marketing: Beyond Behavioural Change.' *Journal of Social Marketing* [Online]. 5(2):160-168.

Sormunen, M. & Kallio, H. (2014, Mar) 'Sosiaalinen markkinointi terveyden edistämisessä - markkinoinnin keinoin käyttäytymisen muutokseen?' (Eng. 'Social Marketing in Promoting Healthy Behavior - Changing Behaviors with Marketing Tools?'). *Pro Terveys*. 41(3): 42-45.

Spotswood, F., French, J., Tapp, A., Stead, M. (2012) 'Some Reasonable but Uncomfortable Questions about Social Marketing'. *Journal of Social Marketing* [Online]. 2(3): 163-175.

Stead, M., Gordon, R., Angus, K., McDermott, L. (2007) 'A Systematic Review of Social Marketing Effectiveness.' *Health Education* [Online]. 107(2): 126-191.

Tapp, A., Spotswood, F. (2013) 'From the 4Ps to COM-SM: Reconfiguring the Social Marketing Mix'. *Journal of Social Marketing* [Online]. 3(3): 206-222.

Wasan, P. G. & Tripathi, G. (2014) 'Revisiting Social Marketing Mix: a Socio-Cultural Perspective'. *Journal of Services Research* [Online]. 14(2): 127-144.

Wood, M. (2012) 'Marketing Social Marketing'. *Journal of Social Marketing* [Online]. 2(2): 94-102.

Wood, M. (2016) 'Midstream Social Marketing and the Co-Creation of Public Services'. *Journal of Social Marketing* [Online]. 6(3): 277-293.

8. APPENDICES

Appendix 1

Short Descriptions of the Social Marketing Interventions Discussed in the Bachelor's Thesis:

'I Love Suu' [Eng. I Love my Mouth]

The intervention aims to increase awareness of the importance of dental care and improve the dental care practices of the Finnish people.

'KanervaKASTE' [Eng. Heather Dew]

The intervention aimed to decrease the frequency type 2 diabetes and heart- and cardiovascular diseases on the national level in Finland.

'Taksistartti' [Eng. Taxi Onset]

The intervention aimed to increase the physical activity and thus decrease the negative effects of the sedentary nature of the work of ten taxi drivers from Joensuu, Finland.

'Tupakatta paras amiksessa' [Eng. Vocational Schools are Better without Smoking]

The intervention was conducted to decrease smoking and the use of snus among the students of two vocational schools in the capital region of Finland.

'Äijätiimillä duunarimiesten työaikainen syöminen paremmaksi' [Eng. Improving

Workmen's Eating Habits at Work]

The behavioral goal of the intervention was to improve workmen's eating habits at work towards healthier eating in the Southern Savonia region of Finland.

