Social marketing design and evaluation of responsible drinking

- A case study of the Swedish organization IQ-initiativet AB

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Abstract

The field of marketing does not only consist of traditional marketing and the focus on promoting products and services to increase sales. In recent years a new branch within the marketing field has been established with the focus of promoting behaviours that will benefit the individual and the society as a whole; social marketing. Our purpose with this paper is not only to introduce the reader to social marketing but to describe and explain how social marketing campaigns are created and how the campaigns can be evaluated.

The purpose is fulfilled through the use of a qualitative method, namely a case study. Our research question guiding our study is “How can social marketing be understood through the use of an empirical case study?” Our unit of study is the Swedish company IQ-initiativet AB which uses social marketing as a tool to encourage responsible drinking among Swedes. In order to uncover the case of IQ and to answer our research question we used three sub-questions. Firstly “How can a social marketing campaign be recognized?”, secondly “How is a social marketing campaign created?” and finally “How is a social marketing campaign evaluated?”

To adapt these sub-questions to IQ we performed four in-depth interviews with representatives from IQ, their PR-firm Forsman & Bodenfors and evaluation company Xtreme Nordic. The questions mainly concerned IQ’s national campaigns, which have been shown through various media channels. An interview was also done with the organization IOGT-NTO who promotes a completely sober society in order to get a perspective of the current situation of alcohol consumption in Sweden.

From interviews, other sources and earlier research within the field we conclude that even though social marketing is about behavioral change, creating that change is difficult and evaluate an eventual change is even more difficult. IQ focuses on promoting responsible drinking but cannot link a change in reduced drinking to their specific campaigns. However that does not stop them to do their job.

With this case we provide in-depth insight into how one Swedish organization works for healthier drinking behavior. Although the case does not provide empirical generalizations, it provides theoretical contributions that are beneficial for several different stakeholders. Social marketers, campaign organizers/evaluators, commercial marketers and students can benefit from this comprehensive review of social marketing theory and view how it has been applied in the real life case of IQ. A comprehensive analysis of social marketing is presented in order to increase awareness of the tools that are available for promoting positive behavioral changes in society. The case of IQ exhibits fully functional social marketing campaigns which facilitates understanding and learning for readers by viewing theory in action. The work presented here promotes the development of problem solving skills in order to avoid the common difficulties related to social marketing campaigns and hopes to inspire those interested in future research opportunities.

Key words: Social marketing, case study, IQ, alcohol consumption, campaign, evaluation.
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1. Introduction

What we as business students learn at university within the field of marketing is often mentioned as traditional or commercial marketing. With the help from Kotler and his colleagues we learn how to promote, price and place a product. Our experience during our years at university is that modest space is left in the academic curriculum to other marketing sub-divisions such as service marketing and social marketing even though they arguably are important to learn. Due to our interest in marketing and curiosity for social marketing we want to explore this sub-division further. We think that there is a gap in knowledge about what social marketing and how it is done and hope with this thesis to decrease that gap.

When doing a search for “social marketing” at studera.nu there is only one course given including the full search word at all universities in Sweden. We cannot however draw the conclusion that other marketing courses do not supply information and discussion regarding social marketing or that there may be differences in the number of courses offered from one semester to another. Social marketing is a field that is difficult to define in Swedish and we met difficulties when we searched for example “social marketing + Sweden” and “social marknadsföring”. A direct translation of the term is not suitable since it will rather reveal studies on how people choose to market themselves in social marketing channels such as Facebook, Myspace and Twitter. The closest definition found in Swedish is “icle kommersiell marknadsföring”. The absence of social marketing as a subject at Swedish universities supports the lack of attention paid to social marketing in this country.

Social marketing was born in 1971 when it as a term was used to describe how traditional marketing principles could be used for the marketing of social causes (Zaltman, Kotler, & Kaufman, 1972, p. 174). In contrast to traditional profit-driven marketing, social marketing aims to combat certain behaviors and consumption (Kotler, Roberto, & Lee, 2002, p. 10). Undesirable behaviors can for example be not using seatbelts or discrimination of same gender couples. Peattie and Peattie (2009, p. 261) recognizes the contradiction of using marketing for consumption reduction, and claims that it is the reduced consumption of harmful goods such as fast food, alcohol and cigarettes that are on the social marketers’ tables.

In order to provide depth to our study in social marketing we decided to do a case study of a Swedish organization that is working with social marketing. We recalled TV-commercials that we had seen which had the message of drinking more responsibly, combating the societal issue of alcohol consumption. The sender of this message was IQ-initiativet AB (hereafter referred to as IQ), an independent daughter company to Systembolaget (the Swedish alcohol monopoly). IQ has since its start in 2005 created awarded TV-campaigns encouraging Swedes to drink more responsibly. IQ’s aim is to “create an extensive people’s movement in Sweden with the goal to establish sobriety as a value and absolutism as an obvious norm in traffic, at work, among children, teenagers and pregnant women (IQ, 2010b). IQ will act as the unit of study for this case.

Regarding alcohol as a societal issue, according to research done by the Swedish Council for Information on Alcohol and Other Drugs (CAN) between 5000 to 7000 Swedes die each year due to injuries or diseases that has connection to alcohol consumption (CAN, 2010). The group of people with the highest alcohol consumption
rate in Sweden is between 16-29 years (CAN, 2009, p. 66). It is also this age group who is the high-risk group in regards to alcohol consumption; 34 percent of the men and 26 percent of the women are intensive alcohol users risking to create a future alcohol addiction and/or get an alcohol-related illness (CAN, 2009, p. 69). High-risk drinking is defined by the Swedish Institute of Public Health (FHI) as being 14 units/week for men and nine units/week for women (2008, p. 19). For this thesis we have chosen to address the social problem of alcohol consumption and how social marketing is used to combat alcohol consumption in Sweden. Alcohol consumption has a negative impact on the use of violence, car safety and health. These are issues and undesirable behaviors that IQ aims to combat and how they go about doing this with the use of social marketing leads us to our research question.

1.1 Research question

According to research made by Kelly (2009, p. 137) a key learning object of social marketing classes that are taught around the world is on how to create a social marketing plan. Therefore we thought it would be interesting to research how a social marketing campaign is created both in theory and in reality. Our overall research question is “How can social marketing be understood through the use of an empirical case study?”

To specify this research question we will use three sub-questions to guide our research. These three questions will be illustrated by IQ as the unit of study.

Our sub-questions are:

- How can a social marketing campaign be recognized?
- How is a social marketing campaign created?
- How is a social marketing campaign evaluated?

1.2 Purpose

The objective of this study is to use the specific case of IQ to describe and explain how social marketing campaigns are created as a mean of increasing awareness and behavioral change and how such campaigns can be evaluated. The case of IQ provides an in-depth example of how one organization can go about using social marketing in an attempt to affect social norms and harmful and unhealthy behaviour and how these efforts are evaluated. It will increase our and the readers knowledge about IQ’s operations, use of social marketing and can be useful for further research and comparison with other cases within the field of social marketing. The study at hand will add to the knowledge of social marketing within a Swedish context and hopefully create attention around this field within marketing.

1.3 Campaign

Since the term “campaign” is mentioned on several occasions throughout this paper we have chosen to include a definition of this word.

For this study our definition of the term “campaign” is:

“the efforts of a company or a third-party marketing company to increase awareness for a particular product or service, or to increase consumer awareness of a business or
organization. A marketing campaign has a limited duration” (Business Dictionary, 2010).

Consequently this definition of “campaign” will limit the marketing efforts that we will look at in the case of IQ. We will focus on the television and cinema commercials that IQ has done up to date and not put too much attention on IQ’s local projects that goes on continuously.

Firstly we will discuss our choice of method and its implications. This will be followed by our definition of the term social marketing which will guide the study. In the theory part different theories on how to design social marketing campaigns and how these should be evaluated will be presented, providing different takes/point of views. We will in-depth uncover IQ and the results of our qualitative research will be presented in relation to the theoretical frame earlier presented in the theoretical section. There will also be a discussion regarding implications of methods used and of our findings, together with suggestions for further research.
2. Theory

This section will introduce social marketing theory and attempt to answer the three sub-questions so that they can then be applied to the case of IQ in the results.

2.1 Social Marketing

For over a century, people have been using marketing to influence people to buy the tastiest energy drink, the newest sneakers or the fastest car. Marketing has evolved to include tried and true methods such as Kotler’s 4P (product, place, price and promotion) approach that are readily used and reliable. This marketing mix forms a set of “controllable tactical marketing tools that the firm blends to produce the response it wants in the target market” (Kotler & Armstrong, 2010, p. 76). Now some have begun to expand the repertoire of these methods and use them for different purposes other than the traditional sense which for a majority of the time referred to selling products. About 40 years ago, marketing methods were used to induce something different, something that others found to be somewhat controversial. They began to use marketing to better society. G.D. Weibe has been sited often as the first to attempt to “sell brotherhood like soap” back in the early 1950’s (Weibe, 1951-1952, p. 679; Kotler & Zaltman, 1971, p. 3). However Weibe’s concern that marketing was not being applied to societal issues was not truly developed into a method until the 1970’s after Kotler and Zaltman expanded on this idea by applying traditional marketing methods to social causes and coined the term social marketing (1971, p. 3-12). It is here that “the ideology of social action – that man can improve his society through organized collective effort” (Zaltman, et al., 1972, p. 173) was widened to include other fields of application.

Marketing could be utilized as a tool to combat social problems, which Zaltman et al. (1972, p. 174) defined as “a condition or group of conditions in society which is viewed apprehensively or distastefully by some of its members and which is thought to be susceptible to mitigation or elimination through collective action”. They believe that social change can be brought about by “alterations in the attributes or functioning of individuals, groups, institutions or society” (Zaltman et al., 1972, p. 174). There were some that argued against the broadening of the marketing tree to include other branches, stating that it would weaken the strength of the theory and create an identity crisis for marketing (Luck, 1969, p. 70-72; Bartels, 1974, p. 73-76). With this obstacle to overcome, social marketing grew fairly slowly at first and centred most on the theme of family planning in the 1970’s and 1980’s, which is where some of the very first social marketing campaigns set their focus (Andreasen, 2006, p. 88). The pigeon holing of the use of social marketing into only this field coupled with the inability to determine an effective working definition for the term may have been the reasons for the slow growth in this field. The major breakthrough which catapulted social marketing further was the recognition that the main intention of social marketing was not concerned with “changing ideas but influencing behavior” (Andreasen, 2006, p. 91). Working from this foundation, scholars were able to build a much more usable definition which clarified the main theme and goal of social marketing, to influence behavior. This has allowed for the progression of the discipline by offering a frame of reference for which evaluations can be made (even if evaluation methods can still be difficult) and distinguishing it from other disciplines, such as: education or public policy, while at the same time showing how social marketing can be advantageous over other disciplines.
However, there is still room for debate over what the official definition of social marketing is. As Dann (2009, p. 147) states in his article dedicated to researching and clarifying the definition of social marketing that it is a “crowded field of existing definitions”. There are already forty-five peer reviewed definitions, two main commercial definitions from the American Marketing Association (AMA) and the Chartered Institute of Marketing (CIM) and several key definitions from prominent scholars, most notable being Andreasen (2006), Kotler, Roberto and Lee’s (2002) and the National Social Marketing Centre (2006) (Dann, 2009, p. 147). From this research, Dann identifies two main characteristics related to these many definitions. Firstly, social marketing is grounded in traditional marketing theory as a “planned activity that is based on analysis, research and designed behavior interventions” (Dann, 2009, p. 150). Secondly, he finds a trend in the use of the word influence and finds this to be a significant indicator that social marketing is “a form of voluntary change regime” (Andreasen cited in Dann, 2009, p. 149) versus a mandatory, or forced, type of behavior change. Andreasen (2006) is a major contributor to the field of social marketing and has been cited by the vast majority of publications that we have encountered during our literature review of social marketing. He is Executive Director of the Social Marketing Institute and Professor of Marketing at the McDonough School of Business of Georgetown University specializing in non-profit organizations, social marketing, and the market issues related to disadvantaged consumers (Georgetown University, 2010). Having not only aided in the development of a working definition of social marketing, he has also played a major part of developing its theory by publishing numerous books, articles and conference papers. Due to his great influence in theory and practice to the field of social marketing, this thesis uses his work as a foundation for theory development. Since Andreasen’s (2006) methodology will be the main focus of this study, this paper will adopt his definition of social marketing:

“Social marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of the society of which they are a part” (Andreasen, 2006, p. 91).

In this definition, social marketing can be evaluated from many different facets such as the acceptance of a good behavior or the prevention of a bad behavior for the benefit of society. Kotler et al. (2002, p. 12) identifies four main focus areas of social marketing today. He finds that social marketing is most widely used in the fields of “improving public health, preventing injuries, protecting the environment, and engendering community involvement” (Kotler et al., 2002, p. 12). From these categories the public health sector appears to utilize social marketing to the greatest extent but as the field has developed so has the reach of its usage to the other categories.

Although social marketing theory is strongly grounded with a base of traditional marketing theory there are distinct differences which set them apart from each other. The components of social marketing are different due to the fact that they are attempting to influence a behavior change or preparing an audience to alter their behavior in the future versus selling a tangible product. Secondly, it is completely voluntary and the difficulty involved when attempting to be successful is the fact that in most cases the marketer cannot promise “direct benefit or immediate payback” for the change of behavior (Kotler et al., 2002, p. 5). In other words, if a consumer changed their eating behavior in the hopes of losing weight to prolong their life and increase the quality of
life, they would not receive an immediate gain of tangible health for not eating dessert. Also, unlike traditional marketing campaigns, the main beneficiary is not the company shareholders but instead the individual, group, or society as a whole (Kotler et al., 2002, p. 8). Here financial gain is not the main focus and instead a more intangible individual or societal gain is at the forefront. Lastly, competition is defined differently than traditional marketing. Traditionally, the competitor is the company or organization that is selling the same product or service; whereas within the field of social marketing, a competitor is defined by Kotler et al. (2002, p. 174) as any of the following:

- **Behaviors and associated benefits our target audience would prefer over the ones that we are promoting**
- **Behaviors they have been doing “forever” that they would have to give up**
- **Organizations and individuals who send messages that counter or oppose the desired behavior**

The goal of social marketing research is to identify the current behavior of the target market, the customer’s perceived gains from this behavior and why they have these perceptions (Kotler et al., 2002, p. 7; Andreasen, 2006, p. 96-99; Peattie & Peattie, 2009, p. 262-263). One can concede that the main difficulty for social marketing campaigns versus traditional lies in the fact that the marketers are attempting to influence an audience to change their behavior from something that is familiar and accepted to something that is new and sometimes more difficult than their normal habits.

However, traditional marketing principles do work as the foundation for a social marketing campaign with tried and true marketing principles and techniques such as: marketing orientation, marketing research to understand marketing sectors and selection of target markets so that the marketer can most effectively reach their objectives and goals. By utilizing the 4Ps of marketing you can best apply this marketing mix of product, price, place, and promotion to effectively implement this plan (Kotler et al., 2002, p. 10). People have different wants and desires which makes an all inclusive marketing plan extremely difficult. For this reason, target groups are selected out to ensure that specific needs and wants are determined and the marketing plan is made around them to increase effectiveness. Kotler et al. (2002, p. 11) have labelled the following as similar areas that occur in both traditional and social marketing:

- **A customer orientation is applied. The marketer knows that the offer (4Ps) will need to appeal to the target audience.**
- **Exchange theory is fundamental. The consumer must perceive benefits that equal or exceed the perceived costs.**
- **Market research is used throughout the process. Only by researching and understanding specific needs, desires, beliefs and attitudes of target adopters can the marketer build effective strategies.**
- **Audiences are segmented. Strategies must be tailored to the unique wants, needs, resources, and current behaviors of different market segments.**
- **All 4Ps are considered. A winning strategy requires integrating the 4Ps, not just relying on advertising.**
• Results are measured and used for improvement. Feedback is valued and seen as “free advice” on how to do better next time.

2.2 Identifying social marketing

2.2.1 Sub-question 1: How can a social marketing campaign be recognized?

It is important to be able to make the distinction between social marketing and other methods aimed at changing public behavior but it can prove to be a difficult task at times. Kotler et al. (2002, p. 17-19) state that there are other popular options that are not based in social marketing theory but are widely used, such as: technology, economics, policy making and education.

It is difficult to come to a conclusion at times due to the interrelatedness of the subject of social marketing with not only traditional marketing but also other disciplines which attempt to influence behavior, such as the ones mentioned above.

Andreasen (2002, p. 7) identifies six benchmark criteria for identifying if social marketing is being utilized or not. They are listed below in table 1 and have been grouped together with key word representations which have been adapted from and utilized in previous research to determine what is and what is not social marketing (McDermott, Stead & Hastings, 2005, p. 550). These benchmark criteria explain Andreasen’s case of social marketing’s uniqueness from traditional marketing. He makes it evident that social marketing’s “bottom line” is behavior change, which is “fanatically customer driven and emphasizes creating attractive exchanges that encourage behavior (the benefits are so compelling and the costs so minimal that everyone will comply)” (Andreasen, 2002, p. 7). This table has been used to clarify these criteria for research methods and to set the stage for the results of this study.

Table 1. Andreasen’s Benchmark Criteria

<table>
<thead>
<tr>
<th>Benchmark Criteria</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Behavior change</td>
<td>Behavior change is the benchmark used to design and evaluate interventions.</td>
</tr>
<tr>
<td>2. Audience research</td>
<td>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.</td>
</tr>
<tr>
<td>3. Segmentation and targeting</td>
<td>There are careful segmentation of target audiences to ensure maximum efficiency and effectiveness in the use of scarce resources.</td>
</tr>
<tr>
<td>4. Exchange</td>
<td>The central element of any influence strategy is creating attractive and motivational exchanges with target audiences.</td>
</tr>
<tr>
<td>5. Marketing mix</td>
<td>The strategy attempts to use all 4Ps 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 whenever possible (price), making the exchange convenient and easy (place) and</td>
</tr>
</tbody>
</table>
communicating powerful messages through media relevant to—and preferred by—target audiences (promotion).

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

Source: Adapted from Andreasen, 2002, p. 7.

Andreasen (2006, p. 106) adapted the original 4Ps to social marketers:

- **Product:** The package of benefits that a recommended behavior offers to the target audience. As in the private sector, the benefits may come from specific products (e.g., condoms) and services (e.g., inoculations, or they may comprise the physiological and social benefits or “mere behavior”, such as the sense of accomplishment from quitting smoking or working out.

- **Price:** The cost that the target audience perceives it will have to pay when undertaking the behavior. These include monetary, psychological, and sociological costs, as well as the cost of foregone alternatives (e.g., continuing present behavior).

- **Place:** Creating opportunities to act at particular times, in particular places, and through particular modalities.

- **Promotion:** Communicating about and urging the behavior with a variety of “messages”, including visual images sent through a variety of channels, including the Internet.

Peattie & Peattie (2009, p. 262-263) have also redefined the traditional 4Ps to include “social price and social product in order for the marketer to compete with the current behavior”. They have adapted them in the same manner as Andreasen (2006, p. 106) and have gone even farther by renaming the 4Ps of the “Social marketing mix” (Peattie & Peattie, 2009, p. 263-264) as the following:

- **Propositions instead of products**
- **Costs of involvement instead of price**
- **Accessibility instead of place**
- **Social communication instead of promotion**
2.3 The Social Marketing Campaign Process

2.3.1 Sub-question 2: How is a social marketing campaign created?
Andreasen (2006, p. 59-63) offers the Social Marketing Campaign Process for creating and sustaining a social marketing campaign. The six main stages that he identifies can be viewed in the following figure:

![Social Marketing Campaign Process Diagram](image_url)

Figure 1. The Social Marketing Campaign Process
*Source: Andreasen, 2006, p. 96.*

**Stage 1 - Listening**
When beginning a social marketing campaign, Andreasen (2004, p. 63) emphasizes the importance of being an effective listener; one must not be daunted by the challenge of recognizing their target audience and also ensure that the listening be useful. Andreasen clarifies this last point further by stating that the listening should have two main purposes: to make certain that the study leads to specific campaign decisions versus merely exploratory research and that the listening is guided by frameworks of how the target audiences may respond to the behavior influencing their target audience.

Andreasen (2006, p. 94-95) advises that the marketer must have the mindset to identify a target audience with which they wish to be the focus of the campaign. The tendency for organization-centred instinet can hinder the process by creating a bias in the entire social marketing campaign. Andreasen states that an organizational-centred mindset is most often of the marketer "really believing in the social change that they are seeing." Believing to the extent that they feel that everyone should be the same manner that they do while not being able to understand why someone would...
to. Andreasen (2006, p. 94-95) warns that this clouded mindset can lead to labelling the target audience as being ignorant or having a character flaw which can deter the marketer from understanding the true reasons behind the target audience’s behavior choices (2006, p. 94-95).

Then with the proper, audience centered mindset, at the listening step the marketers can begin researching their target audience. This can allow the marketer to understand where the audience is coming from or descriptive information about who the target audience is and why they make the decisions that they do. Andreasen refers to this as formative research that can be “used to help analyze the market environment, select target markets and develop primary strategies to address chosen markets” (Andreasen cited in Kotler et al., 2002, p. 79). Kotler states that analyzing the social marketing environment revolves around three key concepts: defining the specific social issue that they want to address, choosing a focus for the plan development, and articulating the purpose of the plan (Kotler et al., 2002, p. 94). By determining this basic framework you can then continue “mapping the current environment and likely future environment” by completing a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Also, a thorough review of “past and similar efforts” will be helpful in analyzing the competition and current market situation (Kotler et al., 2002, p. 95).

Stage 2 - Planning

The planning stage builds on the vital information gathered regarding the target audience and formulates a concrete program where the marketer is able to create an “offer or exchange what will contain motivating benefits appealing to the target audience, minimize the costs (both monetary and non-monetary) that could inhibit behavior, feature communications that talk effectively to target audiences about the offer, and provide a mechanism that will make it feasible and easy for the audience to act” (Andreasen, 2006, p. 97). It is in this stage that the marketer must identify potential approaches for a campaign focus even if they are previous, current or new campaigns from the organization or competitors. McKenzie-Mohr and Smith (1999, p. 5) state that there are four tactics (or a combination thereof) that can be employed in order to “change the ratio of benefits and barriers so that the target behavior becomes more attractive”:

- **Increase benefits of the target behavior**
- **Decrease the barriers (and/or costs) to the target behavior**
- **Decrease the benefits of the competing behavior(s)**
- **Increase the barriers (and/or costs) of the competing behavior(s)**

Kotler et al. (2002, p. 176) state that the by utilizing the traditional marketing strategies, such as: segmentation, targeting and the 4P approach, a social marketer will be able to surpass the competition’s ability to appeal and satisfy the target audience, or “the set of buyers sharing common needs or characteristics that the company decides to serve” (Kotler & Armstrong, 2001, p. 265). It is through this competitive advantage that a social marketer will be able to understand the target audience better and offer a greater value than their competitors.

In order to determine the target audience at hand, Kotler et al. (2002, p. 116-117) suggests a “three step process of segmenting the market, evaluating the segments and choosing one or more segments for targeting.” First the market (audience) must be
divided into different groups (segments) determined by something that they have in common. This can be done by demographics, geographical areas, complex general objective measures, such as: social class or timing in the family life cycle, objective behavior specific measures, such as: a specific occasion, user status or user rate, or inferred general measures, such as: personality or values (Andreasen & Kotler, 2003, p. 144-158). Secondly each group or segment must then be evaluated to determine what segment best suits the company’s strengths. Here the marketer must prioritize segments to decide which segments can best be reached with their skills and resources. Lastly, the segment with the greatest opportunity must be chosen for targeting. There are several factors that affect the choice of targeting group, such as: the segment with the greatest needs, one that is ready for action, easy to reach and the best match for the organization. A strategic plan can then be created specifically for this target audience and the marketing mix can be applied to reach the campaign’s objectives. Kotler et al. (2002, p. 117) state that by doing so the campaign will be more efficient while also gaining effectiveness.

**Stage 3 – Pretesting**

After developing a strategic plan, main elements should be pretested in order to determine their effectiveness within the target audience. Andreasen (2006, p. 108) states that the second most common mistake that is made by social marketers is their lack of pretesting which can lead to some avoidable pitfalls to the campaign. By not pretesting, the marketers make the assumption that the target audience is going to interpret the information in the same manner that they do. This can prove to not be the case and small changes that could potentially save a campaign could be caught early and failure could be avoided.

**Stage 4 – Implementation**

After all of the preparation, it is now time to enter into the implementation step and put all of the elements of the strategic plan into practice. Andreasen (2006, p. 98) reminds the marketer to ensure that there are control mechanisms in place that will make certain that the campaigns remain true to the strategic plan and the goals are not missed.

**Stage 5 – Monitoring**

With competitors, environments and target audience members constantly evolving it is necessary to monitor the campaign progress. Due to these fluctuations, Andreasen (2006, p. 98) states that “it is essential that campaigns have a clear tracking system to monitor program performance along most key dimensions”. They should be monitored and also reflect the key objectives of the campaign. These dimensions are naturally specific to each campaign, however Andreasen (2006, p. 98) offers several alternatives that may be helpful to keep in mind when monitoring a social marketing campaign:

- *Is the right audience being reached?*
- *Are they moving forward and acting as intended?*
- *Are they even being reached by the campaign?*
- *How are they responding to various campaign elements – is the offer understood and valued?*
Stage 6 – Revising

In the revising stage the results of monitoring the social marketing campaign may offer some vital information that may suggest that the social marketer should return to either the listening or planning stages. It is with this data that the social marketer can learn valuable insights into how the campaign is progressing and if it is on track with the strategic plan. For example, the data can suggest that the target audience does not view the benefits of the behavior change or that the change is too costly for them to act. In these cases, the marketer has not truly understood the target audience or their needs and must return to the listening stage. On the other hand, the problem may lie within the “coordinating of campaign elements so that they reinforce each other and do not conflict” (Andreasen, 2006, p. 98). An issue such as this would warrant a return to the planning stage in order to redefine the strategic plan so that the objectives of the campaign can be better reached.

2.4 Evaluating a social marketing campaign

2.4.1 Sub-question 3: How is a social marketing campaign evaluated?

A single final assessment of the entire campaign can transpire in several different ways. Due to the nature of social marketing campaigns, such as their focus on segmentation and targeting for a specific change in behavior for a specific population, the results of interest will vary with the goals and nature of the campaign. Unfortunately this makes it difficult to have a narrow template to follow for a final evaluation. In fact very few researchers pinpoint any specific advice in this area, except that it should be done. Despite these drawbacks, we have located a guideline that can be offered to make campaign evaluation possible and effective.

Outcome measures

Kotler et al. (2002, p. 327) identifies three broad areas of measurement which can be applied to all campaigns: outcomes, processes and ethical outcomes. Both qualitative and quantitative methods can be utilized to measure these results, however audience surveys have been noted as one of the most common evaluation methods used in social marketing (Kotler et al., 2002, p. 332). The population (target audience) is divided into two samples or groups, one that is exposed to the social marketing campaign and one that is not, and the two groups are later compared for differences in outcomes which “focus on specific results we can attribute (at least in part) to our program and campaign efforts” (Kotler et al., 2002, p. 337). Sometimes referred to as impact measures, these goals reflect the goals of the campaign or the intended change in behavior. Kotler et al. (2002, p. 327-329) state that key indicators of target audience impact can include the following listed in table 2.
Table 2. Kotler’s indicators used for measuring outcomes

<table>
<thead>
<tr>
<th>Outcome Measures</th>
<th>Potential Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Changes in behavior</td>
<td>Change in percentage, (increase or decrease) or change in numbers which relate to the target behavior.</td>
</tr>
<tr>
<td>2. Change in behavior intent</td>
<td>Changes in intention to adopt the desired behavior.</td>
</tr>
<tr>
<td>3. Change in knowledge</td>
<td>Audience awareness of important facts, information and recommendations.</td>
</tr>
<tr>
<td>4. Changes in belief</td>
<td>Attitude indicators, opinions and values.</td>
</tr>
<tr>
<td>5. Responses to campaign elements</td>
<td>Indicators of campaign reach and appeal: number of audience contact via phone or internet, redemption of coupons, mail or internet orders or request for more information or purchases of tangible objects or services that were promoted.</td>
</tr>
<tr>
<td>6. Customer satisfaction levels</td>
<td>Satisfaction levels associated with service components of the campaign.</td>
</tr>
</tbody>
</table>

Source: Adapted from Kotler et al., 2002, p. 327-329.

Kotler et al. (2002, p. 327-329) lists these as common outcomes that are specific and can be measured; however this list is by no means exclusive. Also, a campaign may have unintended outcomes that were not anticipated, but should never be ignored. For example, some managers of recycling campaigns believe that certain materials, such as plastic water bottles, are being purchased more because the target audience believes that purchasing plastic is good for the environment because it is recyclable. These unintended outcomes can include either positive or negative information that could be crucial for planning future campaigns.

**Process measures**

Process measures can also contribute to the campaign evaluation through “assessment of campaign activities and executional elements” (Kotler et al., 2002, p. 327). Even though behavior change is the bottom line of social marketing, it is important to recognize what activities of the campaign were effective in bringing about that change. Kotler et al. (2002, p. 329-332) list the most common indicators that are used for process measures in table 3 below.
Table 3. Kotler’s indicators used for process measures

<table>
<thead>
<tr>
<th>Process Measures</th>
<th>Potential Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Changes in policy and infrastructure</td>
<td>A change in policy or infrastructure which encourages and/or supports the behavior change.</td>
</tr>
<tr>
<td>2. Reach and frequency</td>
<td>Estimating the number of people who might be exposed to a campaign element, as well as the number of times they were exposed.</td>
</tr>
<tr>
<td>3. Media coverage</td>
<td>Reporting on media and public relations efforts: size in print, minutes on television or radio or number of people in audience attending an event.</td>
</tr>
<tr>
<td>4. Total impression/ Cost per impression</td>
<td>To achieve a cost per impression, total campaign costs associated with this exposure can then be divided by the estimated number of people exposed to the campaign.</td>
</tr>
<tr>
<td>5. Dissemination of materials</td>
<td>Evaluation reports may include numbers of program materials distributed when significant or relevant, i.e. – brochures, flyers, booklets or coupons.</td>
</tr>
<tr>
<td>6. Participation and contributions from outside sources</td>
<td>Numbers and hours spent by volunteers, partners and coalition members participating in campaign or amounts of donations, both monetary and in-kind received.</td>
</tr>
<tr>
<td>7. Assessment of implementation of campaign programs</td>
<td>An audit of major activities planned and implemented (or not) may shed light on campaign outcomes.</td>
</tr>
</tbody>
</table>

Source: Adapted from Kotler et al., 2002, p. 329-332.

Ethical outcomes

After assessing the outcomes and processes (or results and activities) of the campaign it is necessary to review the ethical outcomes of the campaign as well. Kotler et al. (2002, p. 394-395) state that social marketing should follow the same ethical guidelines as traditional marketing practices which the AMA (2010) defines as:

1. Do no harm.
2. Foster trust in the marketing system.
3. Embrace ethical values: honesty, responsibility, fairness, respect, transparency and citizenship.

A seminar series on ethics of social marketing was held in 1999 at Georgetown University with some of the leading individuals in the field to discuss the important issue of ethical implications within social marketing. The series lead to a published book of articles by attending social marketers which was edited by Andreasen (2001). One of the goals of the seminar series was to establish a code of ethics that would be
specific to the field of social marketing. Rothschild (cited in Andreasen, 2001, p. 35-36) was a contributing author of the resulting book and proposes that social marketing should be regulated by the following proposed ethical code:

1. Do more good than harm.
2. Favor free choice.
3. Evaluate marketing within a broader context of behavior management.
4. Select tactics that are effective and efficient.
5. Select marketing tactics that fit marketing philosophy.
6. Evaluate the ethicality of a policy before agreeing to develop strategy.

Even with the great concern for maintaining ethically sound social marketing practices, Kotler et al. (2002, p. 395) find that there are common themes of issues concerning: “social equity, competing priorities, full disclosure, responsible stewardship, conflicts of interest and whether the ends justify the means.” These elements must be included in the campaign evaluation process.

2.5 Previous research

We have reviewed previous research in order to assess the applicability of social marketing to our topic of interest and how it complements the previously presented theory. Up to date most research done on effects of social marketing efforts on alcohol consumption has been made abroad, especially in the US. Studies made are primarily published in health journals and categorized as health intervention or social intervention, and are not that common in marketing journals. In this part we aim to present some previous studies done within the area, in Sweden and the US, and describe how these campaigns/interventions were developed and evaluated. We chose to look at studies from Sweden since IQ focus in on the Swedish market, and we are also looking at research done in the US to obtain more information about how social marketing can be used for alcohol consumption reduction. According to a report from FHI (2008, p. 116), preventive work against alcohol is being done at a large number of Swedish schools. The issue is however that these interventions are never evaluated. This might be a contributing factor to the lack of research done in social marketing intervention and evaluation in Sweden. An exception is a study recently published by the FHI (2010) on alcohol prevention at four Swedish colleges. A more detailed description of this study will follow. We have also included another social marketing intervention done by the Swedish Brewery Association.

We have found it difficult to find research done on nationwide campaigns; most studies have been completed on local level campaigns. The unit of study in a majority of the research we have gone through is high schools or colleges, where campaigns are often used to prevent young adults to start drinking and/or prevent heavy drinking habits. Wechsler et al. (2003, p. 485-486) describes in their research four studies of social norms marketing campaigns in the US aimed to reduce alcohol consumption that have been published in peer-reviewed journals. In addition to Wechsler et al. (2003) study we will in this chapter look at three of these studies. Due to access problems (we could not access the journal through Umeå University), we could not include the study by Glider et al. (2001). More research and evaluations has been done on the subject and we have chosen to include the studies mentioned in and by Wechsler et al. The study executed by Wechsler et al. (2003) is included because it has been mentioned in other articles that we have come across during our literature search (Mattern & Neighbors, 2004;
Thombs, Dotterer, Olds, Sharp, & Raub, 2004). We have also included a case cited in Kotler et al. (2002).

When we went through the studies we looked at how the campaigns were planned and conducted and thereafter evaluated, in order to relate the information obtained to our own questions. We refer to the full-text articles for complete description and discussion on method and result for each individual campaign. Our reason to use several studies is that they could provide examples of different campaigns’ goals and evaluation methods that could be useful for our discussion and conclusion.

We cannot claim that campaign design and evaluation approaches in the American studies can be directly transferred to Sweden and reach a similar result here. We cannot either say that one method would be preferred above another or work better in Sweden. According to a study by Ståhlbrandt et al. (2008) young adults in Sweden consume more alcohol than their American peers. Another form of intervention might therefore be needed in Sweden compared to the US. In an attempt to try to make methods transferable an in-depth study on attitudes to alcohol and drivers of behavior needs to be examined. However there is still no guarantee that adopted tools will lead to fulfilling the specific objects. The studies below all use the term “number of (alcohol units)” but they have not defined the amount of alcohol content this describes. Therefore size of units may vary from country to country, and results are not directly comparable.

“Alkoholpreventivt utvecklingsarbete på fyra högskolor” FHI (2010)

This study deals with alcohol preventive development work at four colleges in Sweden during the years 2006 to 2008 with students between the ages 20-24 years. It was done at four “development schools” included in Alkoholkommittén’s investment in alcohol preventive work at Swedish colleges, with four other colleges, where similar demographics and geographic characteristics used as control schools. The same population was used throughout the study. The purpose of the study was to see if the development schools’ individual alcohol prevention campaigns had an effect/impact on:

- Hazardous alcohol habits
- Participation in alcohol prevention at the own college
- Awareness of the college’s alcohol policy
- Support of the college’s alcohol policy

The measurement of the students alcohol habits were based on the World Health Organization’s (WHO) Alcohol Use Disorders Identification Test (AUDIT) and it was according to these measurement that students were classified as having hazardous alcohol habits or not.

The results of the study show that all schools have experienced a reduction of the number of students with hazardous alcohol consumption, but the reduction is larger at the development schools. The experienced reduction at all schools could be due to the fact that the base line measurement was done at the students’ first semester, where after students tend to decrease their alcohol consumption. The increase of participation in alcohol prevention in their own school was greater at the development schools than at the control schools. Awareness and support of the college’s own alcohol policy increased at the development schools to a greater degree than at the control colleges.
“Keep Control – The Swedish Brewers’ Association Campaign to Foster Responsible Alcohol among Adolescents” cited in Solomon, Bamossy, Askegaard & Hogg (2010, p. 19-20)

This social marketing campaign in Sweden was created to “change teens’ attitudes towards drinking”. Formative research revealed that “Swedish adolescents freely admit that they ‘drink to get drunk’ and enjoy the feeling of being intoxicated [...] however, the teens also reported that they are afraid of losing control over their own behavior, especially if there is a risk of being exposed to violence”. This target audience was not concerned with the effects of irresponsible drinking on their long-term health but “female adolescents reported a fear of becoming less attractive as a result of prolonged alcohol consumption”. This data was utilized to create the Keep Control campaign which displayed the motto “Alco-hol-e in your head” to stress responsible drinking through billboards, video spots and in-school peer presentations by promoting the message: “Drink if you want to, but within a safe limit. Don’t lose control, because if you do, you might get yourself into violent situations.” Combining the message with strong visual images they hoped to influence adolescents to know their limits when drinking.

Unfortunately, we were not able to access a complete document of the findings of this campaign due to the fact that it has been referenced from a paper that was presented at the Association for Consumer Research (ACR) European Conference in Stockholm in 2007.

“Changing the perception of the norm: A strategy to decrease binge drinking among college students” Haines & Spear (1996)

This quantitative research study was executed at Northern Illinois University (NIU), US during five years. The aim of intervention was to change the students’ perceptions of then currently existing drinking norms at the university and determine whether this intervention could lead to a change in drinking behavior. The study’s two main questions were “How many drinks, on the average, do you think most students have when they 'party’?” and "When you 'party,' how many drinks do you have on the average?” Two approaches were used in the intervention; one strategy with focus on binge drinking and its effect and another focusing on the perception of the students drinking habits. The strategy focused on binge drinking did not show any significant results on either decreased consumption or perception of drinking norms. The other strategy however showed significant difference over time in reduction of binge drinking and improved students’ perceptions of students’ drinking habits.

“Evaluation of a social norms marketing campaign to reduce high-risk drinking at the University of Mississippi” Gomberg, Schneider, & DeJong (2001)

The study by Haines and Spear (1996) at NIU laid the foundation for the development of a social marketing campaign that was executed at eight universities in the US. Gomberg et al. (2001) did an in-depth analysis on the results from one of these universities, University of Mississippi (Ole Miss) where the study was done in 1996. The aim of the executed campaign was, as in the NIU case, to change the students’ perception of the students’ drinking norms. Both consumption levels and perceptions were measured.
The former was measured with the questions:
- Do you drink alcohol?
- If yes, how many drinks do you normally have per week?
- How many days do you normally drink per week?

Perceptions were measured with the following statements* (true, false, or not sure):
- Students with an A grade average drink less than 3 drinks per week.
- Over half of college students drink less than once per week.
- More than 75% of students have not used alcohol 3 or more times this week.
- Almost 2/3 (67%) of college students report that they have never missed class due to alcohol use.
- Over half of college students do not binge drink.

* All of these statements were true at Ole Miss.

The results of the study showed significant decreases of men’s weekly alcohol consumption, but not women’s. However binge drinking decreased for both sexes. Over time the perceptions of students’ drinking norms became more accurate and reflected reality better. According to the researchers this result implies that perceived drinking norms can be changed with the use of social marketing campaigns, but that it is too difficult to conclude that the drop in alcohol consumption is entirely a result of the campaign.

“Results of a social norm intervention to prevent binge drinking among first-year residential college students” Werch et al. (2000)

Through this study Werch et al. (2000) highlights the use of social marketing in primary prevention of alcohol use. It was completed at a university in southern USA by the use of one group who were subject to the intervention and one control group who was not subject to the intervention. The aim of the research was to study the effects of a primary prevention strategy. The researcher wanted to explore if it was possible to prevent or delay the initiation of heavy episode drinking through the use of social marketing. The respondents were asked about their binge drinking habits and classified into different stages of initiating heavy drinking patterns.

The result of the intervention was that the social marketing intervention did not show a significant impact on students drinking levels, even though intervention students in some stages reduced their drinking.

“Perception and reality: a national evaluation of social norms marketing interventions to reduce college students' heavy alcohol use” Wechsler et al. (2003)

This study presents the first national evaluation of a social norm intervention targeting college students’ alcohol consumption. The researchers examined the efficiency of social marketing campaigns that had been executed at fifty-seven different colleges, out of one hundred-eighteen in the US between 1997 and 2000. The study that was done, using quantitative measures, showed no significant effect on drinking levels at neither school with or without campaigns. Some of the schools with an intervention campaign even experienced an increase in drinking levels over time. These results could not support the effectiveness of social marketing intervention for college students’ alcohol consumption in the United States.

During the 1990’s the social marketing campaign entitled MOST of Us™ was created at Montana State University in order to change young adults drinking behavior throughout the state of Montana. The focus of the campaign was to decrease alcohol related crashes among 18- to 24-year olds in the state of Montana. A phone survey was conducted in order to gain baseline data of young adults drinking beliefs and behavior. Four key findings of this extensive survey include:

1. Most young adults in Montana were not heavy episodic drinkers but instead relatively moderate and safe drinkers or they abstained from alcohol use all together.
2. There are several misconceptions that young adults have regarding alcohol: they tend to exaggerate the amount of heavy episodic drinking of their peers and they underestimate the amount of risk-reducing behaviors exhibited by their peers.
3. These misconceptions are the same for both males and females.
4. These misconceptions are the same for both college students and young adults not in college.

This data lead to the application of a social marketing campaign targeted at a reduction in heavy episodic, or binge-drinking and impaired driving. The Montana Model of Social Norms Marketing was created which involved a 7-step process where key stakeholders would be responsible for implementing and evaluating campaign efforts. One core goal was to gather data of actual norms of drinking behaviors of young adults and combat the widespread misconceptions that they have regarding binge drinking.

A final evaluation showed that although only a 1.5% decrease in alcohol related car accidents with young adults in Montana over a 2 year period occurred there were some very promising effects related to the MOST of Us™ campaign. Young adults who could recall the MOST of Us™ Prevent Drinking and Driving Message reported significantly lower percentages of impaired driving compared to those who could not recall the message or young adults who heard some other fear based anti-impaired driving message.

2.5.1 Applications of literature review

Reviewing previous research leaves us with several important findings. Firstly, it is a positive sign that social marketing campaigns have been implemented previously in order to combat irresponsible drinking. The aim to change adolescent’s perception of drinking appears to be a common thread which has been utilized by several of the studies. Perceptions regarding peer drinking has been suggested as being exaggerated by adolescents and also there are also fears related to alcohol consumption, most notably exhibited in the Keep Control campaign (Solomon et al., 2010, p. 19-20). These findings are applicable to the case at hand and also future research opportunities. By reviewing these findings, it is apparent that perceptions and attitudes influence adolescents drinking habits and can be utilized to influence behavior change in a social marketing campaign.

Also, this literature review compliments the theory by exhibiting the stages of the campaign process. Not only do the studies follow the campaign process but they also
highlight the importance of pretesting, or stage 3. Through a thorough pretesting of the target audience, several studies were able to determine what factors influence the target audience’s drinking behavior the most. By listening to the audience, they were able to segment and target their campaigns to increase effectiveness.

Lastly, a common theme that is found throughout the literature that evaluating a social marketing campaign is difficult. Even when a more “experimental” design was implemented, it is still difficult to confirm that the changes in behavior were due to the social marketing campaign and no other factors. Behavior is so complex that it is challenging to establish which external or internal stimuli is the cause for the behavior. It can be a daunting task at times when social marketers attempt to prove that their campaign has an effect on their target audience.

2.5.2 Limitations for these studies

In the studies presented above the researchers discuss certain limitations of the social marketing interventions that they have done or observed. Firstly drinking habits and consumed amounts of alcohol may be sensitive data and the researchers discuss if students’ self-reported behavior really is reliable and trustworthy. People might drink more than they claim to do in order to avoid not being classified as having an addiction or being in the danger zone. Respondents may also claim that they drink more than they do if they think that the drinking norm is higher and that others drink a lot.

Secondly, it is also almost impossible to assess changes in drinking levels since the researchers have used different students (sample) during the research period. One group of students may have been approached before the intervention and another group with different participants after the completion of the intervention. This makes the results not directly comparable since it is not measuring the before and after effects on the same people.

Finally, as previously stated a major issue is that an observed decrease in alcohol consumption cannot be singly attributed to a specific campaign. Even though drinking levels may fall after a campaign it is difficult to claim causality, or that this was due to the campaign. It is also complex to investigate when a potential effect may occur; close to the end of the intervention or after some more time has passed.
3. Method

This section will cover the methodological choices that we have made for this paper and that have guided our research.

3.1 Research design

We have done a case study in order to fulfill the purpose of our research. This approach is qualitative in its nature. The choice of appropriate method for the collection of data fell on qualitative research since this form of research design provides a description of the nature of things (Berg, 2004, p. 3). Quantitative research design is more commonly used when one aims to measure and count things. Qualitative research will provide this paper with in-depth information and explanations on how IQ goes about planning and creating a marketing campaign and what tools and parameters that they use in order to evaluate the campaigns. The collection of data will be done using multiple approaches further explained below. A discussion regarding the appropriateness of executing a case study will follow.

Within the family of qualitative research methods there are several members and ways to go about to collect data. The main procedures are focus groups, ethnographic field studies, interviews, content analysis and case studies (Bryman & Bell, 2007). We have chosen to focus on the latter and complete a case study and the unit of study will be IQ.

According to Yin (2003, p. 9) a case study is advantageous to use “when a “how” or “why” question is being asked about a contemporary set of events, over which the investigator has little or no control.” Our aim is to with a case study see how theory and academics actually work in real-life. This aim or characteristic of a case study’s nature is stated by Berg (2004, p. 225) as “bridging the gap between foundational studies and practice”. Yin (2003, p. 18) provides a similar definition of case study research as being an inquiry that “investigates a contemporary phenomenon in depth within a real life context, especially when the boundaries between phenomenon and context are not clearly evident.” Yin (2003) provides extensive information about case study research, its nature and limitations. Our case study will be executed by comparing the theories of social marketing, our contemporary phenomenon, with the real-life example of IQ.

When doing a case study, the researcher/s can choose to either do a single case study or a multiple case study. We have chosen to focus on doing a single case study when comparing and describing existing theory to an example taken from reality. Our single case study is valid according to the exceptions for when a single case study design can be used presented by Yin (2003, p. 52). The exceptions occur when the case is “(a) critical test of existing theory, (b) a rare or unique experience, or (c) a representative or typical case, or where the case serves a (d) revelatory or (e) longitudinal purpose.” We find our case to fall into option b and d; providing insight and depth into how one out of a few companies/organizations in Sweden works for reducing alcohol consumption. A multiple case design could have been used by either looking further into IQ as an organization or by studying additional Swedish organisations that use social marketing in their operations. By looking at more organisations we could have learned more about how social marketing campaigns are developed and evaluated and perhaps discussed patterns of evaluation methods depending on campaign goals and specific campaign designs for combating varying societal issues.
Yin (2003, p. 50-52) divides single case studies into two groups: embedded and holistic. The former looks at the whole organisation with all its levels and division while the latter only focus on the organisation or program as an entity. In our case study we have drawn limitations on what should be studied within IQ. Our choice is to study IQ’s campaigns; their design and evaluation, hence limiting ourselves to IQ’s marketing efforts, classifying our study as holistic rather than embedded.

3.2 Data collection

In order to answer our research question fruitful information is needed. Through the use of qualitative research we are able to answer the how’s of the questions guiding our study. The multiple sources of information for the case study have been derived from IQ’s website and publications and through interviews with an IQ representative and representatives from its service suppliers introduced below. IQ provides extensive information on their website regarding earlier and current operations, what they do and how they go about doing it. Since the web site does not provide information regarding social marketing methods used and evaluation tools, interviews were done in order to narrow this information gap.

Our interview objects were not randomly assigned, which is a foundational assumption in other quantitative and qualitative research, but we consciously chose our first interviewee according to who we thought could provide the most useful information to answer our sub-questions. The approach of deliberately choosing who to interview is defined as purposive sampling and is commonly used among qualitative researchers (Padgett, 2008, p. 53; DiCicco-Bloom & Crabtree, 2006, p. 317). Padgett (2008, p. 105) claims that by interviewing experts about their field or area will provide the research with information that would otherwise have been missed out if they had not been interviewed. Since the unit of study is IQ, it seems like a natural choice to interview people from the organization, who we assume have greater knowledge of the areas that we are researching compared to external actors. By interviewing IQ’s marketing manager we felt that we were as close as possible to the source of how IQ plans their campaigns and evaluate them. By using snowball sampling as a sampling strategy we “identify cases of interest from people who know people who know what cases are information-rich” (Creswell, 2007, p. 127). In order to obtain more interviewees we utilized the snowball effect and thereby asked our first interviewee if she had any suggestions on who we could interview next in order to enrich the information supplied by her during the interview and give our research more depth and credibility. From IQ we were given the information to IQ’s contact person at Xtreme Nordic (hereafter referred to as XN), a research company within advertising and media. They have been hired by IQ since IQ’s start in 2005 to measure the effectiveness and awareness after IQ’s campaigns have been carried out. An interview was set up with a representative from XN, who had specifically worked with the evaluations of IQ’s campaigns. We found that interviewing an employee from XN would be beneficial to our data collection and our sub-question regarding campaign evaluation methods. IQ also provided us with contact details to our third interviewee, a representative from the PR-firm Forsman & Bodenfors (hereafter referred to as F&B) which has designed IQ’s campaigns since 2005. The interviewee from F&B had specifically worked with designing IQ’s campaigns and also with other social marketing clients. The interview with F&B gave us information to answer our sub-questions about how to design a social marketing campaign and also about the campaigns they have done with IQ. In addition to these three interviews we did a fourth interview with another actor in Sweden
combating the consumption of alcohol, IOGT-NTO. This organization promotes a complete sober society and we thought it would be interesting to listen to their opinion about alcohol as a societal issue in Sweden, how they work to decrease alcohol consumption in Sweden and what they think about the work being done by other actors in Sweden, for example IQ.

When it came to the choice of interview design DiCicco-Bloom and Crabtree (2006), among others, indentify three options: unstructured, semi-structured and structured interview. The less structured an interview is the more room it leaves for a dialogue and the opportunity to touch upon other subjects and follow-up questions that had not been planned originally by the interviewer. We chose to do a semi-structured interview to create a discussion and give an opportunity to both use the interviewees’ and interviewer’s knowledge and experience about the questions. A semi-structured interview allowed the interviewer to digress (Berg, 2004, p. 71). We used open-ended questions since it gives room for the interviewee’s interpretation and an opportunity to elaborate on the subject discussed.

Due to time constraints and different geographical locations, the interviewees working in Stockholm and us writing in Umeå, we decided on conducting telephone interviews. We felt that sending the questions by e-mail was not enough and that it would be a risk for questions to be misinterpreted and that follow-up questions could not have been asked directly. The advantages for us when doing telephone interviews, rather than sending the questions by e-mail, were that we could create a dialogue and ask unprepared questions and touch upon other areas not already set out in our questions. Disadvantages with conducting telephone interviews are the missing out on body language and the interviewee’s natural reactions and that it might be more difficult to build up a trust and confidence between the interviewer and the interviewee. Before all the interviews were conducted we had a dialogue through e-mail with the interviewees where we presented ourselves and our research in order to create credibility and trust before the interviews were done.

IQ requested to receive the questions a couple of days in advance of the interview so that the interviewee could prepare. Since the interviewee had made clear in earlier e-mail correspondence that time was of the essence, sending the questions in advance would give the interviewee an opportunity to prepare and possibly do research before the interview. A weakness in letting the interviewed see the questions in advance are that he/she might answer untruly to certain sensitive questions and also the loss of a natural reaction. The attempt of not telling the truth or concealing the answer could perhaps have been uncovered through the interviewer analyzing the body language and intonation of the interviewed when hearing the questions the first time. By giving the interviewed the questions before the interview removes the interviewer’s opportunity to see the interviewed first reactions and it is perhaps not the first answer that comes to the interviewee’s mind that will be the answer told to the interviewer. None of the others who were interviewed requested the questions before the interviews took place.

After the interviewer had explained the theme of the interview and purpose of the study, the interviewed was asked one final time if he/she wished to partake. This question was asked in order to receive the interviewee’s consent to participate in the research. The interviewed was also asked if he/she approved to the interview being recorded and if so was informed that the recordings would be destroyed upon completion of the analysis of
the material. By the end of the interview the interviewed was asked how he/she wished to be referred to. Since a thesis is an official publication and can be accessed by anyone it is important that the interviewee is aware of this and can choose to remain anonymous. One of the interviewees chose to remain anonymous while the others are mentioned by their name in the reference list of this report. After the completion of each interview, the interview was transcribed by one of the authors to later be used in the result section of this paper.

For simplicity we have chosen to refer to the interviewees as representatives of their respective firms throughout the rest of this paper. However it is important for both us as researchers and for the readers of this paper to keep in mind that the opinions and thoughts expressed by the interviewees may not reflect the opinion of the firm that they are working for even though we interviewed them in their professional roles.

The interview guide was designed in such a way that the first questions would be introduction questions to make the interviewee and the interviewer feel comfortable and establish credibility for the interviewer and the topic concerned. Even though the introductory questions were similar in all interviews the rest of the questions had been written specifically for each individual interview. We designed the questions with our sub-questions in mind and also from our thoughts about what kind of useful information we could obtain from the interviewees.

### 3.3 Methodological awareness

There are methodological assumptions underlying every study that is made, providing the reader with an idea of both how the researcher(s) view the world and existence and also what relationship the researcher(s) believe exist between theory and research. The former is in the literature described as ontological orientation and the latter as epistemological orientation (Carson et al., 2001, p. 4; Creswell, 1998, p. 74).

#### 3.3.1 Ontology

Regarding the ontological orientation and how the world is constructed, our assumption for this paper is that there are natural forces affecting our existence, but we as human beings have the ability to affect how the world is. The world is a social construction in which we have behaved in such a way that alcohol has led to no longer just being a fluid but also a creator of violence and death in our society. We believe that one can affect the world by one’s actions. The way that we appreciate social marketing is that it is a mean to influencing people’s awareness, knowledge and changing existing behaviors so to benefit the health and opportunities of the people. Social marketing fights for the societal norms and values, and we believe that social marketing can affect peoples’ awareness and change peoples’ behavior. Our opinion is that there is a relationship between the consumer and the social marketer, the latter can only inform the former about the risks and dangers with a certain behavior and provide solutions to these behaviors and certain alternatives. It is then up to the consumer to act in a healthy or unhealthy manner. Social marketing can interfere and lessen alcohol consumption when the consumer decides to drink less and take more responsibility for one’s actions.

#### 3.3.2 Epistemology

When it comes to the epistemological orientation Carson et al. (2001, p. 8) provide a continuum of research philosophies, ranging from pure positivism to interpretivism.
What mainly differentiates these philosophies according to Carson et al. (2001, p. 9) are:

- In positivism the researcher is independent but in the interpretivist research the researcher is involved
- In positivism large samples may be used whereas interpretivist research uses small numbers
- In positivism testing theories pervade whereas interpretivist-type research focuses on generating theories or ‘theory building’

Looking at these two extremes further they are also different in their focus of research. Positivism focuses on explanation and description meanwhile interpretivism focuses on interpretation and understanding. The role of a positivist researcher is more objective and independent than the interpretivist who allows feelings to have an impact on the research and can co-create the meaning of the phenomena. The importance of pre-understanding for the interpretivist is of significant importance for the interpretivist but not for the positivist (Carson et al., 2001, p. 6).

We do not find our research to be either pure positivistic or interpretivistic but including characteristics from both ends of the continuum. Our interpretivist traits are firstly that we have used a small data sample, our four interviews. But in addition we have studied annual reports, press releases and material from IQ. Secondly we chose to study the theories on social marketing before designing and conducting our interviews since we want to research if IQ develops their campaign as suggested by the literature on social marketing. We therefore value our pre-understanding as crucial for our research. We see ourselves as being positivists since we attempt to explain social marketing, what it is and how to use, and exemplify it with the case of IQ.

### 3.3.3 Method approach

The method approach for this study is neither cut-clear inductive or deductive but rather take a middle-ground approach. Gummesson (2005, p. 315) discusses an alternative, interactive approach to inductive and deductive studies in which “we interpret and re-interpret data in a continuous trial-and-error process of both theory generation and theory testing” (Gummesson, 2005, p. 315). This describes our research process and case study appropriately. For our interview questions to have substance we felt that it would be necessary to have prior knowledge about both the field of social marketing and about IQ as an organization. The more we studied IQ and what they are doing and the more journal articles we read about how social marketing campaigns have been designed and evaluated in relation to alcohol consumption reduction, the more theories we generated that were then tested in our interviews and from the interviews we received new ideas and thoughts of new theories.

### 3.4 Literature search

Since our knowledge about social marketing was limited we started our research by researching and reading about the subject. Names that were often listed and mentioned in the literature are Philip Kotler, Alan Andreasen, Gerald Zaltman, Nancy Lee, Ken and Sue Peattie. It is mainly published literature and research from these scholars that we have built our theory section on. After defining the concept of social marketing we
narrowed our research and focused on how social marketing campaign can be created and evaluated. During this state of the literature research we started to read about alcohol consumption in Sweden and also who IQ is and what they are doing. Statistics regarding Swedes alcohol consumption has been obtained from FHI and CAN. Simultaneously as we looked at these we studied the methodological possibilities of our research and decided to do qualitative research and a case study. The next stage was for us to more specifically look at how social marketing is used in preventing and decreasing alcohol consumption. We did this to get an idea of how social marketers have developed campaigns against alcohol consumption and how these campaigns have been evaluated. The research done regarding social norms marketing campaigns are quite extensive, however not too much research has been done regarding alcohol usage.

Alcohol and its consequences are identified as a health issue and therefore most research done about social marketing and alcohol prevention is published in health publications. Some research have been published in marketing journals or the Social Marketing Quarterly, from which we have also read articles about definitions and models of social marketing. We accessed these marketing journals by using the business databases Emerald and Business Source Premier.

We chose to use more than one source when describing and applying qualitative research to our research. Our impression is that qualitative research still has to defend itself against quantitative research and validate itself as being an acceptable research method. Keeping this in mind we used several sources to support our choices of qualitative research and to define certain tools which we have chosen to use.

For our method section we looked at several studies both in regards to what a case study is and how to complete one. One name mentioned several times in the literature is Yin and we have chosen to use his definition and methods for case studies.

3.4.1 Critique of secondary sources

Even though social marketing was introduced as early as in 1970’s it was not until the late 1990’s and up until now that more research has been done and more theories have been built by marketers within this area. The secondary references that we have used were almost all published in the last decade which could be positive in the sense that information is up to date. A disadvantage, however, with recent references are that they may not yet have been criticized by other scholars or they have not yet created a foundation for the ideas and concepts. We have used literature and authors that are often mentioned in a social marketing context since we believe that it provides our theory-chapter with a stable foundation and credibility. There is a risk with using the most prominent authors within the area and not looking at what has been done by other researchers and that is that there might be other theories and models that could have suited our study better. However we chose the theories and models presented in this thesis because we found them applicable to our study and we found the sources to be credible.

Regarding the studies presented in our previous research section, we could have included many more studies that have been made but we chose a couple that we found relevant and that had been peer-reviewed. We have read more studies than we have included and of course there is a chance that we have missed a study that had other results or evaluations methods than the ones we included in the previous research. As
has been mentioned in the limitations of previous research is that alcohol consumption is a sensitive subject and that people may not be truthful when they have to state how much they drink. This might therefore affect the results of the studies, and the conclusions made might be misleading.

Regarding the information obtained through IQ’s website it is important that we as researchers try to remain objective to that information. It is important to remember who the information’s sender is since the sender may use the information that is most advantageous for themselves. We have therefore tried to include statistics that are taken from councils and institutes, such as CAN and FHI, rather than from our unit of study.

### 3.5 Limitations of research approach

Although both qualitative and quantitative methods can and have been applied to evaluate social marketing campaigns there are several limitations that must be acknowledged. Hornik (2001, p. 16) states that there are two main difficulties when evaluating a social marketing campaign. Firstly it is the ability to show that behavior change has occurred instead of focusing on changes in knowledge or perceptions and secondly it is extremely difficult to prove causality or the ability to directly link the change to the campaign.

We also acknowledge the limitation of generalizability outside the study’s population. Since we have chosen to use a single case our results will remain specific for the case at hand and should not be empirically generalizable to other cases. However the case provides insight into how one Swedish organization completes a social marketing campaign and contributes to social marketing theory. Since the research within social marketing is quite scarce each case or research completed enriches this specific marketing field. The case contributes to several stakeholders, such as: social marketers, campaign organizers/evaluators, commercial marketers and students. By increasing the awareness of social marketing theory and exhibiting a working case scenario, this thesis is able to illustrate both theoretical and practical implications to social marketing theory that can be utilized by these stakeholders. We hope that stakeholders will be able to gain knowledge from the theory that is presented and also learn approaches that will enable them to complete a social marketing campaign in the future.

Due to the extreme audience focus of social marketing, it makes it difficult to state that one campaign would be appropriate to a wider audience then the one it was intended for. One campaign could be successful for one population but horribly inappropriate for others. There are so many factors involved when tailoring a campaign to an audience that it often constricts the fit to any other population.

Even given these limitations in relation to more stringent controlled methodologies, Hornik states that social marketing evaluation methods reflect upon and respond to the nature of the intervention in question. Hornik (2001, p. 16) finds that “a moderately good answer to the right question is better than a very good answer to the wrong question”. Even with the difficulties associated with evaluation of social marketing campaigns, we find that it is imperative to evaluate within the capabilities available to the marketer. Otherwise no control measures of any degree would render the tool of social marketing stagnant and unable to exhibit any effectiveness.

If our research question and sub-questions would have been of a different nature and focused on for example peoples’ perception and awareness of IQ other research designs
and procedures would have been more appropriate. There is a risk when choosing to do qualitative research and also when choosing who to interview, and it is the risk of biasness and subjectivity. Throughout the writing process we try to show our awareness of the dangers of being subjective, but it is also our subjective interest in social marketing that has driven this study forward. Every thought or decision taken cannot be efficiently presented in order to provide the reader with the complete thought-process from beginning to end, but we attempt to explain why we made the choices we made and the thoughts behind the taken decisions.

As previously discussed, qualitative research can be questioned in relation to researchers’ bias and difficulties in generalizing the empirical results the research generated. Another issue with qualitative research is difficulties in replication. This problem is related to the concerns of biasness and Bryman and Bell (2007, p. 423) provide an explanation as to why: “because of the unstructured nature of qualitative data, interpretation will be profoundly influenced by the subjective leanings of a researcher”. If one should attempt to replicate our study and interview the same people as we have they would probably receive the same answers, given that they asked identical questions and interviewed the same persons. However, due to subjectivity another researcher using the same questions may have chosen to interview other people and ask other main and sub-questions to reach answers to the set out research question. Every case and researcher is unique so to do an identical replication is impossible. We think that it would add more knowledge to the field that instead of replicating our study; researchers would take a step further. For example our methods could be used when studying another social marketing case, adding to the current knowledge of the field and the use of social marketing in Sweden. If one chose to do a case study on IQ one could have research questions concerning other areas within the organization and perhaps even use an embedded approach or do a multiple case study. A case study on IQ could also be done over a longer period of time to see if and how campaigns and evaluation methods change. Doing more research will generate more information and would benefit the social marketing theory and practice.

3.6 A note on language

Since the main literature used in this report is originally written in English and the interviews were conducted in Swedish, important concepts and ideas may have lost essential meaning and have been misinterpreted by the interviewer when explained to the interviewee. In the beginning of the interviews the researcher explained to the interviewee that the subject of the study was “icke-kommersiell marknadsföring”. This was done in order to assure that the interviewed understood the concept that the questions concerned. We want the reader to be aware of language discrepancies that may have been caused by the translation of terms from English to Swedish, and the interviews that were conducted in Swedish but here reported in English. We have done our utmost when translating the interviews and we hope to bring forward the essence of the interviewees’ answers.
4. Results

In this result section our aim is to apply our data gathered from our multiple sources and primary interviews to our sub-questions stated in the beginning of this paper. By accumulating information from our sub-questions, we will be able to bring data together that will allow us to answer our main research question in the analysis. In the table below we have provided an overview of the interviews that we have done including a short description about the companies/organizations that we have interviewed based on the answers provided in the interviews.

Table 4. Overview of interviews

<table>
<thead>
<tr>
<th>Organization/Firm</th>
<th>When</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>IQ</td>
<td>May 3, 2010</td>
<td>50 minutes</td>
</tr>
<tr>
<td>Our unit of study. IQ was founded by Systembolaget in 2005 to be a counterpart to Swede's increased availability to alcohol due to European regulations. IQ’s purpose is to contribute to a changed attitude to alcohol and therefore also limit the damages it may create.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Xtreme Nordic</td>
<td>May 6, 2010</td>
<td>30 minutes</td>
</tr>
<tr>
<td>A research company working with campaign follow-ups, surveys and brand evaluations. XN have worked with IQ since 2005 and they do regular brand evaluations for IQ and evaluate all their campaigns.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forsman &amp; Bodenfors</td>
<td>May 19, 2010</td>
<td>50 minutes</td>
</tr>
<tr>
<td>The PR-firm employed by IQ since IQ’s birth. F&amp;B has done several award winning commercials for IQ. The firm works with both commercial and non-commercial clients with communicative challenges that F&amp;B aims to solve.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IOGT-NTO</td>
<td>June 10, 2010</td>
<td>45 minutes</td>
</tr>
<tr>
<td>An international non-profit organization working for sobriety. IOGT-NTO has 40 000 members in Sweden. The operations consist of three parts: political-, preventive- and social work. The work at the local level is very important for IOGT-NTO’s operations.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The dates for the interviews are included because we believe that some answers to the questions in the interviews may vary over time due to developments and changes in society. (For complete interview guides please see appendices 1-4.)
4.1 Sub-question 1: How can a social marketing campaign be recognized?

Data gathered from the four completed phone interviews has been applied to Andreasen’s benchmark criteria (2002, p. 7) in order to evaluate if IQ’s campaign resembles a social marketing campaign.

4.1.1 Behavior change

IQ state in their annual report (IQ, 2010b, p. 2) that their purpose is to “create a broad popular movement in Sweden with the aim to establish moderation [in general for those legally of age to drink] and abstinence for those not of legal drinking age, driving, at work or pregnant”. It is apparent that behavior change is the bottom line of IQ’s campaigns and the driving force from which these campaigns are designed. The advertising agency that IQ outsources the designs of their commercials to, F&B, stated in the interview that “IQ is trying to balance the fine line of moderate use towards the case of alcohol”. Further in their annual report IQ say that they are driven to promoting responsible drinking within Sweden and their mission is to “contribute to a new approach towards alcohol, leading to limiting the harmful effects of alcohol” (IQ, 2010b, p.2).

4.1.2 Audience research

IQ explained in the interview that they gather various forms of audience research through their own investigations, which is outsourced through their PR firm, F&B, their research firm, XN, and also through public secondary academic research. IQ’s primary research is focused mainly on young adults and involves everything from qualitative studies of in-depth interviews to large quantitative measurements. They are interested in asking questions concerning the respondents’ attitudes to drinking, their drinking behavior and how they have perceived the messages of IQ’s campaigns. For example IQ ask respondents “not only what you have seen [in the campaign] but also what did you think, how did you understand this, and did it create some reflection [regarding your own drinking behavior]”. From secondary research IQ has been able to gather relevant data which has enabled them to shape their campaign to create the most impact here in Sweden. For example, formative research revealed that within “the group aged 18-25, there are those who never drink and those who drink all the time. As a group however, it is the group who drinks the most alcohol in Sweden today”. IQ said that they are very interested in investigating this group because “drinking habits is something that you often establish when you are young and follows you for the rest of your life, so therefore it is important to try and influence the youths’ thinking [about alcohol] as early as possible”. They have been able to apply this research to the creation of their campaigns, most notably with the choice of target audience. For example, F&B told us that “with alcohol, it’s so that the later your alcohol debut is the better it is for you according to the statistics, it is also at a young age as the most dangerous stuff associated with alcohol happens and probably the most fun things as well”. F&B continued by saying that because of this IQ has chosen to target this group. After a campaign completion, XN said that they continuously evaluate the audience response in order to understand how the campaign was received by the target audience, measuring for example “awareness of the campaign, comprehension of its message and if it impacted their drinking behavior”. A more in depth explanation of XN’s research will be discussed in sub-question three regarding the evaluation stage.
4.1.3 Segmentation and Targeting
IQ has been able to segment their campaigns towards increasing responsible drinking behavior within Sweden and has chosen two target audiences to enable them to reach their goal. IQ stated in the interview that they “work in the broad perspective, the target groups are individuals and society. For individuals, we are focusing our major campaigns quite often on young adults, in our definition, aged 18-25 but also all actors in society from business to associations, organizations, politicians, policy makers, all those who in different ways could affect the issue either within their own operations or in what they do”. F&B explained that IQ is faced with the task of helping a wide audience in Sweden of “those who drink alcohol versus those who do not drink” but also “it’s the younger audience we primarily want to help”.

4.1.4 Exchange
The message of IQ is to drink responsibly and the IQ movies illustrate the costs of irresponsible drinking. The plot of the films illustrates what happens when you drink too much, for example: things can become boring, sad, and dangerous or it can ruin experiences for others. F&B told us that they “have always tried to show that there are two sides of the coin, we really cannot say that you should not drink alcohol, but we say that you should try to take care of yourself when you do it”. In order to avoid the costly effects of irresponsible drinking, the target audience is encouraged to monitor and consider their drinking habits. By drinking responsibly they will be able to avoid all of these negative effects as highlighted in IQ’s commercials.

4.1.5 Marketing mix
IQ explained to us that they choose to outsource their marketing to a well established advertising agency because they “want to get the right tone and right message so that people actually listen and not immediately turn the other cheek” to their campaigns. The marketing mix is very visible in the campaigns and the interviews reveal how the traditional 4Ps have been adapted to fit this social marketing campaign according to Peattie & Peattie (2009):

- Propositions instead of products – According to interview with XN: “What is different about IQ is that it is not a product but a message”. They illustrate the benefit of responsible drinking.

- Costs of involvement instead of price – IQ illustrates the costs involved with irresponsible drinking.

- Accessibility instead of place – IQ uses several medias in order to reach their target audience: TV/movie theater commercials, on-line website and Alkoholprofilen (an online test of your drinking habits) and local IQ projects. According to the F&B it is “about finding the channels where you can highlight the emotional pieces and it could be moving images on the internet, it is not strictly a television phenomenon. The films have also been shown a great deal at the movies and it has worked out great. We also do banners for Alkoholprofilen”. XN also reported that this tactic is used because “it is a combination of channels which produces the best results”.

- Social communication instead of promotion – IQ’s basis is about bringing forward and highlighting the good examples of responsible drinking. IQ made
clear in the interview that they are not interested in lecturing their target audience but instead to encourage them by creating reflection opportunities about their own drinking habits. IQ displays both the positive and negative consequences of drinking in their commercials so that their audience will be able to utilize this information to create a more thorough decision themselves. They feel that it is a more effective method to allow people to make the decision for their self versus just telling them what to do. IQ provides their audience with information and gives the audience the freedom of choosing if they want to drink responsibly or not.

From the interview with IQ we were told that the IQ projects present an opportunity for volunteer groups to fulfil the marketing mix. The groups create their own project with their own goals and resources. After implementing they are allotted a diploma and an IQ logo with a number specific to their project which they created. This is a wonderful way to engage the public in the work of IQ. These projects can have a variety of different goals but all contribute to the aim of IQ to increasing responsible drinking within Sweden.

4.1.6 Competition

IQ is competing against irresponsible drinking habits, such as: binge drinking or driving while intoxicated. This may be a norm behavior for some of their target audience and such behavior is direct competition to IQ’s operations. F&B said that “what they compete most for is the attention within the market so that their message to drink responsibly can be heard by their target audience”. IQ explained that they are “constantly trying to get people to think for themselves and reflect upon their drinking behavior in a hope that they will make the right decision themselves and drink responsibly”.

Another common competitor that has been reported by all interviewees is the accessibility to alcohol. IOGT-NTO explained that this is the worst enemy to a change in behavior towards more responsible drinking and they have a strong campaign against restricting opening hours at Systembolaget, new liquor licenses being issued in Sweden and alcohol being able to be sold legally on small farms throughout the country. They said that “alcohol policy research shows that the number of places with alcohol licenses are important, which means that if there are thousands of new licenses issued, the consumption will increase as well as the number of injuries caused by alcohol”. They also find that the ability to sell alcohol in farm shops in the countryside contradicts the alcohol monopoly that Sweden has been granted by the EU with the motive that an open market could lead to public health concerns.

4.2 Sub-question 2: How is a social marketing campaign created?

In order to answer our second sub-question we have applied the answers obtained from the interviews to the six stages of Andreasen’s Social Marketing Campaign Process (2006, p. 96).

4.2.1 Listening

IQ evolved out of the listening skills of their creators. In a response to the change in market environment with the change in policy on importing alcohol, IQ was formed to counterbalance this increase in accessibility. Systembolaget monitored the trend of
increased alcohol consumption after this policy change and determined that the specific social issue they would like to address was people’s drinking behavior with the primary focus of increasing responsible drinking. After completing audience research, as previously stated, it was determined that young adults and those at work, driving or pregnant were the highest risk groups within Sweden. IQ was launched in May 2005 and was shaped by their formative research which led them to choose these individuals as their target groups. IQ said that they specialize in their field by “absorbing information from all different directions” through completing both qualitative and quantitative research, reading alcohol related research reports from secondary sources, participating in conferences and seminars. By completing this research they are able to know their target audience and competitors better. It is by taking in all of that information that IQ is able to make strategic decisions regarding segmentation, targeting and campaign planning.

F&B participates in the listening stage as well. They explained that they try to understand IQ’s target group and the environment that those in the target groups are living in via keeping up to date with the latest research, most specifically through secondary sources such as survey results. If they do not feel that they have enough information a focus group is completed to increase knowledge about the target group. Although a focus group has not been completed recently it is always an option if they feel that it is necessary.

4.2.2 Planning

The planning stage builds on the audience research that is gathered in the listening stage to segment the market and form target groups. According to F&B it was through the audience research that they were able to realize that “all change is about an individual’s attitude to alcohol”. With their decision to segment the market to those individuals at the highest risk of being harmed or harming others with their drinking habits, they were able to further narrow this down to more specific target groups of young adults, pregnant women, individuals at work or people driving. IQ determined that they would target these groups because they will be able to have a greatest impact. Drinking habits are often developed at a young age, drinking during pregnancy can hurt the growth of the fetus, alcohol does not belong in the workplace and drinking and driving can injure not only the driver.

Through the creation of the targets, the specific goals of the campaigns can be set in accordance with who they are aiming to reach. For example, IQ said that “if we are talking more about campaigns designed to create afterthought and reflection, we will often set targets where we want to say that this and that percentage will perceive it as a reflection, to recognize themselves in the message, view it as credible, those kind of softer values”. In other words, the target groups and their specific needs reflect the goals of the campaigns and how the message will be offered to them.

The marketing mix is then applied to create an offer that motivates the target audience to adapt the desired behavior of the campaign, drinking responsibly. IQ does not aim to sound as if they are lecturing their target audience but instead illustrating how irresponsible drinking can lead to unwanted costs, which can be both tangible and intangible. They have chosen to exemplify the decrease in benefits in the competing behavior and that irresponsible drinking has its downturns and can cost the consumer dearly. While at the same time, they exemplify the increase in benefits of the target
behavior, or responsible drinking. By communicating this exchange of costs and benefits, IQ motivates their target audiences to change their behavior, or drink more responsibly, so that the target audience receives the most benefit from their actions.

4.2.3 Pretesting
IQ told us that they are not able to pretest their campaigns as often as they wish they could. IQ discusses the campaigns internally but never exposes them to a randomized sample of the target audience before the campaign is launched. F&B explained that they do not pre-test IQ’s campaigns at all but instead rely on “investigations and trials carried out in previous communications”. They try to get as much information about the “behavioral drivers”, why people drink and why they drink a lot, that currently exist which can suggest a much stronger focus on the listening versus the pretesting stage.

4.2.4 Implementing
In the interview IQ states that they strategically decided to focus on TV as their most prominent media since it has “all major brands connected with it, such as ICA and H&M”. F&B believes that promoting the message of IQ’s films works very well in this medium because they are “working with emotions and soft values…so we need to have the appropriate arena to get the message across”. They have also chosen to promote the web-based Alkoholprofilen on Spotify (an online music program) and in internet banners in order to stay as close as possible to that target group of young adults. IQ said they prefer these media channels over print ads due to the length of the message and emotional impact factor of TV and internet over newspaper ads.

When reviewing the latest three movie campaigns that IQ has created we can view the message of the campaigns and how it has evolved to tackle the overall goal of promoting responsible drinking. The costs of continuing with a binge drinking behavior and how it impacts different situations can be viewed in the promotional messages of the campaign. F&B describes the plot in these three campaigns as follows:

- “Säg emot” (2007) – “This campaign goes from light to dark and shows how fun it can be to drink alcohol but also how things quickly can change when you drink too much”.
- “Rus” – (2008) “People ruin the experience for others when they drink too much in the classical situation of a wedding”.
- “Hur dricker du?” (2009) – specifically targeted for a younger audience with instructions on “how to help yourself” by promoting Alkoholprofilen. It also shows “the duality in every situation. The film displays your attitude towards alcohol in all stages of your life, young to old. Some scenes are great fun for some while others think that the scenes are stressing, annoying or sad”.

Pictures from these campaigns are included in appendix 5.

According to F&B these three films’ purposes “were to put IQ on the map and demonstrate what IQ stands for... Since we are working with emotions and soft values, and not a ”buy two, pay for one offer” as for a product we need to have the arena to get the message across”. IQ has strategically not adopted the “Three-frequency approach”
which finds “that you must see an advertisement three times to actually care, and remember it”. F&B states that this is a key factor to the success of their campaigns because “they dare to think differently when it comes to media planning and exposure. None of the movies we made have been under 60 seconds”. This is almost twice as long as most main stream TV commercials. By distinguishing themselves in this manner IQ have been able to express that “content means a lot … [and that] it also matters”. F&B continues by saying that they aim to create a promotional material that is “good enough for it to be enough with one or two exposures, so that the viewer embraces and absorbs the message after just seeing it two-three times. It is better that we get to finish saying our message once, instead of saying it a little bit spread over three times, therefore the 60 seconds commercials work very well for IQ”.

4.2.5 Monitoring

XN explained that they track the campaigns by completing approximately 500 interviews a month (approximately 125 a week). They continually measure awareness of IQ and their campaigns and message. They also monitor attitudes towards campaign content such as: knowledge, content and likability. On top of that they complete a survey regarding attitudes towards alcohol, such as: alcohol in relation to pregnancy, employment, giving alcoholic gifts and driving intoxicated. XN state that the benefit to their constant monitoring is that they immediately can gather data regarding the campaign and report it quickly. An even further explanation of that role XN play in the research regarding IQ’s campaigns will be addressed later when relating sub-question three, regarding the evaluation process, to the case of IQ.

F&B also clarified that they “continually attempt to monitor the target audience by checking if they are aware of the campaign, if they like it and if they have understood the message”. They also have positive unsolicited feedback from the public regarding IQ’s campaigns which F&B states is not very common here in Sweden. F&B have received several e-mails and letters positively commenting on IQ’s campaigns.

4.2.6 Revising

F&B state that they use the feedback that they have gained from their latest campaign while planning and designing the next one. They are constantly creating new campaigns while the last one is still active so that they can revise for the future. Anything that was missed in the previous advertisement or changed (such as the message so that it is more appropriate for the target audience) will be addressed in the next one.

4.3 Sub-question 3: How is a social marketing campaign evaluated?

We have from the data gathered from the phone interviews and secondary sources applied these to Kotler et al.’s outcome measures and process measures (2002, p. 327-332) in order to evaluate IQ’s social marketing campaign. Also, the data have been applied to Rothschild’s proposed social marketing ethical code (cited in Andreasen, 2001, p. 35-36) to complete the evaluation.

Measuring Outcomes

Due to the fact that these are national campaigns, a more traditional experimental design where a control group is compared to another that was exposed to the campaign could not be completed. This evaluation method was used in several of the studies introduced
in our “Previous research” part, when a campaign was done on local and not national level. We therefore have to evaluate IQ’s campaigns on the basis of Sweden as a whole (the population) versus a sample from the population.

4.3.1 Changes in behavior/ Change in behavior intent
According to the Center for Research on Alcohol and Drugs at Stockholm University (SoRAD), alcohol consumption has decreased since the onset of IQ and their campaigns which began in 2005. The Swedish citizens aged 15 and older have decreased the amount of pure alcohol consumed on average per person from 10.5 liters in 2004 to 9.4 liters in 2010 (SoRAD cited on IQ’s website, 2010a). IOGT-NTO agreed with these findings and said that “studies show that alcohol consumption has dropped as well as the amounts of alcohol brought into the country from abroad”. Also, IQ claimed in the interview that secondary research suggests that younger groups including those in secondary school and high school are more likely to abstain from alcohol now than 3-4 years ago.

The change in behavior is one of the limitations mentioned in “Previous research”. How can a social marketer attribute a change in behavior to a certain campaign, when there might be other surrounding factors leading to a person’s changed behavior. When we asked IQ and F&B if they thought that the campaigns have made Swedes drink less, their answers were that they cannot statistically prove it, but believe it has, even if it may only be for one person. They also said that if they do not think that what they are doing is making a difference, then they do not feel there is a point of doing it.

4.3.2 Change in knowledge/ Responses to campaign elements/ Customer satisfaction levels
Audience awareness of the campaign, comprehension of its message and likeability are evaluated by XN. They survey the target audience by presenting the movie while the sender of the message, IQ, is concealed. The participants are then asked if they recognize the advertisement/movie, i.e. that they are aware of it and have previously seen it. If they answer yes that they have seen the film the interview continues with questions concerning IQ and the movie content. By using open questions the participant is then asked if they know who has created the movie, what do they think the message of the advertisement is, if the message was easily understood and if they liked the commercial. Different attributes are asked in the survey depending upon what type of message the movie is attempting to convey and reported back to IQ for assessment. F&B also conduct target audience research and state that when asked about “the films on TV and in the movies, people have really understood what it is we want to say, who the sender is and the respondents like what we do”. Results from some of the evaluation processes have been published by IQ in either press releases and/or annual reports and can be viewed below according to the movie that was evaluated.

Examples of measurements:
For the campaign “Hur dricker du?” (IQ, 2009):
- 8 out of 10 young adults, 18-25 years, have seen the commercial.
- 7 / 10 of those surveyed have seen the commercial.
- Among young adults 84 percent have completed the test on Alkoholprofilen that the movie promotes. More than half of the respondents believe that the film
gives a good picture of how alcohol affects us and that is shows situations that many people can identify with and is realistic.

For the campaign “Rus” (IQ, 2010c):
- 7 out of 10 of the respondents have seen the commercial.
- 9 out of 10 have understood the message.
- 8 out of 10 think that the commercial influences you to think about your behavior.
- 6 out of 10 believe it is recognizable.

4.3.3 Changes in belief

XN monitors attitudes towards alcohol related issues by interviewing a sample of IQ’s target audience every three months. Questions regarding attitudes towards alcohol in different scenarios are compiled, for example: their attitudes towards alcohol in relation to pregnancy, work, while driving in a car or giving it as a gift. XN told that these attitudes have not varied greatly over time.

The focus of changes in belief, in IQ’s case is attitudes towards consuming alcohol in different situations. From our “Previous research” we learn that researchers in those studies have focused on correcting students’ perception of students’ drinking level and habits, which they measured before and after a social marketing intervention.

Process Measures

4.3.4 Changes in policy and infrastructure

IQ tells that through the efforts of the IQ projects and interactions with community groups and businesses, IQ has been able to introduce the alcohol lock in taxis and in trucks with participating companies. IQ states that they have viewed a change in attitude towards the alcohol locks. It is not viewed as something that only someone with a serious drinking problem would have in their car any longer, but as a quality guarantee for the companies and a commitment towards responsible drinking habits. These changes in company policy which require alcohol locks in company vehicles have encouraged this change in attitude.

IQ also have seminars and are present at Almedalsveckan, an annual event, where the Swedish political parties meet to debate and to discuss politics (IQ, 2010b).

4.3.5 Reach and frequency

When a campaign is completed then XN looks at the “effective reach” of that campaign, meaning how many the campaign reaches in Sweden through the used media channels (example: TV, cinema and internet). Estimation of the number of people who might be exposed to the television advertisements is completed and amount of times the Alkoholprofilen website is visited and how often the test is completed is recorded by XN. Apart from looking at the effective reach, XN also researches how the campaign was received by the public. As previously mentioned they do this through interviews.

4.3.6 Media coverage

IQ has received several awards for their television advertisements. In 2009 they received the bronze at Europe’s Premier Creative Awards (EPICA) for “Rus” (IQ,
In 2010 they received silver for “Rus” at the prestigious Swedish marketing award “the Gold Egg” (F&B, 2010).

4.3.7 Total impression/Cost per impression
XN survey the overall rating of a campaign and asks respondents if the commercial was:

- likeable
- credible
- frightening
- realistic
- creates reflection
- forces to action
- difficult to understand
- promotes action
- exaggerating

On top of XN’s reports of the evaluation of the campaigns, although it is not a scientific measure we feel that it should be mentioned that unsolicited positive feedback has been received from viewers by post and e-mail to IQ. F&B reminds that in most cases unsolicited feedback is generally negative so gaining positive voluntary feedback from the public stating how they enjoyed the commercial and how it has a good message is a good sign of people recognizing IQ as a brand and their message.

4.3.8 Dissemination of materials
XN explained that they track where the target audience has viewed the commercial i.e. – new or previously used television channel, movie theatre or internet. These three media channels are the ones mainly used by IQ. The IQ projects that are performed on local level use varying media channels and materials found suitable for their specific projects.

4.3.9 Participation and contributions from outside sources
IQ’s local campaigns are initiated and run solely by volunteer groups all over Sweden. With 912 projects running, it is evident that there is local foundation around the country with people wanting to work for a more sober Sweden (IQ).

As a daughter-company to Systembolaget, IQ is completely funded by its mother company (Systembolaget, 2010).

4.3.10 Assessment of implementation of campaign programs
XN reports that IQ consistently surpasses their previous record levels of effective reach from year to year. F&B express that there are indeed limitations when completing survey research because the participant can state that they behave a certain way but in reality they behave in another way, “people can respond in a certain way in the surveys, but then act in a completely different way on the weekends”. This problem was also recognized in the limitations of previous research. But F&B does feel that it is important to know how many people have completed the Alkoholprofilen survey in order to know how many people have “taken the time to reflect upon their own drinking behavior”. F&B also states that “if just one girl/boy has managed to avoid an awful experience, it is really worth the work”.

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4.4 Ethical Considerations

IQ’s campaigns appear to fulfill all of the criteria according to Rothschild’s proposed social marketing ethical code (cited in Andreasen, 2001, p. 35-36). They do more good than harm. From the information obtained, IQ has never been accused of doing harm of any organization; on the contrary, they have been praised for their efforts, most notably in the form of awards that they have received for their campaigns and also through feedback from the public. IQ favor free choice in the manner with which they present their message by showing both good and bad effects of drinking and allowing their target audience the choice to accept their offer of benefits that are associated with responsible drinking. They have monitored the market and evaluated that the continuation of this behavior of irresponsible drinking will be a detriment to society. By promoting messages that highlight how the costs of irresponsible drinking can affect their target audience’s lives negatively, they aim at influencing people to change their irresponsible drinking habits for the better. In applying traditional marketing tactics appropriately with the goal of improving society as the driving force behind their campaign, IQ has been able to address ethical considerations from the very start of their organization. With only three employees IQ have been able to strategically market this national brand effective and efficiently while receiving praise along the way.

4.5 IOGT-NTO’s assessment of Swedes overall drinking behavior

According to IOGT-NTO studies show that the alcohol consumption and importation has gone down the last few years. It is easy to think that it is all fine, but the consumption is still 20 % higher than before Sweden’s entry in the European Union. The peak in consumption was reached in 2004 when the European regulation allowed Swedes to bring more alcohol back to Sweden after they had been abroad.

IOGT-NTO told that “we know that Swedes drink the most alcohol in the summer and during the Christmas holidays (including New Year’s celebrations). Studies show that children may suffer from anxiety during these holidays because mom or dad drinks too much and this ends with a horrible Christmas. From a children’s perspective it is not always funny when their parents are intoxicated”.

At the moment IOGT-NTO’s focus is on not allowing alcohol to be sold in farm shops since this could open up Systembolaget’s monopoly leading to increased access to alcohol and increased alcohol consumption.

However, any direct effects on behavior of social marketing interventions by either IOGT-NTO or IQ are difficult if not impossible to evaluate. Evaluation depends on what the purpose of the campaign is. IOGT-NTO said that “having a more precise goal makes it much simpler to narrow the results but one can never be certain if the campaign is the reason for the results”.

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5. Analysis and discussion

In this section we aim to answer our research question “How can social marketing be understood through the use of an empirical case study?” by analyzing and discussing the results previously presented.

5.1 Sub-question 1: How can a social marketing campaign be recognized?

After reviewing the interviews that were completed it can be said that IQ’s campaign resembles a social marketing campaign according to the six benchmark criteria established by Andreasen (2002). Behavior change is the bottom line and segmentation, targeting and the 4Ps were applied effectively allowing for an exchange to be offered to the target audience prompting them to drink responsibly. XN states that working with IQ is similar to working with commercial marketing. However one main difference working with non-commercial marketing is that IQ does not offer a “product but a message”. F&B told that it is “just like any other account at any time but there is more conversation about how the message should be designed”.

According to Andreasen (2006, p. 91) social marketing’s main intention is behavioral change. One characteristic that relates to the nature of behavior change is present in the campaign and is reflected in their choice of media and method of promoting their message; long term behavior change takes time and effort. F&B said that one of the keys to success of IQ is “that they dared to think differently when it comes to media planning and exposure” which enhances their ability to do things differently in order to fulfill their goals. For example, F&B have not done commercials for IQ that are less than 60 seconds in length, where the average is closer to 30 seconds. Also IQ do not adhere to the “three frequency approach” which means that you have to see an advertisement three times before the audience cares or recognizes it. Instead they believe in “providing better content and by putting the pressure on the film that they produce, we arrive at something quite different, namely that we are perceived as something more than we really are” told IQ. With only a staff of three, IQ has been able to plan their work effectively and efficiently because of their ability to adapt the 4Ps to their social marketing campaign. The F&B representative stated that IQ “is perceived as a great brand with high awareness and credibility just because they act in a way that many other commercial entities do not”.

5.2 Sub-question 2: How is a social marketing campaign created?

According to Dann (2009, p. 150) social marketing as such is about analyzing, researching and designing behavior interventions. In the campaign process, the benchmark criteria for social marketing are applied according to the general format offered by Andreasen. It is apparent that IQ is thoroughly organized and able to plan a campaign effectively especially considering there are three people running the organization. By outsourcing any extra tasks they are able to complete all of the stages of the campaign formation process extremely effectively. Lack of pretesting may leave the campaign vulnerable to the chance that it may run off course where the message is perceived not according to plan by the target audience. This may be excluded though due to time or funding constraints especially with the tight schedule that IQ is keeping with large campaigns changing yearly.
IQ and F&B try to stay up to date with research done about alcohol consumption. Unfortunately they feel that is not much published in Sweden about why people, especially young adults, choose to drink. We think that IQ’s work could be further improved if there was more national research done about the driving forces behind drinking behavior and also about peoples’ attitudes to alcohol. For example in the previous research quite a few studies attempted to reduce drinking by correcting students’ perceptions about students’ drinking habits. It is only via the early listening and pre-testing stages that these researchers were able to identify what adolescents’ perceptions are regarding drinking. This information was then applied directly to the social marketing campaign which allowed them to isolate a specific perception and target for an explicit change in behavior for that group. Perceptions may be the key to increasing effectiveness of a campaign and decreasing irresponsible drinking to an even greater extent than they already do.

As introduced earlier, Andreasen (cited in Dann, 2009, p. 149) states that social marketing is “a form of voluntary regime”. The design of IQ’s campaigns are not about scaring people not to drink, it is rather two-sided showing that you can drink and have a good time but if you drink too much things can go terribly wrong. IQ does not want to tell their target audience what to do but instead provide the target audience with information about what can go wrong when drinking too much and leave it up to the individual to choose if and how much to drink.

Targeting was done effectively since they are targeting the groups that have the greatest impact on society with their bad drinking habits. IOGT-NTO also targets the same audience of young adults which reinforces the importance of this group. They also have a broad segment of having "people realize that they can drink a bit less or perhaps even refrain from alcohol” and also target adolescents under 18, pregnant women and workers to abstain from drinking and young adults from 18-25 years including students to drink responsibly. IOGT-NTO reiterates the importance of the target audience of young adults aged 18-25 years old, due to the fact that they are found to statistically “to drink the most and have the most [alcohol related] injuries in Sweden”.

5.3 Sub-question 3: How is a social marketing campaign evaluated?

One important finding that became evident in our study is that it is a difficult process to evaluate a social marketing campaign. Even with the case of IQ we can view the difficulties that may be intrinsic to the nature of social marketing campaigns on a whole. It is as if the two different worlds of qualitative and quantitative research are clashing, soft values like attitudes and behaviors are forced to be studied with the hard methods that attempt to quantify them leaving the results difficult to interpret at times. Previous studies have attempted to quantify behavioral changes by using control groups before and after the campaigns, or by comparing schools that had an intervention to similar schools that did not. However this has limitations. Researchers are unable to claim that the behavioral change was due to social marketing intervention that they had done due to the multitude of external and internal stimuli that could be the motivation behind behavior change. The previous research also showed that some campaigns did not have a positive impact on reducing drinking levels and improving drinking habits. This further demonstrates how difficult it is to not only evaluate a change in behavior but also determine when that change may occur.
XN works diligently evaluating IQ’s campaigns on a continual basis. On the whole they view commercial and non-commercial marketing very similarly and feel that at times “there is resistance and you have to push through the noise, which can be done in three ways:

1. The product is very interesting’
2. The reach of the campaign, the campaign’s size. Concerns about the campaign’s costs over time (scope, frequency).
3. How good is the advertising? The worse the advertising the more it has to be shown and vice versa.

They find that all companies and organizations have these three factors in common. According to XN “what is different about IQ is that it is not a product but a message. As consumers, however, we do not view this advertisement different from other advertisements”. Awareness and likeability are factors that can be researched through follow-up surveys but the difference lies in the fact that behavior change is incredibly difficult to document because behavior often changes in different situations. How much one drinks may be seen as personal and people may hesitate or even lie when they are asked how much they drink. As researchers already have established, one of the limitations when it concerns behavioral change is that people may not answer in a trustworthy way. This has to be acknowledged by IQ when they for example evaluate how many people have done the test Alkoholprofilen and what responses the respondents have left.

We found that IQ pays little attention in evaluating changes in behavior and focus more on individuals’ perception and attitudes to the campaigns (changes in knowledge and change in behavior intent). XN also does brand tracking for IQ measuring peoples’ awareness and knowledge about IQ as a brand.

Even though the results show that alcohol consumption in Sweden has decreased since 2004 it is impossible to state with certainty that the cause for this decrease is due to the work of IQ. All of the interviewees agree on this point but still feel that it is better to be trying to make a difference instead of not even trying. Another issue is the accuracy of the findings of decreasing alcohol consumption within Sweden. Although IOGT-NTO reports that consumption has decreased they find this to be a misleading statistic. They state that “it is easy to believe that this would be good but consumption is still about 20% higher than what it was before the EU membership”. The accuracy of the statistics of alcohol consumption may be misleading especially due to the fact that they rely on survey participants to accurately recall how much they drink and when. This information can be distorted due to false responses. Yet it is still difficult to ignore that the findings seem to be sloping in a downward trend.

By relating the findings from the three sub-research questions we are able to answer the research question of this study, “How can social marketing be understood through the use of an empirical case study?” Abstract concepts come alive through the data compiled from the interviews to exhibit social marketing theory being put into practice. The case of IQ provides a real life working social marketing case in Sweden, which allows others to better recognize a campaign and understand how this campaign aims to increase responsible drinking behavior among Swedes, especially adolescents. We can
see that IQ fulfills Andreasen’s benchmark criteria in order to be considered a social marketing campaign. It is interesting to view the criteria come to life and how data gathered through qualitative interviews can be matched to the theory in real life campaigns.

When relating the theory and data to the campaign process it is evident that the process is circular and requires several stages coming together to be complete. A campaign is not merely a few components that when done at the same time add up to a final product. It is a continual process where all steps influence the one that follow. This continual process allows for a narrowing down of important factors which then increases efficiency. There are no steps that stand alone and IQ’s case exemplifies this very well. They are in a constant state of action, always attempting to listen more to their audience in a hopes to improve for the next campaign. By retracing these stages, IQ is able to concentrate their efforts even more directly to their target audience which expectantly increases the success of their campaigns.

Evaluating social marketing proves to be a complex process in the case of IQ with many layers of indicators of success and this falls in line with the presented theory. There are outcome and process measures that are specific to the case of IQ and not applicable to other social marketing cases. They must be specifically chosen so that they are appropriate for the case at hand yet valid for an overall generalizeable evaluation, which is challenging. Also, the issue of ethical implications must be reviewed which is much more of a soft skill approach and does not lend itself easily to a qualitative approach. Regardless of these difficulties, IQ completes an evaluation of their campaigns which concludes with positive results. Adolescents are much more aware of the campaign and drinking behavior appears to be improving among this demographic. However, IQ is not able to claim that their campaign is the sole reason for a change in behavior. This is a common problem presented in the theory and one could argue that it is just the nature of the method. However, there is a strong possibility that evaluation techniques will be of supreme importance after direct funding ends from Systembolaget. By concluding with strong positive results that are more verifiable through evaluation IQ could promote themselves to future campaign contributors. By creating more specific campaign objectives, IQ may be able to narrow the evaluation to more precise key indicators that will demonstrate their success in the market better. They will then be able to utilize evaluations of their campaigns to promote themselves to possible donors in the future.

Overall, we feel that the case of IQ serves as a great learning opportunity for those interested in viewing social marketing in action. The case exemplifies what a social marketing campaign is, how it is created and then later evaluated. There are strong linkages to the theory yet the practical issues of campaign running and evaluating come to life in the case example.

5.4 Future research

One area that warrants further investigation is audience research regarding what influences a person to drink alcohol and to adopt irresponsible drinking habits. It is not an area that IQ has investigated much even though they wish they knew more about what motivates people to drink excessively. If the influencers would be determined then the accessibility of alcohol may not pose as the greatest risk in the campaign process. Secondary research can be helpful but we have been unable to locate any thorough scientific research that has investigated this query within Sweden and IQ says that there
really is no research done about this specific consumer behavior in Sweden. There are other international reports on different influencers to drink but it is inappropriate to generalize to Sweden. Culture affects the drinking habits of individuals so it would bias the results if international influencers were applied to a Swedish campaign. This topic was touched on very briefly in the previous research section; there are some costs to excessive drinking in Sweden that IQ’s target group of young adults react to stronger than others, such as: fear or losing control, ending up in a violent situation or, in the case of females, becoming unattractive. However, these findings were extremely short leaving us longing for more information. There are generally several pressures that motivate a person to choose to behave in a certain manner. Having accessibility as the only influencer may leave the campaign vulnerable by inadvertently excluding people who are motivated by other factors.

When evaluating a campaign, a control group can be created by comparing those that in the evaluation state that they have seen the campaign versus those that state that they have not seen the campaign. You can then compare the drinking behaviors between these two groups in order to observe any differences in drinking levels. This may overcome the problem that is proposed by the fact that this is a national campaign and therefore it is difficult to evaluate behavioral change.

For future research one could research the limitations of IQ as a sender of a social marketing message when its owner is Systembolaget. We are not certain that people know that Systembolaget is the founder of IQ but maybe if they did it could influence their attitudes towards IQ and the message that they are sending.

In the future it would also be interesting if more case studies were done in Sweden on other Swedish companies and organizations that work with social marketing, looking at their approach on designing and evaluating social marketing campaigns. This would be beneficial to the field of social marketing and raise more awareness of what it is about.
6. Conclusion

Social marketing is about sending a message promoting behavioral change, not a message that focuses on promoting a product. This is one of the differences between social and traditional marketing.

In this thesis we have looked at what social marketing is, how it is created and how it is evaluated. Our questions have been thoroughly applied to the Swedish organization IQ that focuses on alcohol consumption reduction.

We believe that IQ is doing social marketing and influencing people to drink less and more responsibly. IQ does not want to tell their target groups what to do but rather show the benefits of a certain behavior or show the negatives of acting in the opposite way. There is an exchange between the social marketer and the target group, the former providing the latter with information and the latter who hopefully acts on this information.

There are differences between social marketing theory and the reality that social marketers face. In theory it is easy to say that social marketing is about changing a behavior, while in reality this may not be easily achieved. Measuring the change in behavior is complicated in reality and we can never be certain that it was a specific campaign that affected people to act in another way than they acted before. We can also never be certain when a change in behavior may occur, further complicating the evaluation of behavior change. In addition to this there is a chance that respondents in the evaluation process say one thing and then acts in another way. This could give misleading results of the evaluations made. IQ has chosen to focus their evaluations on peoples’ awareness about IQ and the perceptions and attitudes towards their commercials, hence not on the potential change in behavior.

It is difficult to adapt another study’s approach to another country and culture’s drinking habits (most research is done in the U.S) due to motivational factors of why people drink. Our results are specific for this case yet contribute to theory of social marketing and several stakeholders. We hope that this may enable those that are unaware of social marketing that it is an opportunity to better society while also aiding current social marketers with their work by exhibiting how to close the gap between awareness and action when creating or evaluating a social marketing campaign. Students and commercial marketers will be able to learn that traditional marketing tools can be applied to improving the quality of life around them. The comprehensive review of social marketing theory is presented as a guide for marketers who are interested in carrying out a social marketing campaign and presents a detailed account of how to complete and evaluate a campaign from start to finish. The previous research and current case example exemplify how to tackle these problems in real life scenarios while exhibiting extensive knowledge of how to proceed and what obstacles one should be prepared to overcome in the process. We hope that our research will act as an inspiration for others to do further research within the area of social marketing in order to better the world around us.

Building brand recognition and awareness about the campaign message is something that IQ has succeeding in doing. Perhaps this is the closest one can get to evaluating a social marketing campaign, since measuring a change in behavior is evidentially
difficult. Even though there has been a decrease in alcohol consumption during the last couple of years, we cannot claim that this is due to IQ’s efforts to educate the Swedish population about drinking less and more responsibly. But no one knows how much we would drink if IQ did not exist.
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**Personal communication**


Appendix 1. Interview guide IQ

Introductory questions

How long have you been working at IQ? In this position?

What is your professional experience of marketing?

Main questions

How was IQ founded?

Do you think that Swedes are aware of the fact that IQ is a daughter company to Systembolaget?

What is IQ’s purpose?

Who are your target groups?

How do you reach different target groups?

How trustworthy do you think the information is that people put in when they do “Alkoholprofilen”?

Do you use the information obtained from “Alkoholprofilen” as references for arguments used in your marketing?

What information do you need to “get to know” your target group? What information and research do you take part of when you build your campaigns?

When you do surveys, do you talk to young adults about why they drink? Or what do you ask about?

What goals do you state for a campaign?

Do you test your campaigns on the target group before the campaign is launched?

How important are the local IQ projects for you?

If you are not familiar with the IQ projects, how can you obtain information about them besides from your homepage and your annual reports?

Do you believe that a nation-wide campaign such as “Rus” has a greater effect on behavior than does the local projects?

How do you evaluate your campaigns? Who evaluates your campaigns?
Do you evaluate different things depending on the media channel used for the campaign?

Do you think that IQ’s campaigns have had an impact on Swedes’ awareness about alcohol and its consequences?
Appendix 2. Interview guide Xtreme Nordic

Introductory questions

What does Extreme Nordic do? What is your history with the company?

What is your experience of evaluating social marketing?

Main questions

Are there differences in how commercial marketing and social marketing are evaluated?

Which IQ campaigns have you evaluated?

What have you measured in IQ’s campaigns?

Does IQ give you directives on what you should measure?

Do you measure different things depending on the nature of the campaign?

How do you reach the respondents of your evaluation?

How do you present the results of your evaluations?

Do you conclude if a campaign was successful or not? If so, how do you determine that?

Have you in your evaluations noticed that one of IQ’s campaigns have been more successful than another of its campaigns?

Have you noticed that one media channel is more effective than others?

Do you think that IQ’s campaigns have had an impact on Swedes’ awareness about alcohol and its consequences?
Appendix 3. Interview guide Forsman & Bodenfors

Introductory questions

How long have you been working for Forsman & Bodenfors?

What is your professional experience of marketing?

What is Forsman & Bodenfors main area of operations; commercial- or social marketing?

Main questions

Tell me about your co-operation with IQ.

How does the co-operation work between Forsman & Bodenfors and IQ? What instructions does IQ give you when you are going to create a campaign for them?

Do you put up any goals when you are creating a campaign?

Is there a difference between how you work with commercial- respective social marketing?

I noticed that Systembolaget also is one of your clients. Is there a difference between how you market IQ and Systembolaget?

Have you done campaigns for IQ aimed at different target groups?

How do you choose which media channel to use? Is TV the most effective media channel?

What information do you need to get to know the campaign’s target group? What information and research do you take part of when you design a campaign for IQ?

Do you test your campaigns on the target group before the campaign is launched?

Do you do any follow-up of campaigns?

Do you conclude if a campaign was successful or not? If so, how do you determine that?

Do you think that IQ’s campaigns have had an impact on Swedes’ awareness about alcohol and its consequences?
Appendix 4. Interview guide IOGT-NTO

Introductory questions

Tell me about yourself and your history with IOGT-NTO.

Main questions

Tell me about IOGT-NTO, who are you? What is your aim?

What is your agenda when you meet with politicians? Could you have an agenda that is completely against the alcohol?

Did you notice when the import alcohol allowances were increased in 2004? How did it affect the Swedes and their alcohol consumption?

What is your focus? Is your goal to change attitude or behavior?

How do you think that the alcohol prevention work is functioning in Sweden today? Is enough being done?

Who are the other actors in Sweden working with alcohol prevention?

How does IOGT-NTO work for a more sober Sweden? What campaigns have you done?

Who are your target groups?

What evaluations methods do you use?

Do you take part of information and research about why young adults drink as much as they do?

Have you ever co-operated with IQ?
Appendix 5. Pictures from IQ campaigns


