

Lighting the Touchpaper

How social marketing can help ignite

ACTIVE BRISTOL

For Adrian Davis

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Executive Summary: Strategic Priorities

Social marketing provides you with a set of principles, a process to follow and a set of priorities. We have identified the following as particularly important:

Attracting new people (acquisition) to active travel or leisure is likely to require a different marketing approach compared with retaining people (retention). Attracting new entrants into your schemes may be best done by concentrating on fun, enjoyment and sociability. Retention activities can concentrate more on health messages.

In general, health messages do not seem to work well in motivating people to exercise.

Ad hoc (one off) approaches do not work well because people need constant ongoing encouragement to continue being active. Whichever route you take for the launch of Active Bristol you will need to embed these one-off events with ongoing activities that become a permanent part of the timetable of offerings to localities.

Active Travel and Active Leisure are overlapping but quite distinct in marketing terms. They require different interventions and different communication platforms. Active travel is more complex and requires more tailored solutions. Messages can be emotional or rational in nature. Active Travel may respond better to cognitive/rational approaches that rely on multiple benefits to motivate. Active Leisure may require group activities and a 'fun'/enjoyment/sociable positioning. People may respond well to 'emotion' based messages as motives for leisure activities.

You already have a good idea of interventions that work quite well: for active travel personalised journey planning, walking buses and active workplace schemes; for leisure, weekend walks and school based schemes. These are the key platforms for your Active Bristol activities. We suggest using these as the core activities but that creative new ideas should also be tried.

However, you have a danger in Bristol of initiative overload, possibly more of an internal perception, but maybe also externally. You can overcome this by working closely with partners.

You need to decide whether to launch a 'city wide' campaign or pilot with a local 'hot house' set of activities. Your budget size is important here. As we understand it, your budget for the programme is £60K. We also understand that you have 10-11 major deprived wards in Bristol. It may well make more sense for you to prioritise 2 or 3 areas and concentrate £12-15K on each of these.

You have already identified priority segments as families with school age children and over 50s. It is tempting to consider further sub-segments and we have identified the key

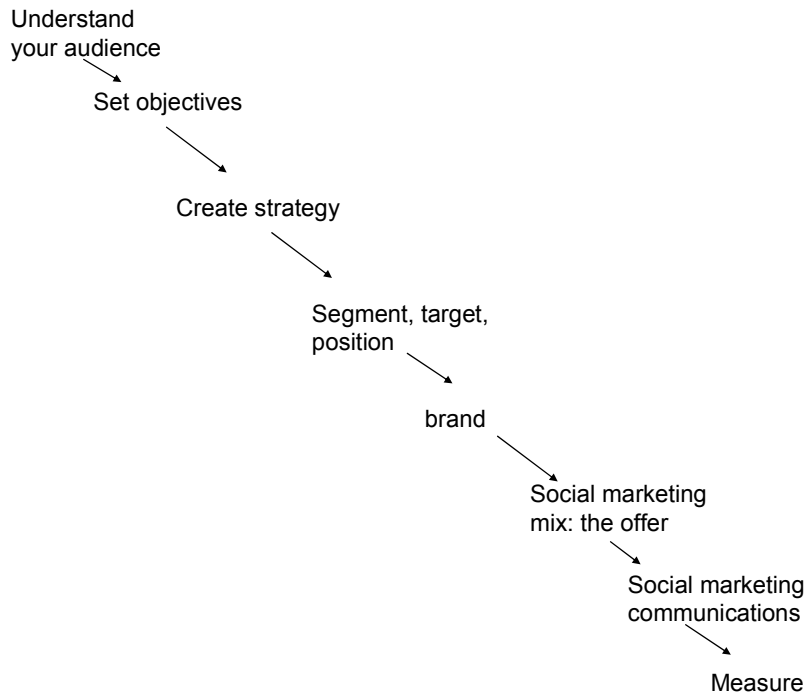
possibilities for you. However, each time a market is segmented, costs rise. We feel the chance to further segment could be taken in a 'city wide' roll out in the future. For an initial pilot, localised, personal approaches should lead to accurate targeting. For a roll out we recommend considering the use of a segmentation partner such as Experian who can offer strategic support. This business case is best made for the PCT as a whole – with benefits accruing across the Trust.

In future, the pilot versus cross-city decision depends on is linked to another strategic issue: whether to market Active Bristol in a strongly branded manner – possibly reflecting the approach tried by Sheffield with 'the People's Movement'. This brand led direction is higher risk with possible higher reward. It needs support and commitment across all partners, and will also need media support of radio and press to provide publicity.

Introduction

You will be primarily interested in our specific recommendations in areas such as segmentation, branding and communications. You will find all these structured using the classical marketing planning approach (diagram 1). We start with an explanation of the role of social marketing, then move on to an analysis of consumer behaviour in this arena. This analysis phase sets us up for recommendations on objectives, key strategic issues, segmentation and targeting, branding, the social marketing mix, and communications. The latter includes message and creative recommendations, and media choices.

Diagram 1: The social marketing steps we follow in this report



This is intended as a practical report but also one that is thoroughly underpinned by theory and by well grounded principles. We have identified three areas where a theoretical underpinning is important. Firstly, what principles underpin the role of social marketing for Active Bristol? Second, what consumer behaviour change theories might be useful to us? Lastly, can we apply communications theories to a social marketing communications solution? We will discuss the first two of these in the next section, and the communications issues later under the relevant section.

But let's start with a clear explanation of the role of social marketing in the Active Bristol scheme.

The role of social marketing for Active Bristol

In this part of the report we offer an explanation of how Active Bristol can use social marketing principles. Part of this lies in explaining what the difference is between social marketing and, say, health education. But let's start with the fundamental principles that guide us.

Understanding People

As we've just seen in the diagram, the starting point for social marketing is the 'customer' or client – in this case the currently sedentary citizens we are encouraging to become active. Understanding these people, how they live their lives, why they currently behave the way they do - in depth – is vital for us. We need to 'listen to their lives', and use this understanding to make offers that they find so attractive they will change their behaviour as a result. Of course these propositions must be more attractive than the (sometimes damaging but) usually pleasurable things they are doing at the moment.

Attractive offers

One of the keys here is the word 'attractive'. This is a vital component of what social marketing is all about¹. It is important to avoid any temptation to 'lecture' people: this kind of old fashioned health promotion is resisted by citizens. Equally, merely educating people about health or environmental dangers does not motivate. Like giving up smoking, or driving more safely, encouraging exercise is very hard – so the behaviour change 'ask' for social marketing is a big one. We are encouraging people to give things up or take things up that may mean sacrificing instant pleasures. For Active Bristol, social marketing is probably best achieved with a sense of proportion about people's lives and the little bits of pleasure they may feel they deserve each day. This may be about setting the right tone: marketing with a light touch, and with some charm and a sense of fun, perhaps recognising that the odd cream cake is fine, that people want these little pleasures in life, but try and balance these out by walking the kids to school. Good social marketing encourages, persuades, incentivises, and empowers people to take some control. If the offer we make is attractive we will grab their attention with something they enjoy doing. In this way we give ourselves the best chance of permanently embedding exercise into everyday habits.

The 'exchange' principle

As we've mentioned, the essence of social marketing is to derive an offering for the customer that *emerges from the customers mindset rather than ours*, and which leads to an offer they find attractive – so avoiding the patronage 'we know best' mindset. Both the above may take the form of an 'exchange', that is you do/stop doing this behaviour, and in return you will get this reward. This 'exchange' idea is another important principle of social marketing. In our view this process is vital for Active Bristol. We are seeking insights based on a deep understanding of our audience, leading to the proposition that that they exchange their inactive lives for a more active one – and that they feel rewarded in some way.

Relationships: the over time dimension

Physical activity has been factored out of everyday life, and its re-introduction is a choice that can be reversed at any time. So, a permanent restoration of activity into one's life requires commitment. This 'over time' dimension requires help and support. This is why relationships are an important consideration for Active Bristol. Long term behaviour change is the aim, and both the literature and the conversations we had to prepare this work point out the importance of long term relationships. For many people physical activity is best done with other people. Indeed, interacting with other people is often more important than the exercise.

Effective behaviour changes often require service delivery over the long term. The only exceptions to this come from the fairly rare occurrences of successful communications based social marketing campaigns that work in isolation - but for physical activity campaigns the literature supports our feeling that ad hoc communications are very unlikely to be enough – most fail unless backed up with other activity. The behavioural changes asked for are just too hard. The literature consistently makes clear that ad hoc campaigns largely fail – once the campaign finishes, people relapse. Active Bristol will need to call upon a significant network of professional community support, neighbourhood renewal, health promotion, health visitor, health trainers, sports development officers and no doubt more, to back up the volunteers who are often part of the communities we wish to serve. But whatever form Active Bristol takes, follow up support to continue activities over time will need to be planned in from the start.

What does Social Marketing 'look like'?

We have now introduced some elements of social marketing – but what is undisputedly social marketing territory in practice? The following elements are recognisably social marketing and usually described as such by practitioners:

- consumer research investigating marketing solutions
- marketing style analysis of 'consumers' using Mosaic, market research etc
- creation of social US style marketing 'products'.
- social marketing communications of all types

But social marketers would also identify as part of their discipline services, activities, or interventions that professionals in public health or policy may describe as 'community development' or 'health promotion':

- Smoking cessation services
- community development schemes
- public health initiatives such as council run physical activity schemes like Cornwall Council's 'Pedal Back the Years'.
- Sustrans 'Travel Smart' is not described as such but we would regard this scheme as classic, high quality social marketing.
- A group we know leads an initiative called Sprint Start. This is a programme aimed at increasing activity with school kids.

These activities exhibit the following:

- A consumer focus
- segmentation
- setting objectives based on behaviour change
- programme design to maximise the fun and popular elements
- communications intended to persuade

So, social marketing has overlaps with other disciplines, but has its own strongly grounded principles and process – which we will use in this report. In the next stage of this report we take a look at models and theory that might help us, and we offer our judgement on the key social marketing planning steps that you need to make decisions on. If you do not need to engage with the underpinnings, you can jump directly to the plan by skipping this section.

Understanding your audience: Active Bristol’s client psychology and behaviour



Thanks to The National Social Marketing Centre for use of this illustration

You will be familiar with the key theories and models used to explain consumer behaviour change. The predictability of these models is often over-rated and none has a track record that enables us to confidently use it in this work². But looked at as a ‘menu’ of explanatory theory, the models do allow us to conceptualise how psychology and sociology help explain triggers and barriers to physical activity, and hence what are the important roles for social marketing.

We have conducted a selective review of the literature and have the following observations for the Active Bristol project. A variety of psychological and sociological constructs are in play to explain the triggers and barriers to exercise. From the field of psychology:

Maslow’s Hierarchy of Needs³ explains that as we know deprived communities often have difficult lives – long hours at work to earn modest wages. So, they are tired, maybe have concerns about personal security. Where does active travel and exercise fit into their priorities? They may not have the energy to consider major changes to life. Exercise is going to have to be fun and easy for them to do.

Self Identity Theory⁴ posits that how we want to be seen, what we stand for and how we see ourselves are all important drivers of behaviour. So, where does, for example, walking to work fit into our view of ourselves? Is it ‘cool’? Do we see activity as ‘nerdy’? Do we see ‘joining in’ as ‘naff’? Active Bristol cannot account for individual differences in self image, but it can look for a collective pattern and try and design itself accordingly. However this is best done using primary research.

Self Efficacy Theory⁵ proposes that self belief or self confidence in one’s own ability to do something is very important in behaviour change. People not used to achievement lack the experience to believe in themselves. If this is not innate, then it needs to be learned – so if we are asking people to undertake a skilled physical activity then we need to help them. For groups with lower self efficacy, non competitive walking or swimming, or emphasising walking with active travel may be more rewarding than competitive sports.

Some scholars within social marketing, such as Rothschild⁶, assert that people act primarily out of self interest. Therefore to change their behaviour your proposition must offer a superior benefit when compared to their current behaviour. This ‘consumerist’ mode of thinking is increasingly prevalent. In the context of Active Bristol we can safely assume that self interest will be a strong driver of behaviour.

The Health Belief Model⁷ suggests people are motivated to act if they see an immediate health benefit. However we suspect that focusing on the health benefits of physical activity will not get us very far. People don’t easily see the links between exercise and health – they are not direct, definite and immediate but instead are indirect, indeterminate, and hard to prove to oneself, especially as immediate benefits. So, we need other motives and other benefits such as fun and enjoyment. These will be discussed fully in this report.

Sociological theory is also important:

The Theory of Social Norms⁸ proposes that people conform to behaviours that their (local) social group (peer pressure) and wider society (cultural norms) consider to be 'normal'. There is a strong desire to 'fit in', to belong, and not to be seen as 'odd' or unusual. These attitudinal and behavioural norms are powerful forces that we judge could make or break Active Bristol initiatives. In addition, there is evidence to suggest that 'fitting in' is a considerably stronger force in working class communities where social bonds are very strong, but cultural diversity is not present as it is in university educated middle classes. In tight knit communities a number of such norms may create barriers – for instance behaving like their immediate peer group in dismissing activities. More widely, societal norms act in a more insidious, invisible way. We tend to behave in unspoken and unconscious ways according to 'unwritten rules' of society. This has implications for class based differences in attitudes to sport. For example Warde⁹ noted: "Bowls and dancing are relatively more popular among the working class. Cycling, squash and golf are marked as middle class, golf being especially preferred by the upper service class."

Placed together these forces are important considerations for Active Bristol. Is it the community norm to 'sneer' at local government attempts to influence behaviour? Is it the community norm to laugh at anyone who cycles to the shops? Is there peer pressure amongst men to regard playing football as fine but that wearing lycra is an affront to their heterosexuality? These may appear extreme or frivolous but may be based on local prejudices that are genuine barriers to participation.

Bourdieu's¹⁰ theories of social and cultural capital point out how important social ties are as assets in our lives. Spotswood¹¹ highlights how for poor neighbourhoods a lack of bridging social capital (relationships with people from outside the locality) means a lack of visibility of how one's life could be changed. On the other hand 'bonding' social capital (between people in the same community) is very strong. What this means is that there is no 'trickle down' effect from middle class habits of behaviour. The implication is that new initiatives may be introduced from local services but should ideally be led from within the community for them to be successful.

The Stages of Change Model¹² outlines a sequence of steps people go through to change behaviour. This is quite useful as a simple model but its ability to predict has been heavily criticised (as have all major theories of behaviour change). One observation is that some people are often 'serial contemplators' in the context of exercise – forever on the cusp of trialling exercise but never getting round to doing it. For these people, little incentives or triggers may make a big difference.

At the heart of Bandura's work¹³ on social cognitive theory is the idea of self regulation. This involves self observation – keeping tabs on ourselves. We judge ourselves and our performance, and will mentally reward ourselves for good behaviour or punish ourselves for poor outcomes. Over time this self regulation leads to a developed self image – of which one very important dimension is if we are successful or not. The usefulness of

social cognitive theory is its encompassing nature. It explains that behaviour is based on more than just learning from others and unthinkingly copying attractive behaviours. Applied to physical activity the theory suggests people’s self image of themselves as ‘fit’, ‘sporty’ or ‘green’ or ‘active’ motivates them to behave in ways that keep up that self image. At the same time people learn from observation that others get social rewards – maybe admiration - for being ‘fit’ so they might copy that behaviour to get the same rewards. Commercial marketers use such social and psychological forces a lot in their advertising strategies: ‘buying X will make you feel good and will gain the adulation of others’. The trick for social marketers is to position their desired behaviours as desirable to the self image of the target audience.

Putting all the models together:

We have summarised the above debates into a reasonably useful meta theory for you:

precontemplation	contemplation	preparation	action	maintenance
social norms social learning self image	self efficacy self image decisional balance	self efficacy motivation – emotion	role model- social learning	social/cultural capital

This over-arching model guides our design of Active Bristol’s offer and messages.

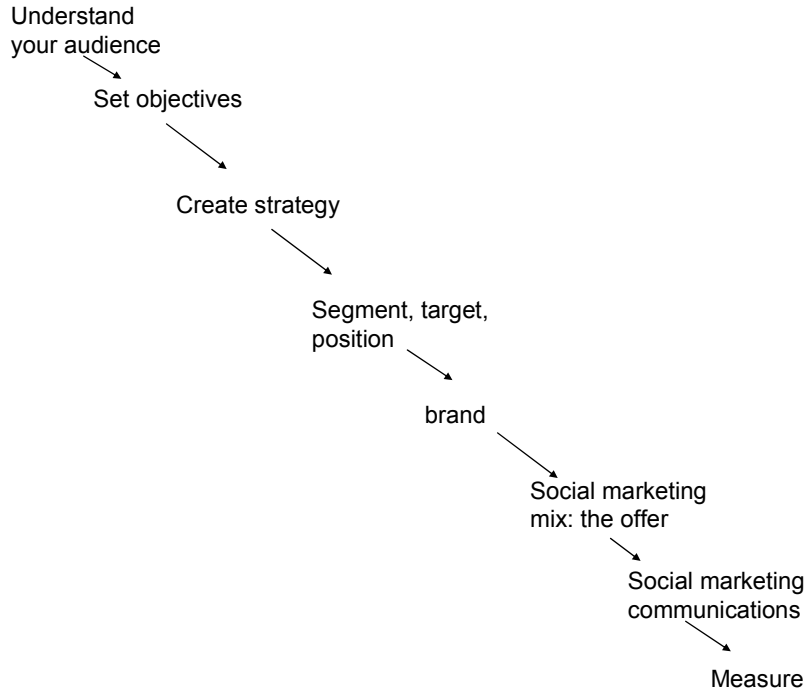
We are asking people to contemplate, then prepare, then act, then maintain a new lifestyle that includes physical activity by....

- *presenting the new behaviour as if it is normal and socially desirable, i.e. changing community norms¹⁴*
- *allowing our audience to learn the new behaviour from influential others*
- *fitting the behaviour into the self concept of the client –, ‘nobody’s fool’, ‘I’m a survivor’, ‘Life’s about having a laugh’, ‘one of the lads’, ‘normal’, ‘I know what I’m dong’, ‘I’ll try anything, me’, ‘sporty’, ‘intelligent’ or whatever.*
- *taking account of the level of confidence the client has that they can do the new behaviour*
- *understanding the sense of risk, and acting to overcome these*
- *giving people a motive – by showing them the emotional journey they will make to a better emotional state. The key motives may be excitement/enjoyment; sense of achievement; belonging; self approval; removal of fear of health problem: relaxed*
- *and, ultimately, showing people that the new behaviour may give them social and cultural capital that they can use to make their lives better by making more friends, achieving personal and social standing, and maybe competing better in arenas of their choice.*

That concludes our theoretical discussion of the psychology and behaviour of our audiences. Having set up this platform, we are now ready to increase the pace of the report with the details of the strategic plan.

Active Bristol Strategic Plan

Let's remind ourselves of the key steps we will follow:



Social Marketing Objectives for Active Bristol

The literature, our interviews, and our own judgement all suggest that health related messages do not effectively motivate people, especially people in deprived circumstances, for whom 'healthy lifestyles' is not high up their priorities. This implies your '5 x 30mins of moderate exercise' objective may be fine as an internal aim but should not be used as a direct strategic guide.

Your stated aim is "to be an ambitious 5 year (2008-2013) programme that aims to:

- Reverse the decline in the physical activity of Bristol people (with priority to over 50s and Families with school children)
- Bring about a significant and sustainable increase in the number of Bristol people who are physically active".

You have some useful figures in your communications strategy document. Your targets may be X % of the following to move from inactivity to '5x 30' activity:

- 164,000 commuters, of which let's estimate, say, 20% or about 32,000 are over 50.
- 109,000 over 50s, some of which will overlap with the commuter base above.
- 96,000 Families with school children

So, if, say, a 2% uplift could be achieved across the city, this would represent

- 2180 over 50s moving from inactivity to 5 x 30
- 1920 Families with school children moving from inactivity to 5 x 30 across Bristol.

(An interesting 'bottom-up' analysis would be to estimate the budgets needed to effect this shift using commercial marketing communications: @ say £20 pounds per client this would be close to £80k).

You have indicated a concentration on two priority segments within two deprived areas. If we crudely estimate that there are 10 deprived areas in Bristol, and these represent half the city, then the above figures on a 'per community' basis might be:

- 8,000 commuters per community, of which let's estimate, say, 20% or about 1600 are over 50.
- 5500 over 50s, some of which will overlap with the commuter base above.
- 4800 families with school children

If you set a more ambitious pilot objective of, say, a 10% uplift from inactivity to activity this would require:

- **160 over 50s commuters moving from inactive travel to active travel per community**
- **in total, 550 over 50s moving from inactivity to '5 x 30' activity, per community**
- **480 inactive families with school children becoming active at 5x 30 levels.**

How are we going to achieve this? Let's outline a strategy:

Social Marketing Strategy for Active Bristol

We have identified a number of strategic key issues.

The Core Strategic Use of Social Marketing

We would recommend you:

1. Start micro-level in localities, with schemes that you know can work: for ‘active travel’ Walking Bus, Bike It, walk to work, car share, and so on. For ‘active leisure’ weekend walks, social lunch clubs with a swim, and so on. We discuss these in detail later in the report.

2. Embed these activities into local life so that they are permanent fixtures. Your initial targets are people in ‘hard to reach’ areas. The advice we have received is that highly local brand platforms ‘this is for you in Knowle West’ are more likely to motivate and have ‘salience’ (connection) than city wide platforms of the ‘come on Bristol – let’s go’ variety.

3. Then, over time, look to create something aspirational or valuable out of these tangibles. If these pilots are rolled out to the city, you have an opportunity to build a brand around these activities, perhaps called Active Bristol, which would pull individual programmes under a banner or theme of some kind. This could be a chance to unite around a city-wide vision ‘the most active city in Britain’ or similar. The brand manifests itself as *a group of people* who live their lives in a certain way. One of the most obvious current examples are ‘green’ people who have a self image and define themselves quite strongly. Can an ‘active travel’ or ‘active’ equivalent be created?

However this last step is difficult. Creating a successful brand like this cannot easily be done through conventional advertising, not least because budgets are limited. But, it may be possible through creative methods, using inspirational leadership, celebrity, the media, or great creativity – the Knowle West Media Centre idea about making a film about local life may fit here.

Watch Out!

Be careful not to turn Active Bristol into a ‘cheesy’, ‘half baked’ attempt to be cheerful with web sites with councillors pretending to be working out in a gym. This kind of image may end as a poor quality image reminding people of It’s a Knockout or Crackerjack

Before we become too caught up in detail, let’s note some key strategic pointers for Active Bristol:

For sedentary people, exercise is not terribly attractive at first sight. In addition, strongly embedded habits of behaviour are very difficult to shift. For some cultures, women taking time out from family and work obligations is not acceptable¹⁵; and for some groups physical activity is not seen as important compared to other issues such as community safety¹⁶. **For all these reasons, social advertising *on its own* is very unlikely to work.** Interventions need to be supported over time, otherwise initial effects are not sustained¹⁷; mass media can be useful for raising awareness but do not lead to long-term behaviour change¹⁸. You will require face-face, one-one communications such as personalized journey planners in order to achieve any changes in people’s travel or leisure behaviours.

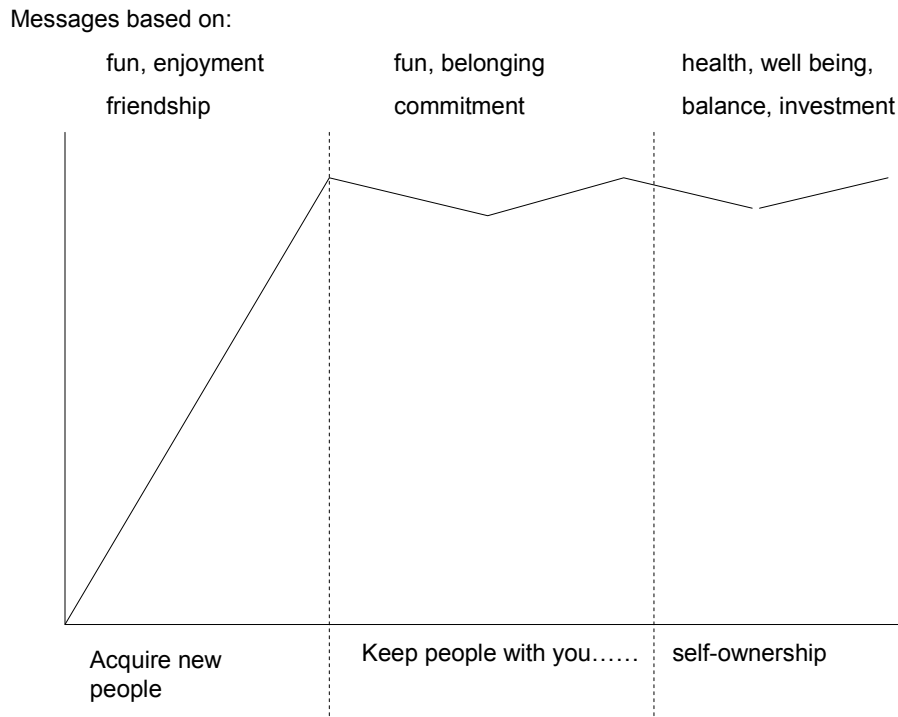
Without primary research it is difficult to say how much marketing communications is needed to surround the core activities, but using what we know from the literature, talking to a few professionals, and our judgment we would particularly recommend the following:

You need to overcome **significant socio-psychological barriers**¹⁹ and tactics like leaflet drops don't have this power. Most of the literature and the anecdotal research done for this work has pointed towards ad hoc interventions as having variable uptake and some one off successes, but little or no permanent uplift in activity levels. This suggests initial contacts should segue into **simple, easily managed 'database marketing'** – i.e. keeping local registers, following up 'no-shows', and looking for community based volunteers to embed activities into self-sustaining events.

You need to treat the **'Active Travel' and 'Active Leisure'** components of Active Bristol as **overlapping but distinct**. Leisure is inherently linked to sociability, fun and enjoyment. In the context of everyday life travel is more complex than leisure, and is about making the best use of journeys people usually have to make as part of their lives. 'Best use' may include saving money, meeting self-driven exercise targets for health and fitness, avoiding the negatives of car use: congestion, parking, fuel costs. (We note in passing that recent steep hikes in fuel prices represent a good tactical opportunity for the Active Travel component of Active Bristol).

In general, but for leisure activities in particular, **messages based on health don't motivate new entrants to exercise**. Fun, enjoyment, and exercise disguised as social events have much more chance of success. So, we advocate 'Health through Stealth': it may be that you completely disguise the reasons for the activities. However, it may be that health messages become more important to keep people exercising over time. So, **retention based messages could be different to acquisition messages**.

Diagram: How the messages vary from acquiring new people to keeping them over time



Successful placement of activities and programmes in communities **is now well understood**. Community workers are vital for the set-up phase, working with local people, generating enthusiasm and managing the details of creating the programmes locally. Once set up, handing over to local people to self manage the programmes is often the key to long term success. Throughout this process **partnerships will be vital**. You also have the chance to create synergy by linking your activities with others that already exist – an obvious partner on the leisure side is the Everyone Active scheme. Hence, there are ample **opportunities for joined up thinking**. The Cycling England city bid is underway, and you have already noted its possible role as part of Active Bristol if the city wins. However, the opposite is also true. One of the dangers for active Bristol could be ‘initiative overload’ with many “Active” schemes (Everyone Active, Active Choices, etc) jostling for space and perhaps squabbling over boundaries. The concern is that citizens will dismiss what they see just another small, isolated initiative. Finally, lack of local or national support of other projects (that may be outside your control) may impact on the success of Active Bristol. For instance your city walking budget has apparently declined significantly.

Great social marketing can add value add to recognized campaign elements that we already know about – personalized journey planners, Bike It, Walking Buses, and so on – by creating an overarching brand that means something to people. A **social brand**²⁰ provides a shared language, a way for people to talk to each other about the event or campaign or programme. It provides connectivity – something for people to share. It can

provide belonging, aspiration, and be a prop to give people an identity. So, people can use the brand to help reinforce their self image.

Your ultimate aim would be a culture change taking place with people assuming a different set of routines - all happening at a community level so that these new behaviours become the social norm. Vicious circles such as car use inhibiting cycling become virtuous circles of bike use encouraging more bike use. The question is: how do you kick start this process? At a governmental level it can sometimes be achieved with massive advertising, role models, legislation change, and so on. Seat belt wearing and drink driving in the UK are examples of good success using these broadcast techniques. Active Bristol on its own is not able to effect such changes, but you have quite rightly identified possible partnerships with big players such as Cycling England. You should also keep a close eye on other large scale initiatives that look sensible bets to join with, such as Sport England initiatives in the future.

Having identified the key strategic issues we are ready to press ahead with the rest of the strategic plan. We need to start with an analysis of our audience and consider segmentation and targeting issues.

Prioritising your target audience: Segmentation and Targeting

The brief identified the following characteristics for Active Bristol's target audience:

- over 50s and families with school children
- focus on the major deprived areas in Bristol
- so called 'hard to reach' people who may not have responded to previous initiatives, so a lower priority to people who are already active

You asked us to consider other possible ways that Active Bristol can segment.

The most obvious would seem to be a further split by **propensity to exercise**. In commercial marketing this is often deployed by direct marketers and is very powerful in various sectors. The idea is to target inactive people, but who, according to their profile, are on the cusp of becoming active. If you had the data, you could split these away from those who already exercise (and hence don't need help) and also from those people who (from their profile) are *highly unlikely to engage in the activities no matter what we try*. Were the data available such an approach would be strongly recommended – commercial marketers have long experience of success with these strategies – but we imagine that this kind of predictive profiling data is not currently available and may be expensive to gather. However, there are techniques available that can help estimate who may lie in each segment – see the section on 'geodemographic' data suppliers later in this section.

For both travel and leisure it will be very important to create different offers for **employed and unemployed people**. Full time workers who commute may want active travel options linked to travelling to work, with leisure options for weekends or evenings, perhaps tailored to family activities. We note the high percentage in communities such as Barton Hill or Lawrence Easton who work within 3 miles of their home: small journeys such as this look good opportunities for walking and cycling. In contrast locally based housekeepers, parents, or retired people may be attracted by active travel options linked to shopping or school, and active leisure options around schools or retired social clubs.

For the over 50s, age could be further segmented by **benefits sought**. The experience from colleagues in Leisure Services was that a group within the over 50s are looking for companionship – and exercise is just a means to that end. The term “sport” can be seen as a barrier for such groups who may have firm views as to what forms of exercise are appropriate for their age groups²¹; the endorsement of, or referral to a specific exercise referral scheme may assist with this²². This group would prioritise the social side of the events. For these people, dance classes may work. In contrast, others who may be ‘young at heart’ may be more competitive. For these, sports based activities might be successful. These segments may overlap with sub segments of age. So, 50-65 year olds may be keen on walking/cycling, and may be targeted through leisure centres, while 65-80+ year olds will move towards social motives. The latter were successfully recruited through the Bristol ‘Celebrating Age’ festival in 2007.

The Dept of Health Obesity Task Force undertook detailed research into **families** as part of their priority on childhood obesity in 2006-7. This work²³ focused on **attitudes and behaviours** in relation to diet and exercise. Our analysis of the work highlights the following information as useful for Active Bristol.

Six segments were identified:

PEN PORTRAIT OVERVIEW	Struggling Cluster 1	Unaware Cluster 2	Complacent Cluster 3	Engaged Cluster 4	Traditional Cluster 5	Active Cluster 6
CLUSTER DESCRIPTION	Struggling parents who lack confidence, knowledge, time and money	Young parents who lack knowledge and parenting skills to implement a healthy lifestyle	Affluent, overweight families, who over indulge	Living Healthily	Strong family values and parenting skills but need to make changes to their diet and activity levels	Plenty of exercise but potentially too many bad foods
FAMILY DIET	Convenience, comfort eating, struggling to cook healthily from scratch	Children fussy eaters, rely on convenience foods	Enjoy food, snacking habit, parents watching weight	Strong interest in healthy diet	Strong parental control but diet rich in energy dense foods and portion size an issue	Eating motivated by taste, healthy foods included but so are unhealthy
PHYSICAL ACTIVITY	Costly, time consuming and not enjoyable. High levels of sedentary behaviour	No interest in increasing activity levels because perceive children to be active	Believe family is active, no barriers to child's activity except confidence	Family active although believe child not confident doing exercise	Know they need to do more: time, money, self-confidence seen as barriers	Activity levels are high, particularly in mothers
WEIGHT STATUS	Obese and overweight mothers	Obese and overweight families. Child's weight status not recognised	Obese and overweight families. Low recognition of child's weight	Below average levels of obesity and overweight	Parental obesity levels above average, children below	Low family obesity levels but child overweight levels are a concern
DEMOGRAPHIC	Low income, likely to be single parents	Young, single parents, low income	Affluent parents of all ages, varied household size	Affluent older parents, larger families	Range of parental ages, single parent families	Average incomes, younger mothers, mixed household size
INTENT TO CHANGE	Higher levels in quant, but fear of judgement and lack of confidence make them harder to change	Low currently due to lack of knowledge, but willingness to accept help once alerted to risks	Low intent to change and likely to deny that problems exist	Low intent to change but already healthy lifestyle	Low intent on diet but significant intent to change on physical activity	Highest levels of all clusters on both food and physical activity in quantitative research but not a priority to influence
POTENTIAL TASK	Build confidence, Increase knowledge and provide cheap convenient diet solutions	Provide understanding of risks of current lifestyle and develop parenting skills	Create recognition of problem and awareness of true exercise and snacking levels	Learn from successful techniques used by cluster	Focus on increasing activity levels and educate on portion size	Focus on providing cheap, convenient, healthy high energy foods to fuel active lifestyle

The 'Potential task' row in the diagram above is useful for us. But we recommend that at this stage you cannot use the segments too 'scientifically' – the returns in discriminating the segments are not worth the steep costs of data gathering, analysis and multiple activity deployment. In future you may be able to target pro-actively on moving to a (bigger budget) roll out phase. But in the meantime you can use in the pilot stage in a more generic way to design events and communications that will appeal to the 'mentalities' illustrated by the descriptions of the segments. We would particularly suggest asking the DH obesity team for more information on clusters 1,2 and 3. Their descriptions will help for insight and planning resource deployment in more detail for the parents with kids group.

Clusters 1 and 2 in particular look promising in the sense that they are high priority groups, and that their 'intent to change' is reasonably promising. Cluster 3 'complacents' have a high resistance to change and should be accorded a lower priority.

The ‘mentalities’ illustrated by the descriptions of the segments suggests that self efficacy is a key issue. Building the confidence of parents in helping them doing activities with the kids –such as 1-1 support, community based parenting classes – may pay off. Providing an understanding of the risks of current lifestyle, perhaps with parenting classes rather than brochures, also has a role to play – although this should be aimed at harder to reach groups, in a more long term approach.

Appendix 1 presents some more detailed information on Clusters 1 and 2, should you require it.

There is a clear a-priori case for **further demographic segmentation**. Men and women are highly likely to respond to different kinds of appeals and offers, and to be motivated in different ways by different things. The literature suggests men will respond to calls for competitive games, while women are reputed to be more drawn to activities with a strong social element. Of course these are stereotypes which contain plenty of exceptions – as do all marketing profiles. BME groups will respond in different ways as well: this is highly complex and a subject beyond the scope of this report. We would also suggest families with school children be further split by the age of their kids, so kids of 6-11 will be a different kind of family unit compared to families with kids of age 12-16.

What data might help us target in a useful way? If we speculate here we may have available:

- PCT data may provide records of overweight/obese people for priority targeting
- School based data might help us get to parents of school age children in the target areas.
- Over 50s data may be available from local clubs, local employers, social clubs, venues such as The British Legion.
- Data could be obtained manually by targeting local pubs/clubs/supermarkets and basic visual identification of mums with kids, over 50s, and so on.
- Finally, you could consider the use of geodemographics:

The possible role of Geodemographics data suppliers

In a nutshell, Geodemographic suppliers offer a way of identifying different groups in society, using these insights to design marketing solutions for these different segments, and then finding people who fit into those segments.

Before we move to the details, a word of explanation may be helpful.

As you know, every 10 years in the UK, a government run Census is carried out, through which enormous amounts of (geographically based) demographic information is gathered. This data is used by the Government for a number of purposes, but is also available for purchase by interested companies. The data is only available in aggregated form, not at individual level, and so is not useful to marketers in its raw form.

This is where Geodemographic profilers add value. Using techniques like cluster analysis, they firstly place households into groups according to their common demographic characteristics - age, social class, size of house, and so on. They then take each postcode in the country, and allocate a description to that postcode according to its typical household profile. This is useful information to commercial or public sector/government marketing clients, who will buy this data off the profiling company.

For Active Bristol, the argument for the use of geodemographics is that your audience profile at a broad level – deprived areas – is very well explained by geography. However the picture for demographics within that area – over 50s and families with school age children – is less clear and will need further investigation.

We would recommend you explore products such as Public Sector Mosaic, supplied by Experian. They will give you each postcode in Bristol with a profile that highlights the priority postcodes – those which most closely fit your desired target audience profiles. So, you will get a list of postcodes, maps, (and electoral roll records for direct targeting) that will enable you to quite accurately deploy, say, door drops of leaflets, with minimum wastage.

We do know that some Mosaic ‘Types’ (the UK is divided into 61 Mosaic Types) will describe profiles that will be of interest to you. A rapid analysis would suggest the following groups (using their commercial Mosaic Type names) will be of interest:

Mosaic Group F



- F37 Upper Floor Families
- F38 Tower Block Living
- F39 Dignified Dependency
- F40 Sharing a Staircase

Mosaic Group G



- G41 Families on Benefits
- G42 Low Horizons
- G43 Ex-industrial Legacy

Mosaic Group I



- I48 Old People in Flats
- I49 Low Income Elderly
- I50 Cared for Pensioners

Others of interest but lower priority would include high income retired groups:

J52 Childfree Serenity
J53 High Spending Elders
J54 Bungalow Retirement
J55 Small Town Seniors

and selected other groups with working class origins

H45 Older Right to Buy
D24 Coronation Street
D25 Town Centre Refuge

The Experian Public Sector group have already undertaken a considerable amount of analysis that is aimed at PCTs/local authorities. For example they will link hospital episode statistics to demographic data to identify priority postcodes for obesity problems. They also have Sport England's Active for Life survey data linked to Mosaic and so can identify hot spots of inactivity for priority targeting.

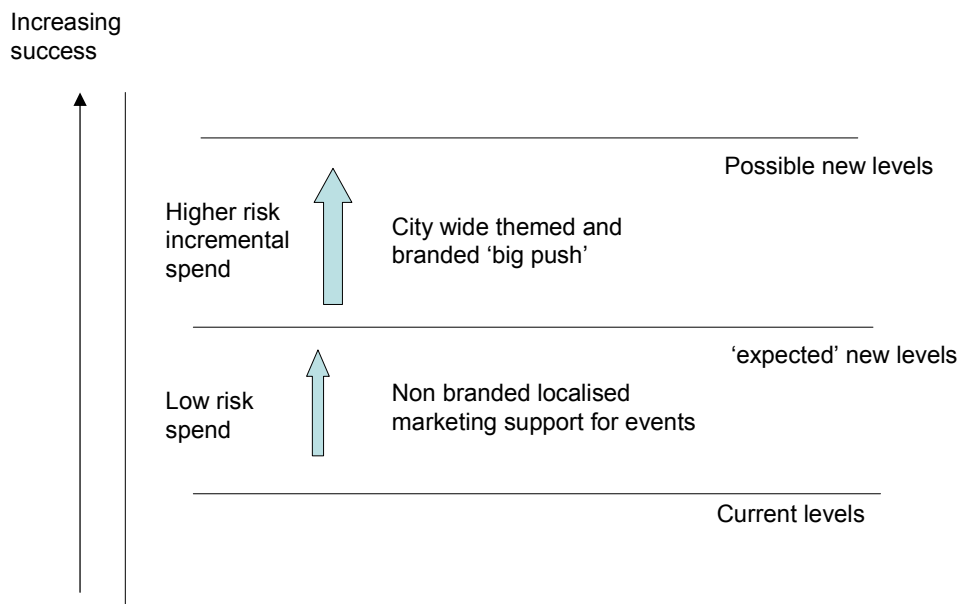
You can buy a license which gives you access to Mosaic and will enable you to do your own analysis of your area. This will cost £5-10k per annum for 3 year license (large PCT with, say, 250,000 households may be circa £5-10k pa but contact Experian for an exact quote) and is best done strategically as part of a segmented approach to public health generally. Mosaic can help with city wide big picture social marketing across the whole spectrum of public health – planning, using broader media, and understanding effects at aggregated levels. Currently, about a third of all PCTs have Mosaic licences.

In conclusion, we believe products like Public Sector Mosaic may be of help to you. But their usefulness needs to be kept in context. Mosaic is no substitute for localised, community level, face-face interventions. It acts in partnership with these. Our recommendation would be to investigate the purchase of a Mosaic license for *strategic PCT* usage. Active Bristol would then be one of a number of applications of the tool. If Mosaic is adopted there will be a benefit to a roll out of Active Bristol in helping plan, strategise and co-ordinate both your initial thinking for segmenting and targeting, and also your project management in identifying areas of success or failure and how to respond in future.

The next strand of the plan is branding.

Branding Active Bristol

We have already briefly discussed the option of creating a brand for Active Bristol. The business case for this would be predicated on a forecast that the extra costs involved would be more than outweighed by the increased take up of activities as a result. However, the risks of this branding phase of the project not succeeding are higher than for the core elements of local activities driven ultimately by the local community.



If you do decide to create a pilot or city wide brand you will need media help. The idea here could be publicity led radio and press to create the marketing force behind a theme or vision that unites around a 'Big Idea'. Creativity would be at the heart of this – something that excites and captures attention, then inspires the people we are targeting to join in and change their ways of life. Publicity would be the engine of the campaign, but your budget could be spent on making the idea – whatever it is – come alive in a local context.

Let's examine the use of branding from another perspective. If, say, you organised a walking bus or over 50s walk - then what is it about these activities that is distinctively 'Active Bristol'? These could be run as individual initiatives – which may not be a problem if they are successful – or a brand could be developed to bundle them together in a way that makes sense to your audience. You can consider a logo, communications, thematic marketing involvement ideas (such as 'gather points from separate activities and win prizes'), but all these elements comprise the trappings rather the substance. We

would suggest the substance should be – for example - an emphasis on any Active Bristol event being fun, exciting, about belonging, motivating, about general well being, perhaps with an element of something that extends over time. For example competitions could be run to find the biggest improver in Bristol, who has the most pedometer miles racked up, and so on. The latter would help to integrate the Active Travel and Leisure elements: something to enable schemes oriented around individual travel to be part of a bigger whole.

In making decisions it is helpful to examine local initiatives such as MEND²⁴, regional initiatives like the People’s Movement²⁵ at Sheffield, and other examples from around the world. Strategic programmes like VERB in The US and ParticipACTION²⁶ in Canada were set up with social marketing communications used as a wrap around for a series of activities, events, and interventions. Some of these case studies are now briefly examined.

VERB²⁷

The VERB campaign was run by the US Center for Disease Control to promote exercise across test sites in the US. VERB is not an acronym but rather was to communicate action – the tag line was “It’s what you do”. In the first year of VERB, marketing efforts were dedicated to creating and introducing the VERB brand to 9-13 year old children. As a previously nonexistent brand, VERB initially had no value to this group. To sell VERB successfully as “their brand for having fun,” the campaign associated itself with popular kids’ brands, athletes, and celebrities, and activities and products that were cool, fun, and motivating.



For many more useful details of the VERB campaign see <http://www.cdc.gov/YouthCampaign/>

The VERB programme was based on extensive research in the US that found the benefits of activity to 'tweens' (9-13 ages) were:

- Time with friends – playing, having fun
- Time with family, siblings
- Positive recognition
- Opportunity to explore and try activities that appealed

So the social marketing solutions involved:

- Mass media – TV / magazines
- Viral marketing (spreading the 'buzz')
- Grass roots marketing: letting them stumble onto the brand: discovery, ownership (used community events, concerts, shopping malls)
- Posters
- Tween-friendly website ("sticky")

Our own analysis of the VERB programme finds that

- there is an emphasis on fun and excitement for the kids
- there is an attempt to provide lots of educative materials for the parents/schools
- the programme tries to create added value through a strongly branded approach backed up with substance – lots of resources made available; points systems, etc.
- VERB focuses on a narrow target audience and its marketing is very focused as a result
- the creative quality of VERB is very high,
- local delivery on the ground is driven with enthusiasm and strong local personalities.

Lessons learned from 1st 2 years of activity:

- Physical activity messages should generate feelings of happiness, fun and excitement
- Ads should feature a mix of friendly competitive sports and individual activity
- Messages should include range of benefits and show how barriers can be overcome
- Ads should avoid gender bias, create feeling of inclusion and be inspiring

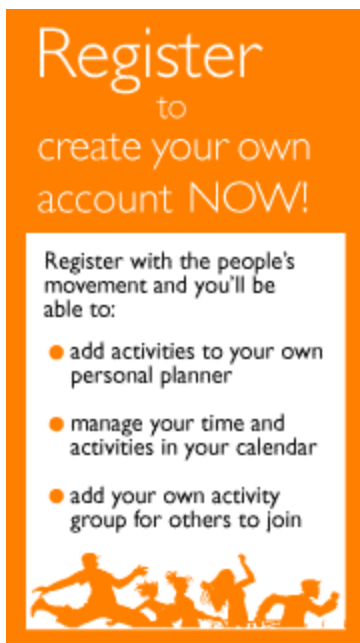
An interesting case study for us to examine is the People's Movement campaign in Sheffield

The People's Movement

This is an ongoing project to encourage the city of Sheffield in getting active and when launched had a good deal of local pizzazz behind it, with use of celebrities, web site of events, with a brand – a picture of a pill with the 5 times 30 message on the pill.



Anecdotally the evidence was not convincing that the marketing surround had recouped its investment in terms of extra changed behaviour, however, we have not been able to obtain any authoritative views or analysis of this project – so please treat this commentary with caution. From our own brief analysis we would offer the view that some of the website imagery appeared to be council PR rather than professional marketing.





Some ‘brands’ created by local or national government are very good, but some can be little more than self laudatory in nature – ways for politicians to flag an initiative. There is nothing terribly wrong with taking credit but a brand that adds value for the audience is something that will work the initiatives much harder, and act to bring the programmes together in a way that is coherent for the consumer.

MEND²⁸

The MEND programme was a healthy lifestyle programme for overweight kids. Anecdotal evidence suggests one approach in Easton seemed to work well in recruiting kids – this relied on very localised approaches in supermarkets, talks in schools etc. The other approach in north/central parts of Bristol used radio and flyers and apparently did not work as well.

The collective learning from these case studies suggests:

- Make the activities fun, exciting, and motivating.
- create an identity, image, and brand for people to belong to
- generate momentum and a sense of excitement and energy around the individual events,
- and avoiding the trap of seeming to ‘nag’ people into taking part

Once the key segmentation and branding decisions have been made, you are ready to outline the ‘customer proposition’: a social “marketing mix”.

The social marketing mix: what do we know works?

Leading American academic Bill Smith²⁹ has advocated that social marketing propositions should be “fun, easy and popular”. He says this to counter the reality that too often in his view public services exhort people to do things that are ‘boring, difficult and lonely’. (For academics who may be put off by the very simple language he notes that fun = positive outcome expectancy; easy = good for low self efficacy, and popular = peer approval). We also noted earlier that Rothschild³⁰ asserts that people act primarily of self interest, and that to change behaviour you must appeal to self interest. We have borne these principles in mind in the following discussion.

US social marketers tend to organise their social marketing around a social version of the famous marketing ‘4Ps’ – product, price, place and promotion. So, ‘product’ here is often the behavioural goal, ‘price’ is the effort the citizen has to make in changing behaviour, and so on. However although many textbooks follow this route, the 4Ps seem confusing in this context. In our view, you are on more solid ground in considering the following elements:

- Interventions – most importantly, permanent programmes supported by ad-hoc activities, and events
- Relationships – we know that these are vital to long term success
- Services offered – such as help in confidence building
- Offers and incentives to stimulate immediate action
- Physical locations – should be embedded in target localities

And

- Persuasive communications.

In the next section we concentrate on these items apart from communications: the latter is dealt with as a separate section later.

Characteristics of Successful Interventions

The literature for social marketing interventions is rather undeveloped. The public sector and medical literature is inadequate to assess the effectiveness of marketing with its over-concentration on controlled trials at the expense of a more rounded analysis. A typical public health ‘intervention’ has a fairly strong medical flavour to it, which of course is not the primary focus of Active Bristol. However, let us see if we can summarise and learn from such activities. A typical intervention may perhaps be started with a GP

referral. The citizen may be offered free vouchers to local exercise facilities, a consultation with one-one support, and follow up after 4 weeks, maybe 3/6 months follow up. Typically there is a short term successful rise in exercise volumes, maybe some follow up success after 3-6 months, then a drop off at 12 months with little permanent change. We would note that clearly physical activity is very hard to sustain over time, especially on your own. We would judge that it may take two years plus of regular exercise before it becomes habitualised to the extent that it is semi-automatic and part of the pattern of normal everyday life. It may also take 2 years plus before the health benefits of exercise are internalised and believed to be true.

We suspect that the feeling of isolation and the lack of external motivation in such schemes are contributors to failure, and solving these problems is a crucial role for marketing. Marketing's role may be to remove the isolation of exercise: it is to take exercise from the individual to the collective level and from the exception to the norm. Marketing can encourage peer support, peer enjoyment and peer pressure. This is particularly important for naturally collective activities such as group walks, but may also play out with dispersed activities such as walk to work schemes by providing a way of creating a virtual community – through simple devices such as, for example, pedometer challenges.

What else can we learn? There are several reports outlining past or current interventions for which physical activity is a part. Data collected to date via the various EU³¹ national, regional and local initiatives such as New Deal for Communities³² should be reviewed before commencing new research. The most successful physical activity interventions are based on theories of behaviour change, teach behavioural skills and are tailored to individual needs^{33, 34}. The perceived barriers to undertaking physical activity will differ according to different segments, such as self consciousness among adolescent girls³⁵. Those with higher self-efficacy are more likely to maintain activity³⁶.

Successful intervention development depends on consultation with stakeholder groups in order to help them define their own needs and develop and implement their own solutions; It is important to identify information gatekeepers and community leaders in order to start dialogue with individual communities³⁷ and to address any language and cultural barriers³⁸ that may arise; community leaders who are willing and able to publicly support the activity are important to intervention success^{39, 40}. This is something we address in specific detail later in this section.

There is a lack of trust of 'scientific experts' among many disadvantaged communities⁴¹, therefore care should be taken in deciding who interacts with community groups; teams should include representatives of the targeted minority group, especially in leadership roles⁴². Care should also be taken to not impose community labels or boundaries which may differ from those perceived by community members themselves⁴³.

Researchers tasked with developing a greater understanding of the underlying attitudes, beliefs and actual / perceived barriers to greater physical activity must be able to connect

with the various communities and use culturally appropriate methods^{44, 45}; for example, focus groups may be perceived as an alien activity by some minority groups⁴⁶.

The targeted communities may define physical activity according to what is culturally acceptable, such as dance or exercise classes offered within the specific community rather than being open to wider participation⁴⁷.

Terms such as “exercise” and “sport” should be used with caution as they turn people off physical activity⁴⁸. There is also confusion as to how much / what type of exercise is ‘enough’⁴⁹; evidence suggests even low intensity exercise is beneficial⁵⁰.

Walking and cycling are both recognised as providing low cost ways of increasing physical activity^{51, 52}, although of course neither is unproblematic. Where possible separation of pedestrians and cyclists from traffic is – of course – recommended, although we recognise the considerable barriers in doing so.

The recent obesity task force work done for the DH by Jebb *et al.*⁵³ is useful for us to consider before we design marketing to encourage families to exercise. Their work suggests that social marketing needs to be aimed at the parents of kids to overcome concerns about security. They noted that: “In recent years there has been renewed emphasis on physical activity within schools with a government commitment to a minimum of 2 hours physical education per week within the curriculum. However, one study has suggested that time spent in activity within school is not a significant determinant of overall activity habits. Instead the major differences in activity between lean and obese children occur outside the school, especially at weekends, when there is greater opportunity for free choice, reinforcing the importance of the home environment as a determinant of activity habits”.

They also noted that “Young children are innately active, but this natural tendency is easily over-ridden by external constraints, including adult supervision. Even among adolescent girls, those left unsupervised for more than 2 hours after school, report greater levels of physical activity than those with greater adult supervision. Although parents recognise some benefits of unstructured activity such as social interaction and creative development, these may be insufficient to out-weigh other concerns. A MORI Survey of Sport and the Family found that 80% of parents believed “children today get less exercise because parents are afraid to let them go out alone”. Meanwhile children cited protests from neighbours about noise as another hindrance to active outdoor play”.

We also note from the report that “children who report walking or cycling to school are more physically active than their counterparts who report using motorized transport.



Not surprisingly, proximity to schools is an important determinant of active transport to school. Conversely, parental perception of few other children in the neighbourhood or busy roads acts as a disincentive to active transport to school.

The DH obesity study was also helpful in reminding us of the constraints that will help us design programmes to encourage activity amongst families in poorer areas. They note that “the whole world of health is seen as middle class – for these people physical health is deprioritised in favour of the immediate happiness of their kids... which means fizzy pop and lifts to school. The term ‘obesity’ leads to immediate disengagement. Obesity means ‘30 stone teenagers who are on the TV’. Parents misperceive the risk attached to current food & activity behaviours. Children do not appear overweight (in fact they often appear ‘normal’ or underweight). Children ‘appear’ to be very active. Parents are unaware of the real value of general daily activity (and often misconstrue this as the need for structured exercise which has many associated barriers). Many (at risk) parents don’t value sport and exercise outside of school. Parents often believe their kids do enough exercise during school time and believe that after school sports activities are costly and inconvenient. Education and the provision of material possessions are more highly valued. This is due to the parents’ lack of confidence and motivation around sport and exercise themselves – which may lead them to actively discourage and allow drop-out”.



They point out that “Effective and sustained behavioural change will only be achieved if it is adopted at a whole family level. But tackling mum and dad directly is too challenging and confrontational. Strategy will therefore be more effective when driven via children through schools. Parents will then be more willing to engage themselves for sake of their child. But the strategy should still focus on overall family health.”

Some possible interventions that have been successful in other communities are summarised below:

Walking, both individually and organised / group walking (‘walking clubs) which decrease potential barriers such as safety concerns^{54,55,56,57}. Family Walking Schemes that create regular situations where parents walk instead of taking the car are often cited as positive family experiences⁵⁸. The success of ‘walk to school’ initiatives is widely understood but currently there are too many opportunities to opt out. Widening the scope of walking buses and incentive driven walking was warmly received (especially where parents have the opportunity to relinquish responsibility of walking to other parents / kids get rewards for frequent participation). Schemes such as Bikeability have a role here for communities where safe cycle routes are available. Kerbcraft would also address parents’ safety concerns. Our recommendation would be to get in touch with national campaigns such as Kerbcraft, Walktoschool.org, and bikeability to add resource to Active Bristol.

KIDS PLAYING OUTSIDE HOME

THE ISSUE: Being active is not just about playing sport at school. It's really important that kids are able to run around and play at home but Mums tell us they have difficulty getting their kids playing outside. For some Mums this is because they don't think it is safe for children to play outside. Some Mums have trouble getting their kids off the sofa.

SOLUTION 1: HELPING CHILDREN TO BE SAFER ON THE STREETS

KERBCRAFT: gives 5 to 7 year olds practical road-side training. It is built around teaching three skills:- choosing safe places and routes; crossing safely at parked cars and crossing safely near junctions. Children are taught by trained volunteers near their schools.



BIKEABILITY: a new scheme to teach children how to ride safely on the road. There are three levels and kids are awarded badges and certificates once they have successfully completed each level.

Trained instructors are provided in each local authority area and there is a website showing Parents who to contact

The scheme gives children the skills to cycle safely to school or use their bikes safely on the weekends.

Walk to school on Wednesdays is one example of a walking bus scheme. Here children do not have to walk to school everyday but just once a week. The scheme rewards kids for walking to school. Every Wednesday the child walks to school, they get a tick on their collector card. At the end of the month the cards are collected and the children who have walked every Wednesday in the month earn a collectable metal badge. There are 11 to collect - one for every month of the school year. Such ideas are worth consideration for you.

We talked to local co-ordinators about Walking Buses and schemes such as Bike It. Their views were interesting: they mentioned the need for walking buses in working class communities to have local champions – either a parent or teacher who is very enthusiastic and will make the scheme work. Interestingly, when schools in well off areas send round surveys of interest, the response is good – the parents have made it happen themselves. But in so-called deprived wards this is not the case – response through remote means doesn't seem to work. Confidence levels are presumably lower – 'it's not for me' may be the feeling. Face –face work is much more likely to succeed.

'Bike It' schemes seem to work well in deprived areas. One view expressed was that walking buses will be popular with little kids (5-10 years) who will do the games, walking in groups with yellow tops, and so on. But all this becomes a little tame as they get older – so Bike It schemes then capture their imagination much more. Cycling to school is always very popular with the children: they are usually prevented by concerned parents. This is the role for Bike It/Bikeability specialists who will work in a highly local way to encourage and help overcome these barriers.

For local Bristol delivery of active travel to school schemes we suggest you contact Frances on 922 4464. For more details on Bike It schemes in Bristol contact Sustrans.



The DH Obesity work also noted the success of pedometers in encouraging exercise. A further suggestion they had was to contrast driving to school with walking to school – portraying the hassles of driving to counteract the positive perceptions of cars in mum’s minds.

Issue: one of the reasons Mums tell us they drive to school is because they like driving their cars.

THE SOLUTION: show parents that walk to school can be more enjoyable and is better for them and the kids.

Campaign to show that car driving is time consuming and stressful:

- Losing the car keys just when you need them
- Getting stuck in traffic jams
- Getting caught in road works
- Having to concentrate on the road means you can’t talk to the kids



Contrast with walking:

- Easy way to be active and therefore healthy
- Sociable: Mums can walk together and spend time talking to the kids

V.



Buggy bumper stickers:

**“My other car is a Porsche
but I chose to walk for my
kids health”**

Some ideas from the literature

Provision of simple community signs encouraging stairwell use (for example, “Your heart needs the exercise – use the stairs”) at the ‘point of decision’ such as shopping malls, train and bus stations.^{59, 60}

Workplace programmes, especially short-duration stretching or exercise programmes that can be completed during breaks^{61, 62}, but also staffed facilities in larger plants and one-on-one counselling⁶³.

Vouchers for free use of local sports facilities⁶⁴.

Home-based programmes, especially for older people who may be reluctant to participate in community activity^{65, 66, 67}.

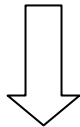
There are a number of suggestions of things such as music vouchers for people to listen to music of their own choosing while walking etc – but these are purely speculative ideas without any evidence that they have been successfully trialled.

Learning from Practical Experience

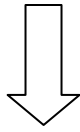
The literature is one source of information for us, but another has been the considerable practical experience of many professionals working in Bristol and elsewhere. Interviewing some of these people has allowed us to design the following process:

How to launch a programme into ‘hard to reach’ areas

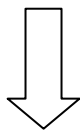
1. Start with local Active Travel officers, neighbourhood renewal managers, sports development officers and so on. These people know the best ways to engage with a particular area.



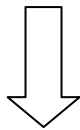
2. Then look for early direct contact within the community through for example lunch clubs, social clubs, leisure clubs and so on. You need the support of ‘community leaders’: they can make or break projects and are very important. Employing local people was emphasised. For example Knowle West’s Positive Futures project employs local people who ‘talk the language’ and understand the community ‘vibes’ as insiders. They know who the local strong personalities are and hence what will work and won’t work so well.



3. Each area will have existing programmes which have survived and hopefully thrived: these will be the best ways of then launching something new.

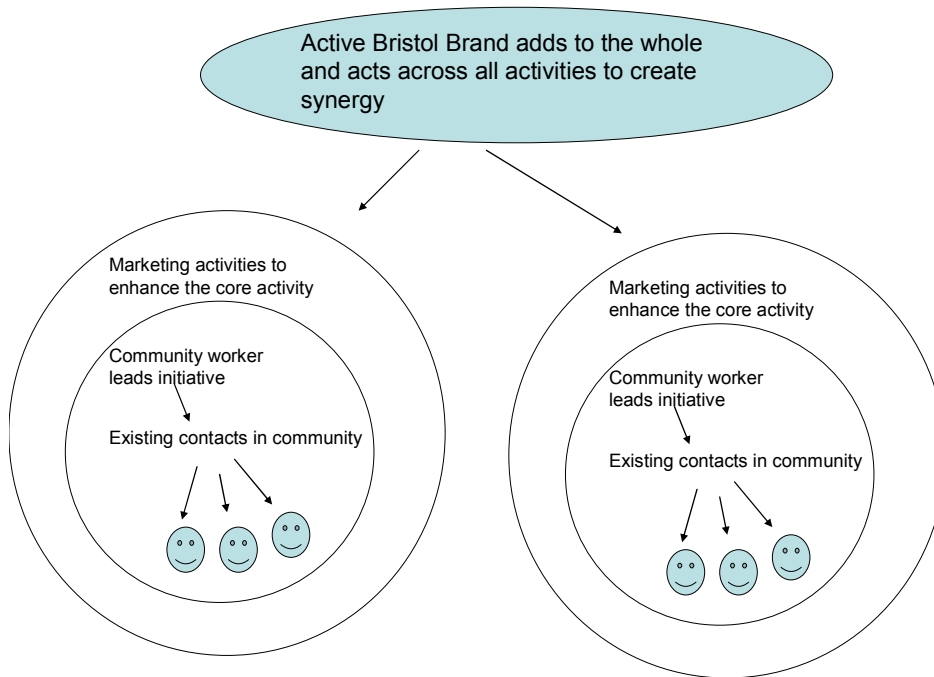


4. Once you have initial agreement, look for ways to spread the message. Newsletters and leaflet drops are obvious methods but word of mouth is clearly the most effective route. Face-face methods are recommended wherever possible.



5. 'Local ownership' is vital for long term success. One success story involves 'Tracey' who runs the Angels Dance Academy in Knowle West – she is a local herself and set up this academy herself. One respondent for this report was a sports development officer in the community and found Tracey was already involved in basic ways in trying to do things. She was a natural get up and do something kind of person. The respondent ran an 'exercise to music training course' and Tracey passed the course. The professional input was to 'light the touchpaper' to harness Tracey's energies.

Diagram: Recommended mechanism for community initiatives



Our interviews with local professionals prompted lots of good ideas and were a rich source of thinking for us. We have summarised these into 27 ideas.

Successful Programmes: 27 useful lessons and ideas

1. Active travel schemes such as walking buses are popular and seem to work well. Social marketing could extol the benefits: sociability, children's health (parents take more notice of kids' health than their own), the enjoyment of being out of the car, and perhaps savings on fuel – presented as 'save £200 a year by walking', etc.
2. We've already noted that work based active travel schemes such as walk to work, bike to work, car share, pedometer challenges may work well, particularly as a high percentage of workers in poorer areas work within 3 miles of their homes. The 'captive' work environment provides a marketing opportunity: programmes may be quite highly organised with the chance for competitions, fun based challenges and social events. Marketing here could emphasise friendly competition, added interest, some incentives (free pedometers, prizes, internal publicity, etc).
3. You may be tempted to link Active Bristol to a city wide event such as the Bristol Marathon. This is perhaps tempting as the 'fit' seems obvious on paper. However we would probably see more downsides than upsides. The message might be construed as – Active Bristol is for marathon runners, middle class, not for the likes of us, not local to me here in the estate, etc.

4. Some people will be very difficult to persuade. One interviewee made an interesting point: for some people the solution is to encourage them to ‘do anything’ – come to a lunch club, cooking, parenting classes – that are not based on activity, and ‘one thing often leads to another’ – perhaps they will feel more motivated to try other things such as exercise.
5. Encouraging cycling amongst adults is more difficult than walking – but offering bike hire – perhaps free at weekends - can work. A scheme has apparently been up and running at Knowle West for many years. Children are very keen to cycle to school but are usually prevented by their parents. Safe cycling schemes in partnership with schools may be worth trying.
6. Personalised Journey Planners are used in Bristol already and can be very successful. These involve one-one consultations and are clearly not a cheap option, but may be the only way to properly overcome barriers to active travel and infuse new habits into daily lives.
7. For active leisure to over 50s, offering free buses and guides to local walking spots – walking groups – can work.
8. Inspirational personalities are often vital in creating the necessary enthusiasm and interest that tends to keep activities ‘alive’. This may be as true for adults as children. For instance we are the academic partners for the Ginsters Active Workplace Project in Cornwall, and we know that this award winning programme has been driven forward by strong personalities alongside other factors. We are also involved with an initiative called Sprint Start involving the athlete Iwan Thomas. The programme was highly effective and the personality of Thomas was important.
9. It is often better not to offer traditional activities. One of the Sports Development managers at Bristol offers diverse activities such as BMX biking, skateboarding, street games, cheerleading, street dance, hip hop, and “doorstep sport” which uses small patches of local land innovatively, and in a semi-structured manner, allowing the children to invent their own entertainment. She advises working through youth services to make the facilities accessible – where at all possible tactics like making the activity ‘drop in’ to suit the times of individuals not setting a particular time.
10. The Women’s International Festival was a success in Bristol. This is a thick brochure of unusual activities “I always wanted to try” such as paragliding offered at subsidised costs. This got a lot of response and take up.
11. For all activities any chance to introduce a social element should be taken. Experience with for example single parents in post natal classes is that simple provision of a chance to have a cup of tea and a chat works very well – especially if the event is well targeted to bring in people in similar circumstances.

12. There is a dearth of new initiatives currently aimed at over 50s. This provides an opportunity for Active Bristol. One such might be Cani-X (pronounce as ‘cannycross’) which is cross country walking/running with dogs.
13. Non contact boxing in schools is becoming popular. Boxing is very popular in working class communities.
14. Programmes around allotments will work well – possibly for families with children as well as over 50s. What about programmes around angling?
15. Dog walking for families and over 50s will probably work well. Over 50s topic based activities such as history walks run by a historian and aiming the walk to a local history site or nature walks with a local nature officer to lead the activity. The Lawrence West Nature Walk offers certificates/stickers at the end and works well.
16. One local professional commented that running groups have not properly taken into disadvantaged areas in Bristol. Another comment was that the popular belief that cycling clubs could not work may be misplaced. They were often simply not tried.
17. More than one observer noted that Bristol is an amalgamation of villages as much as a coherent city. This idea of distinct villages or neighbourhoods extends to planning activities, events, or facilities. So, many people would not dream of travelling 2 miles to another place to a swimming pool. That pool is then ‘not for them’. This was not thought to be about ‘pride’ in one’s own patch as about ownership. So, Active Bristol could market its work as ‘local to you’; ‘it’s yours’; ‘you own it’, and so on. Anecdotes suggest each neighbourhood has their own ways of working. “Things that work at Southmead may not work in Knowle West”. A number of examples were cited: for example, when working in St Pauls with its large black population, faith groups are important. Southmead was regarded as quite a sporty place; Lawrence Weston’s BMX track was successful; in Lockleaze motorbikes were very popular; cheerleading works at Barton Hill; Knowle West ‘Netball for Mums’ works well.
18. GP referral programmes may be useful infrastructure for both active travel and leisure. These offer a menu of activities which need to be packaged and offered as a choice set for users. Outsourcing this offering away from GP’s and towards health visitors may be beneficial.
19. Parents with school children will often think of their kids but not themselves. To counter this, you could ‘go with the flow’ by running something for the children and then run an adults fitness class or ‘go swimming half price’ while the children are busy. Similarly, the MEND childhood obesity programme offers no reason why parents couldn’t get involved with some activities themselves.
20. For over 50s a project called GAP – Gentle Activities Project – is up and running in Bristol. It is still in its infancy, and involves using local people to run it themselves via trained up housing wardens. Another linked activity is the RSVP - Retired Senior

Volunteer Programme - aimed at 50+. RSVP involves peer support and the use of buddy mentors. Dance based activities are considered a growth area and the feeling is that they will also work well with the over 50s.

21. Action Learning Sets is a group support programme for volunteers to support each other – volunteers receive a course credits qualification. These are important issues for embedding Active travel and leisure initiatives.

22. Good food at events aimed at new people is important because food gets people together and talking. British people tend to clam up when they first meet and this can be a barrier to programme success. If possible use interesting local food producers - local pie and mash experts go down well... Another technique to encourage socially shy people to attend something new may be to ask their health visitor to say she will be there as well – this is a friendly face and will impart social confidence.

23. Quite often the motive for the 50+ group may be that they want to get out of the house and want to be social. Walking groups need to be sold on sociability not health. New people may not be attracted by the walk per se – but then after the walk be surprised by how well they feel. Marketing should be positioned accordingly.

24. Variations on walking should be part of the mix to keep things fresh. Good ideas may involve lateral thinking: for instance circus workshops – how to do hoops and so on – worked well with the children. But why not adults? Maybe market as “Have you lost touch with the kid inside”.

25. Timing is important. Buggy walks can be aimed at dads who have small children looking for something to do on a Saturday morning.

26. Another idea to attract new families with school children to an event is to get the school involved. If the school can organise a competition around the event, this will act as a big attractor to parents who come to see their child’s work. Little tricks such as providing stickers on at the event work well – kids love stickers. The provision of face painting is a good idea – it keeps the kids still and allows you to talk to the adults: a chance to invite them to create a walking bus...

27. Hold events where local people tend to go anyway. A recent health event that was held in a church was poorly attended. It had nothing to do with the church but people didn’t go because they saw it as ‘not for me’.

The final major component of your social marketing strategy is communications.

Social marketing communications for Active Bristol

Before we get going with specifics let's take a bit of time to understand a few things that will provide a solid platform for designing a creative approach that will maximise response.

The role of social marketing communications in driving behaviour change

We want to achieve 'behaviour change', that is, to persuade people who are currently sedentary to undertake physical activity. Furthermore, there's not much point in asking them to do this just once then revert back. We are seeking permanent changes in ways of living – 'lifestyles'. This is clearly going to be difficult.



(thanks to the National Social Marketing Centre for this diagram)

So – what is the role of marketing communications in overcoming these difficulties? Marketing communications has a variety of roles for Active Bristol.

- Raising awareness without addressing motivations does not work. After the Department of Health's ACTIVE for LIFE social marketing campaign, awareness

- of the message was high, but “exposure to the campaign seemed to make little difference to the proportion of active subjects”⁶⁸. So, marketing communications has two jobs: first, to raise awareness, and second, to motivate to act.
- The first job then is to help spread the word that activities are on offer. Here, marketing communications can supplement the primary job of word of mouth. We need to be clear that word of mouth is more powerful – either negatively or positively. But – let’s assume we can do a good job with our initiatives, and word of mouth is positive. Marketing communications can then help us spread the word quickly, and widely.
 - Secondly, marketing communications can create ‘pizzazz’. It can generate a buzz, a sense of occasion and excitement, a sense of belonging. It can build a brand, something we discussed earlier.
 - Third, very creative marketing communications can help persuade ‘hard to shift’ people. ‘Hard to shift’ might mean something different for Active Travel compared to Active Leisure. For active travel it may be that people find it difficult to raise the energy. Perhaps they have lost the memory of how walking to the shops or to work can be enjoyable, raise energy and improve well-being. For leisure activities, even though we’ve made the activities fun and attractive, we’ve said that everyone is welcome, and we’ve kept the activities simple and straightforward – some people may hear about them but still be reluctant. Maybe they are fearful of not fitting in. As adults ground down by their responsibilities and the treadmill routine of their lives, they may have lost touch with enjoyment/fun/laughter and how activities can generate these positive things. Really well done communications can ‘light the touchpaper’.

Before we get to the specifics of message platforms and creative recommendations, we will now briefly examine how theory can underpin your decisions. There is a vast field of academic literature on the subject of marketing communications. We have identified what we believe to be the key models to help create a strategic solution. Once again, if you wish to jump directly to the recommendations you can skip this section.

Social Marketing communications models applied to Active Bristol

In applying marketing communications theory to Active Bristol key variables include, firstly, how ‘involved’ consumers are with the ‘product category’ of exercise, and secondly, the extent of cognitive (thinking) processing versus emotional (feeling) input into their decision to take part. These two variables are collected into the FCB (Foote, Cone and Belding) Grid⁶⁹

Figure.....The FCB Grid

	Thinking	Feeling
High involvement	Learn-feel-do Home computing: Dell Creative: product demonstration, long copy, features, benefits	Feel-Learn-do Fashion, make up: Dior Creative: large space visuals, impact, symbolism, identity
Low involvement	Do-learn-feel Routine household items: Proctor & Gamble Creative: Reminders, quick, easy calls to action	Do-feel-Learn Instant pleasure goods: Cadbury, Budweiser Creative: illustrate instant enjoyment, visuals, show emotion

The involvement construct has been examined by Rossiter and Percy⁷⁰. In their view, involvement is defined in terms of *risk*, either fiscal or psychological. The fundamental difference between low and high involvement advertising is that in terms of processing, low involvement advertising only requires attention and learning, but *with high involvement advertising one must also accept the message as true*. As a result, it is easier to process low involvement advertising because the target audience does not need to be convinced by the benefit claim; they only need to have their curiosity aroused.

What kind of ‘involvement’ and ‘thinking-feeling’ takes place with a decision to exercise or not? Our judgement would be that:-

- Deciding to do physical activity will be high involvement decision, possibly made over a period of time with quite a lot of contemplation. Individual trigger situations in specific points in time may lead to apparently impulsive decisions to try something, but by and large, we are looking at a decision that is not made lightly.
- As with many things in life the psychology behind being physically active or sedentary may be a mixture of cognition – thinking, and emotion, with, typically, the emotions more hidden. So, the thinking/cognition revolves around how exercise fits or not into current lifestyle and preferred lifestyles. A thought process accompanies this. On the other hand emotions may relate to self efficacy with the individual asking: am I capable? Will I make a fool of myself? Can I perform competently? Or they may be concerned with belonging/ fitting in: is this activity me? Are these people my kind of people? Do I belong? Will I fit in? Will they reject me? Or competing: how well will I do? Can I do well?

So, emotions and cognition are probably both important. We therefore need messages that appeal to a rational approach: self interest (saving money on fuel by walking to work), extolling the benefits (well being, fitness, showing off, satisfaction of being a good parent, feeling good, competing and winning, pleasure, getting out and about, etc) and similarly providing ways of overcoming barriers to self confidence, and economic barriers. We also need to account for emotional sequences. This brings us to the Rossiter Percy motivation model.

Emotion based messages using the Rossiter Percy (R-P) Model⁷¹

In our view this work applies particularly well to social marketing advertising. The suggestion from Rossiter is that many other models such as the Health Belief Model, the Theory of Planned Behaviour, and the Social Cognitive Theory are all examples of Knowledge – Attitude – Behaviour models. They all have their uses, but not so much for designing *message content*. Instead, emotions are used to design the message because emotions are seen as the ‘energisers of actions towards the goal’. Hence, emotions are linked to motives.

The R-P model uses negative motives and positive motives. The idea is that we exist in an equilibrium and can shift to negative states (problems) or positive states (sensory gratification). In these states we look for ways to shift back to equilibrium or to fulfil sensory gratification. Here is a useful list of motives that we speculate are linked to decisions about exercise, followed by the emotional sequence that is associated with each motive:

Motive:	Emotional transfer from.... to	Positive or negative?
Sensory gratification (relieve boredom; Do something new; mood change)	neutral -----> excited	Positive
Social approval	apprehensive ---> relieved or flattered	Negative
Relationship building	hopeful -----> belonging	Positive
Mastery/competition	neutral -----> sense of achievement	Positive
Health/wellbeing	listless or unwell --> energetic	either
Or if the activity takes off		
Social conformity	left out -----> belonging	either
Or if the individual lacks confidence		
Self efficacy	fear of ridicule or self ridicule ----> relaxed, enjoyment	Negative
or if the self concept of the individual demands they take on the activity		
self approval	conscience struck-----> self consistent	Positive

These decision motivations are linked to message content.

Negative motives inspire us to do something to solve current problems or avoid future problems. These motives are linked to corresponding emotional states. So for example problem avoidance is linked to taking us from being fearful to being relaxed. The key messages here are “Do X and you will move from being fearful to being relaxed”. This may translate as ‘I am fearful of getting fat. So I will lose weight by cycling to work’.

On the other hand positive motives are linked to a positive expectation of outcome, as against avoiding a problem. Doing exercise can be seen as a positive motivation, for example enjoyment with others, a sense of well being or an exercise ‘high’ (sensory gratification).

However note the following from Percy (72):

“When dealing with *negative* originating motives, informational brand attitude strategies, the emotional portrayal of the motivation itself is not as important as...providing information that satisfies the need, that 'solves' the problem being addressed. With *positive* originating motives, the correct emotional portrayal of the motivation is critical to the delivery of the message. Emotional responses stimulated by *creative elements* within the advertising will facilitate learning.”

The remarks above provide a guide for message creation to encourage activity, depending on whether we have a positive or negative originating motive. If the motive is negative then the activity is presented as a problem solver. If positive, then the activity is presented as a heightened state – better than the current ‘equilibrium’. This is ideal territory for further research because if we get this right then we have a sound platform for our message and creative solutions. If exercise is presented as a solution to a health problem (negative framing) – then the model suggests we do not need to portray exercise in emotional terms but rather as a believable solution to the problem – expressed in benefit terms. (But this is not easy: note the old saying: ‘everybody in advertising has the same problem – to be believed’). However, the lack of success elsewhere suggests that most people are not motivated to exercise today as a way of solving the health problems of tomorrow. On the other hand if exercise is portrayed as a positively framed message, for example a sensory or other gratification, then it is important to portray exercise in emotional terms. So, if we are presenting exercise as fun and exciting and hence looking for mood arousal, then we need to emotionalise the message.

Percy then went on to note ‘we have just seen how necessary it is to ensure an appropriate emotional portrayal of the motivation that is driving behaviour in our category. The key is to identify visual images that we can use in our creative executions that are associated with our brand's primary benefit at the deepest possible level in memory, and that also will elicit appropriate ... emotional memories’. Appendix 3 explains in more detail how small scale research can achieve this. We would recommend this as a possible use of the forthcoming focus group stage.

CASE STUDY: How to use advertising to emotionally persuade

source: Percy⁷²

“Let's illustrate what we are talking about with an interesting case history. A small amusement park aimed primarily at children under 12 years of age had been experiencing declining attendance for three years. The task was to develop new advertising to help reverse the trend, and importantly to accomplish it with *limited resources*. The primary benefit for the park's positioning was 'fun,' so the research task was to identify visual images associated with 'fun,' and the emotions they trigger. The challenge was to find images that are associated with 'fun' in nondeclarative emotional memory so that these unconscious memories will positively influence parents' (the ultimate decision-makers) conscious associations with the fun *they* will have, as well as their children, when visiting the park.

In the images described by the target market, cues for 'family amusement park fun' are often quite different from 'fun' cues in general, but they are nonetheless multitudinous. They included specific amusement park features and attractions, as well as the social interaction of family members in various situations occasioned by a visit. Strongly associated with family amusement park fun is an almost electrified atmosphere, which begins with the expectation of the park visit and heightens as the day draws near. Emotions are stimulated with the anticipation of exciting rides, heterogeneous crowds of excited people, a landscape of lights, distinctive amusement park sounds, and a flood of food smells. Traditional attractions seem to be prevalent –the roller coasters, merry-go-rounds, fun houses, and cotton candy.

However, there is also a second orientation to family amusement park images. In addition to the excitement, an amusement park seems to evoke a calm sense of family well-being. Strongly tied to this sense are images of a picnic area and other areas specially designated for children under twelve. A park can provide fun for parents by giving them the opportunity to see their children having fun, and to heighten the social interaction among family members.

Overall, we found that stereotypes of an amusement park experience seem to offer the best cues that people, adults and children, are having fun. Facial expressions and body posturing can include smiling and laughing faces, proud parents' faces, fearful and crying children's faces, and expressions of other emotional peaks (both high and low). Specific park features that frequently were described included merry-go-rounds, roller coasters and other rides, food smells (cotton candy, hot dogs, barbecues), heterogeneous crowds of preoccupied and merry people, a cacophony of music, voices, equipment noises, family members interacting in close fashion, etc.

From these descriptions of the visual images of 'fun' associated in peoples' memory with amusement parks, the park's advertising agency prepared a series of illustrations meant to reflect these descriptions. Because we are dealing here with a high involving transformational strategic problem (i.e. behaviour is driven by positive motivations), we know that advertising must establish a strong link in the target's mind between the park

and children having fun, show an emotional authenticity, and enable the target to personally identify the park as depicted in the executions. The images developed by the agency for testing all were seen by the target as reflecting 'fun,' but not all of them were seen as *real*. In the end, a set of images was identified that was strongly linked in memory to 'fun,' and that were seen as 'real,' arousing appropriate nondeclarative emotional memories.

Advertising based upon the images identified led not only to an increase in park traffic, but attendance increased over 14% compared with the park's *all-time* record attendance year, translating into incremental revenue of over one million U.S. dollars. Both the research conducted to identify the appropriate schemata and the resulting advertising were managed with a *very modest* budget. The key was to identify positive links to memory, associated with emotions that are consistent with the underlying motivation driving behaviour in the category. This does not need to be an expensive undertaking”.

Specific Message Platforms for Active Bristol

The theoretical section above sets us up to create some explicit message platforms. We need to align these with the priority segments identified earlier.

However we should just remind ourselves of the two layers of strategy here: you have the option of trying to create a brand which, if taken, would necessitate a different set of messages: a local ‘social movement’, ‘being part of something new’, ‘proud of our city’, and so on. We have discussed this in detail earlier.

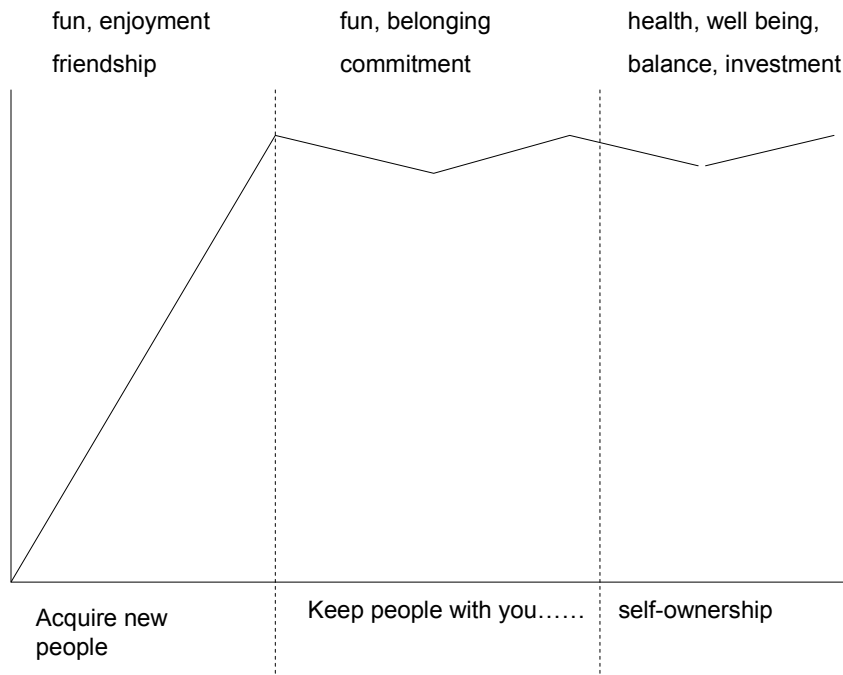
Here we are concerned with the primary layer of persuasion to do activity: the everyday messages that act more immediately at an individual level.

We have already noted that marketing exercise is a big ‘ask’. This is not surprising: we are asking people to do something quite painful, that may not be ‘normal’ in the eyes of many of their peers, and which looks at first glance anything but fun or pleasurable. It has little social or cultural cache. It may also be not easy to do. In return we propose a possible health benefit in twenty or thirty year’s time. But no promises mind! And we wonder why not many of our audience are interested in this proposition.

Even the most moderate analysis would admit that, to someone who does not exercise, the benefits are not clear or immediate. Exercise involves exertion and discomfort unless it is done in a very mild way through gentle walking or swimming. Another key barrier is that overweight people often have no sense that they are overweight because all their peers are the same shape – so overweight equals normal. In fact, exercise may equal abnormal and strange.

To address these problems we advocate avoiding the ‘health’ message when attracting new people especially to active leisure. Active travel, the health message is unlikely to be the primary benefit. Let’s take another look at the acquisition-retention diagram from earlier.

Messages based on:



So, the first part of the answer may be health through stealth. The second issue is to deal with the travel and leisure components as linked but different.

Travel and Leisure are different

Active Travel is arguably more complex than leisure in the sense that active travel is something that has to be embedded into people’s individual life patterns and these are complex, personal and need to be worked through on a one-one facilitated basis – at least until an active travel tipping point is reached and we all cycle to work in the distant future. So, messages of fun and socialisation may work for some travel activities such as walking buses and school schemes but will not work in the same way for travel to work or local shopping/errand journeys which are inherently individualistic in nature. Because of this the work/local shopping active travel is a tougher proposition for social marketing.

The obvious messages platforms may seem to be around personal health, the environment, and self interest through avoiding congestion or saving money. The biggest thing on our side here is that active travel may not have one clearly attractive emotional benefit – but *it does have lots of little rational benefits which all ‘add up’* in the citizen’s mind. So – with Percy’s model in mind – our judgement would be that active travel is

marketed as a problem solver, in a primarily rational way with the ‘problems’ to solve being:

- money wasted in fuel and car parking
- stress of city centre congestion and wasted time
- guilt of carbon emissions
- wanting the best for your kids and activity is good for them
- the worry of your own health in the future (do not overstate – has not worked well to date)

There is an important opportunity to *use these in an additive way* – combined together they should make all but hardened car users at least pause for thought.

The following may work:

- “Fuel prices have rocketed, and they’re not going to go down – ever. Save hundreds a year by walking to work. And you’ll feel good when you arrive”
- “You don’t have to go to the gym to get your daily exercise: it’s more enjoyable to walk to the shops and this ‘counts’ as well. Plus you’ll save money on car parking”. This is appealing to people who are put off gyms because of the lycra/sporty/boring image but who do have personal targets for exercise each week that acts as a ‘counter’ in their head
- “Avoid all those traffic jams and car park congestion. Feel your worries melt away. Get that feel good factor back into your life: walk to the shops each day. And help save the planet”.
- “Save the planet: do your bit to reduce the carbon footprint: walk to school/shops/work once a week. And it saves you money too”
- “Look after your kids: keep them active by walking them to school each day. Try the walking bus: it’s friendly and sociable”

Not all these messages have to be cognitive in nature. Some active travel modes may lend themselves to emotion based messages. So your citizen take out might be:

- “I’m surprised how much I enjoyed the walking bus each day. It’s a great way of keeping in touch. It makes me feel as if I belong to the neighbourhood”
- “Our active travel work scheme is a gas. I’ve had a real laugh. I really feel part of the team – there’s no feeling as good as having a laugh in a group”
- “I’m quite competitive on the quiet – it’s been a great feeling winning the walk to work challenge – but of course I’ve been modest in victory!”

The above are worth trial, but it may be that people will need additional incentives to act – free pedometers, occasional events, prizes, and so on, have an encouraging literature as successful triggers to act for contemplators.

Moving to **leisure based activities**, the best messages here may well be that health takes second place to fun, sociability and enjoyment. Here, we are looking at positively framed

messages in which mood enhancement is important. Percy's model directs us to concentrate on the emotion within the message. Looking back at the case study of amusement parks, we can see that the creative needs to bring out not just the emotion of for example, fun and enjoyment, but also emphasise the authenticity – is it 'real' to the target audience?

Emotion based message platforms may be best described through audience take outs:

- "I really loved that dance class. It was just like being a kid again"
- "The best thing about our local football club is the team spirit. It feels great to be a part of it"
- "On our weekend walks I can share my life with like minded people – and get some fresh air at the same time"
- "Wheeeee! I'd forgotten the sheer joy of whizzing down a hill on a bike. Fantastic."
- "There's a great feeling of belonging in our community events. I love it"

Segmenting the messages

Let's remind ourselves: the priority segments are over 50s and families with school children in hard to reach areas. Over 50s can be further split by gender, and further by age: 50-65 perhaps focusing on 'being young again'; over 65 focusing on sociability and getting out. Families with school children can be further split by parent gender, subdividing the age of the kids 6-11, 12-16.

The core message platforms we have suggested for travel and leisure are saving money, reducing stress, helping the environment, long term health benefits, having fun, enjoying oneself, enjoying belonging to a group. We would regard these as rather universal benefits that tend to apply across most social groups. Instead, the importance of segmentation comes in the creative treatment. So, for example, saving money from active travel can be communicated differently to over 50s compared to families. Another example comes from Leisure Services who produced an 'Over 50s' guide called "50+". A large menu of activities was created, marketed as '2 weeks for 50p'. The judgement of the marketers was that charging 50p was a well thought out part of this campaign: offering activities free was thought not to work as well. This seems sensible: this effect – a small price infusing a sense of value to something – has been noted across different marketing contexts. Prices are part of communicating something, and 'free' can often deliver a message 'not of value'.

Presenting the messages

Applying the FCB grid and Percy model to Active Bristol suggests the use of visuals is key for Active Leisure in particular, and also for the emotional benefits of Active Travel. The following may also be of considerable use:

- Case Histories

This is 'case histories' in the sense of stories about people who did things – some professionals believe these work well. These clearly play well in the local media with Leisure Services enjoying success in this regard.

- Testimonials

It may be very important in hard to reach communities to have testimonials from influential insiders – 'if Tracey says it's alright then I'll give it a try'. Celebrity testimonials can work well if the celebrity has credibility with the specific audience. Over 50s are notoriously hard to reach in this regard. Middle class or super fit/athletic celebrities are likely to send out the wrong message.

- City leader as spokesman

We would advise against this approach: we have been advised that local people are very sensitive to any sense of being nagged or lectured, even if this is not the sender's motive.

- 'Product as hero'

The technique here is to present the problem – car based stress perhaps, then 'activity to the rescue'. This could well work for Active Travel (probably more so than leisure) if based on the right problem presentation – but we suggest resisting the temptation to go down the 'poor health – need exercise' route.

- Demonstration

This could work well – but needs to be realistic and rooted in local community – smiley faces in gyms are not recommended. Make real local people who look like local people the heroes. Pick out the subtle satisfactions of walking the kids to school – the extra energy, the company, the bits of fun along the way, the socialising. Of course, demonstration is an excellent device for bringing out the excitement of leisure based 'adrenalin' activities such as mountain biking – which has good potential for families with school children and, increasingly, the 'young at heart' 50-60 year olds.

- Comparison

This could be matching the exercise/activity against for example sitting in a car in a traffic jam. Could work well but we need be careful not to exaggerate: cars are great when it is cold and raining!

- Association

This is used a great deal by commercial 'big brands' who associate their product or service with something attractive – for example Peugeot linked themselves to big human aspiration with their 'search for the hero' campaign. Association may be very tempting if budgets ever allowed campaigns to, for example, position Bristol as a city helping to save the planet – associating little acts like walking to work with big things. We would advise these brand/visionary strategies are kept under review for possible deployment in a city based roll out.

Creative recommendations

The creative treatment of the message can make an enormous difference. The Metropolitan Police's Operation Trident⁷³ to cut gun crime illustrated great 'cut through' creative to get messages across to very hard to reach groups. A particularly creative media idea was to leave thousands of music magazines in black barbershops. Each magazine had been pierced by a hole, running right through the publication. On the final page, an insert explained to the bemused reader that gun crime tore through whole communities and encouraged witnesses to come forward.



Source: Nairn *et al.* 2007 IPA Effectiveness Awards (see ref 89)

Can we use 'creative' in this way to 'jump-start' Active Bristol?

First let's understand how the advertising/communications is likely to work. Tim Ambler⁷⁴ reminds us that for advertising the 'hierarchy of effects' AIDA model over-emphasises cognitive processing of the advert and ignores two other key elements: experience and emotions. The balance of these three elements depends upon the context of the audience and the behaviour they are being asked to take up. Judgement is called for to assess the importance of experience, emotions and cognition. We have already discussed emotions and cognition in detail, but we also acknowledge the importance of people's *previous experiences* of activity. A 50 year old contemplating vets football is put off by that time 20 years ago when he joined a new club and the lads in the changing room were unfriendly. A 70 year old lady remembers the embarrassment of struggling over stiles on a walk while everyone waited for her. An office worker tried walking to work once and got soaked – never again. And so on.

Therefore it may well be that acknowledging prior experience with activities is important. It helps with the authenticity of the messages. For deprived people the question ‘is it me’ is very important: far too much marketing doesn’t connect with these people.

This is where the idea of a video may be particularly apt. Something that reflects the everyday life of the communities, captures the gritty realism, shows an understanding of the difficulties of life, but then moves onto in an authentic way to emphasise the friendliness of a walking bus, or dramatise the sheer joy and fun of a great game of netball, a fantastic bike ride, or a lovely walk in the countryside.

Our final set of decisions concern media choices.

Media

Acquiring new people

Discussions with a number of Bristol based experts in both marketing and community development to encourage activity lead us to the firm view that media based marketing without a strong face-face element does not work well. Hence we would recommend any use of remote media **must** be accompanied by local face-face delivery. Experiences of professionals we talked to suggests that – for example when cross marketing activities at a show – handing out a brochure is given much more power if linked to talking to people directly. Talking to people gives you the chance to emphasise and demonstrate the social and friendliness elements of activities. As we’ve already discussed numerous times, exercise is a ‘tough sell’, and remote media are less effective in such circumstances.

Face – face marketing through community workers is fine but even better is face-face work through peer volunteers. The literature and your own views are quite emphatic about this point. You could formalize community ownership through paid for posts – even small sums work well – to recruit volunteers to take the programmes forward.

Discussions across a number of professionals point to the following media options:

- ‘Thick brochures’ with event lists have been used, and cost about 30p each to print.
- However for example the Summer of Sport brochure has not worked too well because it was very thick, with city wide events, and lacked a local feel to it. People could not face ‘ploughing’ through it to get to their local events.
- Local broadcast media in particular press and radio are good at generating ‘pizzazz’ – a sense of excitement and anticipation. Using publicity techniques to generate ‘free’ content is usually much more effective than advertising. Public relations are likely to be very important for you. For example Leisure Services ran a large feature in the Bristol Evening Post called ‘don’t let age slow you down’. Bristol radio also got hooked into the 2 weeks for 50p campaign, with presenter Nigel Dando (greatly loved by this audience apparently) persuaded to try the activities. The feeling was that this PR activity added significantly to the success

of the events. Active Travel could we imagine adopt these techniques successfully.

- Press adverts can sometimes work but are quite often wasted. For example an advert placed in The Primary Times (Primary schools) to encourage take up of a sports scheme was not successful.
- A web site for information is a 'must have'. Leisure services plan to use a 2008 web site driven approach backed with small postcards for localized events – aimed at parents of children through a schools based route.
- Member Get Member schemes are not common in public sector marketing but in our view look a good bet for trial. Word of Mouth is acknowledged by all interviews as the most powerful way of spreading the word. And MGM schemes are a way of formalizing this power.
- Door drops are used quite a lot in local government marketing but there is little objective evidence on their effectiveness. Anecdotes seem on the negative side – leaflet door drops have not worked well according to some workers. Don't forget that literacy levels in deprived estates are very low so, for example, leafleting is problematic unless very carefully designed.
- We suggest 'Knock and Drop' techniques may be more effective. These are not common in local government work but may work much better. This technique involves volunteers or paid workers door dropping leaflets but knocking on doors to offer face-face information in addition.
- Your priority is to get to 'new people', rather than those who already take part. This implies avoiding places like leisure centres for cross marketing. Instead cross market in non-sport/leisure places – perhaps even local pubs if this is considered sensible.
- A specific idea for the over 50s could be the use of local events such as Celebrating Age. This is a one day event held in Bristol each year "find out about...". The advantage of such an event is that we could reach people who have yet to consider exercise as a way to meet people and have fun. Clearly marketing our activities in Celebrating Age has more chance of reaching non-exercisers than marketing in leisure centres – preaching to the converted. The disadvantage of such an event is that Celebrating Age requires people to be mobile – to get out of their communities and into the city centre. A lot of the people we are after will not move – the signs are that you will need to go to them.
- Local newsletters work well with testimonials. You could use 'Housing News': a newsletter that goes to council owned houses.
- Another anecdote - banners often work well, but security can be a problem.

Some indicative costs for you are:-

- Slim brochure door drops @80 per thousand
- So £2k gets roughly 20,000 door drops + 1-2k creative fees = £4k
- Fat brochure – eg 'Summer of Sport' style are £300 per 000, so £10k gets say 30,000 print run, to drop would cost another £50 per 000 so another say £2k to drop.

- Radio ads are £2-3 per 000 so to reach Bristol expect one ad to be £800, need to repeat at least 20 times so £16,000. Not recommended.

Retaining People

Actively retaining new recruits is absolutely vital – one of the most important strategic components of this plan. The drop off rate for physical activity is frighteningly high, but can be improved hugely with relatively simple actions. A feeling of belonging, topped off with a bit of peer pressure usually does the trick. In all your schemes across the travel and leisure arenas we would recommend keeping records of – most important - contact details, and if possible – attendance records (if this can be done without giving an erroneous message of nagging). New technology means regular ongoing communications can be at low cost. E-mail, mobile phones, and web sites provide possible routes of contact, but careful note must be taken of the audience's preferences. It may be that hardest to reach people must still be prompted through face-face, perhaps via a home visit if they have lapsed a few times and are in danger of dropping off a programme.

That concludes the material required for the communications section. Our final step to consider in this plan is that of measurement.

Measuring the success of Active Bristol Social Marketing

You have to decide whether to pilot or to take a city wide approach. One advantage of piloting is that it allows you a chance to measure the effects of the programmes properly. The key measure will be the impact of any programmes on shifting attitudes and behaviour with people within your segments who have hitherto been resistant to exercise.

To keep measurement simple, quick and at low cost you may be advised to adopt a standard pre + post-campaign survey. You will need to ask questions about previous levels of exercise to obtain a baseline, then after the campaign ask to what extent, if any, these levels have changed. This is the approach we are adopting for a work place intervention we are involved with in the South West. You may want to categorise your responders by those who are already active and the programme has affected, and those – priority groups – who have as yet been unresponsive, but that you have managed to influence.

The use of self report surveys to measure activity levels is fraught with problems. Socially desirable responding that leads to over-reporting of exercise, and memory problems will be two of the major issues you would have to contend with. One way to cross check results may be through observation data, keeping registers, and so on.

You are advised to measure some key characteristics of your marketing. One structured method may be to follow the AIDA sub headings: measuring Awareness, Interest, Desire and Action. So, again through surveys, ask people 'are you aware of any recent promotions for Active Travel', and so on.

Appendices

Appendix 1: Supplementary information on Clusters 1 and 2 from the DH Obesity Task Force Segmentation Study of Families

Cluster 1 ‘strugglers’

Setting a context for their lives...

- A low SEG cluster (DE) living in particularly deprived areas with few local facilities or amenities (areas of high crime & low employment rates)
- Both parents have no qualifications / low aspirations, are in low paid manual jobs & are comfortable with their kids following the same path in life
- With no real social life / hobbies or interests, daily life is focused around the family (including extended family who live close by)
- Life is characterised by fear & worry (money, situations, relationships)
- Dad is often absent both physically & emotionally (away from home, long working hours) meaning parental responsibility falls down on mum
- Mum has low self-esteem & is an under-confident parent who finds it difficult to enforce parental rules & regulations
- When it comes to parenting she worries about being judged or scrutinised & as such is very defensive about her lifestyle & of being told what to do

What drives their level of risk?

- As one of the few pleasures in life, food has a heightened sense of importance attached to it
- Highly indulgent convenience foods are heavily used to provide comfort & escape (constant grazing, over-portioning & unregulated meal times / food choices)
- A healthy lifestyle is considered very unappealing & associated with the removal of pleasure, enjoyment & comfort
- Although mum is aware that the family diet & highly sedentary lifestyle is not healthy, she has a repertoire of excuses to deflect being judged (e.g. exercise / activity / healthy food is too much hassle / too expensive)

What are Cluster 1’s attitudes to exercise?

Cluster 1 – Additional Questions top 10 vs bottom 10

Additional Questions	Top Relative agree over index	
Q18 I don't have the inclination to cook from scratch		246
Q3 I don't have the time to cook from scratch		233
Q49 I think most people in the UK do enough exercise		195
Q45 My Child/Children are not confident doing physical activities/exercises		184
Q20 I think taking regular exercise (for me and my family) is too expensive		166
Q21 We don't have time to exercise as a family		162
Q7 I think eating healthy foods regularly (for me and my family) is too expensive		160
Q40 I would eat more healthily if I had the support from friends/family to do so		154
Q30 I find it hard to get my child/children to play outside		145
Q33 I would like my child/children to be more physically active		138
Additional Questions	Bottom Relative agree under index	
Q44 I know how to feed my child /children healthily		83
Q29 I try to restrict the time my child/children spend playing computer games / watching TV		83
Q34 People like me try to keep physically active		82
Q13 Children spend too much time watching TV/playing computer games		81
Q36 I follow the portion guidelines on the pack		78
Q35 I am knowledgeable about healthy eating		75
Q12 Family meals are normally eaten at a table		71
Q15 I know what it means to live an active lifestyle		67
Q16 I feel I do enough exercise		66
Q14 We often undertake physical activities as a family		55



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Cluster 1 has many of the most negative responses to regular exercise compared to other groups, and so are a high priority in this sense. They also have quite a high intent to change and so overall are a high priority for Active Bristol. We note that they have a high incidence in Mosaic group H – ‘Blue collar enterprise’: this will be helpful in targeting this group.

Cluster 2:

Setting a context for their lives...

- Low income (C2D) families who live in poor social housing, in particularly deprived areas with few local facilities or amenities (often receiving Government benefits / support)
- Started their families when they were very young & lack the wisdom & resources for good parenting strategies
- Dad works in a low paid, often manual job & mum works part time (cleaner, school support) to bring in extra cash
- Although they struggle to make ends meet, they try to make the best of their situation & be quite positive about life
- In the absence of material wealth, their kids are really important to them & they form a tight family unit with high paternal involvement

- They are concerned about being good parents & this is something that they worry about
- However, with little guidance or resources to fall back on they tend to use their own (often misguided) upbringing as a benchmark

What drives their level of risk?

- The lack of fundamental parenting skills & lack of support (familial & environmental) means that kids are often given free rein to dictate their own rules around diet & activity levels
- Mealtimes & food choices are unregulated by mum & dad & have led to some recognisable behavioural food-related problems (e.g. tantrums / hyperactivity)
- Activity levels can be quite high as they are also largely dictated by the children (more likely to be given free reign to play out in the street)
- Parents are outwardly concerned about their children's diet & the problems around eating / mealtimes but have little knowledge or access to support to do anything about it before its too late!

Solutions for all hard to reach clusters:

- Effective & sustained behavioural change will only be achieved if it is adopted at a whole family level (parents need to buy into & model +ive behaviours)
 - But tackling mum and dad directly is too challenging & confrontational
- Strategy will be more effective when driven via children & for children esp. through schools
 - Parents more willing to engage themselves for sake of their child
 - Kids will act as ambassadors for strategy
 - But strategy should still focus on overall family health

Appendix 2: Geodemographics Clusters identified by the Mosaic Product

Mosaic UK Groups

A Symbols of Success
B Happy Families
C Suburban Comfort
D Ties of Community
E Urban Intelligence
F Welfare Borderline
G Municipal Dependency
H Blue Collar Enterprise
I Twilight Subsistence
J Grey Perspectives
K Rural Isolation

Mosaic UK Types

A01 Global Connections
A02 Cultural Leadership
A03 Corporate Chieftains
A04 Golden Empty Nesters
A05 Provincial Privilege
A06 High Technologists
A07 Semi-Rural Seclusion
B08 Just Moving In
B09 Fledgling Nurseries
B10 Upscale New Owners
B11 Families Making Good
B12 Middle Rung Families
B13 Burdened Optimists
B14 In Military Quarters
C15 Close to Retirement
C16 Conservative Values
C17 Small Time Business
C18 Sprawling Subtopia
C19 Original Suburbs
C20 Asian Enterprise
D21 Respectable Rows
D22 Affluent Blue Collar
D23 Industrial Grit
D24 Coronation Street
D25 Town Centre Refuge
D26 South Asian Industry
D27 Settled Minorities
E28 Counter Cultural Mix
E29 City Adventurers
E30 New Urban Colonists
E31 Caring Professionals
E32 Dinky Developments
E33 Town Gown Transition

E34 University Challenge
F35 Bedsit Beneficiaries
F36 Metro Multiculture
F37 Upper Floor Families
F38 Tower Block Living
F39 Dignified Dependency
F40 Sharing a Staircase
G41 Families on Benefits
G42 Low Horizons
G43 Ex-industrial Legacy
H44 Rustbelt Resilience
H45 Older Right to Buy
H46 White Van Culture
H47 New Town Materialism
I48 Old People in Flats
I49 Low Income Elderly
I50 Cared for Pensioners
J51 Sepia Memories
J52 Childfree Serenity
J53 High Spending Elders
J54 Bungalow Retirement
J55 Small Town Seniors
J56 Tourist Attendants
K57 Summer Playgrounds
K58 Greenbelt Guardians
K59 Parochial Villagers
K60 Pastoral Symphony
K61 Upland Hill Farmers

Appendix 3: Idea for Future Research

Percy (2003) then went on to note ‘we have just seen how necessary it is to ensure an appropriate emotional portrayal of the motivation that is driving behaviour in our category. The key is to identify visual images that we can use in our creative executions that are associated with our brand's primary benefit at the deepest possible level in memory, and that also will elicit appropriate ... emotional memories’.

We can do this by conducting some relatively inexpensive research where we take a sample of our target audience and probe for deeply held images associated with the primary benefit and the emotions they trigger. This is something psychologists call a search for schemata. We are looking for visual images that come to mind when people think about the benefit. This 'schemata' will reflect all of the key associations with the benefit in memory. Based upon an analysis of the images that are described, we ask the brand's creative team to come up with pictures or illustrations they feel reflect the images people are describing. These images are then tested to see how well they elicit the primary benefit and corresponding nondeclarative memory.

What we are looking for in this exercise is the 'gist' or general characteristics of the images people have in mind so that creative executions based upon these images will be recognized as reflecting the benefit. This *general* understanding of the image and its associations is what permits variation in executions, and thus campaign extendibility. It also helps us identify key visuals that will be *unique* to the brand. This is critical. Too often brand positionings are based upon 'ideal attributes' and as a result run the risk of leading to executions that are too similar to other brands and are executed in culturally stereotypical ways, to say nothing of eliciting the wrong emotional memories”.

Appendix 4: Local Phone numbers of useful contacts

Voluntary Play at Barton Hill – cheerleading works well. Ring Nicky Henman 903 9873

Knowle West Netball for mums works well – For more information Julie Milkins 903 9766 – inspirational leaders are very important

One local success story involves Tracey Bedford 07795 446115 who runs the Angels Dance Academy in Knowle West – she is a local herself and set up this academy herself.

Walking Buses and Bikeability/Bike It ring Frances on 922 4464

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