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Applying the theory of social marketing for environmental campaign:
Fostering waste separation and recycling in the city of Altea by increasing environmental awareness and influencing behavioural change.

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This paper is a research performed for finding solutions to increase the amount of waste separation and recycling in the city of Altea. The paper presents the main characteristics that differentiate social marketing from the traditional business marketing most important being the attributes of the product and its cost. They are presented the among the relevant theories for understanding what social marketing is. The implementation of the theory is supported by reviewing relevant literature and demonstrating case studies.

Social marketing is more than advertising. As in business marketing, the best result requires the consistent use of the whole marketing mix. The process starts by indicating the target audience and the barriers they face for performing the desired behaviour. The benefits of the behaviour have to be highlighted in contrast to costs. The message has to be developed to be personal, easy to understand and remember and it has to clearly state what is expected from the audience. Among various tools, the most powerful tool in increasing the motivation of the people was noticed to be to generate involvement and empowering the people in the target audience.

The paper works as an overview of the problems and solutions. Lack of deep primary and secondary research prevented the development of a proper and extensive marketing plan.

Keywords	Social, Marketing, Behaviour, Campaign, Waste, Recycling, Spain, Altea

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1 Introduction

The world is constantly developing awareness about the environmental problems that we are facing and what we are going to face in the future. More and more quarters are starting to interfere with these problems and want to "make a difference". The idea of using marketing techniques to inform and influence the crowds in regard of social matters is not new but it is not recognized as important part of the process that it is for example in the business world.

Marketing, as it is understood from the business use, is seen often as too aggressive and provocative to be adequate for pleading for social matters. This divides opinions in the world of social cause promoters. Some stand behind this view but some understand that even the marketing might be harsh in the business world it does not mean that it could not be modified to fit the purpose of social causes.

Social campaigns can be concluded on different scales of reach – from worldwide all the way to targets as of small communities (why not even individuals). The bigger the target is the more differences there are in the perceptions and values of the audience. Thus it would make sense to narrow the audience into a community that share something in common. For environmental causes natural concerns that people share is their living area and the activities they perform outdoors. This is how the inhabitants of Altea were taken as the rough definition of the target audience.

The reason why Altea was chosen as the community to be analysed was based on the current residency of the author. He had lived in Altea already for half a year and had noticed that the level of waste separation and recycling was surprisingly low compared to the possibilities the inhabitants were provided with and what could have been expected from the relation they had to the environment. In his opinion the potential for increasing the recycling existed. The inhabitants were in the need of motivation and recognition to increase the volume of recycling.

The author was given a negative reply to his request for aid in the research from the town hall of Altea. By the reason of the town hall of Altea being unable to support and

help the author in the form of deeper knowledge and statistics (apart from those of public access) the research was not able to lead into as specific results as it could have with proper secondary and primary research. Thus the purpose of the paper is to present effective ways to perform social marketing and to highlight the differences in the nature that social marketing has in the relation to business marketing. It will inspect what are the most common barriers that are faced for environmental campaigns and how to target the campaigns. It is to be used as an overview to present the recycling situation in Altea and what are possible solutions by the means of social marketing. For this purposes it uses well-known marketing theories, influential literature about social marketing and case study examples of existing campaigns where marketing has been used to promote social causes.

2   Social Marketing

2.1   Literature

The author started the research process by selecting adequate literature for the purpose of the project. A logical approach to the subject was to review the theory about the topic. At the starting point of the research it was realized that there was notably less published work about the topic than what was presumed. Only few books that were solely about social marketing were published. The author faced problems getting access to relevant material as the public libraries in the area could not provide literature about the subject. Eventually he was able to get few relevant books from the library of the University of Alicante.

The work of Kotler and Andreasen provided the principles of the subject as well as explained the differentiating characteristics to the traditional business marketing. The collection of Parsons, Maclaran and Tadajewski provided insight to the early stages of the development of social marketing as a separate concept. The collection provides various significant articles that have influenced the development of the social marketing.

For the practical literature the author chose the book from Lee and Kotler, which demonstrates how the theory is applied in action and is clearly more of an guide book than a theoretical work. Case studies were then included to the project to test and prove these functionality of their statements.

2.2   What is social marketing?

According to Kotler and Andreasen (1991: 122) the aim behind of any kind of marketing is to influence behaviour. "Some nonprofit marketers may think they are in the "business" of changing ideas, but it can legitimately be asked why they should bother if such changes do not lead to action". They add that in some cases it is necessary to change ideas and thoughts first, but this should be supporting the final goal of influencing behaviour. "Social marketing is the use of marketing principles and

techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole. Its intent is to improve the quality of life." (Lee and Kotler 2007). In other words, social marketing is using the same marketing tools as for selling goods or services to influence change in people's behaviour in relation to some social problem.

The concept of social marketing started in the late 1960s when interest for applying marketing concepts and techniques outside of business environment was developed. (Webster 1975: 19). The techniques were trailed in non-profit and non-business environments for various social campaigns. The first groundbreaking research for social marketing was performed by Kotler and Zaltman in 1971. It roused the interest of various other marketing researchers. (Hensel & Dubinsky 1985: 27). At first the idea of applying business marketing concepts to non-commercial environment was regarded as bringing the evil and greedy mind-set of businesses into the unselfish world of social action programs. "At the time, it is poorly understood and often viewed suspiciously by many behavioural scientists" (Kotler and Zaltman 1971: 4).

Nowadays the social marketing has become more accepted in the non-business sector as the effectiveness of the systematic approach of marketing in promoting social causes has been proven to be successful as it is in business sector. As in many cases of "traditional marketing" where the word "marketing" is confused with advertising, the same happens with social marketing. Social marketing is not only advertising or promotion, sending messages through mass media, but applying various marketing techniques and concepts such as the four P's (or marketing mix) of McCarthy, SWOT analyses, Maslow's hierarchy of needs, target marketing, marketing channels, process evaluation etc. "At fault to a large extent is the tendency of social campaigners to assign advertising the primary, if not the exclusive role in accomplishing their social objectives. This ignores the marketing truism that a given marketing objective requires the coordination of the promotional mix with the goods and services mix and with distribution mix." (Kotler and Zaltman 1971: 6). Naturally these concepts have to be modified to fit the purpose of social marketing. Main difference between business marketing and social marketing are the objectives of the marketer and his or her organization. (Kotler and Andreasen 1991: 404). In business marketing the objectives are to benefit the organization. The purpose of social marketing is to benefit the target

market and society in general. This said, it has to be clarified that social marketing can be involved in operations with sales and profit. If the organization is not a public organization it needs to collect the monetary resources for its operations by sales campaigns, donations or other type of funding. What separates a non-business organisation from a business organisation and social marketing from business marketing is the ultimate goal, not separate, temporary actions. (Kotler and Andreasen 1991: 405).

2.3   Modifying marketing theory and concepts for social marketing

In many cases the techniques of business marketing can be applied to social marketing but because of their different natures some modifications are needed. Crucial point of social marketing, which has to be taken into account in every aspect of planning the marketing plan, is the customer-oriented approach (Figure 1.). Instead of developing the marketing mix around the product you offer, one starts the process from by viewing the needs and wants of the customers and adjusting their offering to fit the market.

Product centric focus   Customer centric focus

Product   Product
Pricing   Pricing
Distribution/Channel   Distribution/Channel
Communication   Communication
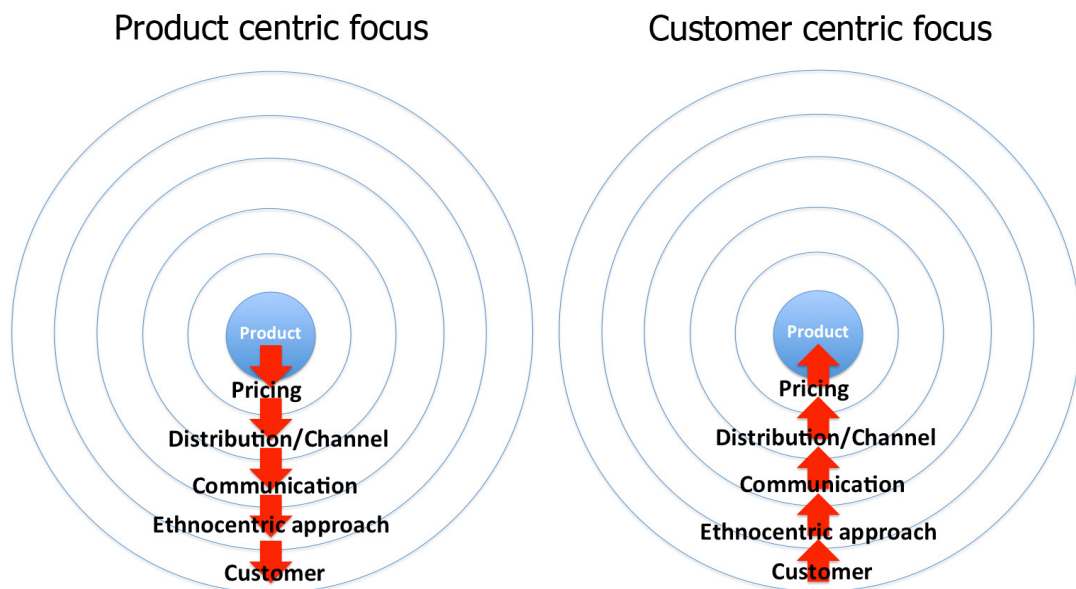Ethnocentric approach   Ethnocentric approach
Customer   Customer

Figure 1. Product centric focus and Customer centric focus (Kotek 2010).

Alike, the commercial marketing has been moving away from the product-oriented marketing already for sometime, and is moving towards the customer-oriented mind-set. The attributes of social marketing e.g. the unique definitions of product and competition, account for the emphasis of the customer focus. In the following sub chapters the author will present the three main concepts of marketing that in his opinion make the biggest difference of business and social marketing – Product, Exchange and Competition.

2.3.1   Concept 1: Product

In business marketing the behaviour influenced by the marketing would be action to buy the good or service. In social campaigns the "product" that is being tried to "sell" is not a real, tangible product or service of any kind. The product of social marketing is the desired behaviour itself, which the marketing should aim to bring about - a change in the behaviour of the target audience. The behaviour change should evoke actions, which are meant to benefit the targeted person, another person or group of people, the community or society at large.

As one can notice, the product concept differs significantly from that of the business marketing. This does not mean that the marketing techniques could not be applied to social marketing but they do need adjusting. Out of the four P's of the marketing mix, the Product is the one that need the most reconsidering and adjustment when applied into social marketing. Previously was mentioned that the customer oriented marketing, instead of product oriented marketing, is crucial for success. Unlike in most of the cases in business marketing, in social marketing it is not possible to adjust the product to fit better the taste of the market. In fact, the product can often be very undesirable and troublesome in the eyes of the target audience since the personal benefits can be hard to see at least in short term. It is the job of the social marketer to present or "package" the product, the behaviour, to make it appealing and doable. This is one of the major obstacles that a social marketer has to overcome to create a successful marketing campaign.

In business marketing the target audience, the market, is defined by people's wants and needs and the task of the marketer is aiming to satisfy these wants and needs. A typical theory used for this purpose is Maslow's theory of needs (Figure 2.).
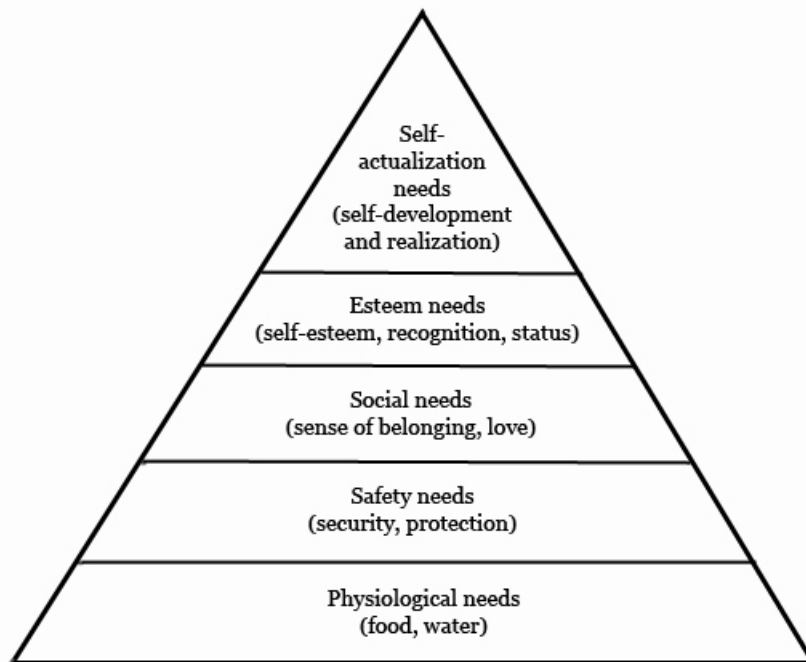

Figure 2. Maslow's theory of needs (Kotler and Andreasen 1991: 137).

According to the theory a person always acts to satisfy the lower needs before the higher needs and vice versa: only if the lower needs are satisfied will he or she seek to satisfy the higher needs. The marketer has to determine which needs are met by his or her product. In social marketing the product, behaviour change, is hardly ever recognized as a need or want by a person. It is again the task of the social marketer to position the product in a way that gets it "purchased".

The paradox with social marketing and Maslow's theory of needs is that the major part of the issues concerns the lowest part of the hierarchy but they are not seen that way. Issues like global warming fall upon safety- and physiological-, basic needs. The problem is that the issues are not positioned to these levels in minds of the people. They don't recognize them as personal and urgent threats for their safety. The most of the cases the people who seek to satisfy their Esteem- or Self-actualization needs are the ones who adopt the behaviour change of the campaigns. They are the ones who have a need to get recognition for their actions or fulfil their selves by unselfishly contributing to causes that they feel will help others. It was pointed out already by

Maslow himself that the theory is not always applicable but it can be used to make generic assumptions of behaviours. There are many examples where people have performed unselfish, self-actualising actions even they had un satisfied needs from the lower level of the hierarchy. (University of York, 2000).

2.3.2 Concept 2: Exchange

Another basic concept of marketing is exchange, a person purchasing a benefit for a certain cost. As stated earlier the aim of any kind of marketing is to influence behaviour and the targeted behaviour in business marketing was action to purchase the good or service. In other words, exchange of money and the product. In social marketing the price-P of the marketing mix, the cost of the product, is not always monetary. Instead, the people can be asked to contribute their time or energy, give up old habits or pleasures or establish new habits (opportunity costs), as a cost for the product. (Lee and Kotler 2007) (Kotler and Zaltman 1971: 12).
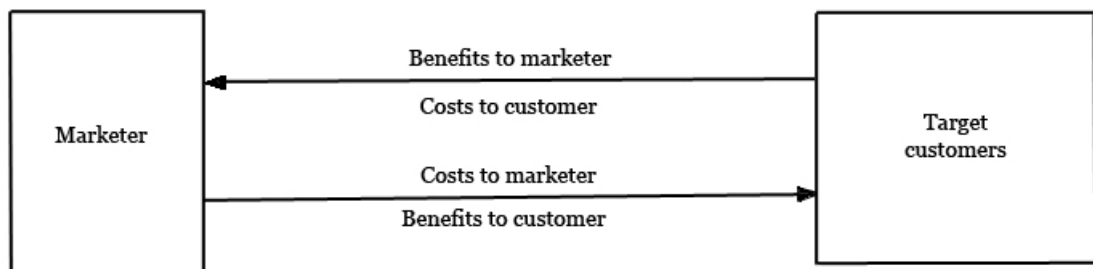

Figure 3. Simple model of exchange (Kotler and Andreasen 1991: 123).

These non-monetary attributes of cost are often less favourable for the "buyer", than those of monetary value. As the purchase decision is made based on the cots-benefit ratio the marketer has to be innovative in highlighting the benefits. Alternatively he or she has to develop effective ways to reduce the cost of the product. In social marketing this means that the marketer has to provide the target audience with solutions to decrease (even psychologically) the amount of required sacrifices and efforts to perform the desired behaviour. Helping by-products and services are good way to lower the barrier.

2.3.3 Concept 3: Competition

One of the main steps in creating a marketing plan is defining the competition. By defining the competition one defines the market. (Simcoe 2008). As the product of social campaign is a behaviour change, Lee and Kotler (2007) perceive the behaviour, which is preferred by the target audience, as competition.

> For physical activity, it may be working through lunch hour; for flossing teeth, it might be watching television; for putting a child in a car seat, it may be holding them in your lap; for using natural fertilizers, it may be a greener, weed-free lawn; for giving blood it may be going straight home from work to spend time with your family. (Lee and Kotler 2007)

For this reason it is important to identify the costs of the competing behaviour (e.g., road accidents leading to death when seat belt was not used, compared to when it was used). Next step is to identify the loss of benefits if rejecting behaviour promoted by the social campaign (e.g., reducing the risk of cancer by quitting smoking). Later Lee and Kotler (2007) provide an approach where one highlights the costs of the competing behaviour and reflecting them to the costs and benefits of the promoted behaviour helps to decrease the barrier for adopting the desired behaviour.

Kotler and Anreasen (1991: 128-131 and 406-411) have provided guidelines to determine how hard it is to convert the customer from the competing behaviour to the desired one. There are three factors that are used to determine this. The barrier for behaviour change depends on three qualities of the behaviour: If the desired behaviour is One-time behaviour or Continuing behaviour; Individual behaviour or Group behaviour and if the behaviour requires Low involvement of High involvement (Figure 4.) People are easier to convert if the desired behaviour is one-time, individual behaviour and has a low involvement and harder to convert if the desired behaviour is continuing, group behaviour and has high level of involvement.

One-Time Behavior	Low Incvolvement	High Involvement
Individual	Donating money to a charity Registering to vote Signing up for Medicaid	Donating blood
Group	Voting for a change in a state constitution	Voting out restrictive membership rules in a club
Continuig behaviour		
Individual	Not smoking in elevators	Stopping smoking or drug intake Practicing family planning
Group	Driving 55mph Driving on the right side off the road	Supporting the concept of an all-volunteer army

Figure 4. A taxonomy of social behaviour change programs (Kotler and Andreasen 1991: 407).

Important aspect of the power of the competing behaviour as well is if the desired behaviour is new to the customer or if he or she has performed the behaviour before. (Figure 5.)

Experience	Degree of Personal Involvement	
	High	**Low**
None	Extensive decision making	Extensive decision making
Some	Simplified decision making	No observable decision making
Much	Routinized decision making	No observable decision making

Figure 5. A taxonomy of consumer decision-making approach. (Kotler and Andreasen 1991: 132).

People have a higher barrier to perform the desired behaviour if they are unfamiliar with it. As a person gains more experience of performing the desired behaviour the decision to make it again becomes easier. This argument is supported with the stages of change model created by Prochaska and DiClimente in the early 1980s, which will be presented later in this paper.

3 Case studies

When planning social marketing campaign it is important to research examples of previous similar campaigns and point out the lessons learned and what has lead to the success of failure. The first important lesson that can be learned from the case studies used in this paper is that when the decision for making a social intervention is done, the individual or team planning to perform the campaign should get training about the theory and practices of social marketing and research. They have to understand how social marketing differs from business marketing, what kind of research methods are most effective ones and how social campaign is not only about advertising but using all the elements of the marketing mix. Summaries of the used case studies will be provided in the following section of this paper. It is recommended to read the full case studies to ensure more comprehensive understanding for the references along the paper. Online sources of the case studies can be found in the appendix.

3.1 Georgia uses step-by-step social marketing process

This case study provides a good guide how to do systematic market research to provide information about the target market for a social marketing campaign. In the beginning of 2004 the state representatives of Georgia and the county representatives of the Fulton County formed a work group to discuss about an intervention to the obesity of the tweens, caused by the lack of physical activity and the unhealthy eating habits. The work group decided to have training for social marketing and using what they had learned they followed a step-by-step process to realize a social marketing campaign.

They started by performing a small research to identify and describe the problem they wanted to interfere. Based on the results they continued by finding examples of similar campaigns and identifying roughly the target audience for the campaign. The research found out that the tweens were not performing enough physical activities on a daily basis and their snack choices didn't include enough healthy beverages or fruits or

Picture 1. Screen shot of the first page of the Georgia Case Study. (CDC 2009).

vegetables. They further described the problem and created objectives for the campaign, which were increasing the daily outdoor activities and consumption of healthy snack options. Next step was to make a market research about the target audience to find out about their behaviour and reasons for it, their knowledge about

healthier lifestyle and the barriers preventing them from behaving this way. They used focus groups to get deeper understanding and to provide information how to segment the target audience. The objectives were now redefined for the more specified target audience and for its different segments. The amount of physical activities for specified to one hour per day and they found out that the some of the tweens were not sure which snacks were healthy and which not and that many of them would like to eat fruits and vegetables but their parents were not buying them.

3.2   Check, Clean, Dry

This case study shows how the personal benefits of the target audience are effective motivators for getting them adopt the desired behaviour and how providing them with tools and help make the behaviour change easier.

In New Zealand, in 2004, The Ministry of Agriculture and Forestry's biosecurity communications team started developing a social marketing campaign to prevent a invasive fresh water algae called didymo. New Zealand consists of two main island, South Island and North Island. The didymo was discovered only from the South Island and they wanted to prevent it spreading to the North Island. They were researching the problem with objectives to stop the spreading of didymo and eradicate it. After the research they had found out that didymo could not be destroyed and stopped completely and the objectives of the campaign were modified to slow down the spreading especially between different waterways and to the North Island. It was also discovered that it can be spread with just a single drop of water. The techniques to prevent it from spreading check the equipment, that has been in contact with water from any visible didymo and removing it, cleaning the equipment with detergent, bleach or hot water and let the equipment dry at least 48 hours.

The campaign was then developed to get the people to do this every time they have been in contact with the water in the lakes and rivers. They selected their target groups. The high risk freshwater users were those who took part in water activities four or more times a year and were four main activities were pointed out to have the most high risk freshwater users: Fishermen, kayakers, jet boaters, weekend or

pleasure boaters. They also categorized secondary audiences from other outdoor sports.

Picture 2. Screen shot of the first page of the Check, Clean, Dry case study. (NSMC 2011).

After segmenting the freshwater users they conducted primary research to discover how close the audience was to the behaviour change and what factors are influencing the behaviour change and how can they be moved into the desired direction and differences between these factors in the South Island and the North Island. They identified two common barriers: First one was that didymo is a microscopic algae, which cannot be seen if it is not blooming. This made it hard for people to people to believe it was present and understand why it was important to Check, Clean, Dry every time they moved between waterways. Another barrier that was mentioned was to Check, Clean, Dry was time consuming and onerous.

For motivating the people the campaign was designed to point out what impacts the spread of didymo could have towards the activities they liked, showing what personal consequences it will have if it spreads more. They operated the campaign with a community-based approach that involved the persons and organizations that were connected to the high-risk freshwater users so that the campaign would become closer to the target audience. They provided resources, and giveaways and organize practical demonstrations to help overcoming the barriers for Check, Clean, Dry. As water activities are a important part of the tourism of New Zealand, the campaign was providing information for the tourists using channels common to the tourism industry.

As a result, a research conducted in October 2010 with successful outcomes: The spread has been slowed and it has not been reported in the North Island, 88 per cent of high risk freshwater users were able to identify the action they had to do to help stop the spread of didymo; of those people 71 per cent always and 21 per cent did sometimes Check, Clean, Dry; over 22 per cent of the respondents did Check, Clean, Dry more often than the previous year.

3.3   Community Learning and Action for Sustainable Living (CLASL)

Involvement and especially empowering are powerful tools for social marketing. The next case study shows how environmental sustainability was fostered by in four towns in United Kingdom using those two tools and creating a community to take care of the project.

The CLASL project was developed in 2005 by The World Wildlife Fund UK (WWF-UK) to enable local communities to define and work towards new patterns of sustainable living. It was set up to support the governmental Community Action 2020 – Together We Can programme, to find out how the behaviour change theory works in practice and how it could be implemented to sustainable lifestyle. They searched for already existing community groups, which did not have environmental or sustainable issues as their core purpose and which would be as different form each other as possible. These groups would become the "ambassadors" for the idea and practice of sustainable living in the communities. The project development was supported by four community groups in Surrey, south east coast of the United Kingdom. Each town; Reigate, Stoughton, Buckland and Cranleigh, had one community group. They were used for social learning for further developing the program while implementing it to these communities.

The objectives of the programme were as follow:
- "Develop an innovative methodology for defining and working towards sustainable living at a neighbourhood level in England"
- "Build the knowledge, capability and commitment of participants (residents and those working in local institutions) to increase sustainable living behaviours"
- "Embed the learning within the project community (the core group, steering group, community groups and national advisory group)"
- Influence relevant governance structures to ensure that barriers to sustainable "living are tackled and that appropriate long-term support is developed"
  (National Social Marketing Centre, 2011)

The project started by research of behavioural change theories and how to apply them on a community level. It turned out that that the lack of information is seldom a problem for fostering sustainability and that involvement and social learning are key motivators for behaviour change. It was pointed out that the most effective way to work with a group was to start from the level they were and develop their behaviour respecting their conditions and motivations. Next step was analysing the community groups with a mix of structured and more open data collection processes for benchmarking their attitudes and thoughts towards sustainable living and current

behaviours. The findings showed that the barriers for sustainable behaviour were the perception of lack of time, cost, understanding and knowhow. Time was also mentioned as a competition as the modern living creating so much pressure that it made it hard to live sustainably. Other community activities were determined as competition as well.

Picture 3. Screen shot of the first page of the CLASL case study. (NSMC 2011).

After the research, the development of the program was divided into seven stages:

1. Set up: Identify and engage community groups

   Developing trust and understanding with the groups to form a found basis for the project.

2. Levelling and motivation.

   Examining the skills and expectations of the groups. Creating common understanding within the groups and finding out motivating factors of the group members.

3. Understanding: Took knowledge from previous stages and developed this into deep understanding.

   Identifying the key sustainability issues that the groups are interested to work on and providing the groups with sources for knowledge and understanding the issues to be able to achieve outcomes.

4. Planning: Used gathered information to identify what the groups wanted to tackle, created a working plan and agreed specific activities (manageably spaced).

   Setting clear aims and objectives and starting the working process. Good to have some smaller, short-term projects in the beginning to achieve some "quick wins" to boost confidence. This is a good stage for the support worker to take a step back and let the groups take the reins and just continue providing advice when needed.

5. Action.

   Starting to perform the tasks that were planned for achieving the objectives. It is important for the support worker have a backseat role and let the groups run the activities. This lessens the risk for the group to cease to function after the supporting organization withdraws.

6. Reflection.

   The support worker explores with the group how the activities met environmental, social, economic and governmental objectives and what improvements could be made.

7. Exit.

   At this stage the groups should have the skills and knowledge and the confidence to tackle sustainability issues on their own. It is important to inform

the groups about the support timeframe already from the start of the project for them to be able to develop to become independent. Before the support organization makes it exit, it is good to help the groups to identify the strategies how they are going to continue without the external support.

In the end of the project the opinions of the groups about the programme was reviewed. The results pointed out three main strengths of the programme. First strength was the social benefits, learning and the confidence the group members felt they had gained. They had now met people and shared something together. They had learned a lot about the about sustainability and were more confident to talk about it to others. Second strength was the mutual support from working in groups. It helped the individuals to behave in more sustainable way when they knew they were not alone and had support from each other. Third strength was the empowerment of people. As they became the governing element of sustainable development it lead to stronger and probably longer-term behaviour change. The achievements that were mentioned were as follow:

- "The groups achieved tangible improvements in their individual and group behaviours and have influenced others"
- "Confidence and skills were developed among group members, especially in speaking to other groups. Individuals within the Reigate and Stoughton groups developed significant skills, particularly in public speaking and engagement"
- "Increased aspirations among group members, particularly wanting to do more to promote sustainable living"
- "Groups clearly articulated links between the small steps they could make personally and the major contribution these might make if everyone just did a little"
- "Group members particularly valued the personal support they were given by CLASL support workers"
(National Social Marketing Centre, 2011)

It is mentioned, that the developing a community group to a stage such as the ones in this case takes time and the problems that are wanted to be tackled might be quite urgent. The development also requires extensive resources the impact of the

programme is not extensive. It might work as an example around the community but might not lead to a deeper behaviour change and a wider policy and legislative change could be used to support the spread. An appropriate measurement is needed to successfully follow the development and value of the programme. Key issues for the successful CLASL programme is the effective support and resources to be able to get the groups into a stage where they can start working independently.

4 Social Marketing for fostering waste separation and recycling in Altea

The rest of the paper will be discussing how an effective social campaign could be run in Altea, pointing out different important factors in creating a successful social marketing campaign. Social marketing theory and the previously presented case studies from successful social marketing campaigns will be used to support the guidelines. The purpose is not to make a holistic marketing plan but to point out what attributes are required, what has to be taken into account when creating a social marketing campaign and what could be possible tools and solutions in the case of Altea.

4.1 Introduction to Altea

Altea is a small town in the northern part of the Alicante province of the county of Valencia. It is situated right in the Mediterranean coastline. The Spanish call this part of the cost line Costa Blanca Norte. In Altea they speak Castellano (commonly know as Spanish among foreigners) and Valenciano, which is a dialect spoken in the Valencian county. The population of Altea in 2011 was 24.056 registered inhabitants. (Spanish Statistical Institute 2012).

Picture 4. The amount of foreign inhabitants in Altea. A screen shot taken from the town hall website. (Altea town hall 2012).

Approximately one third of the inhabitants are foreigner. (Town hall of Altea 2012). This number covers only registered, permanent inhabitants, which presents the truth quite realistic on the wintertime but during the summer the population increases significantly. During the high seasons a lot of Spaniards come there to spend their summer holidays and tourists fill the streets of Altea.

The main source of lively hood in Altea, like almost everywhere in the Mediterranean coast, is tourism. There are over 140 restaurants, bars and cafés in Altea and they form the biggest sector of the local business. In many respects they produce waste similar to regular households. Similar methods could be used for providing recycling services for these businesses and private households. This is why the author considers that the restaurants, bars and cafés should be included as a target audience in the campaign.

The Altean's are proud of surrounding nature they have. There are a group of people who call themselves Independent Citizens of Altea (Ciudadanos Independientes por Altea or CIPAL) who consider environmental protection as one of their main objectives. (CIPAL 2012).

Picture 5. A screen shot of CIPAL website (CIPAL 2012).

Once a year a fair called EcoAltea is organized to promote sustainable development and clean, renewable energy. Overall the people of Altea are quite well informed about the effects that careless waste disposal has to the nature. These values and events should be taken advantage of and the campaign should be build around them.

4.2   Current situation of waste separation and recycling in Altea

The author has been living in Altea for eight months starting from September 2011. He has been paying attention on the recycling habits of the inhabitants and the recycling system the town hall provides. He considers that Altea has great potential for fostering waste separation and recycling. The residents are well informed and considerate towards to environmental issues.

Recycling is clearly encouraged in Altea. The town hall has taken initiative in providing recycling stations in which there are bins for separating plastic, metal, glass, paper and domestic oil. There are two recycling stations for CD's and DVD's and six stations for battery recycling and over 20 collaborative businesses where one can leave their used batteries. Nevertheless there are no separate bins for bio waste. Since most of the households in Altea don't have a private yard for composters all the bio waste goes with the not separated waste. On the website of the town hall one can find information about the provided recycling systems and running environmental projects for example the United Nations' Agenda 21, which is a action plan for human impacts on the environment.

Picture 6. Screenshot from the environmental (Medio Ambiente) section of the website of Altea town hall. (Altea town hall 2012).

Problem is that these projects and the activities of the town hall are not seen out in the public. The projects that are seen are organized by individuals or the groups like CIPAL but it is important for the people to know that the behaviour is supported by the head of the town and that they are motivated to help. What is needed is publicity about the running projects and involving people in them.

4.3   SWOT analysis

Before starting to adapt the information, learned form the theory and case studies, the author provides a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis that he has made of Altea in relation to the waste separation and recycling issue. (Figure 6.). SWOT analysis is a well-known marketing and management tool that can be used for analysing numerous things and fits well to map the characteristics of a presumed

target audience. The origin of the SWOT analysis is not unanimously agreed but many say that it was invented by Albert Humphrey while he was performing a research project at Stanford University in the 1960s and 1970s. (Singh 2007: 117).
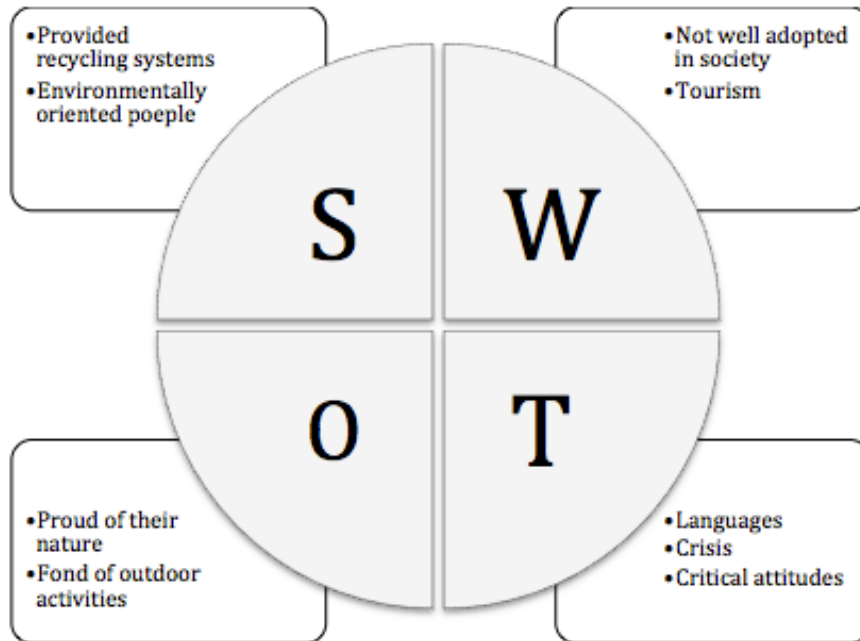
Figure 6. Author's SWOT analysis of Altea in relation to waste separation and recycling.

The main strength of Altea is that the idea to recycling is not new to them. The people have had time to try it if they wanted and they know that the systems for it are already provided. If the system was new there could be a bigger probability for opposition to it. Another strength that improves the odds for successful campaign is the existence of environmentally oriented people. They are likely to work as voluntary promoters for the campaign.

A first weakness that was pointed out is the adaptation of the idea of sustainability on the whole country level, compared to for example Nordic Countries and other most environmentally sustainable European Countries (it is not from the weakest part of Europe either e.g. Belgium (see Figure 7.). (University of Yale, 2005a). The different indicators of the pentagons present the following attributes (simplified). For the Environmental Systems indicate the situation of the management of terrestrial, atmospheric and aquatic systems e.g. management of cultivation and forestry, air and water quality and biodiversity. The Stresses that are being tried to reduce are for

example water and air pollution, water consumption, waste production and other pressures for the ecosystem and environment. Human Vulnerability measures food and economic security and dangers caused by natural disasters or diseases caused by poor environmental conditions. Social and Institutional Capacity indicates the existing environmental governance, science and technology and the level of eco-efficiency and private sector responsiveness. The last indicator, Global Stewardship, measures the participation of international collaboration to reduce the problem and the negative contribution of the greenhouse gas emissions and other environmental pressures of the production and trade. (University of Yale, 2005b). Clearly Spain in general has a lot to improve considering the solicitude for the environment, which means that support from the governmental level cannot be taken for granted. The second weakness is the high volume of tourism, which covers a high amount of the population of Altea during the high seasons. They will need special targeting because of the language and the seasonal residency or short time visit.

Opportunities that were indicated are related to the relationship the Alteans have with the nature. They are very proud of the green nature they have (green compared to areas close by) and they are very fond of outdoor activities such as hiking and mountain biking. They know that the nature is important aspect for the tourism, their main business.

Possible threats that were recognized are the various different languages that should be used to reach all the population of Altea. Valenciano and Castellano are the languages (although Valenciano is officially a dialect) spoken by the local Spaniards. Those who are originally from the Valencian county most probably can speak both languages but many of them are proud of the Valencian dialect. Those who are originally from outside of the Valencian county speak Castellano and some also a dialect from their region. They are probably able to understand simple messages in Valenciano but it would be hard for them to participate for example in events, which were carried out in Valenciano. Third group are the tourists of which majority speak only very little Castellano and manage their daily operations with English. This variety of languages could be a threat for harmonizing the message of the campaign. What the author has noticed during his stay in Altea (can be applied to other regions of Spain as well) is that the current economic crisis has taken the competence of people

to push them selves to perform "ambitious" tasks. Many use the crisis as an excuse not to do something since they either cannot afford it or it is not possible in some other way, even if the issue was not related to the effects of the economic crisis in any way. As explained earlier in the theory section of the paper using Maslow's theory of need, the concern for environmental issues is reduced by the lower level needs caused by the crisis e.g. financial problems and unemployment. Third possible threat is the critical attitude that could be faced when asking them to do something where it is hard to see the personal benefits, which again relates to the current situation and to the Maslow's hierarchy of needs.
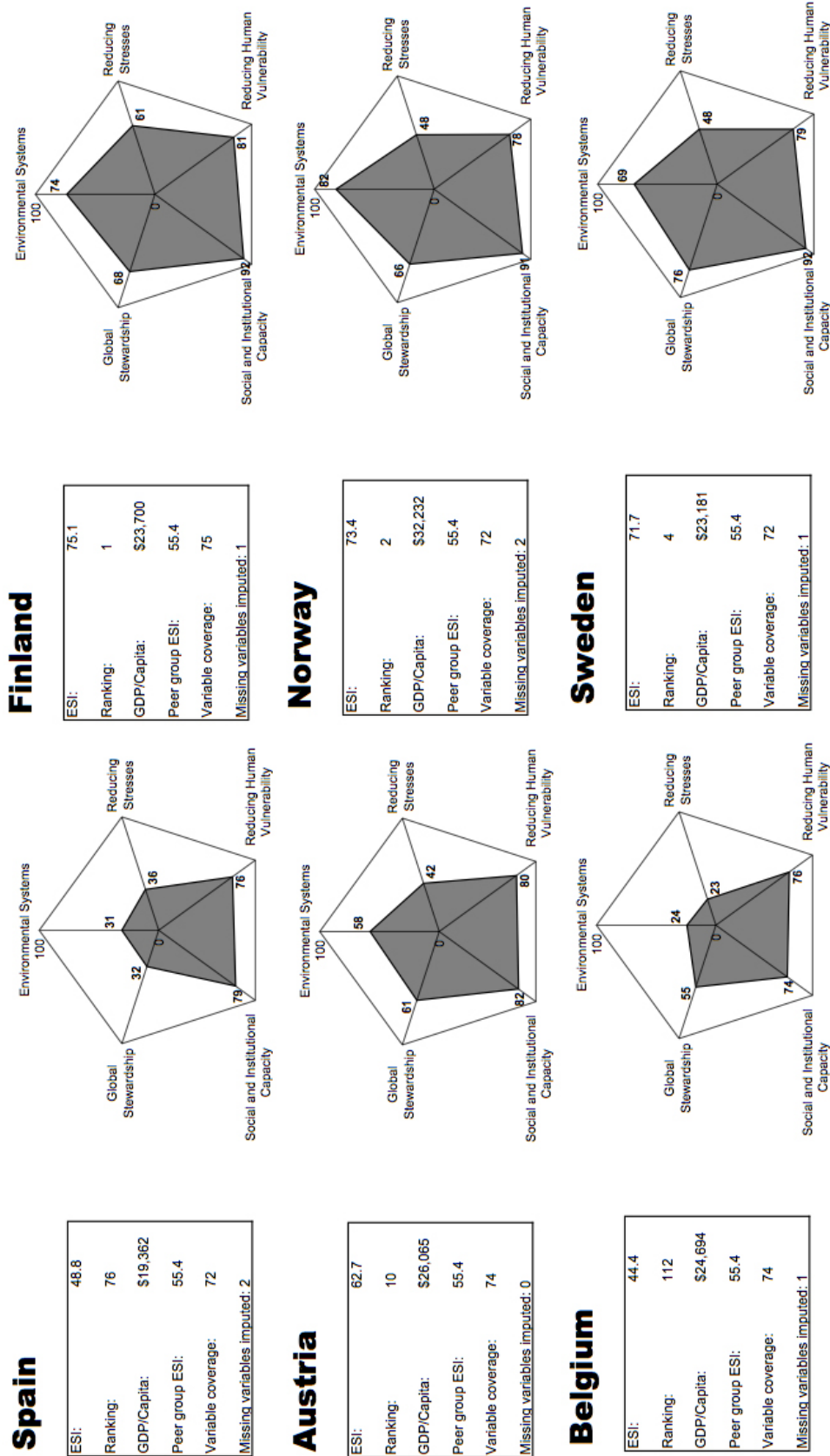
Figure 7. Environmental Sustainability Index of University of Yale 2005. The related figures arranged together by Ilkka Puumala.

4.4   Steps for creating information needed for the campaign

This section will present the information gathering process and provide steps for the market research that is needed to ensure that the marketer has all the required information about the problem and the target audience to be able to create a successful campaign. The steps are adopted from the Georgia case study, which is presented in the case study section of this paper.

4.4.1   Defining the problem

A social marketing project always starts by defining the problem clearly to define competition, provide a limit for the campaign and to help to stay in the motif. The problem should be described as precisely as possible first subjectively to range the research and then specify more after research. One should also define who are the parties and what are the behaviours contributing to the problem. The problem and the parties and behaviours will be specified further after the research steps.

As in the case study of obese tweens in Georgia, the stated problem was specified to be not simply "obesity" but the lack of physical activities and unhealthy snacks on daily basis. In the same way the problem in Altea is not the lack of separation of the waste but the alternative, competing behaviours that cause it. Later in the case study, when they performed research on the target groups and they learned that the problem causing the insufficient amount of physical activities was that many of the tweens were embarrassed of not being good enough in sports. The problem of unhealthy snacks was caused by confusion about what was healthy and what not and that many of the tweens would like to eat more fruits and vegetables but their parents didn't buy them.

It is important to define the problem precisely and clearly since the further definitions of the barriers and competing behaviours, the target groups, and the objectives of the campaign are based on it. If the problem would be that people are indifferent about the effects of wasting the campaign should be used to provide information and convince the people to look after the environment and that way influence action. On the other hand if the problem was described to be the lack of knowledge about recycling the campaign should provide information about the recycling process and

provide them with tools to make the recycling easier. If they are pre recycling as time consuming or requiring a lot of effort the campaign should demonstrate how it can be fast and effortless.

4.4.2 Define target audience

Naturally, to know what the barriers and competing behaviours are, a research on the waste treatment of the inhabitants is needed. Before this, it is important to identify different groups of who are contributing to the problem so that the research can be targeted correctly. One can have some idea based on the performed research to describe the problem.

In the Georgia case study the tweens were selected as a target group from the beginning. This was a broad definition of the target audience but as they started the research to find out the reasons for the problem they were able to point out some secondary target audiences for example their parents and teachers in their schools.

In Altea the rough definition of the target audiences for the recycling campaign could be the inhabitants of the town, families and people who live alone; and restaurants, bars and cafés; other businesses and public offices. Most likely a research would show that there are some target groups that will benefit more from a social marketing campaign than others and the target audience will be specified.

4.4.3 Conduct research

The purpose of the research is to find out the barriers and competing behaviours of the target audiences. How do they see the problem and how are they reflecting to it. The researcher should also provide information about the benefits that the target audience is able to see. This way the campaign can emphasize these benefits and introduce the audience to those benefits, which they were not able to see. The research should also be used to point out how high the barriers are and how close the target audience is to changing the behaviour. In some cases it will make more sense to target those who are closer to making a change in their behaviour than those who

barely even recognize the problem, mainly because these groups require much less persuasion to change their behaviour. Advancing by getting the easiest converting part of the audience first and using them as trendsetters and create peer pressure for those who need more persuasion. In the early 1980s Prochaska and DiClimente have developed a model called Stages of Change that was modified by Alan Andreasen by reducing the stages from five to four. (Lee and Kotler 2007). The stages are the following:

- Precontemplation: The person does not admit there is a problem and has no intention to change his or her behaviour
- Contemplation: The person has noticed that there is a problem that requires change in behaviour and has considered changing his or her behaviour
- Preparation/Action: The person has made the decision to change his or her behaviour and might have even performed the new behaviour but it is not done one a regular basis
- Maintenance: The person has taken the desired behaviour as a habit but might struggle with relapses

In the case of fostering waste separation, to be able to segment the audience based on the stages of change and to define the barriers that need to be defeated, it is important to investigate the daily activities and to canvass the opinions and knowledge of the audience about recycling and waste separation and its effects. The people on the later stages of the model need mostly instructions and recognition for performing the desired behaviour. As mentioned in earlier in the theory part of this paper the people who most likely are pro-recyclers are those who situate higher on the model of Maslow's hierarchy of needs. Recycling and waste separation is often perceived as unselfish action, acting for common good, thus the people who are higher on the hierarchy of needs are more likely to be placed on the latter stages of the stages of change model. Again the theory is good for making generic assumptions.

Research methods are same as in any market research: questionnaires, focus groups, experts etc. And as in any research it is important to be objective, use enough time for the research and keep the objectives in mind to gather information that is useful for the campaign.

4.4.4 Develop initial decisions based on research data

The problem should be described further based on the barriers and competing behaviours that the target audience has indicated in the research. Like mentioned in the first step of defining the problem, in the Georgia case study the problem was later redefined that the children did not know what snacks were healthy or their parents didn't buy them healthy snacks. As well, they were ashamed to join physical activities because of their poor skills. To interfere with the problem it is important to know the reasons for the problem. An example of the importance to indicate the reasons can be found similar case of young people being ashamed to join physical activities is mentioned in an article Fit to fat: How Finland did it. (The Guardian 2005). In the 1970s the Finnish population had major problems with overweight and health in general. One of the problems mentioned was that a large part of the Finnish youth was dropping out of sports - mostly those who needed it the most. The reason was the competitive nature of the sports. When the competitive nature was removed by stopping to count the goals and not promoting victory the embarrassment of lack of skills was reduced and more of those less talented were willing to join the games.

The data should provide information about the barriers for waste separation and recycling. Then the project team should develop ways to overcome or reduce the barriers like in the example of the example of Finland mentioned above.

4.4.5 Redefining the target audience

Normally after the research of the target groups is done one can distinguish clear segments inside the target audience. As explained earlier in the previous step for defining target audience can many times be more effective not to target the whole possible audience but only parts of it. Normally the research has pointed out a clear problem group that causes a major part of the problem. Alternatively there might be an easy adaptors group where the audience is in the contemplation or in the preparation/action stage of the change. This group could be converted easily to the new behaviour and used as a trendsetter.

The research can indicate some secondary audiences. Secondary audiences have strong influence on the behaviour the target audiences and thus it is important to take them into account in the persuasion process of the behaviour change. In the Georgia case they found out that the parents and peers are important secondary audiences and wanted to exclude school staff from it. This decision was made since school was not going to be used as a channel of communication.

At this point of the campaign in Altea, the target audience could be redefined to cover only inhabitants of Altea and hope that the individuals will take their new behaviour to the business sector. It could also be narrowed down to target only family households since they produce more waste than people who live alone or like mentioned to those who will be more likely to adopt the behaviour. Alternatively the target could be redefined to cover private households as well as the restaurants, bars and cafés since the waste they produce is similar. The barriers that were found might also divide the target into segments. Some might little knowledge about the recycling process and thus are not performing the behaviour. Some might be indifferent about the environmental issues and some might think that recycling is too time consuming for them or require a lot of effort. The solution will be defined by what is seen to lead to the most effective outcome. Possible secondary audiences that have strong influence on the targeted groups should be considered as well.

4.5   Creating the campaign

After the research process, the data that was collected and the knowledge about the target groups is to be used for setting the objectives for the campaign. What is needed to be done? What is the effect that the campaign should have? How to use the information about the barriers and the benefits recognized by the target audience? How to fight the competing behaviours? How to make it easier and more appealing to perform the preferred behaviour?

What can be learned from the case studies and the theory is that social marketing campaigns gain from different forms of cooperation. The more involvement the community and the public sector have and the more experts there are guiding and

brainstorming the better chance the campaign has to turn out successful. Public support is seen very important for the motivation of the people as well. For this reason the town hall of Altea should encourage the inhabitants more and put the on going projects more on display. Many times the favour of the public authorities is required to gain some financing for the campaign. Help from marketing professionals is recommended to increase the chance of successful campaign.

As presented in the Community Learning and Action for Sustainable Living (CLASL) case study, the possibility involve and empower of the local people should be exploited if it is possible by any means. This way they are more motivated to perform the behaviour. A similar type of community programme should be considered as part of the campaign in Altea.

4.5.1 Define the objectives

Defining the objectives starts once again from facing the problem. Now, based on the research, knowing the target audience better, the marketer should create objectives for the campaign. What does he or she want the campaign to lead to? The objectives should be clear and precise to have a clear target and to enable evaluation of the project. For example, in the Georgia case study the objective for the physical activity part was to increase the every tween's daily activities to one hour per day. Having and knowing clear objectives are important for the campaign. The target audience should have a clear idea what the marketer is expecting from them. In case someone is willing to change his or her behaviour it cannot be let to stumble because he or she in the end doesn't know exactly what is it that she is expected to do and why.

The objectives should also be related to the tastes of the target audience. This brings us again to the customer-oriented approach of marketing that was presented in the theory section of this paper and its relation to the problem of non-modifiable nature of the product. How to match the desired outcome of the marketing team and the tastes of the audience. The different qualities of the "price" were also introduced in the social marketing theory. As the product often is very little tempting, the competitive behaviours are very strong and the price can include other than monetary costs, it is important for the objectives to be adjusted according what can be expected from the

target audience. Exaggerated objectives easily cause the audience to back down before even trying to change the behaviour.

As the objectives should be given precise values, the objectives for the recycling in Altea could be based on the current relation between separated and not separated waste. Making an objective to what level the relation should be raised and communicate the target audience what they have to do to meet these objectives. How to match the objectives to the taste of the target audience naturally depends on the information that the research has provided.

4.5.2   The Message

An advantage that social marketing has compared to business marketing is that the previous campaigns are usually public and obtainable for everyone. The organizations that have ran a social marketing campaign and the marketing agencies helping them publish a lot of information about the background of the campaigns. There are a lot of inspiring social campaign messages open for public to take example of. (Lee and Kotler 2007)

According to Lee and Kotler (2007) one of the main, if not the most important, aspects of a social campaign is that the message has to be simple. The message is not supposed to be packed with information and to take a long time to get it delivered as the time of attention span is limited. Informative tools can be used in social marketing but the main message should be short. And the behaviours should be promoted one at ta time.

> "In this world of information and advertising clutter, you often have only a few moments to speak with your audience before they hang up, leave the room, turn the page, click the mouse, or switch the channel. A simple, clear, action-oriented message is the most likely to support your target market."
> (Lee and Kotler 2007)

The case study Check, Clean, Dry of the New Zealand Agriculture and Forestry is a great example how a simple, clear, action-oriented message works to best advantage.

It made clear to everyone what they were expected to do. This is especially beneficial when targeting the people who are ready to change.

Another character that helps messages to get through make the campaign memorable is using humour. Although one has to be careful as there are many situations where it is not considered as appropriate.

4.5.3 Tools and techniques

Lee and Kotler (2007) provide various useful tips and tools for achieving successful social marketing campaign. As mentioned through out the paper, it is important to know the barriers for the behaviour change. In the end the best way to make an argument is to predict the arguments of the counterparty and, if possible, disprove them. This is very important for the planning of the campaign message and the arguments supporting the behaviour change.

According to them, the campaign should be able to present the real benefits of the behaviour and emphasize the costs of the competing behaviour. That is easier in theory than in practise as the research for social causes can easily result to somewhat skewed results. This is because there are a lot of issues where only certain answers are socially accepted or ethical and target groups might have given faulty information in the research. Despite of this, performing some research is better than not performing research at all.

Lee and Kotler (2007) state that the campaign should try to highlight the near-term benefits as the benefits seen in the near future are seen to have more value than those, which take long time to be seen. Possible example of this could be that when you have more bins for waste at home you don't have to throw them out so often (this should be supported with concrete evidence) or that or that one would get some sort of recognition for recycling. Highlighting the costs of the competing behaviour was previously discussed in Exchange and Competition parts of the theory section. The target audience often knows the costs but presenting statistical facts may increase the impact.

As mentioned that the amount of bins will make it possible to take the waste out less often, providing by-products, in this case for example waste bins designed for each waste type, will help reduce the cost, the effort and to overcome that barrier of separating the waste. Especially if someone is just starting separating the waste it takes time to figure out which kind of waste go together. In Spain they have colour system at the separation stations (Picture 7.) and pictures to demonstrate the waste that belongs to which of the containers. Providing the inhabitants a set (or making it possible for them to acquire one) with same colours and pictures would make it easier for them to separate the waste the right way at home. In Spain consumer products often have stated in their labels under the recycling sign what colour the separation container meant for the product is (Picture 7.). Physical tools and help and advice are proved to be very useful in social marketing campaigns. The example of Check, Clean, Dry – case study shows that it will make it easier for people to perform the behaviour if there are products and tools designed to help them.

The promotion-P is the most similar to that of the business marketing. In social marketing all the forms of promotion: advertising, personal selling, publicity and sales promotion, are useful. The most commonly perceived picture of social marketing is just to do a lot of advertising and mass media communication. (Kotler and Zaltman 1971: 10). But as the in the most cases with social marketing the problem is not that people are not informed but persuasion, the other activities are often more effective. Advertising works well for increasing the coverage of the campaign and as a prompt for the audience who is already motivated to perform the behaviour. The bins designed for distributing to homes for waste separation could also work as a prompt or reminder about the behaviour and will support the idea of having a communication channel close to the point of decision.

Picture 7. The Spanish colour system and labels presented in consumer products to ease waste separation and recycling. (Ecologismo.com 2011)

The fourth P of the Marketing Mix, the Place, is very important part of a social campaign. As was mentioned, having clear objectives to communicate the desired behaviour to he audience was important for them to know what to do. Having well established distribution and response channels is equally important. "Motivated persons should know where to product can be obtained." (Kotler and Zaltman 1971: 12). In other words if a motivated person needs information, helping tools or service, he or she should know where to get it easily.

As mentioned in the beginning of the campaign creation section, the case study of the CLASL demonstrates how effective it is to involve people into the campaign. The communities were developing the environmental campaign them selves which raised the motivation for living sustainably substantially. Instead of telling people what to do, the campaign could include events where people can participate and get involved and empowered in the development of the campaign for example brainstorming possible ways to promote recycling. The involvement and empowering creates also positive peer support or even pressure to perform the desired behaviour.

Before finalizing and launching the campaign full on it is important to test the reactions and perceptions that it brings about in the audience and to find out if it results to

desired outcome. Previously was mentioned that it is important to state the objectives of the campaign with some concrete values. Failing to do that will cause problems in analysing the effectiveness and success of the designed campaign.

5 Conclusion

To conclude the paper it is good to provide a short summary of the topics and findings presented. These findings are guidelines and not a ready marketing plan for fostering the waste separation and recycling in Altea. The aim of the paper was to research effective tools for social marketing and point out crucial aspects that have a great effect to the outcome of the campaign.

What has to be mentioned as a starting pointer of the results of the paper is that the marketing methods that are commonly in use for commercial sector can be applied for social campaigns. To do so one needs to take into consideration the various attributes that differentiate social marketing from business marketing. Main differentiating element mentioned was the nature of product. As it is not anything tangible or close to any common service, but a behaviour change, it has to be presented in a different manner than commercial products or services. The different nature of the product result to differences in the definitions of exchange (costs and benefits) and competition. The whole planning process of the marketing plan has to be started by identifying the competing behaviour and the costs and benefits of and those of your desired behaviour. By defining the competition one defines the market. The aim of a social campaign is to change the behaviour by removing or decreasing the barriers. The possible barriers can be lack of knowledge about the problem or the sacrifices that has to be made to perform the action and the lack of motivators. One should try to beat these barriers by providing information about the problem, reducing the costs (effort needed, opportunity costs, time etc.) of the desired behaviour and highlighting its benefits.

Because of these special, more sensitive, nature of the different elements of social marketing the communication and contact towards the target audience has to be performed with more consideration. The marketing planning process has to be carried with a customer-oriented approach. As the product is often something your target market does not want or need (unlike in commercial marketing where you target exactly those who want or need your product) the campaign and its objectives need to be defined by the conditions of the target audience. The paper provides various elements for determining the target audience. Main ways to start segmenting the

target groups is by their relation for contributing to the problem (households, families, businesses, tourists etc.) and by the relation the groups have to the desired behaviour (Maslow's hierarchy of needs and the Stages of change model by Prochaska and DiClimente).

The messages should be transmitted in a way that is easy to remember, suggesting actions that are doable and that clearly state what is expected from the audience. If the message is complex or is asking too much from the audience the possibility of tuning out is likely. Good example of a powerful message was presented with the case study of Check, Clean, Dry where the whole campaign was based these three words that stated what was expected from the audience and that were repeated in all the material of the campaign.

What was discovered about starting a social marketing campaign? In the beginning one should view the previous campaigns similar to the planned one. Unlike commercial marketing plans, which are great secrets of the companies, social campaigns are often published to everyone's reach. The idea is to discover the lessons to be learned from past experiences like has been done with the case studies used in this paper. It is important to provide the team with consulting from a marketing professional, to further strengthen the prospect of successful campaign. Additionally the support of the public authorities is important because of financial support and because of easing general approval of the campaign by the audience. If by any means possible the campaigns should involve inhabitants of Altea and to get them working with the campaign in a formed community. The CLASL case study showed that the involvement and empowering of the people was found to be one of the most motivating tools that were used in the case studies that were presented.

These findings are usable for giving an overview about the situation in Altea and what is needed for improving it. The research is lacking deeper primary and secondary research that could have been provided, as explained in the introduction, with the help of the town hall of Altea.

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7   Appendices

The online sources of the case studies used in the research. The author of this paper is able to provide a physical copy of the case studies if needed.

Appendix 1: Georgia uses step-by-step social marketing process.

CDC - Centers for Disease Control and Prevention –web page, Case studies –section:
http://www.cdc.gov/nccdphp/DNPAO/socialmarketing/pdf/Georgia_0906.pdf

Appendix 2: Check, Clean, Dry.

The National Social Marketing Centre –web page, Showcase –section:
http://www.thensmc.com/resources/showcase/community-learning-and-action-sustainable-living-clasl

Appendix 3: Community Learning and Action for Sustainable Living (CLASL).

The National Social Marketing Centre –web page, Showcase- section:
http://www.thensmc.com/resources/showcase/check-clean-dry