



**BRANDON  
UNIVERSITY**  
Founded 1899

RURAL DEVELOPMENT INSTITUTE



# AGGP Social Marketing Interactive Workshop

Friday November 22, 2013

10:00am – 2:30pm

Louis Riel Dining Room, Brandon University

## **Rural Development Institute, Brandon University**

Brandon University established the Rural Development Institute in 1989 as an academic research centre and a leading source of information on issues affecting rural communities in Western Canada and elsewhere.

RDI functions as a not-for-profit research and development organization designed to promote, facilitate, coordinate, initiate and conduct multi-disciplinary academic and applied research on rural issues. The Institute provides an interface between academic research efforts and the community by acting as a conduit of rural research information and by facilitating community involvement in rural development. RDI projects are characterized by cooperative and collaborative efforts of multi-stakeholders.

The Institute has diverse research affiliations, and multiple community and government linkages related to its rural development mandate. RDI disseminates information to a variety of constituents and stakeholders and makes research information and results widely available to the public either in printed form or by means of public lectures, seminars, workshops and conferences.

For more information, please visit [www.brandonu.ca/rdi](http://www.brandonu.ca/rdi).



This workshop was part of the Demonstration and Investigation into Livestock System Adoption Project (funded by the Agricultural Greenhouse Gases Program (AAGP) of Agriculture and Agri-Food Canada). The “Cattle & Shelterbelts Social Marketing Workshop” brought together a group of interested stakeholders to brainstorm on possible ways to encourage the use and expansion of shelterbelt use in Manitoba.

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## 1 Participants

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### 1.1 Number of people invited:

Thirty one people were invited to participate in this interactive social marketing workshop.

### 1.2 People who attended

20 people participated in the workshop, 3 presenters, 4 from the rural development institute and 13 stakeholders, producers and representatives from government, associations and others; as listed below.

<b>Participants</b>	
Alfred Epp	Holistic Producer
Blair English	Agriculture and Agri-Food Canada
Colleen Cuvelier	Little SK River Conservation District
Doug Caldwell	Producer (demonstration site)
Jane Thornton	MAFRD - Forage & Pasture
Jason Hodson	Producer
Jewel Mazur	MAFRD - Agri Environment / Land use
Louise Bellet	M.Sc. Candidate - Agro-Ecology
Ramona Blyth	Producer & leader
Ryan Canart	Upper Assiniboine Conservation District
Shane Robins	MB Conservation District Association
Tod Wallace	MAFRD - Beef Production
Wanda McFadyen	Man. Forage + Grassland Association
<b>Presenters</b>	
Rajesh Manchanda	University of Manitoba
Hilary Friesen	ChangeMakers
Joel Voth	ChangeMakers
<b>RDI Team</b>	
Bill Ashton	Director
Gillian Richards	Research Assistant
Immaculate Nabisere	Research Assistant
Raymond Thomson	Research Assistant

## 2 Presentations

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### 2.1 Social Marketing – an Introduction

Rajesh V. Manchanda - Biography

***Professor of Marketing, I. H. Asper School of Business at University of Manitoba***

Raj's interest in sustainability and social marketing includes understanding issues pertaining to green marketing, sustainable living, and environmental issues – from a consumer and an organizational viewpoint. He has shared his expertise with various interest groups via presentations and seminars, and his research has appeared in leading journals such as the *Journal of Consumer Research*, *Journal of Consumer Psychology*, and *International Journal of Research in Marketing* etc. His teaching expertise focuses on the areas of sustainability and social marketing, advertising and promotions management, and consumer behaviour. In addition to his academic qualifications, he brings the experience of having worked at the Kellogg Company, the Procter and Gamble Company, and the J. Walter Thompson Advertising Agency. Raj received his Ph.D. (Marketing) and M.S. (Advertising) from the University of Illinois at Urbana-Champaign, and his MBA and B.Com from the University of Bombay. He has been at the University of Manitoba since 1997.

#### Presentation

##### **Introduction**

- Affecting social change targeted at the individual, and the community for the good of society.
- Social marketing could be a one-time campaign or repeated

##### **Understanding Social Marketing: Common Themes**

- Focuses on behaviours; systematic ; and influence target audience

##### **Understanding Social Marketing: Challenges**

- Voluntary, no one forces you to; learning can be an obstacle ; asking people to go out of their way; and not enough money- limited resources

##### **The Social Marketer's Role**

- Upstream social marketing influences those who are influencers and Midstream social marketing influences those closer to the target audience

##### **Steps in Social Marketing Process**

- Where are we today? Key background information.
- Who are we targeting? May not be obvious.

- What are the outcomes? Objective and goals?
- What are the barriers? Figure those out.
- How to reach target audience?
- Are we getting there? What worked and didn't? "Reduce the barriers and increase the benefits."

### **Keys to Success**

- Commitment is about Good Intentions that result in action. Example, Canadian Cancer Society Ribbon Campaign

### **Keys to Success - Commitment**

- Writing locks people into commitment, i.e., get them to write it down ; Active involvement; and People need to see tangible, concrete results

### **Keys to Success – Norms**

- The key is the frame used. It's about how you frame it.
- People want to fit in. For example, 75% of people did X. The more people are similar to us, the more we want to be like them.
- Finding the right group is also key.
- Make the norms noticeable. Ask farmers to put up signs to create awareness.
- Make it public. Get the norm out there.
- Community based social marketing takes personal contact to encourage people to buy in. This takes work.

### **Keys to Success - Removing/Reducing Barriers**

- First, what is it?
- Got to understand the barriers
- Sometimes it takes more than just financial incentives

### **Keys to Success - Target Markets**

- Start with early adopters; those who are more receptive

### **Social Marketing Resources**

- Community Based Social Marketing: Doug McKenzie Mohr, Social Marketing to Protect the Environment
- Social Marketing Services: Nancy Lee

## 2.2 Social Marketing – Case Study

### Joel Voth – Biography

#### ***Director of Marketing, ChangeMakers Inc***

Joel is a business management graduate with specialties in both commercial and social marketing. He won the University of Winnipeg and Chancellor's gold medals in Business and brings his vast knowledge and client service experience to life with ChangeMakers' private and public sector clients. A whiz at guiding internal and external communications, Joel also holds an in-depth understanding of the business case for social marketing and navigates client management and decision making structures with ease to win both stakeholder and shareholder approval and success.

### Hilary Friesen - Biography

#### ***Client and Strategic Services Manager, ChangeMakers Inc***

Hilary develops corporate and marketing strategy that has its feet firmly planted on the ground and its eyes on the horizon – just like this academic lady does! A skilled researcher and writer, Hilary distills research findings into user-friendly reports with compelling conclusions. She works with Board and staff to discover and unite their vision and goals, creating strategic plans that are as practical as they are visionary. Hilary cultivated her analytical and communications skills while earning a Bachelor of Arts (Honours) in English at University of Winnipeg and has since honed her talents with diverse clients in the public and private sectors. Though she's now a no-nonsense business gal (with a hidden drawer of self-penned unpublished stories), Hilary got her start as a carpenter's assistant at fly-in fishing and hunting lodges in Northern Manitoba.

#### [Presentation:](#)

#### **Introduction - Safe Work Manitoba Example**

- Workers Compensation and Work Place Health & Safety
- 12 year campaign

#### **Where did we start?**

- High rate of work place injuries
- Goal to create a culture of safe work

#### **Where are we today?**

- Work place injuries have decreased by 40%
- Website is a resource hub for the province

### **Target Audiences**

- Employers & Workers
- Youth

### **Target Behaviours**

- Environment where a worker can be safe
- All industries were targeted
- S.A.F.E.
- How did we get there?

### **Awareness**

- Work shouldn't hurt. Making this the norm.

### **Engagement**

- Everyone is responsible. Not just the responsibility of workers but everyone.

### **Awareness/Engagement**

- Became fused

### **Behaviour**

- Asked employers, and employees to speak up
- Encouraged champions

### **Change = Exchange**

- Create the situation where benefits outweigh the status quo

### **Measurement**

- Evaluation of the process
- Main measure is injury rate



## 3 Discussions

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### **THE FOLLOWING IS A TRANSCRIPTION OF THE NOTES AND THOUGHTS GATHERED IN THE AGGP SOCIAL MARKETING INTERACTIVE WORKSHOP**

#### 3.1 Background

*Summarize key background information leading to the development of this plan. (e.g., Increased Rates of Teen Pregnancies, Decreased Salmon Populations)*

- Loss of shelter belts as there is less 'need' for them.
- There is recognized benefits to shelter belts
- Alley- cropping increases productivity of crops
- Promotion and conservation of green space for environmental protection
- Shelter belts have more \$ benefits for livestock production than crop production

#### 3.2 Target Audience

*Describe the primary target audiences for your program/campaign in terms of size, problem incidence and severity, and relevant variables, including demographics, psychographics, geographics, behaviors, and/or stages (readiness for change):*

- New and Young producers
- Beef producers
- Crop producers
- Holistic management producers (environmentally conscious)

#### 3.3 Objective and Goal

##### **Behavior objective**

*What, very specifically, do you want to influence your target audience to do as a result of this campaign or project?*

- Adopt shelter belts and alley cropping
- Put shelter belts where none exist
- Maintain shelter belts that do exist

##### **Knowledge**

*Is there anything you need them to know, in order to act?*

- Saves money and time
- Better for environment
- Programs available to support new shelter belts
- Multi-functions, benefits of SB and AC
- Economic and lifestyle benefits

### **Beliefs objective**

*Is there anything you need them to believe, in order to act?*

- Producers are stewards of the land and community
- With alley cropping and shelter belts, I can have an impact on "big picture" community and environment

### **3.4 Barriers to Adopting Desired Behaviour (SB)**

*Make a list of barriers your audience may have to adopting the desired behavior. These may be physical, psychological, skills, knowledge, awareness, attitudes, and so on.*

- Perceived cost of having the shelterbelt
- Farmers do not have time to spend on planting trees for sb and it costs money
- Financial cost of implementation has increased
- maintenance (replanting) - cyclical
- Lack of knowledge/ understanding of alley-cropping and shelter belts
- Stewardship values are declining as family farms get folded into agri-business
- There is more incentive for grain farmers to add land acres because land productivity is key to providing profit

### **3.5 Benefits for adopting SB**

*What are the key benefits your target audience will be motivated by?*

- Increased margin
- saves time and money
- Healthier and happy cows
- Efficiency - easy management

### **3.6 Competition for S.B**

*What are the major competing alternative behaviors?*

- Land clearing
- Monoculture
- Economic benefit of straight grain

### **3.7 Costs Associated with Competition on land**

*What costs do your audiences associate with these behaviors?*

- Loose diversity
- Not environmentally sustainable - loss of carbon storage
- Visual cost - not as pretty
- Wildlife loss
- Loss of diversified income

### 3.8 Desired Positioning

Write a statement similar to the following, filling in the blanks (e.g. "We want [TARGET AUDIENCE] to see [DESIRED BEHAVIOR] as [DESCRIPTIVE PHRASE] and as more important and beneficial than [COMPETITION]").

***"We want younger beef producers to see integration of agro-forestry as beneficial to their business, community, and society and as more important and beneficial than a business dependent on a single revenue stream and a landscape lacking diversity and resilience."***

***"We want livestock and mixed producers to see shelterbelts and natural bush as (good for business), good for the land, and good for the community compared to the status-quo."***

### 3.9 Commitment - How do we get there?

*Commitments (written, public, groups, active involvement, participants' view of themselves)*

- Attend Meetings
- Become a member of a shelter belt organization
- Create a plan (environmental farm plan)
- Start small - make the goal achievable
- Target audience: movers and shakers - they are receptive holistic farmers across partnership
- Focus on not removing existing shelter belts

#### **Prompts**

*(noticeable, self-explanatory, close to the behavior)*

- Supplier side - equipment dealers
- Outdoor - billboards and private signs

#### **Norms**

*(make the norm noticeable, personal contact)*

- Farm tours
- Farmer to farmer
- Kids to farmer

#### **Incentives**

*(Including Non-monetary incentives)*

- Appreciation
- Rebate
- Bumper sticker
- Stewardship award
- Municipal and conservation district support
- Demand side - influence buyers to demand better environment

### 3.10 Messages - How do we get there?

*What key messages do you want your campaign to communicate to target audiences?*

- Good for business
- Good for land
- Good for community

#### **Messengers**

*Who will deliver the messages and/or be the perceived sponsor?*

- Farmers - early adopter
- Industry association
- Conservation organizations such as MB Habitat Heritage Corporation

#### **Channels**

*What communication channels will you use?*

- Twitter
- Ag-magazines
- Tours
- Industry/commodity channels – pubs

## **4 Follow-up Meeting**

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### 4.1 Meeting Details

A follow-up telephone-conference meeting was held on Thursday, December 12, 2013 between 10 and 11:00am. Attendees included the social marketing experts and representatives from the Rural Development Institute.

Social Marketing Experts: Raj Manchanda (U of M);

Joel Voth & Hilary Friesen (Changemakers)

Rural Development Institute: Bill Ashton, Gillian Richards, Immaculate Nabisere

### 4.2 Assessment of Workshop

- Consensus was that the workshop was a success, a useful exercise
- The structure of the workshop was good – though the schedule was ambitious in terms of time (a lot attempted in a short time)
- The work sheets were a useful tool
- It may have been better to discuss “research and background” as a large group and then split into groups for strategy discussions

- The interactive nature of the presentations and the workshop worked well
- Participants were engaged and interested in the social marketing information and very interested and passionate about shelterbelt use and conservation – a strong group of participants
- There was a challenge (for the social marketers) concerning the “language”, this social marketing project and audience is different from what usual projects

#### 4.3 Information Gathered from Group Discussion and Suggested Action

Information	Suggestion
Person-to-person or one-on-one contact more important with this target group than “normal”	Contacts should be systemized – need lists
The group struggled to identify “commitments” for the campaign	We need to distinguish between commitments for “leaders” and our final target audience
The group struggled to identify “prompts” for the campaign	Use of prompts may not be appropriate for this campaign – decisions to plant or take out shelterbelts are a one-time decision
The assembled group was strong and committed to shelterbelts and their use	A good start as a group of leaders
Strategy – need broad overall message	Good for business – good for land – good for community
Tactics – target audience - due to budget	Need to narrow target audience

#### 4.4 Next Steps for Social Marketing

- Remaining time on project is not sufficient to change behavior.
  - Aim should be to **build partnerships**, to work towards sustainability
  - Build on the “partners” we already have
    - Workshop participants
    - Other organizations that may want to partner
    - Video participants
  - Cross-sectorial partnerships –
    - Based on common interest
    - Bringing different parties together (already doing this) Ag – forestry – municipalities
    - Develop partnerships for support and incentives – Greening the landscape – TD, CN
- Plan
  - Need to establish goals and objectives BEFORE implementing
  - Need a full plan before approaching possible partners, e.g. TD bank, CN rail

- Changemakers would be available for consultation – help with overview of plan, building the proposal
- Options for getting the word out
  - Trade publications
  - Websites – AGGP + others
  - Use videos
  - Farm Tours – piggy-back on MAFRD or other events
    - Doug is a great ambassador
  - An “event”
  - SEE + LEARN + TOOLS – if do this well it will lead to behavioral change
- Target
  - Beef and mixed producers
  - Young producers
- Recruiting Partners
  - SHARED VALUES are paramount
    - Promote a value, not how it is done
  - PLUS the benefit “they” can get out of a partnership
  - Sustainable practices – this is the essence of both retaining SB, using them in cattle production and full blown alley-cropping
- Committee – if continue after grant, we would need one
  - Best to start small
  - Need to use people’s strengths
  - Have clear roles and decision making

## 5 Next Steps

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This workshop was part of the Demonstration and Investigation into Livestock System Adoption Project (funded by the Agricultural Greenhouse Gases Program (AAGP) of Agriculture and Agri-Food Canada). The “Cattle & Shelterbelts Social Marketing Workshop” brought together a group of interested stakeholders to brainstorm on possible ways to encourage the use and expansion of shelterbelt use in Manitoba.

A number of target audiences, strategies and tactics were suggested by the group. The next steps will involve further research and consultation to build on these recommendations to develop a plan to enable a campaign to be delivered over the 3 years following the completion of the AGGP project.

To deliver on this goal 3 major components are needed:

- A committed group of stakeholders to form a committee to guide the campaign
- A body of research and resources to inform and support the campaign
- Funding sources to support the campaign, to fund social marketing expertise, administration and expenses for experts and materials.

Previous research on will be augmented by 4 main research methods to inform and develop the social marketing framework for shelter belt use and retention by cattle producers.

- An internet, “Survey Monkey” survey will be developed to inform the strategy and tactics of a proposed social marketing campaign. This survey would target all Manitoba producers. In addition to demographic information, this would find barriers, opportunities, motivation and influencers for changes in behaviour and sources of information.
- A “semi-structured interview” survey of possible partners and leaders in the proposed social marketing plan will be conducted. Participants will include producers, government representatives, and associations and organizations. This survey will investigate: opinions on current shelterbelt use, barriers and opportunities, target audiences and suggested communication methods, level of interest and commitment, and availability of human and informational resources.
- Further resources and research on shelterbelt use in cattle production, and similar social marketing efforts will be collected, from a widened network of contacts outside Manitoba.
- Consultation with ChangeMakers, a company experience in developing similar social marketing campaigns, to develop and refine the communications plan.

This research will build towards a sustainability plan, including a social marketing communications plan and funders package. Together these will give a framework to establish a continuing program to promote the use and expansion of shelterbelts in Manitoba’s cattle industry.

## Appendix

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Information sheet on workshop: AGGP - Interactive Workshop Information

Agenda for workshop: AGGP - Interactive Workshop Agenda

Quick Reference: Community Based Social Marketing, Doug McKenzie-Mohr

Presentation: "Understanding Social Marketing" Raj Manchanda, Asper School of Business, University of Manitoba.

Presentation: "Safe Work" Social Marketing Case Study by Joel Voth & Hillary Freisen, ChangeMakers Inc.

Social Marketing Planning Worksheets: Shortened version for AGGP workshop (from Kotler and Lee 2008)

Social Marketing Planning Worksheets: Full version, provided by Raj Manchanda (from Kotler and Lee 2008)