



HOW TO CHANGE THE WORLD

A MANUAL FOR SOCIAL MARKETERS

USING INSIGHTING TO CHANGE SOCIAL BEHAVIOR
TO SOLVE SOCIAL PROBLEMS

DR. NED ROBERTO

THIS IS A DREAM-COME-TRUE BOOK FOR PEOPLE
COMMITTED TO SOCIAL RESPONSIBILITY.

DR. JAIME Z. GALVEZ TAN, MD, MPH
FORMER DEPARTMENT OF HEALTH SECRETARY

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The publisher offers discounts on this book when ordered in quantity for academic, corporate or special sales (ten copies or more). Contact our distributor at 851-0521, 23-25 or email CSM c/o Abner Lacson <abnerlacson@csm-publishing.com>

Also available as an ebook on Amazon Kindle

Publisher: Ardy Roberto (ardyroberto.com)
email: ardy@saltandlight.ph, ardy.roberto@gmail.com

Editor: Margie Espino

Cover Design: Timothy Diokno

Page Layout: Lyra Villarante

Published by
LifeCycle Press © 2012,
a division of Salt & Light Ventures, Inc.
www.SaltandLight.Asia

EAN 480652317165-6

“He who oppresses the poor shows contempt for their Maker,
but whoever is kind to the needy honors God.”

-Proverbs 14:31



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Dedication

To all the many “social marketers” who shared their stories and data for this book. And to Philip Kotler, my mentor, co-author and friend, who introduced me to the magic and power of social marketing to change the world.

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Acknowledgments

I am most grateful to all those “social marketers” to whom I’ve dedicated this book and who over the past so many years since my return to the country in 1975 shared their stories and data to give life and a touch of reality to this book. While I know that many of them do not particularly like my referring to them as “social marketers,” they are the true and tested practitioners of the social marketing discipline. They have made and can be proud to have made a memorable difference in the lives of so many of our society’s economically and socially challenged families and individuals.

I am also deeply indebted to all the country’s development, government, religious, business and educational leaders who agreed to read specific chapters of the book and then wrote supportive and, more importantly, critical reviews. These leaders include Tony Meloto, Dr. Ed Morato, Bro Eddie Villanueva, Dr. Mahar Mangahas, Dr. Marita Reyes, Jaime Zobel de Ayala, Tony Tan Caktiong, Felipe Alfonso, Vincent Fabella, Ernesto Garilao, Jimmy Galvez Tan, Atty. Rene Banez, Marissa Camacho, Mayan Quebral, Kenneth Hardigan-Go, Joel Rocamora, Edilberto de Jesus and Issa Baron. These readers’ thoughtful and engaging feedbacks contributed to the necessary revisions that sharpened and matured the book’s insights and viewpoints.

I was blessed to have had the editorial talent of Margie Quimpo-Espino who despite her health condition agreed to take on the critical task of editing this book and delivered on time. Margie applied her own experienced writing skills to every chapter of the book and in the process made the book’s many ideas and techniques readable and easy to understand.

As with my previous books, I owe a great deal of appreciation to my son, Ardy Roberto, who helped in all stages of this project including its final phase of printing and book release. Ardy never gave up on me and I believe he may finally be on his way to succeeding in "raising a good father." I also give my heartfelt thanks to Amy Reyes, Juliet Trapela, and Jeanette Ureta for providing the not-to-be-taken-for-granted but all important word processing assistance.

Finally, to my family including my six grandchildren, thank you for continuing to be my biggest source of support. Thank you for allowing me the space and time to work and persist on this project.

Ned Roberto
Makati City

Foreword

Dr. Ned Roberto brings Social Marketing to its very essence, which is understanding and insighting about social behavior in order to effect sustainable and ethical change. His message is clear. Start from where your intended beneficiaries are, and not from where the social marketer wants to be. He proceeds to elaborate on the importance of multi-level needs segmentation of beneficiaries in order to craft the right solution for the "social product," which is, actually, the desired behavioral change.

Pointedly, Dr. Ned poses two crucial questions: (1) Is the behavioral change sustainable, meaning will it be a significant and lasting one, and (2) Is the change ethical in terms of the social marketer's choice of interventions, and in terms of the undesirable consequences of the change. The very short term orientation of government and non-government agencies makes the first question a challenging one, while their lack of long term perspective makes the second question a very urgent one.

Dr. Ned shares his highly-engaging vignettes and humorously-human case studies to enliven his painlessly educative and practitioner-perfect book. After reading Dr. Ned's work, one stops wondering why very few so-called social marketers ever get it right the first time around, and why so many "sins" have been committed by well-intentioned advocates in the name of development.

Dr. Eduardo A. Morató, Jr.
Chairman
ABS-CBN Bayan Academy
for Social Entrepreneurship
& Human Resource Development

Preface

To a large extent, this book recounts my journey over the past 35 years as a social marketing practitioner, consultant, researcher and educator in the Philippines. I've not included my experience in social marketing practice, consulting, research, and training outside the country. I wanted this book to help my country and all those who are dedicating their years to improving the lives of others especially the extreme poor, the middle poor and the borderline poor. Those experiences of mine outside the Philippines are not necessary for the purpose. But I still want to take this occasion to refer to them as my own sources of inspiration and wisdom in the practice and teaching of social marketing.

When I returned to the Philippines in 1975, the government under Martial Law recruited and appointed me the following year as "National Social Marketing Director for the Distribution and Promotion of Contraceptives" starting with condoms. It was the Population Commission that was the government body running the country's family planning program. I was placed in the "private sector partner" of the Commission. That was the Population Center Foundation (PCF). I learned that directing my social marketing project via PCF would free me from the "red tapes" and budgetary constraints of the Commission. My term of office at PCF lasted three years from 1976 until the end of 1978. It was a period of quick and practical learning.

My PCF appointment was based on my having specialized in social marketing during my doctoral study at Northwestern University's Kellogg Graduate School Management in Evanston, Illinois. The government learned about my social marketing Ph.D. dissertation research and because the condom distribution

and promotion program was not taking off since its inception in 1970, my friends in the family planning circle nominated me for the "turn-around" job. In the practice of social marketing, I was throughout those three years a heavy user as well as a doer of survey research. It was during this period that I introduced into the condom program ethnographic research in order to insight and understand condom acceptor's purchase and usage behavior of condoms. I was a research doer for ethnographic research eager to apply my ethnographic research training at Northwestern University. It was also during this time that Rosie Chew, founder and president of Consumer Pulse (later acquired and renamed A.C. Nielsen Philippines), early on invited me to join her at Consumer Pulse after the end of my PCF contract.

My boss at PCF was the PCF President, Dr. Clipper Lorenzo. From Dr. Lorenzo, I learned to respect able and clear-sighted government officials and politicians. Afterwards, I came away convinced that in any country, we need politicians. They can do all sorts of "necessary" things that we ordinary mortals can't and often don't want or find it repulsive to do.

From the Executive Director of the Population Commission, the late Dr. Rafael Esmundo, I learned about "immersion," the need to be continually or at least be regularly in the field with one's ultimate stakeholders especially if they happen to be the poor. There is no better way to truly and deeply understand one's intended beneficiaries than by immersion.

At the start of 1979, I postponed my joining Rosie Chew of Consumer Pulse and instead accepted the invitation of ICOMP's Board of Directors to serve as its Executive Director. ICOMP stands for "International Council for the Management of Population Programmes." It was a creation of the United Nations Fund for Population Activities (UNFPA). A major responsibility of my ICOMP job was "to spread the gospel of the social marketing of condoms and other self-prescription contraceptives including the contraceptive pills and the foam in all ICOMP member countries in Asia, Latin America and Africa." This was from 1979 to 1982.

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Those were the years when I was heavy into the role of a social marketing consultant and educator. I tried to learn to how to skillfully play this role as quickly as I could and as efficiently as was possible.

Among many population leaders whose organizations were ICOMP members, there were two who stood out as my "valued mentors." The first was Dr. Raden Wasito who served in the 70s as the head of the Family Planning Board of East Java based in Surabaya. Dr. Wasito was a 1979 Ramon Magsaysay Awardee for Government Service. He was a tireless social entrepreneur and a creative social innovator.

When we were together in Bangladesh on an ICOMP mission to help in the Bangladesh Population Control program, I asked Dr. Wasito how his Surabaya family planning program won the UN award for the "best family planning program in the third world." Here's his fascinating story.

East Java was then an Indonesian province of 27 million. It was 95% Muslim and almost 50% were illiterate. Dr. Wasito's primary intended beneficiary segment for family planning was the extreme and rural poor women. His program's first family planning method for distribution was the contraceptive pill. His KAP (Knowledge, Attitude, Practice) survey showed that the major adoption problem was acceptor compliance with daily pill intake. Dr. Wasito went around to look for a cost-effective means for reminding the millions of pill acceptors. He wanted to ride on a communication vehicle that was part of any community's traditional means of daily "connecting." He found this in the Muslim practice of six o'clock prayer. At such a time, the mosque signaled by large and loud drum beatings the start of praying and by a certain rhythm the prayer itself. Dr. Wasito piggybacked his pill-taking reminder at the end of the drum beating prayer with an extension of drum beating that rhythmically said in three consecutive times: "Time-to-take-your pill. Time-to-take-your-pill. Time-to-take-your-pill!"