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**AN ANALYSIS OF THE SOCIAL MARKETING
OF PHYSICAL ACTIVITY PROMOTION:
THE COMPARATIVE CASE STUDY OF PARTICIPATION
AND FITNESS ONTARIO**

by

Alan J. McFarlane

A Thesis
submitted to the
Faculty of Graduate Studies and Research
through the Department of Kinesiology
in partial fulfillment of the requirements for the
Degree of Master of Human Kinetics
at the University of Windsor

Windsor, Ontario, Canada
1994



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ABSTRACT

AN ANALYSIS OF THE SOCIAL MARKETING OF PHYSICAL ACTIVITY PROMOTION: THE COMPARATIVE CASE STUDY OF PARTICIPACTION AND FITNESS ONTARIO

by Alan J. McFarlane

A comparative case study was undertaken to determine the market orientation and the level of sophistication in using marketing constructs within the ParticipACTION and Fitness Ontario organizations. Using a qualitative approach, data were collected from interviews of eight current and former staff members of the organizations, and from written documents and records. The data were analyzed with the use of Lori's (1991) plan and Wellington's (1994) case approach.

The results of the case study indicated that social marketing principles can be applied to organizations that sponsor the concept of physical activity, and in an effective manner as ParticipACTION demonstrated. Conversely, analysis of Fitness Ontario demonstrated that when engaging in the promotion of a physical activity, bureaucratic constraints can have a negative impact on the use of the aforementioned principles, and can contribute to marketing failure. An approach to using marketing principles for physical activity promoters was presented, with suggestions of certain success criteria. It was concluded that using marketing principles in social causes provides a better chance of successfully achieving objectives than failure to implement such principles.

DEDICATION

This thesis is dedicated to the memory of Dr. D. MacIntosh, professor of Physical and Health Education, Queen's University. Though I did not know him well, his fourth year introductory course in Sport Administration helped to push me on the path I eventually found myself on. His enthusiasm and exceptional knowledge in the physical education field will be greatly missed.

" We shall not cease from exploration and the end of
all our exploring will be to arrive where we started
and know the place for the first time"

- T.S. Eliot

ACKNOWLEDGEMENTS

I would like to express my gratitude to all those individuals who made this study possible. To Dr. Olafson, who introduced me to social marketing and all of its wonderful attributes, and who put faith in my abilities as a student; to Dr. Wellington, who gave me practical guidance into the realities of concept marketing, always keeping his door open to me; and to Dr. Boucher and Mr. Kisby for their expert advice and opinion.

Perhaps most of all, I would like to thank all of my friends and acquaintances who, through their support and friendship, have made my Windsor experience something I will never forget: Chris "Uwey" Uchacz, Wendy, Gert "Tower of Power" Pruijn, Rob, Joanne, Lisa, "Mister Bones", and of course Margot, my family, and Mr. and Mrs. Simn'ons, whose never-ending love assured me that I was never alone with the great task I had before me.

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CHAPTER 1

INTRODUCTION

Traditionally, the application of marketing principles and theory is used exclusively in the commercial or for-profit business area. Marketing is viewed as an important and essential activity of modern day organizations that helps to define human needs. Attention to the customer, or the degree of market orientation, is recognized as influencing success that an organization may achieve. (Peters and Waterman, 1982). The relationship between a customer-centred approach and marketing success is consistent with the contemporary philosophy of the marketing concept, which states that strategies must be based on defined consumer needs in order to deliver a set of desired benefits to a target market.

However, personnel in Public and Non-profit Organizations (P & NPO's) have become increasingly interested in marketing in the last twenty years. They have looked to the use of marketing because of the belief that if commercial marketing principles can successfully move merchandise, the same techniques can help satisfy the need for "social products" such as programs, concepts or ideas (Fine, 1990). This is called social marketing, a term first coined by Kotler and Zaltman in 1971.

Though social marketing is a fairly recent concept, it has been applied to many different fields in many countries , from sex education in India to the use of seatbelts in the United States. Yet it has been held in Canada that the health field is most likely to engage in the marketing of concepts and ideas (Young, 1988). Health

professionals have looked to social marketing to help manage the increasing concern of Canadians to engage in healthier lifestyles, as social marketing has been lauded as being an effective means of supporting significant health initiatives (Mintz, 1988). Thus social marketing strategies have been integrated into the field of health promotion, where goals are to encourage people to make healthy lifestyle choices and to adopt healthy behaviours (Tanguay, 1988).

1.01 The marketing of physical fitness

The issue of physical fitness makes up a small portion of modern-day health promotion strategies, yet its importance to human health and well-being has been well documented. For example, increased fitness levels appear to delay all-cause mortality primarily due to lowered rates of cardiovascular disease and cancer (Blair, Kohl, Paffenbarger, Clark, Cooper & Gibbons, 1989). Unfortunately, though the fitness ideal has been embraced by many Canadians since the early 1970's, there remains a large portion of the population that is sedentary and inactive. In fact, only 48 percent of adults were classified as high on the index of leisure-time physical activity, according to the Canada Health Survey of 1990. This research indicates that physical inactivity remains a significant problem.

1.02 Historical Consideration

Though it became fashionable in the 1970's, the movement towards increased physical activity in Canada had its beginnings in 1909 with the Strathcona Trust, a \$500,000 fund established by Lord Strathcona. This trust was initiated out of the concern for a physically fit military, and the fund was to be administered by the Department of the Militia. Under the scheme, the yearly interest (\$20,000) from the

trust was to be shared among the provinces that took part, by schools incorporating physical fitness through cadet corps, and teacher training in the area (Dinning, 1974).

Federal involvement surfaced again in 1939 with the passing of the Youth Training Act. The Act included an expenditure of \$4.5 million over three years, whereby the provinces engaged in a shared-cost program made for the promotion of "recreational activities" (Dinning, 1974). When this Act was concluded in 1941-42, the federal government enacted the National Physical Fitness Act in 1943, that legislated continuing interaction with the provincial governments by the federal authority in relation to physical fitness. The promotion was carried out mainly through the creation and dispensing of relevant literature and films (Dinning, 1974). This Act came about because of a number of concerns :

"...the Bill was based upon a recommendation by a select committee on social security who had received evidence on the relative lack of fitness of Canadians from research at McGill, Toronto, and McMaster. The initiative taken in the area was also a result of a study of the Health Committee of the League of Nations who called for a world wide movement to establish national organizations for the promotion of fitness through activity in order to rectify the disturbing situation existing in most countries regarding the physical fitness of large sections of the population" (Dinning, 1974; p. 43).

The limitations of the Act of 1943 were soon realized, even though it gained relative success in promoting the idea of fitness through the aforementioned films and literature. It was repealed in 1954.

When the National Physical Fitness Act was repealed in 1954, direction for physical fitness promotion in Canada was unclear. However, endorsement for federal government action concerning the perceived low level of fitness of Canadians in the

1950's was led by Mr. L. Percival, director of the Sport College in Toronto, the Canadian Sports Advisory Council, and Dr. D. Plewes, fitness consultant for the federal Ministry of Health and Welfare (MacIntosh, Bedecki, & Franks, 1988). Government officials pondered the fitness problem, but did not act because they were unsure as to the popularity of such a move. A catalyst for action was made by His Royal Highness the Duke of Edinburgh, in a speech to the Canadian Medical Association in June, 1959:

"There is evidence that despite everything, people in Canada are not as fit as they might be... Some scheme, therefore, which exists to encourage participation in all sports and recreation, for all ages and sections of the community is absolutely essential to any modern community with a high standard of living" (in Dinning, 1974, p. 51)

According to Macintosh, Bedecki and Franks (1988), this speech was seen by many as the focal point of the physical fitness lobby. In addition, there was a parallel concern over Canada's lack of international success in athletics, particularly in hockey, as evidenced by the poor showings in Olympic and World Cup hockey. These concerns influenced the government to take action in 1961.

An Act to Encourage Fitness and Amateur Sport was passed in the Commons in September, 1961, mandated to " ...encourage participation in fitness and amateur sport activities in schools, play-grounds and recreation centres in communities across the country" (Dinning, 1974 p. 55). The main goal of this Act was to promote fitness on a mass scale, which in turn would foster amateur and elite level sport. International athletic competence would be a result of nation-wide physical activity participation (Dinning, 1974). Unfortunately, throughout the 1960's, this act suffered

from a lack of importance to the government and the public in general, even though the idea was widely accepted (Macintosh, Bedecki, & Franks, 1988). Action was limited to cost-sharing agreements with the provinces and grants to national sport-governing bodies. A provision was also made for the establishment of a National Advisory Council to advise the Minister of National Health and Welfare on matters relating to The Act. The National Advisory Council was given the authority to make rules for regulating the proceedings and the performance of its own functions, but was not given executive power or program funds (Macintosh, Bedecki, & Franks, 1988).

Certain political and social forces began to take shape in the 1960's which would eventually bring the fitness and sport issue to the forefront of the political agenda by 1970. Sport became a new avenue for international prestige and pride, which was heightened by cold war fears and a national unity crisis in Canada. The persistent failure of Canadian athletic teams to dominate international competition fuelled the desperation of the situation (Macintosh, Bedecki, & Franks, 1988).

In 1970, John Munro, the Minister of National Health and Welfare, announced A Proposed Sports Policy for Canadians, which in the view of Macintosh, Bedecki and Franks (1988), was "... the most significant event in the history of federal government involvement in sport "(p.42). The policy was based, in principal, on two major aims: to effectively involve the greatest number of Canadians in sport and recreation activities, and to upgrade the calibre of Canadian participation in international sports events (Macintosh, Bedecki, & Franks, 1988). In regards to the policy, Munro stated " We have advocated the purpose and objective of mass

participation and the inculcation of sports and recreation into the Canadian mass culture, toward the goal of improving the overall calibre of Canadian society and maximizing the personal potential of Canadians for a happier existence " (Macintosh, Bedecki, & Franks, 1988; p. 69).

To help realize the goal of mass participation, the federal government established several arm's length agencies, the most noted being Sport Participation Canada in 1971. This was to be a communications agency independent of federal politics, a structure that would allow Canadians to be more receptive about the benefits of exercise (Baka, 1975). ParticipACTION, as it was later to be known, was created to motivate Canadians using awareness education and motivation strategies to lead physically active lives.

The new direction of the federal government into the realm of fitness promotion was beginning to take shape, spurred on by a call for a public more actively involved in healthy behaviour (Young, 1988). During the early 1970's, the limitations of the medical care system for dealing with Canadian health problems were becoming clear. The system was becoming strained from overuse, and economic costs were increasing exponentially. Many of the most serious problems being treated were the result of unhealthy personal and public practices. Young (1988) noted that the emphasis had to shift to prevention.

Over the next two decades the emphasis on mass participation would remain, though existing in various forms. The provinces, however, had to plan new courses of action. With the advent of the Proposed Sports Policy for Canadians, the federal government planned to detach itself from program areas that fell in line with the

jurisdiction of provincial authorities in order to place emphasis on national programs (Macintosh, Bodecki & Franks, 1988). Thus cost-sharing agreements with the provinces were phased out, where it was the responsibility of provincial governments to establish their own fitness and sport agencies that were congruent with federal initiatives and direction.

GOVERNMENT SPONSORED SURVEYS

1.03 Ontario Physical Activity Patterns I and II

Action on the physical activity issue did not cease with the advent of federal and provincial fitness agencies. Governments remained interested in gauging the need for increased fitness levels as time passed. In Physical Activity Patterns in Ontario, a biannual survey from 1978-1983, the findings showed increased physical activity in Ontarians up until 1981, followed by a plateauing of activity between 1981 and 1983. Results also indicated that 45 percent of adults were active three times a week or more, and that adult participation decreased with increasing age. These findings were similar to those of the Canada Fitness Survey of 1981, a study that described the fitness and recreation habits of Canadians. Results demonstrated that national participation in physical activity had considerable room for improvement (Lori, 1991).

1.04 Campbell's Survey on Well Being in Canada

This was a more recent survey of Canadian activity habits, with both positive and negative findings. While there had been a significant increase in the proportion of Canadians who had taken up an active lifestyle between 1978 and 1988, only one in three Canadians was sufficiently active to enhance his/her cardiovascular health.

1.05 Canada's Health Promotion Survey and Ontario Health Survey

The national survey of Canadian health habits of 1990 indicated that 48 percent of Canadian adults were classified as high on the index of leisure-time physical activity, a slight decline since 1985. In addition, two-thirds of the population expressed the belief that more exercise will benefit their future health, however, three quarters of the sedentary population expressed no intention to exercise more in the year following the survey.

In an Ontario survey of physical activity patterns the same year, it was found that male and female teens were the most age active group. Adult groups aged 25 and older had activity levels that steadily dropped off until age 65 or older.

While the above surveys provide valuable information on physical activity patterns, these surveys have been methodologically problematic because of the difficulties in evaluating physical activity. In this context, Lori noted (1991): "The lack of agreement on a precise, consistent definition for physical activity is the most troublesome problem that makes estimating the mere size of the active population difficult, not to mention its change over time" (p.63). Further, the surveys had two additional problems. "Social acceptability bias", was evident, meaning that respondents might have believed that reporting increased activity was more acceptable than acknowledging a decrease. Also, it was impossible to measure the behaviour, attitudes, or knowledge of non-respondents in comparison to respondents. These problems need to be addressed before an accurate measure of physical activity patterns can be made. Indeed, the problems associated with the evaluation of physical

activity are similar to that of the promotion of concepts and ideas in general, which will be discussed later in this chapter.

1.06 NON-SURVEY RESEARCH

These most recent national and provincial health surveys collectively demonstrate the deficiencies in physical activity patterns among Canadians. The low activity levels are alarming because of the proven links between physical activity and health. Research has demonstrated that the most significant decrease in all-cause mortality occurs when the physically inactive become moderately active, and that higher levels of physical fitness appear to delay all-cause mortality primarily due to lowered rates of cardiovascular disease and cancer. Further, physical activity is inversely related with morbidity and mortality from several chronic diseases (Blair, Kohl, Paffenbarger, Clark, Cooper, & Gibbons 1989; Paffenbarger, Hyde, Wing & Hsieh 1986; Powers & Howley, 1990; University of California, 1990). Similarly, McGinnis and Foege (1993) found that next to tobacco, the combination of diet and physical inactivity was the leading cause of mortality in the United States. In Ontario, one-third of premature deaths from ischemic heart disease among people 18-64 result from physical inactivity, while 27 percent are attributable to smoking (Montano, 1994).

While a lack of physical activity can contribute to serious health problems, Blair, Kohl, and Brill (1988) have identified benefits of physical activity to individuals. These include promoting a lower likelihood of obesity, promoting an inverse relationship to smoking behaviours and alcohol intake, value as a stress management

technique, and promoting a higher likelihood of involvement in early detection and preventive health behaviours.

Justification of the Study

Physical activity promotion has a long and rich history in Canada, where the government has maintained its importance to Canadians from 1909 to present day. The need for physical activity has been fuelled by such factors as an unfit military, poor national sport teams, and low national activity levels. In the present, this need has been further spurred on with hard and reputable academic evidence. Thus health promoters have looked to the use of social marketing to help raise the awareness and change the behaviours of Canadians considering this important health issue.

However, while the benefits of marketing social ideas and concepts has been recognized, there have been problems inherent in its use in the Public and Non-Profit Organization sector. There is a sparse research base for practitioners to work from, especially in the fitness promotion area: a review of literature on marketing of the social idea of fitness in Canada has yielded only one known study that empirically examined the topic (Lori, 1991). In addition, personnel in P and NPO's engaging in social marketing seem to lack a proper understanding of basic marketing principles (Kotler, 1990), and believe that marketing is selling and has no place in a service agency (Kotler and Andreasen, 1987). As a result, marketing that is done tends to be ineffective, and ad-hoc (Fine, 1981). Finally, P and NPO's have difficulties marketing social ideas and concepts because, unlike physical goods, social products are often intangible and difficult to evaluate.

Thus problems towards implementation and evaluation of social marketing procedures are well- documented (Bloom & Novelli, 1981; Hensel & Dubinsky, 1985), while development and testing of success criteria has been less pronounced (Kotler & Andreasen, 1987; Kotler & Zaltman, 1971; Lori 1991). Fox and Kotler (1980) have acknowledged that the resolution of this research shortfall is the key to understanding implementation and evaluation problems. Rothschild (1979) has agreed, stating that the generation of such success criteria, and the application of it to various social marketing strategies, will overcome the inherent characteristics which suggest low likelihood of success.

In Canada, there are many non-business, public, and private institutions that actively engage in health promotion, and who also solely engage in the promotion of physical fitness. In the age of mass media, these organizations face a very competitive situation in the pursuit of the public's time and attention. It is proposed, in accordance with research first conducted by Lori (1991), that the development and implementation of a marketing methodology will help equip physical activity marketers to be competitive in this marketplace. This methodology will also be a scholarly effort towards the understanding of what makes an effective physical activity promotion program by trying to identify success criteria.

OBJECTIVES

In this case comparison of ParticipACTION and Fitness Ontario, the study had four main objectives, each following upon the work of Lori (1991):

- 1) to conceptualize the practiced marketing functions and formulate systematic, categorical observations concerning market orientation between the private and the public sponsor of physical activity;
- 2) to illustrate a case approach for allowing the systematic development of a theory of marketing functions and market orientation regarding the sponsorship of physical activity between an arm's length, private organization and a provincial entity;
- 3) to contribute to theory construction of marketing functions and market orientation in concept sector organizations and;
- 4) to serve as an aid for future empirical marketing research in the health and fitness promotion field.

CHAPTER 2

REVIEW OF LITERATURE

2.01 SOCIAL MARKETING

The marketing of social ideas is not a new practice and possibly dates back to the days of Plato in ancient Greece (Fine, 1981), when he attached greater importance to thought than to objects by recognizing that the former underlies all tangibles. This basic notion was carried on throughout the centuries, and as civilization progressed towards the twentieth century, Young (1988) argued that the foundations of social marketing were forged through religion, politics, education, and even military strategy.

In the twentieth century, conditions for the development of contemporary social marketing became possible in the 1950's as society entered the postindustrial age (Keith, 1960). During this age, personalities changed from being inner-directed to other-directed. There was an emphasis shift from material to intrinsic concerns, from tangible possessions to ideas. With this, Wiebe in 1951 pondered why it was so hard to sell brotherhood like soap (Fox and Kotler, 1980), and started the inclusion of ideas and concepts into business marketing thought.

The era of the 1960's fostered the evolution of the social marketing concept. In what is termed by Keith (1960) as "the marketing revolution", the field began to focus on the intangible notion of customer satisfaction as the centre of an organization's efforts. New product ideas were conceived after careful studies of consumer wants, needs, likes, and dislikes.

With the shift from tangibles to intangibles, materials to ideas, a marketing movement formed away from the consideration of profits or sales only, to a consideration of the societal implications of marketing decisions and actions (Lazer, 1973). Thus the "birth" of social marketing as an area of academic pursuit is generally acknowledged to have occurred with the work of Kotler (1969), Kotler and Zaltman (1971), and Lazer (1973) (Barach, 1984; Fox & Kotler, 1980; Fine, 1981; Luck, 1974; Mintz, 1988; Young, 1988). Kotler and Zaltman's (1971) original definition of social marketing stated that it was "... the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research" (p. 5). In the early 1970's, the view that social ideas could be marketed was still in its infancy and was strongly resisted by a large portion of agency administrators (Fine, 1990). A reason for this attitude was simply that social marketing was new, and it was first greeted with scepticism. Luck (1974) argued that to achieve scientific merit and academic rigor, social marketing needed development as a system. In addition, marketing tended to be associated with the forceful selling of unwanted and unneeded goods (Fine 1990).

The early discussion by academics and researchers on social marketing was primarily descriptive in nature and advocated the use of marketing to promote social causes (Shapiro, 1973). Supporters of social marketing laboured intensely to explain its precepts and to justify its existence as a useful tool. Little work was done that actually studied the application or theoretical constructs of social marketing, and empirical research on the topic was limited (Fine, 1990).

In the late 1970's confusion arose as to the use of social marketing and its application to the non-business sector (Rothschild, 1979). This continued into the 1980's, and stimulated Fox and Kotler (1980) to rephrase Wiebe's original question to ask "Should you be selling brotherhood?" (p.24-25). The ethics of attempting to change behaviour were being questioned (Burgess, Rudnicki, Hill & Glassford, 1985; Fox & Kotler, 1980), but as Fox and Kotler mentioned (1980), only because there was increasing conceptual misunderstanding of social marketing. This confusion stimulated academic debate on the constructs and merits of the field, yielding almost purely theoretical social marketing material (Barach, 1984; Bloom & Novelli, 1981; Hensel & Dubinsky, 1985; Kotler, 1982; Kotler & Andreasen, 1987). This era yielded few empirical studies. However, a noted outcome of the debate of the 1980's was the importance of a market orientation in idea or concept sector organizations (Andreasen, 1982), an outcome that would carry over into the 1990's and beyond.

Social marketing continues to expand its application and sophistication, and has been used world-wide. As Fine (1990) noted, Canada has emerged as an international leader in the area. However, research on the marketing of social causes does not seem to correspond with the progress and use of the social marketing concept. This is evident in research on the marketing of fitness, where Lori (1991) seems to be the only known researcher to have examined the application of social marketing concepts to Canadian fitness organizations. Specifically, she dealt with the market orientation and the acceptance of the marketing concept in Fitness Canada. The results of this study were used to infer that, with regard to market orientation, a strong bureaucratic influence existed in Fitness Canada but "... it was not clear

whether or not they [bureaucratic influences] adversely affect a market orientation " (Lori, 1991, p. 176). A final conclusion of the study was that the market functions and a market orientation were being practised in the non-profit sector, although introduced in an ad-hoc manner (Lori, 1991).

While the social marketing field continues to develop, empirical research remains sparse. In spite of this shortcoming, nonprofit agencies have been very successful in marketing ventures. Social marketing has even been successfully adopted by organizations outside the health field, the field traditionally held to be most likely to engage in the marketing of concepts and ideas (Young, 1988). A comprehensive understanding of why certain programs succeed has yet to be discovered, but like the profit sector, the development of a customer orientation appears to be critical to success for non-profit agencies who engage in social marketing (Drucker, 1990). A review of the work on market orientation is presented next, which centres on the premise of a customer orientation.

2.02 MARKET ORIENTATION

After World War II, business marketing began a slow transformation from a production orientation to a marketing orientation. This market orientation was based on the marketing concept, which aimed all efforts at satisfying the customers - at a profit (McCarthy, Shapiro & Perreault, 1991). The marketing concept was developed, according to Webster (1988):

"...as the American economy matured into a consumer society in the 1950's, and as post-war conditions of scarcity were replaced by an abundance of manufacturers and brands scrambling for the patronage of an increasingly affluent consumer. Volume and promotional orientations were seen to be less profitable than the orientation that focused on the needs of a particular set of customers"(p.32)

The customer-centred focus in the marketing concept offered carefully developed products and an integrated "marketing mix" that incorporated product, price, promotion, and distribution. Further theoretical work on the marketing concept was carried out in the 1960's and early 1970's, where it was expanded to include market segmentation and product differentiation as key to the concept (Kotler & Levy, 1969; Kotler, 1972).

However, in the late 1970's and continuing into the 1980's, criticism arose concerning the marketing concept. As efforts were focused on satisfying the customer through the improvement of existing products, claims were made that new product innovation and technological advance were stifled. The pure use of the marketing concept was blamed for the decline in worldwide American competitiveness (Bennett & Cooper, 1979; Houston, 1986; McGee & Spiro 1988; Riesz, 1984). Houston (1986) and McGee and Spiro (1988) claimed that this criticism came from those that did not understand the concept, for proper use would not decrease competitiveness but enhance it.

Recently, renewed interest in the importance of the marketing concept in profit and non-profit organizations has taken place, where Webster (1988) noticed that thought on the topic seemed to be returning to the basic marketing concept that was originally articulated in the mid 1950's. In the 1990's, the recessionary

environment has left many organizations severely resource-constrained, where there are fewer people to accomplish more. Thus effective implementation of market-orientation strategies is more important than ever (Hardy, 1991; Kotler, 1990; Payne, 1988). Peters and Waterman (1982) have suggested that a strong customer orientation is vital to organizational success and survival.

This attention to the customer is what Kotler and Andreasen (1987) call "the modern marketing orientation", that most organizations use as the basis for operation today, and for the future. As this orientation appears to be a factor in the success of social marketing programs, this study will try to detect a customer-centred approach in the organizations under study. Kotler and Andreasen (1987) have stated five characteristics with which to detect such an approach: the organization will be customer-centred with a heavy emphasis on research, will have a bias toward segmentation, will define competition broadly, and finally will have strategies using all elements of the "marketing mix", not just communication.

Borts (1994) offered other characteristics of a customer-centred organization that contributes to effective social marketing, such as the presence of professional development for staff, consistency in making market-oriented decisions, and having a commitment to long term rather than short-term success.

While having a customer-centred approach to the marketing concept has been shown to be important in social marketing, of equal importance are social marketing functions that implement the concept, an overview of which is presented in the next section.

2.03 SOCIAL MARKETING FUNCTIONS

The importance of implementation was mentioned by Hardy (1991) who suggested that "...ideas are a dime a dozen; putting them into practice is what separates outstanding performers from poor performers" (p.33). Shapiro (1988) and Webster (1988) noted that organizations successfully utilizing the marketing concept have specific marketing personnel and departments, where substantive human and financial resources are allocated (Mintz, Rawlings & Steel,1991). These resources direct the entire organization to satisfy the needs of customers in the most efficient way possible, where commitment starts with executive management and is diffused throughout the rest of the organization (Shapiro, 1988).

Key elements of social marketing functions have been identified as the following: organizational goals and mission statements, market research, market segmentation, the marketing mix, marketing evaluation, and management of external environmental factors. These have been identified by various researchers for applying social marketing principles to organizations within the concept sector, and are explained in detail next.

2.04 Organizational Goals/Mission Statement

Before a social marketing program can be considered, a non-profit organization should begin by developing organizational goals driven by a distinct mission statement (Barach, 1984; Cravens & Lamb, 1989; Kennedy, 1991; Kotler, 1982). The mission statement should reflect the actual requirements of the community and the special clientele the organization intends to serve, becoming the standard by which everything else is established, including short and long-term

organizational goals (Kennedy, 1991). To have real impact, Mintz (1994) emphasizes that campaigns should strive for development of a wide variety of partnerships as part of marketing goals.

2.05 Market Research

After a mission statement and organizational goals are in place, market research should be conducted. As Fine (1990) noted, marketing research will be done ideally before an organization opens its doors or before a new program is created. However, it can be conducted at any stage of the strategic planning process and is encouraged (Fine, 1990). Market research is the mechanism by which an organization is able to assess the needs of the client. It can take the form of research both within an organization and from external sources, where others are funded to do the research for an organization. Informal research with consumers about reaction to programs can also be an important source of information. In an analysis of social marketing programs undertaken by the Canadian federal government, Ladouceur (1991) concluded that sound research using theoretical foundations has proven to be the basis for successful social marketing.

2.06 Market Segmentation

Once research has been conducted, the proper use of the marketing concept requires audience segmentation. This is the process of breaking down the mass audience into a small number of subgroups which are as internally homogeneous as possible and as different from each other group as possible. This enables the social marketing planner to allocate resources to the identified groups with the highest priority and also enables the design of particular elements of a campaign to best meet

the needs of each particular group. Certain segments should then be targeted (Cravens & Lamb, 1989; Fine, 1990; Kotler, 1982). Good audience targeting also recognizes the impossibility of initially serving all the diverse needs of the global market (Burgess, Rudnicki, Hill & Glassford, 1985). Once the organization has targeted consumers on which they can have an impact, the market base can be broadened by expanding the product as success and expertise is achieved.

2.07 Marketing Mix

The next logical step is the implementation of the marketing strategy by the creation of the marketing mix, traditionally referred to as the four P's of marketing: 1) product; 2) price; 3) promotion; and 4) place (Fine, 1990).

2.08 Product

The product area is concerned primarily with developing the right "product" for a specific population or target market. The product can be a physical good, or an intangible such as a service, or an idea (Shapiro, 1973). The social product is to obtain change away from an adverse idea or behaviour, or to the adoption of new ideas or behaviours (Borts, 1994).

2.09 Price

Price refers to the value placed on the product, but is not just measured in terms of dollar amounts. What consumers pay in exchange for a product include time, effort, or a change in life-style. These "social prices" must be taken into consideration when planning marketing strategy, and are particularly relevant to the promotion of fitness (Fine, 1990).

2.10 Promotion

Promotion is the most commonly noted part of marketing. It deals with how the organization tells the target market about its specific product offerings (McCarthy, Shapiro, & Perreault, 1991).

2.11 Place

Place refers to getting the right product to the target market, and also refers to the accessibility of the product to the consumer (Burgess et al., 1985). It is also the network of institutions and agencies in moving a social product from its points of production to its points of consumption (Borts, 1994).

The marketing mix provides the elements with which to create a marketing strategy, all four elements of which are essential to the design and implementation of a social campaign (Solomon, 1980). The campaigns must be comprehensive to be effective (Mintz, 1994).

2.12 Marketing Evaluation

Once programs are implemented with a marketing strategy, the market-driven organization will conduct evaluation to ascertain whether or not the program is doing what it was designed to do. This can be achieved by evaluating efficiency or effectiveness, depending on the goals of the program. Efficiency is the least costly way to operate, while effectiveness tests if the program offers the benefits that it was intended to deliver to the clients (Lamb & Crompton, 1990). The latter evaluation would obviously indicate a true market orientation by testing if the client was satisfied with the program, rather than asking satisfaction of those implementing it. Lamb and Crompton (1990) stated that effectiveness can be identified in four ways:

1) unsolicited client response, 2) observation, 3) one-dimensional surveys, and 4) two-dimensional saliency surveys. While evaluation is possible, it must be recognized that in social marketing it is problematic because of the intangible nature of ideas and concepts, thus an attempt to identify and effectively deal with problems is required.

Relating the aforementioned information to health and physical activity marketing activities, Mintz (1992) noted that evaluation should test potential to improve the health of the population in question through changes in actual behaviour. However, Dishman (1992) with the support of Brawley (1993) has mentioned that population-based interventions may not be able to expect direct behavioural change as a standard for evaluating practical effectiveness. Reasonable outcomes of education campaigns are probably limited to changing awareness or consciousness about the issue in question, rather than the measurable change in behaviour. Measuring physical activity behaviour change is difficult because of the methodological problems inherent in past surveys, noted in Chapter 1.

2.13 External Environmental Factors and Social Marketing

In addition to making proper use of social marketing functions, effective social marketers also need to be knowledgeable of the external environment in which they function (Fine, 1990; McCarthy, Shapiro, & Perreault, 1991). They must be able to adapt to pressures and realities in the outside world (Rados, 1981). The external environment can be seen as consisting of four basic areas: political, competitive, economic, and social (McCarthy, Shapiro, & Perreault, 1991; Rados, 1981). The political climate denotes the attitudes and reactions of people, social critics, and governments. Competitive interests include the number and proximity of

organizations offering similar services or competing for similar markets. In the nonprofit sector competitors often cooperate with one another, an act that would be considered collusion in the private sector (Gallagher and Weinberg, 1991).

Economics affect the way firms and the whole economy use resources. It is affected by the way all the parts of our macro-economic system interact (McCarthy, Shapiro, & Perreault, 1991). The economic environment can change rapidly, and the effects can be far-reaching which require changes in marketing strategy.

The economic environment, like the other three environmental categories, is unique to the organization. For instance, in a P or NPO that is at arm's length from the government, most funds are secured from the private sector. Thus, to stay in operation, the organization must convince the private sector to donate money or services. Further, a public organization that is directly under the responsibility of the government, must convince those in political power that their cause is worthy of funds. If the organization ceases to exist, it may be due, in part, to a lack of political influence of members in parliament.

The artificial divisions of environment do not in reality exist but rather act in an interrelated manner affecting and being effected by the organization (McCarthy, Shapiro, & Perreault, 1991). An understanding of these external forces acting on an organization can contribute to operational effectiveness (Fine 1990, McCarthy, Shapiro & Perreault, 1991).

ETHICS AND THE SOCIAL MARKETER

Prominent social marketing researchers have articulated that ethical concerns in the marketing of ideas and concepts may exist, thus such concerns must be considered when undertaking any such program (Kotler & Andreasen, 1987; Laczniak, Lusch, & Murphy, 1979; Mintz, 1988; Murphy & Bloom, 1990; Scrivens, 1984; Young, 1988). The use of sound ethical practice has been linked to effective social marketing programs (Scrivens, 1984).

Ethics is a branch of philosophy concerned with morality and is defined by Murphy and Bloom (1990) as "... a systematic attempt, through the use of reason, to make sense of our individual and social moral experience, in such a way as to determine the rules that ought to govern human conduct and the values worth pursuing in life" (p. 68). With a normative focus by the authors, the field of ethics is implied to hold value-laden perspectives.

2.14 Marketing Ethics

Marketing ethics, as a sub-field in the area of business ethics, concern moral issues arising from practices, including advertising, selling, product management, and pricing. Thus, as social marketing practitioners strive to transfer concepts and practices from the business to the non-business world, they are not immune from ethical scrutiny exposed to those in the profit area. In fact, those in the non-business sector are often held to an even higher ethical standard because they are usually promoting the public good. (Murphy & Bloom, 1990).

Empirical research on ethics in social marketing has been limited, having little theoretical focus. However, authors such as Fine (1990) and Kotler and Roberto

(1989) have included material dedicated to the area in social marketing texts, arguing that there has been an outright neglect of studies in the field and further research is needed.

Fortunately, the literature that does exist has aided understanding of how ethics can and should relate to social marketing. Murphy and Bloom (1990) presented six theories of ethics applicable to the domain:

"1) natural law, that has to do with people's determination; every individual should be permitted to choose what he or she believes is best for him or her; 2) utilitarianism, first proposed by Bentham and Mill, which holds that the right choice is the one that produces the greatest good for the greatest number; 3) paternalism, where authorities such as the government or others have the right to intervene if they feel they are advancing the good of society; 4) distributive justice, where both rewards and burdens should be shared by all citizens; 5) moral rights, which are justifiable claims or entitlements; and 6) virtue, where certain virtues such as honesty, compassion, loyalty, and justice, are required in order to live a humane life in society" (p.71-72).

Laczniak, Lusch, and Murphy (1979) have debated the generality of the dilemma affecting the discipline by comparing it to a Pandora's box: "While social marketing is curious and fascinating in its potential to improve effective mass communication, the hasty "opening of the box" - a wholesale application of social marketing - could release ethical and social problems of large dimensions" (p.32). In a related vein, Scrivens (1984) articulated the likening of social marketing to a two-edged sword:

" Either social marketing is beneficent action which is designed simply to provide knowledge and allow people to make informed choices about what they wish to consume in the way of goods and services and to think about issues from an educated viewpoint, or social marketing is a means of paternalistically manipulating public preferences and behaviour in a way in which in fact constricts choice by the use of what can only be termed "propaganda" (p. 185).

The ethics literature has expanded on the aforementioned dilemma faced by social marketers by offering an outline of specific concerns. Murphy and Bloom (1990) explained such concerns by stating that there is potential for dishonesty, where strategists could be guilty of collusion and planned obsolescence. Marketing could be manipulative in that it persuades people to buy something they would not otherwise buy. Invasion of privacy and spoiling of the physical environment are other issues. Finally, marketing wastes precious financial resources. A call to address these and other concerns has been made, where Laczniak, Lusch, and Murphy (1979) recommended that the following questions be empirically studied in the immediate future: 1) Is the increased involvement of marketing specialists in the promotion of ideas a beneficial development from the standpoint of society? 2) What are some of the specific ethical questions facing social marketing today?

Thus, as Murphy and Bloom (1990) contended, social marketers cannot ignore the ethical issues of their discipline. To command respect as a profession, the need for responsibility, discipline, and accountability must be acknowledged. This acknowledgment is humanizing, obligating marketers to work on behalf of their clients' or adopters' long-term well-being and satisfaction. Kotler and Roberto (1989) maintain that an ethical approach is certain to ensure a true market orientation (Kotler & Roberto, 1989).

CONSUMER BEHAVIOUR

Consumer behaviour is defined as "behaviour that consumers display in searching for, purchasing, using, and evaluating products, services, and ideas, which they expect will satisfy their needs" (McCarthy, Shapiro, & Perreault, 1991; p. 145). The study of consumer behaviour is very important for the purposes of social marketing and this research. Underscoring the goal of the promotion of social causes is behavioural change that allows the target audience to adopt the idea or concept that the social marketer is offering. This, according to Kotler and Andreasen (1987) is "... the bottom line of all marketing strategy and tactics " (p. 68). Knowledge of consumer behaviour helps the marketer understand the steps toward behaviour modification.

2.15 Social Consumer Behaviour

The study of consumer behaviour arose out of the development of the marketing concept where it was recognized that " ...the determinants of consumer behaviour have a direct bearing on the formulation of marketing strategies" (Assael, 1987; p. 4). Studies in the field have traditionally focused on the adoption of tangible products and services, however, Fine (1981) has mentioned a "social" consumer behaviour focusing on the adoption of concepts. This "social" consumer behaviour was first mentioned by Zaltman and Sternthal in 1975 as an extension of the concept of social marketing first articulated in 1971. As Lori (1991) mentioned, "... the study of social consumer behaviour has not progressed as quickly as social marketing, but consumer behaviour is considered to be a legitimate, focal topic for nontraditional contexts " (p. 41).

2.16 Types of Social Changes

The aim then of social marketing is to produce an optimal plan for bringing about a desired social change. However, even with optimal planning, targeted change may be very difficult to achieve even with the use of social marketing, but the likelihood of achieving that change is higher (Kotler, 1984).

According to Kotler (1984) there are four types of health-related change, and each becomes increasingly difficult to effect: cognitive change, action change, behavioural change, and value change. The simplest change to achieve is cognitive, that aims at changing awareness or knowledge. Action involves inducing a maximum number of persons to take a specific action during a given period, involving a cost to those involved. Thus it involves comprehension and action based on the comprehension. This type of change is also relatively easy to achieve. Behavioural change becomes more difficult to effect, as it aims to help people change some aspect of their behaviour that is advantageous to their health. This is harder to achieve as underlying habits must be altered, while new behaviour must be learned and maintained. Finally, value change involves attempts to alter deeply felt beliefs or values that a target group holds towards some situation. This change is at the most difficult end of the scale as values are deeply rooted in individuals and groups. As this study will examine two organizations with the primary goal of changing physical activity levels, health-related behavioural change will be the focus.

2.17 Determinants of Physical Activity

According to Dishman (1988), rational health planning requires knowledge about the factors that appear to be causally related to physical activity. These determinants can distinguish population segments that may be responsive or resistive to physical activity interventions.

Dishman (1988) has stated that research has produced many possible determinants of physical activity, such as past and present personal attributes defined as ethnicity, occupation, education, or income; biomedical status such as disease and obesity; behaviour evidenced by acts such as smoking and/or sedentary living; and psychological traits and states such as personality and knowledge, attitudes, and beliefs. Past and present environments explained as facility convenience, time, and climate or region have been shown to be important as well. While variable methods and definitions make it infeasible to say which are the most important independent factors that promote or limit physical activity, Dishman (1988) found that advancing age and elapsed time after initial adoption of an activity routine are among the most consistent predictors of physical inactivity. The factors of age and time suggest that past activity environments and experiences may be strong influences on present and future participation.

In addition to the aforementioned determinants, Lori (1991) has noted other environmental associations towards adopting or rejecting active behaviours, in the form of six major sociocultural trends in North America:

- "1. broad cultural tendency toward a more self-oriented lifestyle
2. cultural shift from a work-centred society to a society balanced with leisure activities
3. changing family compositions - smaller families and single-member households
4. shift towards older populations
5. overall increase in time spent participating specifically in sports and recreation activities
6. increasing emphasis on activities that can be mastered easily in a short time period, that offer high rewards
ie. home exercisers" (p.42).

The information on determinants and environmental associations gives important insights into the make-up of social fitness behaviours, as they can help to identify possible barriers and reinforcers towards physical activity. Social marketers can integrate this knowledge with behavioural change models in an effort to influence their target audiences. Such models are deliberated next.

BEHAVIOUR CHANGE MODELS

2.18 Transtheoretical Model

The Transtheoretical Model of Change developed by Prochaska, Diclemente and Norcross (1992) , has been supported as being a useful tool in guiding screening and intervention approaches towards the adoption of physical activity behaviours in population-based settings (Booth et al., 1993; Dishman, 1992; Marcus et al., 1992; Marcus, Rakowski & Rossi, 1992; McDonald, 1994). This model proposes that individuals use common processes to move sequentially through five major stages of self-initiated change, which are briefly outlined on the next page.

Precontemplation - This is the stage at which there is no intention to change behaviour in the next 6 months and have not sustained change for at least 24 hours in the past year. Many individuals at this stage are unaware or underaware of their problems.

Contemplation - Individuals are aware that a problem exists and are seriously thinking about overcoming it but have not yet made a commitment to take action.

Preparation - This is the stage that combines intention and behavioural criteria. Individuals are intending to take action in the next month and have unsuccessfully taken action in the past year.

Action - Individuals modify their behaviour, experiences, or environment in order to overcome their problems.

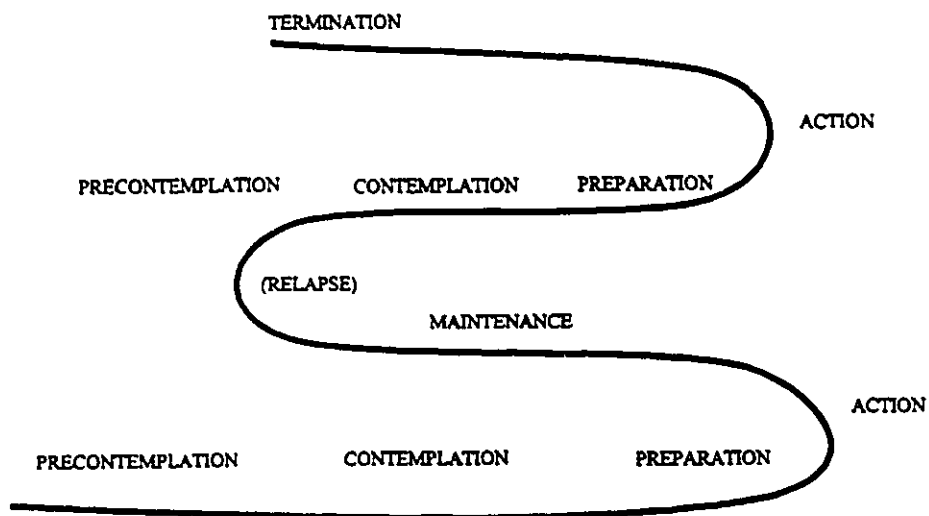
Maintenance - People in this stage work to prevent relapse and consolidate the gains attained during action. It is a continuation, not an absence, of change.

2.19 Spiral Pattern of Change

While individuals may progress in a linear fashion along the five stages, relapse is common and recycling through the stages occurs frequently as individuals attempt to modify or cease behaviours. This is termed the spiral pattern of change, conceptualized on the following page (from Prochaska et al., 1992).

Figure 1. The spiral pattern of change.

A SPIRAL MODEL OF THE STAGES OF CHANGE



(from Prochaska, Diclemente & Norcross, 1992)

2.20 Processes of Change

The previous authors indicate that the stages of change represent a transient dimension that allows one to understand when particular shifts in attitudes, intentions, and behaviours occur. The processes of change are a second major dimension of the transtheoretical model that facilitates an understanding how these shifts occur. This is explained by Prochaska et al., (1992):

"Change processes are covert and overt activities and experiences that individuals engage in when they attempt to modify problem behaviours. Each process is a broad category encompassing multiple techniques, methods, and interventions associated with disparate theoretical orientations. " (p.1107)

The change processes were first identified theoretically by Prochaska in 1979 (Prochaska et al., 1992) by examining recommended change techniques across different theories, hence explaining the term transtheoretical. The following ten processes and examples of corresponding interventions received the most theoretical and empirical support (McDonald, 1994):

Consciousness Raising:	Increasing information about self and problem.
Self-evaluation:	Assessing emotions and thoughts about oneself with respect to a problem.
Self-liberation:	Choosing and committing to an act or belief in ability to change.
Counterconditioning:	Substituting alternatives for problem behaviour.
Stimulus control:	Avoiding or countering stimuli that elicit problem behaviours.
Reinforcement Management:	Rewarding oneself or being rewarded by others for making changes.

Helping relationships:	Being open and trusting about problems with someone who cares.
Dramatic relief:	Experiencing and expressing feelings about one's problems and solutions.
Environmental evaluation:	Assessing how one's problems affects physical environment.
Social liberation:	Increasing alternatives for non-problem behaviour available in society.

The profound suggestion in this work is that certain processes are emphasized in each stage of change. Self change would depend on doing the right things (processes) at the right time (stages). The following table (from Prochaska et al., 1992) indicates which processes of change are emphasized in each stage.

Table 1. The processes of change.

Precontemplation	Contemplation	Preparation	Action	Maintenance
	Consciousness raising Dramatic relief Environmental reevaluation	Self-reevaluation	Self-liberation	Reinforcement management Helping relationships Counterconditioning Stimulus control

Dishman (1992) commented on the capacity the Transtheoretical Model has towards effectively promoting physical activity:

" A potential major contribution of the transtheoretical model for increasing and maintaining exercise and physical activity lies in the theory's consideration of the readiness of individuals for change, and its capacity to bridge the use of behaviour modification traditions with population-based approaches that influence behaviour change such as health promotion and mediated persuasion and education campaigns"(p.102).

Recently completed studies have empirically strengthened the above postulation.

Booth et al (1993) in a study of the Australian population found that the Transtheoretical Model contributed to promoting regular physical activity, and that it could be tailored to suit specific subgroups. The approach was said to " ... (be) integral to the application of social marketing principles to health promotion generally and to the promotion of physical activity" (Booth et al., 1993; p. 439).

Further, Marcus et al., (1992) concluded in a study of American worksites that the Transtheoretical Model provided a framework for creating an empirical index towards better understanding of the determinants of exercise. This understanding had the potential to contribute to more effective future exercise interventions. Practically, the stages of change theory can be used to increase physical activity levels with McDonald's (1994) staging algorithm (see Appendix D for full explanation). Other models of behaviour change have the capacity to be combined with Prochaska's model. These are outlined in the next section.

2.21 Relapse Prevention Model

The relapse prevention model is well-suited to be adapted to the maintenance stage of the Transtheoretical Model. The theory behind relapse prevention is that even among the habitually active, unexpected disruptions in activity routines or settings can interrupt or end a previously continuous exercise program. Relocation, medical events, and travel can impede the continuity of activity reinforcement and create new activity barriers. It is believed that the relapse prevention model can establish a stable activity habit that diminishes the impact of interruptions and life events, by anticipation and planning for their occurrence and developing self-regulatory skills for preventing relapses to inactivity (Marlatt & Gordon, 1992).

2.22 Theory of Planned Behaviour

In addition to the Transtheoretical Model and the relapse prevention model, the theory of planned behaviour has also been adapted to the promotion of physical activity (Horne, 1994). Theoretically, attitude, subjective norm (perceived social pressure), and perceived behavioural control predict behavioural intention, which in turn predicts behaviour. Perceived behavioural control can also directly anticipate behaviour if perceived and actual control are congruent. Attitude, subjective norm and perceived behavioural control are respectively determined by behavioural beliefs and outcomes, normative beliefs, about significant other's approval, and control beliefs about barriers/resources, weighted by the value of those beliefs (Horne, 1994).

By integrating this model into a study of rural homemakers, Horne (1994) identified barriers to physical activity in a relatively inactive target group. To overcome these barriers, the planned behaviour model helped to recommend that a

positive attitude towards participation needed to be fostered, and that the development of self efficacy was essential in conjunction with social support. These findings have significant implications for use in identifying needs of hard to reach target groups concerning the adoption of physical activity behaviours.

The aforementioned models are excellent examples of a behaviour change guides to help social marketers in the physical fitness area effectively plan marketing strategies. Social marketing campaigns can effect social change, but a strong commitment based on a theoretical basis and a long time frame is essential (Mintz, 1994; Olson & Zanna, 1993). The most effective behaviour change interventions are likely those combining models of individual health behaviour change (O'Donnell & Harris, 1994).

An understanding of consumer behaviour cannot be overlooked when developing a strategy for social marketing efforts, and especially towards the adoption of physical fitness behaviour by Canadians. Raising awareness and public opinion is important, but it is not absolute. People have to act on those changing attitudes (Mintz, 1992; Young 1988).

REVIEW OF LITERATURE: CONCLUSION

2.23 Common Problems in Social Marketing

Sarner (1984) has identified problems that have been common to some social marketing campaigns:

Cause=Effect - an organization's primary asset- the commitment to a good cause - may also be a marketing liability. Cause does not necessarily equal effect. The importance of the cause does not, in itself, guarantee that a marketing program will lead to success.

The price of success- Paid advertising may be the most direct and efficient way to reach people, but it can be restrictively expensive. Also, the more demand that is created by materials, the more expensive it is to supply them. Since the health promoter often cannot recover costs by charging for communication materials, success can break a budget or put the organization in the position of not being able to meet demand.

Mixed messages- the broader the mandate, the easier it is to inadvertently produce a program that is incongruent, and hard to understand.

To overcome these problems and create social marketing programs in physical activity promotion that will be effective, success criteria are summarized next.

2.24 SUMMARY OF FACTORS ASSOCIATED WITH SUCCESSFUL SOCIAL MARKETING CAMPAIGNS

Certain factors and conditions then have been suggested as pivotal to the success of social marketing campaigns, which physical activity marketers can adapt and implement. These are outlined next.

2.25 Importance of marketing and the marketing concept

Social marketing is effective in organizations that realize the importance of marketing (Sarner, 1994), where there are specific marketing personnel and departments with substantive human and financial resources. These resources direct the entire organization to satisfy the needs of the consumer in the most efficient way possible (Mintz, Rawlings, & Steel, 1991; Shapiro, 1988; Webster, 1988). Satisfaction of the consumer is an integral part of a customer orientation, which appears to be critical for success for nonprofit agencies that engage in social marketing (Drucker, 1990; Peters & Waterman, 1982).

2.26 Social Marketing Functions

Sound research has proven to be the basis for successful social marketing, which drives social marketing functions (Ladouceur, 1991). The marketing mix is an integral part of these functions (Fine, 1990) and is essential to the design and implementation of a social campaign (Solomon, 1980, Mintz, 1994). Once the marketing mix has been designed and implemented, campaigns should develop a variety of partnerships to have real impact (Mintz, 1994). Overall campaigns should be ethically sound, as the use of sound ethical practice has been linked to effective social marketing programs (Scrivens, 1984).

2.27 External Environmental Factors

In addition to utilizing social marketing functions, effective social marketers need to be knowledgeable of the external environment in which they function and must be able to adapt to the pressures and realities of the outside world (Fine, 1990; McCarthy, Shapiro & Perreault, 1991; Rados, 1981).

2.28 Behaviour Change

The use of behaviour change strategies is the most important element of successful social marketing campaigns as it is the "bottom line" of all marketing strategy and tactics. Behaviour change is the primary goal of social marketing (Kotler & Andreasen, 1987)

2.29 Other Factors

Further, Rothschild (1979) in an analysis of various social campaigns identified additional factors to success criteria for social marketing. Campaigns should create situation involvement with the targeted audience, where an issue is important and of interest to most people. Generally, people must have previous involvement with an issue. That previous involvement is fostered to continue and endure.

As to costs of a social campaign, nonmonetary considerations are key, emphasizing benefits and reinforcers. The positive benefits of the change in behaviour must be reinforced with the collective action of many people. In addition, the cost of the change in behaviour should be fairly low, where benefits of the change in behaviour outweighs the costs incurred.

Finally, while preexisting demand for the change in behaviour is important, meaning that it is strong and universal, messaging should not be general. Campaigns need segmentation, where there is tailoring to each group of target adopters.

2.30 Conditions for successful social campaigns

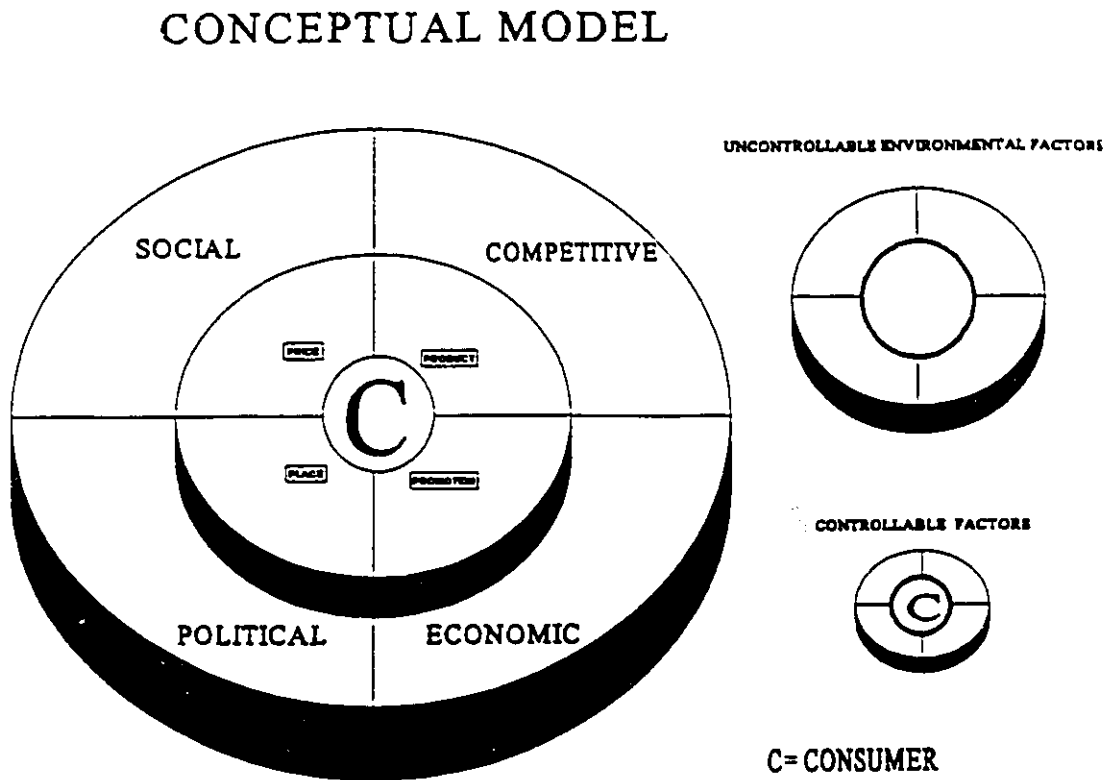
In addition to the above factors, Lazerfeld and Merton (in Kotler & Roberto, 1989) have identified the following conditions for successful mass-media oriented social information campaigns. These are explained on the following page.

1. *Monopolization.* An information campaign has to enjoy a monopoly in the media, so that messages do not run contrary to a campaign's objectives. However, most campaigns in a free society face competition and are unable to monopolize the media.
2. *Canalization.* Mass- and information-oriented social campaigns depend on a favourable public attitude base. Preexisting attitudes are easier to reinforce than to change.
3. *Supplementation.* Social campaigns work best when mass media-oriented communication is supplemented by face-to-face communication. To the extent that people are unable to discuss what they hear with others, they will process information better and are more likely to accept changes.

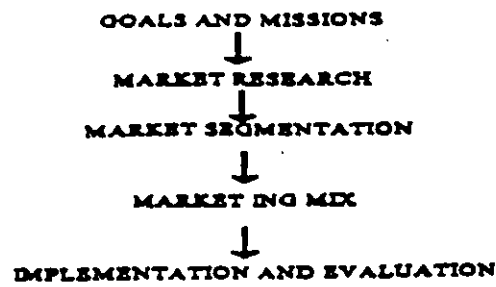
CONCEPTUAL MODEL

A conceptual model for this study has been adapted by the author from McCarthy, Shapiro, and Perreault (1991) to apply marketing functions and foundations to two nonbusiness organizations that sponsor physical activity [See Figure 2]. The process of social marketing operates within a conceptual framework.

Figure 2. Conceptual model.



SOCIAL MARKETING PROCESS



Adaptation of the model was made with the approach of Wellington (1994) to easier disseminate ill-defined information that comes from a case study. A summary of the changes from McCarthy, Shapiro, and Perreault is offered below:

**Mc Carthy, Shapiro
and Perreault's Conceptual
Model**

Controllable Environments

Consumer

4 P's

Uncontrollable Environments

Resources and Objectives of Firm

Competition

Cultural and Social

Political and Legal

Economic and Technological

Wellington's Case Analysis

Firm

Buyer Behaviour - Target Markets

4 P's

Firm Resources and Objectives

Industry

Competition - Structure - Channels

Uncontrollable Environments

Cultural and Social

Political and Legal

Economic

Technological

Wellington's Case Analysis is an approach to organizing, analyzing, interpreting, and drawing conclusions from "case data". In a final modification, uncontrollable environmental factors were condensed to social, competitive, political, and economic considerations for this research. The purpose then of this model is to compare and

contrast an idealistic, theoretical model of social marketing against real world applications to test if theory can transfer into practice.

The most important aspect of this model is that the organization is driven by the needs of its consumers where the organization should be designed to meet those needs (Andreasen, 1982; Fine, 1990). In the non-profit sector, the consumer can be identified by four sub-groups: the general public, the target population to whom the programs are geared; corporate partners supporting programs; the media; and competitors. Organizations in the non-profit sector may be involved in collaborative efforts with other organizations that may be competitors in a different setting (Gallagher & Weinberg, 1991). It is the clients of the non-profit organization that should be the determining force in the creation of all elements of the market-driven non-profit organization (Mintz, 1992).

While trying to detect a market (or consumer) orientation, the model may be used to test the suggested application of social marketing principles: organizational goals/mission statements, market research, market segmentation, the marketing mix, marketing evaluation, and management of external environmental factors. A search for fundamental foundations of social marketing will also be made, such as a general marketing approach and application of behavioural change strategies. Appropriate conclusions will be drawn from the use or exclusion of these functions and foundations.

Should the use of social marketing principles be absent in the findings of this study, conclusions would correspond to what Sarner (1984) calls "marketing by default", where "the result is inevitably a haphazard program in which neither time,

nor energy, nor resources are effectively aligned with objectives" (p.68). This study will try to discern a well planned social marketing strategy from an ad-hoc one by making observations of marketing by default discovered by Sarner (1984). These observations would include organizations viewing communication as peripheral to their work, where it is a "frill" supported by a small budget. In addition, the need for results would be instantaneous.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Scholarly attempts to link the conceptual components of social marketing to institutions that sponsor physical fitness in Canada are nonexistent to date, except for Lori's (1991) work. In an attempt to fill this gap in research, and provide a starting point for future empirical examination, the study was conducted as a bilateral investigation of marketing functions and market orientation constructs within ParticipACTION and Fitness Ontario. The study was expanded to include the impact of external environmental factors and ethical considerations on the aforementioned constructs, as well as a search for fundamental foundations of social marketing. The comparative case approach was employed to test differences between a private non-business sponsor and a public non-business sponsor of physical activity, and best served the purposes of this project for several reasons: 1) the exploratory nature of the study; 2) the lack of understanding of the variables involved and their interaction; 3) the ability to provide rich insights into problems not possible with a quantitative approach (Patton, 1990).

A case is defined by Denzin (1989) as " ... referring both to an event or happening and to the actions and experiences of a person or collectivity" (p. 185). Further, the author noted that a case study is " ... the analysis of a case or body of cases for what can be said about an underlying or emergent theory or social process" (p.185).

In constructing a case study, a record is used. Patton (1990) stated that this consists of all major information that will be used in doing the final analysis. In the amassing of a record, information is edited for convergent and divergent information, is assembled into a coherent whole, and then is organized for easy access either chronologically or topically.

The intention of this comparative case study was to take the reader into the lives of Fitness Ontario and ParticipACTION while studying marketing constructs. Patton (1990) mentioned, however, that a case must first be detailed on its own, so as to be understood as an "idiosyncratic manifestation of the phenomenon of interest" (p. 387). After singular consideration, the cases were compared and contrasted.

As this research was qualitative, it was necessary to outline the reasons for such a direction. The benefits of qualitative research in marketing have been lauded, and have been noticed as holding an important place in the field (Sykes, 1991; Wallace, 1984). Recognition that qualitative marketing research was designed to understand the nature of the business situation, to explain market dynamics, and to explore the interrelationships of issues was made by Wallace (1984). Qualitative research provided data that were verbal and behavioral rather than numerical and statistical. The nature of qualitative research was to explore by asking open-ended questions and by not presuming cause-effect issues.

As Wallace (1984) further noted, if qualitative research is not investigated, there is a danger of getting trapped into a priori assumptions and becoming subject to "tunnel-vision syndrome". The value of marketing research can be severely limited if open-ended exploring is not an integral part of the research efforts. In Wallace's

opinion, qualitative research maximizes the value of marketing research and helps develop hypotheses for later quantification in later studies.

This study supplemented the case approach with a retrospective/historical approach where the organizations under study were examined from their inception to current day, providing many "snapshots" of these organizations at varying periods of time. This information was investigated via dependent questioning in the general interview guide (see 3.03, "Data Collection"), and augmented a typical case study that is generally focused on one event or happening in a select period of time.

3.02 Case Subjects

The organizations used were ParticipACTION and Fitness Ontario, and were chosen so as to allow a comparison between a not-for-profit sector organization and a governmental agency which are different arms of a common fitness delivery system. Eight individuals who were all permanent employees of these organizations and who were involved directly in the marketing operations of these organizations were interviewed. Additional written data such as internal documents, publications, advertising and other information was collected upon visiting the organizations to supplement the qualitative interviews.

3.03 Data Collection

The data collected came primarily from a general interview guide, applied in a face-to-face interview situation. The guide was adapted from Lori (1991). [Questioning will be dependent upon the components of the conceptual marketing model that was adapted from McCarthy, Shapiro, & Perreault, 1991- see figure 2].

Additional secondary data was also collected from the organizations under study, which consisted of internal documents, public documents, and confidential documents.

In the qualitative approach used in this study the researcher became the instrument (Patton, 1990). To contribute to reliability of the instrument, pilot testing of the interviewing procedures and techniques was carried out using a former employee of the Health Promotion/Services branch of Health and Welfare Canada, the federal Ministry of Health and Welfare being an avid practitioner of social marketing programs. The pilot study was also extended to include an employee of the Ministry of Culture, Tourism, and Recreation. Indications for improvement were gathered from these interviews, and incorporated into the final questionnaire.

3.04 Statement of the Problem

Marketing functions and market orientation of Fitness Ontario and ParticipACTION will be examined, including the role of external environmental factors. These factors will be investigated by questioning the impact of social, political, economic, and competitive forces. A search for an ethical approach to social marketing will be made in the overall research. The analysis is to be applied within the boundaries of the conceptual model outlined in Figure 2.

This investigation required the utilization of the following research questions and sub-questions, which emerged from the conceptual model. They were transposed into questionnaire format for the general interview guide.

Research Question 1

What were the marketing functions undertaken by ParticipACTION? Fitness Ontario?

Sub Questions

1.
 - a) What was the organization's mission statement?
 - b) Has the organization conducted a competitor analysis?
 - c) Has the organization conducted an industry analysis?

2.
 - a) What were the organization's overall marketing goals?
 - b) How were the marketing goals evaluated?
 - c) How were the marketing programs evaluated?
 - d) To what extent have the marketing goals been achieved?

3.
 - a) Was market segmentation used?
 - b) What target markets were pursued?

4.
 - a) Was market research conducted?
 - b) What was the nature of the market research conducted?
 - c) Who conducted the market research?

5.
 - a) Were the 4 P's of marketing ie. product, price, promotion, place, recognized in the organization's marketing mix?

Research II

How did ParticipACTION/Fitness Ontario practice a market orientation?

Sub-questions

1.
 - a) Was the organization consumer-oriented?

2.
 - a) Did the organization adopt the marketing concept?
 - b) How was the marketing concept implemented?

Research III

How did external environmental factors and ethical considerations effect the operation of ParticipACTION/Fitness Ontario?

Sub-questions

1.
 - a) What if any steps did the organization take to deal with these environmental factors?
 - b) Are there any other factors outside of the organization that effected the marketing operations?

2.
 - a) Has ParticipACTION/Fitness Ontario been accused with trying to manipulate or control public attitudes or opinions?
 - b) Is the promotion of ideas or concepts beneficial from the standpoint of Canadian society?
 - c) What are some of the specific ethical questions that faced the marketing programs of ParticipACTION/Fitness Ontario?
 - d) How were these ethica^l questions dealt with?

Research IV

Compare and contrast the marketing functions of ParticipACTION/Fitness

Ontario.

Sub-Questions

1.
 - a) Did the organizations mission statement differ? How?
 - b) Did the organizations conduction of a competitor analysis differ? how?
 - c) Did the organizations conduction of an industry analysis differ? How?

2.
 - a) Did the organizations overall marketing goals differ? How?
 - b) Did the evaluation of marketing goals differ? How?
 - c) Did the evaluation of marketing programs differ? How?
 - d) Did the achievement of marketing goals differ in the organizations? How?

3.
 - a) Did the use of market segmentation differ? How?
 - b) Were different target markets pursued?

4.
 - a) Was the use of market research different in the organizations?
 - b) Was the nature of market research conducted different? How?
 - c) Was the conductor of the market research different?

5.
 - a) Did the use of the four P's of marketing ie. product, price, promotion, place in the organization's marketing mix differ?
 - b) How did the application of the four P's differ?

Research V

Compare and contrast the market orientation of ParticipACTION/Fitness Ontario.

Sub-questions

1. a) Was there a difference in the organizations consumer orientation?
2. a) Did the organizations adopt the market concept?
b) Did the implementation of the marketing concept differ?

Research VI

Compare and contrast the external environmental factors that affected ParticipACTION and Fitness Ontario.

Sub-questions

1. a) Did the steps taken to deal with environmental factors differ in the organizations? How?
b) Did other factors identified by each organization differ? How?
2. Compare and contrast the code of ethics that ParticipACTION and Fitness Ontario operated by.

3.05 Data Analysis

The analysis of data was inductive in nature where patterns emerged rather than being assumed at the beginning of collection (Patton, 1990). The examination was adaptive in nature to maximize the quality of the data collected. A five phase process plan adapted from Lori (1991) was followed, explained on the following page.

Phase 1 (Previewing)

The complete verbatim transcribing of audio interviews, and thorough review of all written documentation and any other material gathered. Materials were transcribed by a third party and reviewed by the researcher to ensure accuracy.

Phase 2 (Comparing Data Contents)

Interview data was contrasted to complementary and supplementary written documentation to cross validate, search for relevant themes, peculiar gaps, and convergent and divergent information.

Phase 3 (Charting)

Information gathered was applied to the researcher's conceptual marketing model.

Phase 4 (Modelling)

Relevant information that pertained to the conceptual model was applied to the research questions asked.

Phase 5 (Formulate Observations)

Involved the interpretation of information gathered in phase 4 and the development of relevant observations and contexts.

As noted by Lori (1991), the five phases were interdependent, involving regression and progression to one another.

In combination with Lori's plan, elements of Wellington's (1994) Case Analysis were used (parts of step 5 did not apply to the non-profit area). Four key components were considered in this methodology: the environment, the industry, and the firm, and elements that pertained to background (philosophy, marketing

approach) were added. After verbatim transcription of interview tapes, information relating to the above four components was highlighted from the hard copy, and all other statements/comments were discarded. Highlights were then integrated into the results section, following the Case Analysis write-up guidelines, where particular themes and observations emerged. Interview material was supplemented with relevant secondary data that was collected after the interview process.

Wellington's method was used to more accurately handle poorly defined information that comes from a case, and leads to practical analysis. A full explanation is offered on the following page (see table 2).

Table 2 . Wellington's Case Analysis.

Case Analysis and Write-up Guidelines
Format for Case Analysis and Strategic Marketing Plan Analysis

- 1) Analyze each of the following: The environment, the industry, and the firm with each of the steps listed.
- a) facts - list them
 - b) identify attitudes and opinions
 - c) state your assumptions (if any)
 - d) look at the resources, target markets, and the 4 p's of the firm and its competitors in the industry
 - e) identify the symptoms in the case, like a medical diagnosis for each of these steps ask "so what" about the information. This helps you identify the symptoms. Essentially this is the critical interpretation step.

Analysis - use primarily what's in the case

Environments:

- Technological
- Political and Legal
- Economic
- Social and Cultural

Industry:

- Competition
- Structure - monopoly, oligopoly, competitive
- Channels of distribution

Firm:

- Buyer behaviour - target markets
- Resources and Objectives
- Current Pricing, product, promotion, and distribution policies

- 2). Problem(s). Ask questions, why? Formulate the problems in the form of a question.
- 3). Develop alternative solutions (at least two, at most five). Alternatives should solve problems. State the advantages and disadvantages of each.
- 4). Make a decision. Choose an alternative and justify this choice.
- 5) Make a plan of implementation. Outline the target markets and 4 p's.

CHAPTER 4

RESULTS

The Case of ParticipACTION

BACKGROUND

The origins of ParticipACTION can be traced to a 1968 federal election promise made by Liberal candidate for Prime Minister Elect, Trudeau. Part of the Liberal party platform was to make a formal investigation into the state of amateur sport in Canada. While this was an indication of new activity concerning Canadian sport, the National Advisory Council continued to work towards improving the area and submitted the White Paper in August of 1968. The report dealt specifically with suggestions as to the restructuring of federal sport and fitness programs to aid many problems that were being faced (Dinning, 1974).

When the Liberals won a majority election that year, they kept their promise and a task force to investigate amateur sport in Canada was formed consisting of various business and sport specialists, including skiing heroine Ms. N. Greene, Dr. P. Wintle Des Ruisseaux, and Mr. H. Rea. Its terms of reference were

- " 1. to report on prevailing concepts and definitions of both amateur and professional sport in Canada and the effect of professional sport on amateur sport
2. to assess the role of the federal government in relation to non-governmental, national and international organizations and agencies in promoting and developing Canadian participation in sport; and
3. to explore ways in which the Government could improve further, the extent and quality of Canadian participation in both sport at home and abroad " (Dinning, 1974; p. 96).

Findings of the group became the Task Force Report, which was submitted to the Honourable John Munro on February 28, 1969, and major recommendations made revolved around the professional-amateur relationship in sport, Government's role in sport, and participation in sport in Canada (Dinning, 1974). In particular, The Report criticized the dismal state of elite sport in Canada, with a major focus on hockey. The National Advisory Council protested over the disregard of the Task Force for mass sport and fitness programs.

As the White Paper and Task Force Report indicated serious concern and dissatisfaction with present progress towards physical activity (Dinning, 1974), Minister John Munro was prompted to commission a study on the issue, conducted by P.S. Ross and Partners. The P.S. Ross Report recommended that a communications agency with the Fitness and Amateur Sport Directorate be established to promote physical fitness to Canadians (Baka, 1975).

The National Advisory Council took the report under advisement, but decided that a communications agency was needed independent of the existing federal bureaucracy. It was argued that an arm's length relationship would allow the agency to operate outside the influence of politics, and be in a better position to acquire corporate sponsorship for communication budgets to promote physical fitness. The agency's position would allow Canadians to be more receptive to persuasion about the value of exercise (Baka, 1975).

The concept for an agency was approved by the federal cabinet in 1971, and McKerracher, a marketing specialist, was appointed as the first Director General. A board of directors was assembled headed by former Prime Minister L.B. Pearson, and

included representatives from media, business, and elements of the physical fitness sector. While the original name of the organization was Sport Participation Canada, its motto, "ParticipACTION", later became the official name. Original seed money for operating costs from Fitness and Amateur Sport amounted to \$260,000 in 1971 (Baka, 1975), and was used to function as a private, non-profit corporation. The mission was to motivate Canadians to lead physically active lives through awareness education and motivation strategies. In 1994, that mission has changed slightly to a focus on promotion of healthy lifestyles, incorporating physical activity into holistic health promotion (A. Salmon, personal communication, Dec., 1993).

Health promotion has been approached since the first years through three phases. The first phase, the awareness stage, saw the organization in its first five years trying to create a broad appreciation of the importance of fitness for Canadians. Currently, the subsequent motivational and educational phases have overlapped their efforts to encourage people to translate their concern and interest into action. All phases have been approached with creativity, innovation, and a "lively sense of style" (ParticipACTION, 1981).

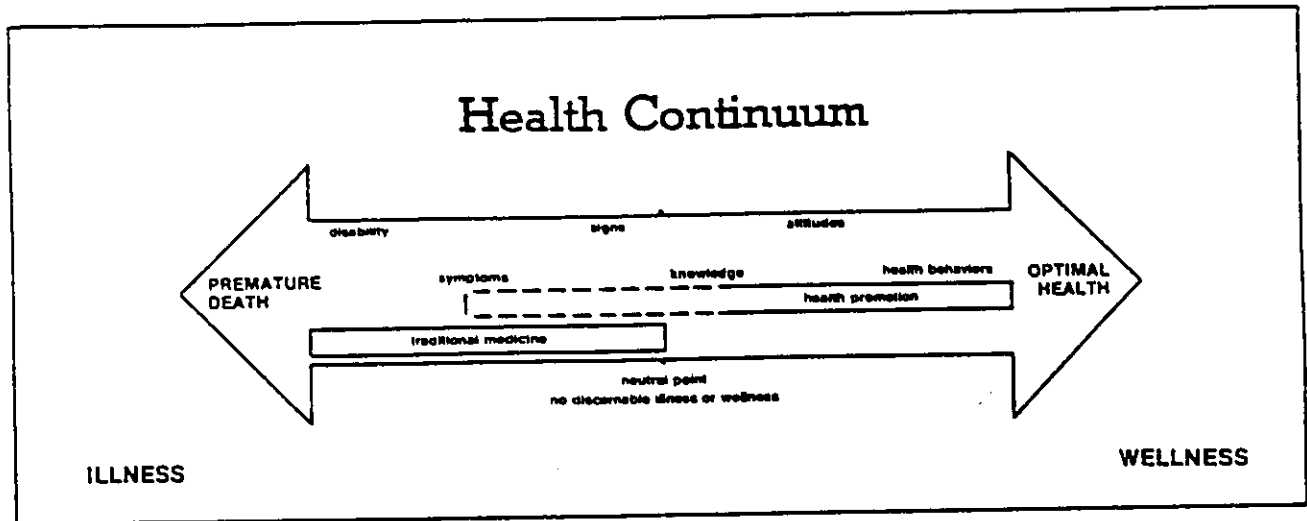
4.01 Philosophy

An individual's health is viewed as "the ability to realize aspirations, satisfy needs, and respond positively to the challenges of the environment" (ParticipACTION, 1994; p.3) Individuals make choices regarding how they use, enhance, or maintain their health.

Further, health is conceptualized as a continuum (see Figure 3) with the left side progressing towards extreme illness and the right side progressing towards

optimal health or well-being. At the mid-point, where most Canadians perceive themselves (Canada's Health Promotion Survey, 1990), there is no distinguishable disease or wellness.

Figure 3. Health Continuum.



(from O'Donnell, 1988)

Management at ParticipACTION believes that "...by focusing on the middle area of the health continuum and examining the predisposing, enabling, and reinforcing factors affecting health and fitness behaviours, an effective health promotion strategy can be undertaken" (ParticipACTION, 1994; p. 3). Specifically, ParticipACTION builds its strategy based on enhancing awareness and understanding, and subsequently providing educational and motivational support related to personal lifestyle behaviour. In this manner, it is held that most individuals will respond positively.

4.02 Marketing Approach

The central focus of health promotion strategies is social marketing. These strategies are methodical, disciplined, and results-oriented. It is recognized by Management that with social marketing, positive attitude and behaviour change can be influenced.

ParticipACTION notes that in engaging in social marketing, what it is really selling is a concept. Remarked Salmon, National Technical Director: "What ParticipACTION does in a social marketing sense is use basic [marketing] concepts and procedures, but rather than selling a tool or a widget or car wax, or whatever, we are selling an idea...the notion of how you live a healthy, active lifestyle.." (A. Salmon, personal communication, Dec., 1993). The organization clearly perceives that social marketing is the basis of operations, which is understood and appreciated.

4.03 Marketing Process

Many partners figure prominently in the organization's marketing process as they do not operate in isolation; partners influence what they ultimately do. The first

influencers include an "inner circle": board of directors, creative communications and marketing-types of people. An outer circle of influential groups includes the network of suppliers to colleagues in the field that are constantly giving feedback. Working with those in the industry, both closely and at a distance, allows ParticipACTION to draw upon the best thinking in the area that is available, which in turn allows for a well developed marketing strategy.

ENVIRONMENTS

4.04 Social

The social environment very much effects work activities. Most of the organization has always responded and adapted to shifting social concerns. For example, when active living was introduced, a focus shift away from general fitness was made towards the new concept that was rapidly becoming popular. In the 1990's, however, there is a concern that fitness/active living is not a high priority for Canadians. With the current economic situation, the financial insecurity of many people has made it difficult to get messages out concerning health. ParticipACTION maintained that the current social environment must not defeat efforts, and that a continuation of the background "hum" concerning fitness and healthy lifestyles that has been present for more than twenty years must be emphasized. However, current realities must be treated with sensitivity, which in turn may force ParticipACTION to redevelop their promotional message.

The social environment also includes the ethics that are used in marketing operations. The organization operates by a verbal code of conduct that is enacted

through high standards of product quality, message credibility, and sensitivity to ethnic, racial, and religious concerns. While ParticipACTION feels it is moderately invasive, it has never been accused of manipulation in social marketing. Rather, it has only received mostly positive comments about activities. Management believes that the promotion of ideas or concepts is beneficial to Canadians, for it is its fundamental business, and without this belief, it would not exist.

Specific ethical questions that have been faced in the past concerns two areas. The first relates to corporate sponsorship, where ParticipACTION has been approached to endorse specific fitness products. Corporations may join into partnerships, holding a role as supporter of activities, however, *specific* products will not be endorsed. Strict criteria of who may join into partnerships have been established. The second area relates to Public Service Announcements. With dwindling free media time available, ParticipACTION may be forced to buy the time from specific outlets. The dilemma of buying advertising from past supporters or those with the best coverage has been raised, and is yet to be resolved.

4.05 Political

As the federal government still provides the core of ParticipACTION's financial support, it must respond to what's politically "hot", and must fulfil certain political agenda. If these agenda are not addressed, financial support may rapidly decrease in a climate of reduced budgets and elimination of the non-essential. For example, when the federal government adopted the active living concept in 1987, the focus and orientation was redirected to suit the federal initiative.

Changing governments also effect activities. Some parties may be concerned with deficit reduction, while some may be concerned with social programs. These shifting forces contribute to fluctuations in the operating budget, and from this it is understood that governments with social causes high on the agenda will have a favourable attitude towards causes such as physical activity promotion. Fortunately, as ParticipACTION is at an arm's length from the federal government and will likely remain apolitical, bureaucratic entanglements are minimized, but still a reality (R. Kisby, personal communicaton, Dec., 1993).

Regardless of the arm's-length status, constant lobbying for support from federal politicians continues. Russ Kisby, ParticipACTION's President, has been highly effective in keeping the name at the forefront at the federal level, and in a climate of cutbacks has managed to keep the operational budget intact. This is due to the high return on investment, being based on a ten-fold increase in original operating funds in past years.

4.06 Competitive

ParticipACTION has always been conscious of competitive forces that impact on business, as other agencies have gotten better every year at what it does best. In turn, corporate sponsors such as General Motors, Evian, and Proctor & Gamble have been procured from the competition by emphasizing the benefits of the physical activity cause over all others. However, ParticipACTION prefers to create cooperative partnerships with competitors instead of going head-to-head.

4.07 Economic

Economic forces are most evident impactors on business. As the federal deficit has quickly risen from \$35 billion to \$46 billion, this indicates that there will be less money, and therefore less capacity to deliver programs and services. In 1993, most federal agencies took a 10-15 percent cut in funding, while ParticipACTION's operating budget remained stable. Lobbying efforts by the organization contributed to this situation. In spite of a relatively good economic outlook, ParticipACTION has made a commitment to reduce costs. Two year wage freezes have been in effect, and organizational downsizing may become necessary.

In addition to concerns of public funding, corporations are cutting back and are no longer giving out sponsor funds for the sole purpose of benefitting a good cause. Companies will only get involved if it is clear how ParticipACTION will help them move product, as companies can no longer afford "luxuries" such as non-profit sector support (A. Salmon, personal communication, Dec., 1993).

INDUSTRY

An awareness of what takes place in the fitness and healthy lifestyle promotion industry is made and periodically, for example, material the Canadian Fitness and Lifestyle Institute, Canadian Parks and Recreation, and the Canadian Intramural and Recreation Association has produced is studied. A concerted effort is made not to duplicate what these organizations are doing, and ParticipACTION strives to "carve" out it's own niche in a large market. Working with other organizations in a cooperative rather than a competitive manner is preferred. Current

realities, unfortunately, have made competition rather than cooperation a reality in the last three years. The Public Service Announcement market on television, radio, and print is rapidly dissolving, and has been the most competitive between organizations such as the Hal and Joanne series, the federal "Vitality" initiative, the Imagine, Heart and Stroke, and Kidney Foundations. In reaction, ParticipACTION responds to the competition by stressing how dominant the importance of the physical activity cause is over all others. However, it is important to note that the organization sees itself as the leader in social marketing, and feels it has little to learn from others in the industry; competitors are more likely to borrow. Media specialists offer more education than do competitors, as they are continually on the cutting edge of theory and research.

FIRM

4.08 Behavioural Change

Behavioural change is seen as consisting of five critical steps:

1. awareness of an issue
2. appreciation of what the issue really means to the individual
3. understanding of personal or group behaviour change options
4. establishment of a willingness to change
5. making the actual behavioural change" (ParticipACTION, 1994; p.3)

Most vital to the organization is step two, internalization of what the issue means to the target audience. In an effort to influence behaviour change, strategies that ParticipACTION use incorporate change models such as Taylor and Miller's (1993) that involves three phases:

- "1. Antecedent - referring to the existing situation or condition that may support or hinder the adoption of a change in lifestyle.
 2. Adoption - the early phase of adopting or embracing a new behaviour. During this phase, at the commencement of the intervention, certain environmental and physical prerequisites often are required to move individuals to action.
 3. Maintenance - that phase when strategies are required to keep the individual motivated active. Maintaining adherence to the adopted behaviour change is the key factor during this stage."
- (ParticipACTION, 1994; p. 4)

4.09 Target Markets

While meaningful market segments of the Canadian population have been defined, and targets developed from those segments, these change from year to year as the organization follows the political "flow". This means that as governments change and social environments change, priorities and needs are fairly fluid.

ParticipACTION has worked with targets identified by the federal government and the Canadian Fitness and Lifestyle Research Institute, with the aid of demographic data of provinces and regions. Past targets used have been the disabled, ethnic minorities, women, children, white Anglo-Saxon males, older adults, and blue collar workers. In 1994 the organization is targeting all age groups, with an emphasis on a family orientation. The targets are skewed to the middle to lower classes, where research has shown lower activity levels and less education about the benefits of an active lifestyle.

4.10 Resources to Marketing

In 1994, ParticipACTION had fifteen permanent staff. Eleven of the fifteen were "professionals", where the remaining four are support secretarial staff. Six of the eleven professional staff are termed as the "senior team", made up of people with

various skills, and a number of years of experience in the field. Key to this team was the President, the Technical Director, the Communications Director, and the General Manager who make the majority of critical decisions.

As the organization is principally a marketing company, all staff have taken on marketing responsibilities. Currently, the General Manager acts as the closest comparison to a marketing position, who not only presents ParticipACTION to the communities as a media organization, but also as a partner that corporations might be interested in doing event or product promotions with.

It is perceived that 100 percent of resources, both financial and human, are devoted to marketing (R. Kisby, personal communication; Dec., 1993). While there are only two staff specialists who have expertise in social marketing, everyone is encouraged to be knowledgeable in the area as the marketing process involves everyone through team consultation. Encouragement for proficiency is reinforced through professional development, where staff have the following opportunities: educational course work and conferences, trade shows and the purchase of journals, and community consultation.

4.11 MARKETING FUNCTIONS

4.12 Marketing Goals

The marketing goals include: encouraging Canadians to adopt a healthy, active lifestyle; promoting active living within and among all partners; keeping ParticipACTION's name out in the marketplace, and forming new alliances and partnerships. It is perceived that the strengths of marketing goals are that they are attainable and firmly set, with a capable staff to carry them out. In addition, staff

comprehend that they are a credible voice for fitness promotion in Canada, and as such, the organization gets exposure free from the media. Concurrently, ParticipACTION also perceives that there are a number of weaknesses that affect their marketing goals. It could be better in the planning aspect of goals, and in setting goals, it could be more objective instead of getting closely involved. In addition, their goals change with the political environment, meaning they must adhere to political agendas of different governmental administrations. In this political vein, ParticipACTION wants to do a better job of convincing government as to the efficiency and effectiveness of marketing activities could be done. Finally, as previously mentioned, the organization is currently involved in "soul searching", ascertaining whether or not the active living/fitness message is still relevant in 1994 and beyond.

4.13 Market Research

An important emphasis is placed on market research, but while this is not done in-house, an observation of what's been done in the government and private sector has been made. In the past, the corporation has made use of surveys that monitored interest and participation in physical activity, such as Fitness Ontario Surveys- Ontario Activity Patterns I & II (1978-1983), Canada Fitness Survey (1981), Campbell's Survey on Well Being in Canada (1988), and the Canada Health Promotion Survey (1985-1990). In addition, demographic and attitudinal information such as the "Those who know but don't do" survey conducted by Fitness Ontario, and advice from the communities across Canada has been made use of. The organization relies on it's National Technical Director to make certain that the research is accurate.

Once market research is gathered, it is used to focus a message, and to target the communications that will be used to identify target audiences. Market data is reviewed generally three to four times a year, or as it is warranted, in conjunction with planning for new Public Service Announcement campaigns.

4.14 Marketing Mix

4.15 Product. The product is viewed as information pertaining to physical activity, and more broadly, the promotion of a healthy, active lifestyle. This general "information" product has three specific components: Public Service Announcement social marketing programs for media play with federal support; private sector support production of healthy lifestyle initiatives; and finally, goods and services relating to physical activity and healthy lifestyles on a fee-for-service basis. The last component provides the revenue that keeps ParticipACTION operating.

In 1994, as a result of product reassessment for current day validity, the product may be expanded to a total health message. The next two years will be crucial for the development of a broadened message, where social factors will indicate that a change is needed, or that the current message is satisfactory.

4.16 Price. The cost of the product is minimal to Canadians with most charges being only for reproduction and promotional items, and as previously mentioned, is also provided through fee-for-service charges to the private sector. As to operation costs to the organization, ParticipACTION is very concerned with cost-effectiveness, where they are conscious of delivering value (a low production price of their product) and a high return on investment (ROI) (returning the original cost of operation, with for example, free PSA time on radio, tv, newspaper). In the past, there has been as

high as a fifteen-fold return on original operating investment par annum. The cumulative value of donated media time over twenty-two years has been estimated at \$225 million (Participaction, 1993). Considering this high ROI, ParticipACTION considers itself very cost-effective.

Aside from monetary costs, there is also non-monetary considerations. Individual costs of physical activity ie. in giving up time, effort, and psychological costs, are regarded to be much lower than the consequences of inactivity to the health care system.

4.17 Promotion. Promotional activities are regarded as the backbone of ParticipACTION, as they clearly see their product as information; "it's what we're all about" (R. Kisby, personal communication, Dec. 1993). Promotions are carried out mainly through radio, television, magazines, and newspapers.

Canadian vs. Swede Message

The first major promotion also turned out to be the organization's most noted. In 1972, the Canadian vs. Swede message was produced, in partnership with the Canadian Football League. The message declared that the average 30-year-old Canadian was less fit than the average 60-year-old Swede, which served as a catalyst for the emergence of the idea of a fit Canada. This promotion intended to enlighten the nation about its image, which was a cause for embarrassment and indictment. While the advertisement did take some creative license, the start of a popular concern for fitness in Canada was born.

Awareness & Educational and Motivational Stages

While the previous campaign may always serve as ParticipACTION's most remembered, there have been many other important campaigns that the organization has undertaken in the past 22 years. It's earliest phase, that of awareness, worked towards creating a broad appreciation of the importance of fitness to Canadians in it's first five years; the aforementioned Swede/Canadian message, "Jog to the back of the bus" and many others served to create initial awareness of the issue. The past fifteen years has moved out of awareness into motivational and educational phases. These phases have included the "walk-a-block" campaign, the Great Moments in Canadian Sport series and the "Fitness Now and How" initiative.

National and Provincial Partnerships

More recently, a number of ambitious promotional activities have taken place with a variety of partners, including the federal government's "Vitality" campaign that was targeted towards blue collar workers. The provinces have also worked with ParticipACTION, and in Ontario, the Ontario Community Active Living Programme through the Ontario Ministry of Culture, Tourism, and Recreation joined with the communications agency in September 1993 to March 1994 in providing professional leadership through Community Animators. These Animators served to encourage, support, and stimulate efforts to develop active living communities.

Corporate Promotions

Private enterprise partnerships have been equally fruitful. Crownlife Insurance entered into a partnership with ParticipACTION by producing a newsletter entitled "Quality of Life" in 1993. This newsletter was sent to all clients and affiliates giving

important insights on nutrition, back health, and active living. ParticipACTION has also consulted with private crown agencies such as the Royal Canadian Mounted Police on employee fitness programs. In 1993, the fitness agency was contracted to write a communication plan for the fitness promotion industry in consultation with experts in the field across the country.

Canada's Fitweek

Perhaps the most comprehensive of all these promotions is Canada's Fitweek, a campaign in late spring that is dedicated to healthy, active living. This initiative is a partnership between Fitness, Health Canada, provincial and territorial governments, national organizations, and corporate sponsors. There are seven national projects- Moga Madness, Do it Daily .. for Life!, Fitwalk, the Get Cycling Challenge, Shift Shuffle, Spacetrek 2000, Sneaker Day, and Create Your Own Event that provide opportunities for individuals, communities, or the workplace to participate in fun-filled activities. contributing to their quality of life.

The above activities is not an exhaustive list of ParticipACTION's promotional functions, but rather provides "snapshots" of the organization's business. The focus is to provide an appreciation of the value and importance that is held towards promotion.

4.18 Place. While the promotional message is delivered to many Canadians, the delivery system for that message is specific. The message is distributed via it's primary clients- intermediaries that include the mass media, non-profit organizations, health-related organizations, and sponsors. Through these intermediaries, it is hoped that the healthy, active lifestyle message gets to the population across the nation.

4.19 Evaluation

The organization and its programs are subjectively evaluated every year on an ongoing basis, by contracting clipping services that track frequency of published advertisements, and television Public Service Announcements. Cost efficiency also makes up the annual subjective evaluation, where the previously mentioned return on investment information is used.

Evaluation is also done on a nation-wide basis every three years by hiring Gallup Canada Inc., that polls Canadians on awareness of the ParticipACTION logo, and what the organization does (see Appendix C). In 1989, 83.7 percent of Canadians polled recognized the symbol, and 29.8 percent cited ParticipACTION as being an agency that promoted physical fitness in Canada, the highest percentage of recognition of any physical fitness organization (ParticipACTION, 1989).

Most importantly, ParticipACTION makes a concerted effort towards evaluating the effect of its communications on actual physical activity levels. In the 1989 awareness study, respondents were asked if ParticipACTION was causing anyone to become more active. 82 percent responded yes, 9.3 percent no, and 8.4 percent were undecided (ParticipACTION, 1989). This type of tracking has been improved since 1989, where a Fitweek study (Appendix C) asked a sample population if they planned to participate in vigorous or moderate activity. Activities related to vigorous or moderate physical activity were defined, however actual definitions were not (Canada's Fitweek Secretariat, 1993).

The subjective evaluations of advertisement frequency, cost efficiency, public awareness, and physical activity level tracking continue to be the tools with which

ParticipACTION justifies its annual operating grant from the federal government, and becomes its "marketing pitch" to potential sponsors. The evaluations also tell ParticipACTION what they are doing well, and what could be improved.

4.20 Market Orientation

A consumer orientated organization is defined as one that "responds to the wants and needs of the masses, understands those wants and needs, and delivers what will meet them" (R. Kisby, personal communication, Dec. 1993). The organization considers itself to be market-oriented within the boundaries of the clients it serves. This means that they have to stay current with political and social needs, and have to follow the main stream of current interests. For example, ParticipACTION could not start promoting something like unicycle riding for physical activity because there aren't enough people who would be interested or who would care for it. Support, both private and public, would rapidly dwindle.

It is felt by Management that activities show a market orientation. Public Service Announcements, which are very important, are carefully planned. Considerable effort is made to ensure this product provided to Canadian TV and print are what the media want, and when they want it. Further, ParticipACTION delivers on time and to the best of its resources.

In addition, the product is tailored to the clients by consulting with radio and TV stations several times a year, and talking to them about likes and dislikes. PSA ads are then designed accordingly ie. if the station only wants 30 second spots, then that is the targeted length.

While the strengths of the market orientation are recognized, weaknesses are also evident. It was mentioned that ParticipACTION could be more consumer-oriented towards private industry by being more flexible with its name and logo. Companies have been very eager to borrow the famous logo and use it to promote products, but the agency will not permit its trademark to be used in private business for profit. The logo is "jealousy" guarded and reserved for use that is carefully scrutinized. By loaning the name out more often, the corporate demand could be fulfilled. Another area that could be addressed is that of employee communications. Employee fitness was once a popular area of promotion, but has been de-emphasized. ParticipACTION feels that this area needs developing once again.

Finally, the organization has observed two areas that need attention in order to better respond to consumer demand. Generating increased financial resources to better develop its communications is always a concern, coupled with the need to stay current with the latest technology to deliver the communications. Both of these have been identified as key to contributing to fulfilling the needs and desires of the public they serve.

Results: the Case of Fitness Ontario

BACKGROUND

The 1976 Montreal Olympics was the catalyst for the beginnings of Fitness Ontario. Gord Smith, an employee within the Ontario Ministry of Culture and Recreation observed the increasing excitement towards sport and fitness generated from the games. It occurred to him, and others within the Ministry, that an opportunity for a focus on physical activity existed. Even though a national organization promoting fitness called ParticipACTION had been operating since 1971, the time was right for a provincial fitness unit. The introduction of such a unit would be well received in the Olympic year (G. Smith, personal communication, Dec., 1993).

Thus, in 1975 Smith wrote a policy paper that was put before the provincial cabinet. The document indicated why it was important to embark on a fitness initiative, how it would be done, and how much it would cost including staffing requirements. Payne and Goode (also within the Ministry) in coordination with Smith developed the operational skeleton of the organization: including leadership, awards, and employee fitness programs. In early 1977 cabinet approval came to initiate the unit, and in mid-1977 staff were hired to fill the appropriate roles (G. Smith, personal communication, Dec., 1993).

In 1987-88, due to budgetary cutbacks, the unit ceased to exist as a department of the Ministry of Tourism and Recreation. Fitness Ontario was left with an insufficient budget from these cutbacks to operate effectively, so a decision was made to end operations. Lack of funding contributed to the demise of the

organization, but was an effect of a larger cause. This cause was the absence of a "champion" for the organization, and will be discussed later in the chapter.

The general business, while promoting the concept of fitness and active living, was governing. This meant that of primary importance was response to the political wills of elected officials. There was no philosophy or approach to health promotion or behaviour change as far as this research could indicate.

4.21 Marketing Approach

Principles of social marketing were used, though it was noted that since the concept was so new and not many organizations were actively practicing it, recognition of their approach in this context was not made. Certainly there was awareness of what social marketing was, through interaction with ParticipACTION, and a realization that it was being used, but Fitness Ontario did not to call themselves a social marketing agency. It was noted their approach was labelled as promotion.

Any marketing tactic that was used "was not based on any educational skills" (D. Reid, personal communication, Dec. 1993). In the utilization of social marketing principles, the organization aimed for changing values and attitudes in the role of physical activity in daily life. In helping to do this, a traditional approach to marketing was used by producing a number of motivational brochures, pamphlets, and programs. In short, the organization took a product marketing model and adapted it for a social marketing approach.

4.22 Marketing Process

While input from clients was considered in decision-making, these clients weren't taken on as partners in the marketing process. Fundamentally the fitness unit

didn't engage in social marketing, as they were a division of the provincial government. Behaviour change was not primarily achieved through promotion, but rather by legislation or procedural rules such as that for funding grants to Ontario organizations.

ENVIRONMENTS

4.23 Social

Social environmental factors heavily impacted on Fitness Ontario's business. The unit was created at a time when the idea of fitness was popular with the public and the government, and over time, ParticipACTION proved to Canadians and Ontarians alike that the social marketing of physical activity was viable. Programs changed with shifting social concerns, and by the end of its organizational life, the fitness focus had been broadened to include the concept of active living.

Work activities were always approached with upfront honesty, supportable messaging and verification of facts. This reflected credibility as specialists in the fitness area. As government officials, staff had to follow a code of conduct and conflict of interest policies, which clearly laid down what could and couldn't be done. They were never accused of manipulation or coercion, and gave the public the freedom to debate the benefits of physical exercise; it was a belief of the unit that the promotion of the social idea of fitness was beneficial from the standpoint of Ontarians. As a demonstration of the Ministry's ethical beliefs, an initiative called the Fair Play Commission was sponsored which discouraged foul or inappropriate play in sport and recreation with children.

While maintaining high ethical standards, ethical questions did arise periodically. For example, when the Fitness Ontario Leadership Program was created, other agencies objected as they held that fitness leadership was their domain and not that of the government. However, the ideals were maintained, and the program went ahead despite protest. In retrospect, this may have been an area best left to nongovernmental agencies. In addition, some "massaging of research data" may have taken place to support fitness initiatives, although this was probably not very serious. Generally, high ethical ideals were adhered to, although this was spoken rather than written down in an ethical code.

4.24 Political

The political party in power determined the direction of the fitness unit, and as governments changed, this direction was subjected to constant shifting and reprioritizing which was unavoidable. Factions within the provincial government always maintained that recreation was frivolous, a view that contributed to the demise of Fitness Ontario. With no strong advocates (a "champion") of the fitness cause at Queen's Park or within Fitness Ontario itself, the unit was left to diminish. Thus political forces impacted more than any other environmental factors.

4.25 Competitive

Competition outside the unit was not recognized, as they were a governing body. Instead of competing against outside sources, cooperative relationships were formed with organizations in the same area, especially with ParticipACTION who was identified as one of the largest cooperative partners. However, there was internal competition for resources within Ministries, as declining funds and reduced personnel

became more prevalent. This was a competition that was ultimately lost by Fitness Ontario.

4.26 Economic

The revenue base within the provincial government was always an impacting factor, as money available for social programs fluctuated. Initially, there was a lot of money to work with, but as times and governments changed, budgets began a downward slide. Eventually, the fitness unit was left with so little money that it made no sense to keep it running. Personnel and resources were absorbed into the Ministry of Tourism and Recreation.

INDUSTRY

The fitness promotion industry was constantly examined within Canada and activities of organizations like ParticipACTION, the YMCA, and other non-profits were considered. Foreign activities were also evaluated, such as the Life Vienna project from Australia. Social marketing communications firms like Manifest Communications, for example, provided additional valuable information. Looking at external activities was important as they provided ideas, from which improvements to existing programs could be made.

As a governing body, Fitness Ontario reported that competition for fitness promotion did not exist, as they were the only provincial department responsible for sport, fitness, and recreation. It was noted that government can never be considered a competitor, but rather a facilitator for the people they serve. However, other government departments were examined, such as the Ministry of Education, or the

Ministry of Health, and if ventures were compatible, cooperation and collaboration was made between the Ministries.

FIRM

4.27 Target Markets

The first clients of the organization were individual Ontarians, where target groups were contacted on a one-to-one basis. Towards the end of operations clients became provincial, municipal and local health organizations who sent the message of an active lifestyle to the masses.

Research was also conducted on the Ontario population which was segmented and stratified. It was identified that there were three segments in Ontario - the super-active, that will always be physically fit; a middle group ranging from very active to slightly active; and finally the sedentary population that were very difficult to motivate, mostly because of income levels. From this, targets were identified such as employees, children and youth, community agencies, single mothers, and low-income families. It was recognized that these targets were very broad in scope, and denoted a weakness in their marketing strategy, but a limited budget forced broad target groups where more individual targets could not be reached.

4.28 Resources to Marketing

At the height of Fitness Ontario in the early 1980's, the organization had twelve positions. Included in this was a Manager, Technical Advisor, Marketing/Communications Coordinator, Research/Evaluation Officer, and others that had skills in management, fitness and recreation, and community relations. The

number of positions fluctuated, but twelve was the number contained in the original organizational plan. The responsibility of marketing was left to the Marketing/Communications Coordinator, however input on marketing issues was given from members of the whole unit, and all staff were encouraged to develop their skills in the area through professional development opportunities. These opportunities were described as "a very generous program of training" (D. Reid, personal communication, Dec. 1993), where courses and conference attendance was encouraged. Support literature was also acquired for the use of staff in work activities.

Marketing was regarded as being of high value to the organization, where it was noted as being the key to attitudinal and behavioural change. However, this attitude did not seem to translate into action as programs were developed without considering the needs of the marketing staff. Marketing in Fitness Ontario was described as "the tail of the dog" (D. Reid, personal communication, Dec. 1993). Marketing budgets ranged from \$100,000 to \$750,000, small in comparison to corporate marketing budgets. This level of funding constrained the unit in its marketing activities.

4.29 Marketing Functions

4.30 Marketing Goals

The fundamental goal of the organization was to increase the level of physical activity in the people of Ontario with a focus on fitness, even though this was not written in a mission statement. This focus on fitness eventually changed to active living towards 1987/88. Along with this came four principal objectives: motivation,

education, coordination of activities in the province, and a provision of opportunity in relation to fitness and active living. The programs were designed to help people understand fitness/active living its importance in a healthy lifestyle. The desired result was a healthier society with reduced costs to the publicly funded health care system. These programs were not subject to a long-term developmental strategy.

The specific goal of marketing was to get Ontarians up and active at least once a week, with an optimal goal being three times a week. Simply stated, it was to get people to one state of being to another - from sedentary lives to active ones. Specifically, marketing programs had three objectives: to carry a message directly to the public through TV, posters etc; to promote individual programs that were implemented periodically; and to gather research on the inhabitants of Ontario from which to base future program design, and to measure program progress/success.

Fitness Ontario felt that the strength in marketing goals came out of the design of the programs and the knowledge and commitment of the people involved. Staff were characterized as "bright, energetic people on a mission" (D. Payne, personal communication, Dec., 1993). Also, the organization perceived that there was a clear definition of what they were to accomplish, and that it was attainable, assessable, and part of an agenda that was important to the government at the time. The goal of a more active Ontario was furthered by a good alliance with ParticipACTION, and the corporate sector. Conversely, weaknesses in marketing goals surfaced from being a governing body. Goals changed as governments changed, and thus decision making became very fluid: a long time frame was not given for behavioural change.

The more serious weakness eventually dismantled the unit: Ministers of Tourism and Recreation were either on their way "up", meaning their first portfolio, or on their way to retirement, and those in Fitness Ontario were unable to influence these Ministers. This created a situation where the goals and objectives of the organization were not being properly represented in legislature. This point was previously mentioned. Additionally, ownership of the unit's programs were never picked up by Ontarians. At some point, the Ministry should have been able to relinquish the programs for community management, but sustainability was a weakness that ultimately terminated the unit. Due to lack of community involvement, the provincial government no longer wanted to be the prime funder and driver of fitness programs.

4.31 Market Research

Fitness Ontario was very active in research, and had a \$100,000 budget for the area. They employed a research and evaluation officer, which was very rare for any organization at the time. Research was conducted on a weekly basis, and large projects were conducted periodically throughout the year or on a biannual basis. One project, "Those who know but don't do", examined behavioural patterns of Ontarians. This study identified barriers to physical fitness. A larger study, Ontario Activity Patterns 1978-1983, was a five year biannual study that identified activity patterns of Ontarians in a time-series fashion, where it was identified that activity levels increased from 1978-1981, and then levelled off.

Besides in-house research, outside work was commissioned as well. Groups like Gallup, By Design, RT Kelly, and TIR were hired to do studies. These

companies utilized focus group testing and other methods to test public opinion on a new program idea or direction, usually through TV or radio spots. Focus groups would be commissioned once a year, or as needed.

All research was incorporated into government reviews, which was a very valuable practical tool. Reviews would become selling points to the legislature to prove that the unit was indeed doing something, and actually making a difference. Through these reports, annual budgets would be justified.

4.32 The Marketing Mix

4.33 Product. The general product was a change in people's behaviour to incorporate physical activity into daily life. It was recognized that this was intangible. Specifically, the product was identified as legislation of physical activity, production of granting programs for sport and fitness organizations, production of educational materials, and later in the organization's life, the promotion of active living.

4.34 Price. Price was not a factor in programs, because as a governing body most of what was produced was free to the public, or if there was a cost, it was strictly for reproduction charges. Instead, nonmonetary costs were emphasized to the public such as the accessibility of fitness, including low cost and little time needed.

4.35 Promotion. Promotion was considered to be the main activity of Fitness Ontario, as it was the "label" of their approach, and it was key to the successes they achieved. Promotion accompanied a variety of programs that were implemented throughout the province. Some of these programs are explained next.

Testing Program

One of the first promotions undertaken was to support the mobile fitness testing program. Personnel visited locations throughout Ontario with specialized mobile equipment that allowed them to evaluate the fitness levels of Ontarians, and give this information back to the public. This program was included in the unit's original operational plan, and terminated in early 1980 as data indicated it was no longer necessary to go directly to people on the a one-to-one basis.

Blue Jay Stretch

The Blue Jay stretch was taken over in the late 1970's and is still one of the few existing programs from the unit. This "mini" program gets baseball fans active during the seventh inning, to lively team music. This has been very popular, and attempts to change the music ("Okay, Blue Jays") or other aspects have been very negative. It seems the seventh inning break is an institution with Jays fans, and is in fact the only organized stretch in Major League Baseball to date. The Blue Jays themselves were partners with Fitness Ontario in conjunction with the Jay stretch. In the past, there have been promotions such as "fitness days" at the ballpark, and the players lent themselves to the production of messages and commercials.

Fitness Ontario Leadership Program (FOLP)

It was realized early on that there were no programs available to instruct and train community fitness leaders. Thus the Fitness Ontario Leadership Program (FOLP) was developed to help deliver good quality fitness programs at the community level, and was first promoted and delivered in 1979. This was very timely, as group fitness classes were rapidly gaining popularity. FOLP is also a program that

still runs today, in fact most fitness clubs and fitness facilities require that instructors have basic certification.

The Basics 35-hour course first introduced in 1979 gave potential fitness leaders an overview of the fitness field including class design, anatomy, physiology, and leadership fundamentals. Four specialty modules grew out of the Basics program in 1983 which included Stress Management, Pre/Post Natal fitness, Dance, Music, and Nutrition.

While developing FOLP, Fitness Ontario worked in coordination nationally with other provinces to ensure that all fitness leadership programs were similar. The result of this coordination was the national acceptance of FOLP as a standard, where if the instructor moved from Ontario to Alberta and had the Basics program, they did not require additional certification. The FOLP program, while initially providing education, eventually became a well recognized certification course.

Fit Five

Fit Five has been recognized as being one of the "benchmarks" of the unit. It was a five-step program introduced and promoted in 1980, based on checking off circles depending on the amount of activity. Various fitness activities were assigned an aerobic value, and every time one of these activities were performed within a certain time frame, a circle was checked off. Level one started of very basic, with 100 circles, and by level 5, there were 500 circles to check. Once a level was completed, the checklist was sent mailed in, and badges and certificates were sent back based on the levels completed.

Thus the program was highly motivational towards for the participants, which was a strong point. It's popularity yielded 10 Million copies sent out to Ontarians. Fit Five also became the basis for many employee fitness programs, where it was adapted by five other provinces. Some American health professionals also liked the program, and at last count, 23 states had used it in some form (G. Smith, personal communication, Dec. 1993). Requests still come in to the Ministry of Tourism and Recreation for copies of Fit Five, even though it has been out of print for eight years.

Public Service Announcements

Fitness Ontario was also very active in producing public service announcements to promote the message of fitness to Ontarians. It used radio, TV, and other media, and actually convinced the Canadian Radio and Television Council to approve 90 second PSA's. This was very important, as most media outlets were required to broadcast a certain portion of Canadian content, and by lengthening the PSA's, it increased the Canadian content to be played in one message. Thus the fitness spots were popular with media managers.

Most of the Announcements were approached in a light, comedic way, as it did not want to present itself to Ontarians in a preaching and controlling fashion. Thus some messages were patterned after Australia's Life Vienna program, that used humour. Examples of print PSA's can be found in Appendix C-1.

Other Promotions

There was also involvement in many other promotional activities that supported other programming. A worksite initiative entitled "the Business of Fitness" was advertised, which made a connection between the bottom line of fitness and fit

and healthy employee situations. A communications newsletter, *Fitnews*, was also produced that gave Ontarians updates on new fitness information. As well, many posters, brochures, and leaflets were created to promote its programs and the fitness message in general.

As a proviso, the activities already detailed do not make a comprehensive list of what promotions were carried out, rather it is meant to profile an overview of promotional functions.

4.36 Place. Fitness Ontario realized that they did not create the opportunities for the things they wanted people to do, thus they worked with many organizations to deliver opportunities at the local level. Their delivery system was very intricate - they worked with the YMCA's, health clubs, churches, the LCBO, grocery stores, and many others to promote fitness. There was even a Toronto warehouse for materials distribution. The whole system was described as being a "vast, vast network" (G. Smith, personal communication, Dec. 1993).

4.37 Evaluation

The unit and programs were evaluated often by the Director, Program Manager, and Research Officer. Evaluations were done through individual program assessment and polls on Fitness Ontario recognition. When such a poll was taken, 98 percent of Ontarians asked recognized the unit's name, and 95 percent felt that fitness was a good area for the government to be in. The ultimate evaluation of Fitness Ontario's goals came through activity patterns, where Ontarians' interest and participation in physical activity was monitored biannually for more than five years (1978-1983). Findings from this study indicated that participation increased from

1978-1981, and reached a plateau after this period. Fitness Ontario believed this was a clear indication of goal success, however, the problem with this evaluation was that it was unclear how much of this increase was attributable to their efforts, how much was attributable to other organizations (ie. ParticipACTION) and other factors.

4.38 Market Orientation

A market orientation was defined as one that focuses on the need of the customer, taking this focus from the consumer base in a manner that is friendly and helpful. The fitness unit regarded themselves as a market-oriented organization, one that was able to respond to the needs of the public who elected the officials. However, it was noted that this orientation was constrained due to bureaucratic influences of government.

Many activities were recalled that demonstrated a market orientation. The main activity consisted of hosting an annual meeting of the Ministry's 6 regions within Ontario, inviting representatives from each region. At this meeting, these representatives were asked for feedback on Fitness Ontario's progress, and also asked for components that were felt missing or that needed improvement. Similarly, other client groups were assembled on a periodic basis to ask for corresponding information, and focus group testing was conducted every time a PSA campaign was being planned to gauge public opinion.

Client groups were very important to Fitness Ontario, and the unit felt that they were always accessible through a program called FitTips, in public speaking and presentations, through the spokespersons bureau, the Blue Jays, and countless brochures. If bad news had to be communicated to these groups, such as unpopular

programs or cuts in funding, it was done keeping best interests of the groups in mind.

An internal market-oriented approach was also taken. In order to prove the effectiveness and importance of activities, the research/evaluation officer position was created to serve bureaucratic needs. As a result of the functions of this position, future funding needs for programs were justified and approved. It was mentioned that this approach was innovative for its time.

Conversely, it was understood Fitness Ontario staff that more could have been done to be market-oriented, such as targeting the educational system and children. A way might have been found to get more people active three times a week, although this method was unknown. Finally, as funding shortfalls negatively affected activities, it was noted that corporate funding may have been an option in securing additional operating monies. Generally, Fitness Ontario tried to make people aware of physical fitness, but noted that they may not have given the public all the tools necessary for action.

The recognition of a lack of a market orientation in some areas was frustrating, as it was perceived they could have been avoided. The deficiencies were caused by having to follow bureaucrats and their personal agenda, which may not have been directed towards the people's will. This hindered efforts to a great extent.

CHAPTER 5

DISCUSSION AND IMPLICATIONS

After applying the conceptual model and dependent questioning to ParticipACTION and Fitness Ontario, the results demonstrated many common, categorical observations. These observations will be discussed in the context of Wellington's (1994) case method analysis, using the element of background added by the author.

BACKGROUND

Both organizations were formed out of a climate that fostered the notion of physical activity and fitness, where this climate stimulated the Ontario and federal governments to get into the business of physical activity promotion for various reasons. There was little competition in the fitness promotion field at the onset, and public attitude was favourable. These conditions of monopolization and canalization were mentioned by Lazerfeld and Merton (1989) as being conditions favourable towards the success of mass-media oriented information campaigns. As the years passed, the physical fitness issue became more important to many people, becoming increasingly pronounced. Rothschild (1979) noted that the factors of situation involvement and preexisting demand also contributed to successful social campaigns.

5.01 Behaviour change/Philosophy/Marketing Approach

While there were surface characteristics pertaining to background and founding, a notable difference between the two organizations could be found in the approach to behavioural change, something that Kotler and Andreasen (1987)

emphasized as being "...the bottom line of all marketing strategy and tactics" (p.68). ParticipACTION has viewed health as a continuum, whereby the factors affecting the adoption of fitness behaviours on a mass (population-based) scale could be understood. This view has guided behavioural change strategies that have lasted almost 25 years for the intended target audiences, using models such as the one by Taylor and Miller (1993) that has included five steps and three phases. Determinants of physical activity such as those identified by Dishman (1988) and sociocultural trends in physical activity, as noted by Lori (1991) were recognized in these strategies by the use of research such as that conducted by Fitness Ontario ("Those who know but don't do"), and the development of certain target groups. Olson and Zanna (1993) and Mintz (1994) suggested that theoretical guidance of behaviour change over a long period of time could successfully underlie mass promotion. While approaches and theories of behavioural change were used at ParticipACTION, this study could not detect the use of cutting-edge theories such as the transtheoretical model, the relapse prevention model, or the theory of planned behaviour in fitness promotion.

In contrast, Fitness Ontario did not operate by a philosophy, but rather a set of objectives. The four objectives of motivation, education, coordination and a provision of opportunity guiding activities in relation to physical activity were sought, first on a one-on-one basis, then shifting gradually to population-based strategies. There was no theoretical basis for behavioural change used, nor was there a long time frame for which to achieve it, as far as this research could uncover. It was noted in personal interviews that behavioural change was achieved through legislative and

procedural rules. However, Fitness Ontario seemed to be one of the first organizations to conduct research to identify determinants of physical activity in the "Those who know but don't do" survey, thereby laying the early groundwork for studies such as Dishman's (1988). This was innovative for the early 1980's.

ENVIRONMENTS

ParticipACTION was very proficient at handling all environmental factors that effected their social marketing activities, which is consistent with Rados (1981) that social marketers must be able to adapt to pressures and realities in the outside world. The four external environments as studied were recognized, as defined by McCarthy, Shapiro, and Perreault (1991) and Rados (1981). Of all environments, the organization has been able to deal best with political and economic factors, two factors that were seemingly co-dependent. By addressing politics, such as lobbying federal politicians, ParticipACTION's agenda has remained at the forefront of importance. This in turn has kept their economic base strong, despite a climate of nation-wide cutbacks.

Conversely Fitness Ontario understood external environments as identified by Rados (1981) and McCarthy, Shapiro, and Perreault (1991), but could not effectively deal with them. They responded well to shifting social concerns by changing focus from fitness to active living, but could not effectively address political forces. Thus, as a result, provincial politicians consistently maintained that the unit was frivolous, causing yearly diminishing budgets and ultimately, organizational dismantling.

While handling of environmental concerns differed between organizations, treatment of ethics was consistent. Staff realized that ethical concerns had the capacity to impact negatively on their consumers, which is compatible with this research. Thus to avoid possible ethical mishaps, activities have been approached with honesty, high standards of product quality, and supportable messaging.

ParticipACTION and Fitness Ontario's approach to ethics was congruous with Murphy and Bloom's (1990) presentation of the theory of paternalism, where the organizations felt that they had the right to intervene if it was advancing the good of society. It was reported that the majority of clients in both cases were comfortable taking direction from a paternalistic source, believing that the physical fitness cause was worthy to promote, and that it was a good issue for the organizations' involvement.

By operating according to high ethical standards in everything they do, ParticipACTION and Fitness Ontario have contributed to social marketing as a profession by exhibiting responsibility, discipline, and accountability, as Murphy and Bloom (1990) contended. These standards contributed to a market orientation, consistent with Kotler and Roberto (1989).

INDUSTRY

ParticipACTION and Fitness Ontario were always aware of what was occurring in the fitness promotion industry, by looking at a comprehensive list of government, nonprofit, and private organizations. With the knowledge of what was occurring in the industry at large, a concerted effort was made not to duplicate

existing programs, and to work in cooperation with organizations that had similar goals and aims. By working on their own strengths and not others, unique market "niches" were formed. Fitness Ontario even made observations outside of Canada, where programs such as Life Vienna from Australia were borrowed and adapted for use with Ontarians.

THE FIRM

5.02 Target Markets

Realizing that needs of all clients could not be met, ParticipACTION and Fitness Ontario segmented their respective audiences and defined targets from these segments, where they could have more of an impact on groups that were in the greatest need. Women, children, and low income families were targets that were similar to both. This is in accordance with emphasis from Cravens & Lamb (1989), Fine (1990), and Kotler (1982) that social marketers must break down segments into meaningful targets, also with Burgess et al. (1985) recognizing that serving all the diverse needs of the global market is initially difficult. However, as ParticipACTION has evolved, an expansion of relevant targets has been made such as the disabled, ethnic minorities, and older adults. This has shown an effort towards reaching more of the Canadian population, especially those at risk to health problems complicated by a lack of physical exercise. Market segmentation was identified by Rothschild (1979) as a factor associated with successful social marketing campaigns. In contrast, Fitness Ontario's targets stayed fairly static - throughout its lifespan, employees were the emphasis. A broader approach to targeting was taken, reaching a smaller portion

of the population. This narrow view was realized as planners wanted to reach more specific targets, but as previously mentioned, budgetary constraints forced the situation. Sarnier (1994) noted that by broadening a mandate, it is easier to produce an incongruent and hard to understand program, creating a problem in social marketing.

5.03 Resources to Marketing

The structure of the two agencies was also alike. Each had between ten to fifteen staff, where there was at least one marketing specialist. Departments that engaged in marketing activities did exist where personnel were directed towards serving the best needs of their clients. The utilization of specific marketing departments has been mentioned by Shapiro (1988) and Webster (1988) as contributing to the success of a market-oriented organization.

5.04 Marketing Functions

5.05 Goals and Missions

Goals and missions of the agencies were similar except for the fact that each was operating on a different level - ParticipACTION at the federal, national level, and Fitness Ontario at the provincial level. Each wanted to get their respective audiences to become more active and fit through motivation and education strategies. Goals were developed from a distinct mission statement at ParticipACTION. Fitness Ontario did not choose to pursue a definitive mission statement, although it was mentioned that at the time (1970's), this wasn't a popular thing to do. Barach (1984), Cravens & Lamb (1989), Kennedy (1991) and Kotler (1982) have all mentioned that mission statements and corresponding goals are important first steps in the

development of a social marketing venture. ParticipACTION's central approach to marketing, since conception, has been social marketing as conceived by Kotler and Zaltman (1971). This approach is appreciated and understood, using strategies that are methodical and results-oriented. It is recognized that with these strategies, positive attitude and behaviour change can be influenced.

Fitness Ontario took a traditional approach to marketing, using a product marketing model. It was recognized that principles of social marketing, such as those of Kotler and Zaltman (1971) were being used from time to time, but it was decided to label activities as "promotion". Marketing tactics were not based on any theoretical or educational skills and it was generally felt that marketing was a peripheral activity that "was the tail of the dog" (D. Reid, personal communication, Dec., 1993). Marketing goals of both organizations included encouragement of their respective audiences towards the adoption of a healthier, active lifestyle. However, while ParticipACTION worked towards the formation of new alliances and partnerships as part of their marketing goals, something that Mintz (1994) emphasizes as factor towards program impact, Fitness Ontario strove towards the gathering of research as a tool to measure program progress and success from which future programs could be designed.

While there was divergence in the goals of marketing across organizations, there was a consensus on felt strengths and weaknesses of the goals. Both considered them to be attainable, carried out by very capable staff. However, weaknesses surfaced from political factors - goals changed with shifting political agendas. ParticipACTION has been able to partially deal with these influences by lobbying the

government and the private sector that provides their operational monies, although it is felt this could always be improved upon. This "networking" has been easier due to the arm's length status of the agency. Fitness Ontario was not so successful at contravening politics, which became harder due to Ministers that did not care for their cause. It is interesting to note that in addition to weaknesses brought on by politics, the provincial fitness identified that goals had no sustainability, even though they were only in existence for roughly ten years. This weakness was mentioned as the prime reason for the dismantling of the organization.

5.06 Market research

Market research at ParticipACTION is engaged in before any programs or messages are formulated, and is used to identify needs of target audiences. Health survey information has been extensively used, including Ontario Activity Patterns I & II (1978-1983), Canada Fitness Survey (1981), the Campbell's Survey (1988), and the Canada Health Promotion Survey (1985-1990). The importance of utilizing market research in conducting needs assessments has been noted by Fine (1990), and Ladouceur (1991) emphasized that it is the basis for successful social marketing.

Fitness Ontario, in addition to actively using market research to develop programs, was an avid research collector and conductor. A research and evaluation officer was used towards this end, which was noted as being new for the time. Research conducted through the fitness unit provided valuable insights into behaviour, attitudes, and activity levels in relation to physical activity, and was an important contribution towards the building of information in the field. This was evidenced by organizations such as ParticipACTION incorporating the research into

the formulation of programs and activities. However, while Ladouceur (1991) has mentioned research as a basis for social marketing, Fitness Ontario interview subjects indicated that this research was used more as a means towards an end. Instead of having the main goals of the research being towards the identification of client needs as Fine (1990) noted, it was used towards justifying the unit's existence to government officials and future budgetary needs.

5.07 Marketing Mix

The four P's of the marketing mix have been fully utilized and understood by personnel at ParticipACTION, where such a mix plays an important role in its marketing functions, the prominence of which has been recommended by Fine (1990). Important differentiations between product marketing and social marketing have been made, including: the fitness product is recognized as largely intangible, mentioned by Shapiro (1973); the fitness product is meant to influence the changing of behaviours from a sedentary lifestyle to a more active one, the behavioural change element being stated by Borts (1994) as being part of the traditional and social product difference; price of the fitness product is not only mentioned in monetary terms, but also in terms of a "social price" such as time, effort, and a change in lifestyle as noted by Fine (1990); place refers to the intermediaries such as the mass media, non-profit organizations, health-related agencies, and sponsors that move the fitness product from points of production to points of consumption, referred to by Borts (1994). All of the elements of product, price, and place have been fully supported by promotion, where promotion is consistent with McCarthy, Shapiro and Perreault's (1991) definition as telling the target market about specific product offerings. Promotion has

been the key to the 4 p's, being innovative, comprehensive and popular to the Canadian public over the last twenty years.

While Fitness Ontario did recognize that elements of their marketing mix were differentiated from that of a traditional marketing approach, such as Shapiro's (1973) intangible nature of their social product, Fine's (1990) "social" price, and Bort's (1994) points of distribution, the elements were not combined into an inclusive "4 P" strategy. Instead, all marketing activities were labelled as promotion (this is only one-quarter of a full marketing mix). However, some promotions were innovative and popular, as with the case of ParticipACTION. The Blue Jay Stretch and Fitness Ontario Leadership Program still exist today under the Ontario Ministry of Tourism and Recreation, due to their uniqueness and popularity with Ontarians. "Fit Five" was requested 10 million times and copied by many due to its reknown. Nevertheless, these promotions were by no means created and implemented with a comprehensive marketing mix. In addition, Sarner (1994) indicated that success can create problems in social marketing, as demands for materials could become prohibitively expensive.

The findings of this study concerning marketing functions also allude to what Sarner (1994) called "marketing by default". Since marketing was considered to be "the tail of the dog" there was little money to properly support the scale of social marketing initiatives that were taken on. Also, the short time frame in which results were expected supported Sarner's ad-hoc characteristics.

5.08 Evaluation

Both ParticipACTION and Fitness Ontario evaluated their programs and organizations frequently, testing both efficiency through unsolicited client response, and cost effectiveness variables. These are two ways to conduct evaluation, as noted by Lamb and Crompton (1990). However, Fitness Ontario tended to evaluate effectiveness more, through annual research studies measuring activity levels, although it was mentioned that confounding variables prevented complete evaluation of the effect their activities had on these levels. Lamb and Crompton (1990) have stated that effectiveness evaluations indicate more of a true consumer orientation.

5.09 Market Orientation

ParticipACTION and Fitness Ontario recognized and defined a market oriented organization as one that identifies and responds to consumer needs and wants, a realization in line with a definition of the concept set out by Assael (1981), Andreasen (1982), and Fine (1990). However, when trying to detect a market orientation with characteristics set out by Kotler and Andreasen (1991) and Borts (1994), only ParticipACTION could be identified with strong attributes, holding at the centre of all activities the client. Hardy (1991), Kotler (1990), and Payne (1988) have all mentioned the importance of a modern-day market orientation, and Peters and Waterman (1982) suggested that it was vital to organizational success and survival. Fitness Ontario did not conform to several criteria of a market orientation such as not having a bias towards segmentation, not using all elements of the marketing mix, and not having a commitment to long-term success. Exemption of some criteria was reportedly caused because of political influences.

5.10 IMPLICATIONS

It is clear from the results of this comparative study and the discussion that followed that ParticipACTION has been the model of a social marketing organization. Fitting this study's conceptual model, it has recognized and utilized key marketing concepts as they relate to social marketing by developing concrete missions and goals, utilizing market research, segmenting its population, creating a marketing strategy with a balanced marketing mix, evaluating its activities, and finally being aware of and managing external environmental factors. The utilization of these concepts have centred around the consumer's needs and wants. This market orientation has been aided by an understanding of behavioural change and related elements, and by the realization that change does not occur quickly.

As a result, ParticipACTION has been very successful over the last twenty-two years, with this success being measured by excellent cost-effectiveness, and a high level of public awareness. The awareness has created much notoriety and popularity among Canadians, and in fact, at one time it was common to hear people mention that they had "participacted" instead of exercised (Sarner, 1994). However, it is difficult to measure the translation of ParticipACTION's high public awareness directly into the changing of Canadian fitness behaviours. This would be consistent with the postulation of Dishman (1992) and Brawley (1993) that education campaigns are probably limited to changing awareness about an issue, rather than measurably changing behaviour.

In contrast, it is equally clear that while Fitness Ontario was in relatively the same business, recognized and utilized some of the same social marketing concepts,

and did achieve notable successes (ie. with ground-breaking research), the organization ultimately failed because of key differences, shown by the unit's end in 1987/88. While marketing was recognized as the key to successes that were achieved, it was generally felt to be a "peripheral" activity. This attitude as well as other factors contributed to its' failure, such as taking too broad an approach to market segmentation; emphasizing only promotion in the marketing mix; not effectively dealing with external environmental factors, such as political and economic forces; having a weak market orientation, being constrained by political influences; not understanding or having any strategy concerning the processes of behavioural change; and having no emphasis towards a long-term commitment, expecting behavioural change results relatively quickly.

Some of the aforementioned factors support the finding of Sarner (1994) that "marketing by default" or ad-hoc marketing does not contribute to success of social marketing. Also, although this cannot be directly supported, Fitness Ontario may have been unsuccessful by not achieving a monopoly in Ontario in the fitness promotion field, which, according to Lazerfeld and Merton (1989), is a condition of success. While Fitness Ontario was the only provincial unit engaging in physical activity promotion, it was not the sole provider of a voice for fitness promotion. As ParticipACTION's mandate has been to serve all Canadians, the arm's length agency may have been a very influential force acting on the demise of Fitness Ontario. However, there is substantiated evidence that bureaucratic pressures on the provincial unit was one of the strongest adverse factors acting on the unit's business.

5.11 KEY FINDINGS AND CONTRIBUTIONS OF THIS STUDY

This case study lends support to the author's conceptualization of marketing functions and market orientation, and illustrates a sound case approach towards the examination of non-business agencies that engage in the social marketing of physical activity. Practically, there are important implications for physical activity promoters. While there is evidence that a general following of social marketing constructs as theorized in this study's conceptual model can contribute to constructing a successful fitness organization, there is also support for proficiency in specific areas as a valuable contribution to this success. In this study, ParticipACTION has shown that expertise in certain areas is key.

Behavioural change is the underlying principle of all that the organization is trying to achieve. It is, after all, "the bottom line of all marketing strategy and tactics" according to Kotler and Andreasen (1987). Basics of behavioural change, essential to Mintz (1994), include a strong commitment that is based on theory and given a long time frame. Recognition of marketing is equally significant. ParticipACTION recognizes the importance of its marketing activities and gives 100 percent commitment as it is "basically all that they do " (R. Kisby, personal communication, Dec., 1993). It is not seen as peripheral to main activities. Further, these marketing activities are enhanced with partnerships with the non-profit, public, and private sectors. These partnerships help to have a greater impact, as they contribute to reaching a greater audience. This is consistent with the postulations of Mintz (1994).

ParticipACTION has also shown that careful segmentation and targeting of their population is significant. Specific groups that have a high risk to illness and

disability due to physical inactivity have been identified, as well as special populations where opportunity is limited (ie. the disabled, low income etc.). Cravens and Lamb (1989), Fine (1990) and Kotler (1982) maintained the importance of segmentation.

The organization was particularly good at counter-acting uncontrollable forces. Specifically, political lobbying kept its cause in the forefront of politician's minds, thus enabling budgets to stay intact. Fine (1990), and McCarthy, Shapiro and Perreault (1991) noted that effective social marketers are ones that recognize and adapt to pressures and realities in the outside world.

Finally, if not most importantly, social marketing programs have always been approached with upfront honesty and ethical consideration, that have been backed with sound research. This contribution towards success criteria was stated by Scrivens (1984) and Ladouceur (1991).

In conclusion, this comparative case study provided notable insights into the factors of success and failure of social marketing programs initiated in the fitness promotion field, which made a significant contribution to theory construction in concept marketing. These insights give practitioners the tools with which to make informative decisions when embarking on the marketing of a social cause or idea. The case study findings may also be expandable to the knowledge base of social marketing in general, and not just fitness promotion, although this would require further empirical verification. Recommendations for future marketing research are offered in the following chapter.

CHAPTER 6

SUMMARY, CONCLUSIONS, RECOMMENDATIONS

Summary

This case study of ParticipACTION and Fitness Ontario had four objectives:

1) to conceptualize the practiced marketing functions and formulate systematic, categorical observations concerning market orientation between the nonbusiness, private and the nonbusiness, public sponsor of physical activity in Canada; 2) to illustrate a case approach for allowing the systematic development of a theory of marketing functions and market orientation regarding the sponsorship of physical activity between a national arm's length, private organization and a provincial entity; 3) to contribute to theory construction of marketing functions and market orientation in concept sector organizations, and; 4) to serve as an aid for future empirical marketing research in the health and fitness promotion field.

Thus a qualitative, comparative case study approach was used to conduct this bilateral analysis. Two main questions were applied to this end: What was the nature of marketing functions in the two organizations, and how did the organizations practice a market orientation? In addition to these questions, an inquiry into the fundamental foundations of social marketing was made, including marketing approach and the role of consumer behaviour. All of these research questions were studied with the use of a qualitative interview adapted from Lori (1991), which was based on the framework of a conceptual model adapted from McCarthy, Shapiro and Perreault (1991). Analysis was based on Lori's (1991) five phase plan, and a case analysis method as adapted from Wellington (1994).

Chapter IV presented the case results by first presenting the case of ParticipACTION, outlining background and how marketing activities fell into the conceptual model. These activities fell within a general twenty-one year time frame, 1972-1993. The case of Fitness Ontario was then similarly presented, including marketing activities within a general twelve-year time frame, 1976-1988. The cases were outlined one after the other so as not to confuse the "phenomenon of interest", noted by Patton (1990).

In Chapter V, the cases were finally discussed together by comparing and contrasting the results as they applied to components of the conceptual model. Implications of the results were that ParticipACTION was a model organization for social marketing activities, fitting all components of the conceptual model including using a social marketing approach to marketing and utilizing behavioural change strategies. Indications are that a general following of the conceptual model could lead to success in social marketing, and in addition, that proficiency in certain elements of the model could be a valuable contribution to this success. In contrast, while Fitness Ontario did recognize and utilize some of the same elements of the conceptual model, there were important deficiencies in some elements of social marketing and an omission of others. This deficiency and omission in unison with adverse political influences contributed to the failure of the organization, as it was dismantled in 1987/88 only 12 short years after it's founding. This in comparison to ParticipACTION, that is 22 years old and is still promoting the idea of physical activity.

This study was not intended to measure nor to compare and contrast the effectiveness of the organizations in question in terms of social marketing. Rather, the research, including a conceptual model and case method, was conducted in an effort to contribute to a foundation for the development of a theory of marketing functions and marketing orientation for marketing physical activity in the nonprofit and public sector. Also, an attempt to identify success criteria was made to complement the aforementioned theory development. While this study is a significant contribution to the small amount of research that has been done on organizations that engage in promoting the idea of physical fitness, there remains much examination to be done in the subject area. With increased study, there will be more information for practitioners to draw use from concerning physical activity promotion, and other social causes.

Conclusions

This study conceptualized practiced marketing functions and made observations concerning market orientation constructs in two non-business sector organizations that sponsor physical activity in Canada. ParticipACTION, a private arm's length agency, demonstrated that social marketing concepts and constructs can be applied to the marketing of a social cause in the non-profit area, and can achieve success by using the process. Conversely, Fitness Ontario, a public organization, demonstrated that ventures into the marketing of a social issue can fail without understanding and using the same concepts and constructs.

The case comparison method used in this research illustrated an approach that could be used in the study of social marketing functions and market orientation as they relate to physical activity promotion. The method also contributed to theory in the aforementioned functions and orientation, by identifying a new set of success criteria for social marketing. These included approach to marketing, behavioural change, marketing functions, and market orientation in the promotion of physical activity. These are summarized next.

6.01 Marketing Background

ParticipACTION and Fitness Ontario began promoting the social idea of physical activity in the 1970's, and at onset were the only Canadian Non-Profit organizations in this business. As years passed, the promotion of increased physical activity behaviour gained in popularity, and was accepted by the public since as it was perceived to be a good activity with which to be involved.

ParticipACTION's approach to marketing has always been that of social marketing, as theorized by Kotler and Zaltman (1971). Marketing was recognized, understood and fully supported by the whole organization with both human and financial resources, and made up "100 percent of what they do" (R. Kisby, personal communication, Dec., 1993). All activities were approached with honesty, where messaging was supportable. Strong partnerships were major goals of their marketing programs. Fitness Ontario, while also having integrity in messaging, saw their marketing activities as "the tail of the dog" (D. Reid, personal communication, Dec., 1993) that was neither fully understood nor maintained. Partnerships did not figure prominently in marketing approaches.

6.02 Behavioural Change

Kotler and Andreasen (1987) noted that behavioural change strategies are "the bottom line of marketing strategy and tactics" (p.68) in social marketing, and in support of this point, ParticipACTION has used such approaches and strategies in its promotion of physical activity since inception. Fitness Ontario did not use theoretical foundations of behavioural change in its marketing strategies as far as this research could indicate.

6.03 Marketing Functions

ParticipACTION demonstrated that marketing functions as conceptualized in this study's theoretical model are important elements toward the effective promotion of physical activity. These functions include: the establishment of goals and missions, market research, market segmentation, the marketing "mix" or four P's, evaluation, and management of external environmental factors. By omitting or misusing key components of these functions such as market segmentation and the use of all of the 4 P's, Fitness Ontario illustrated that this action can also be a contribution to ineffective marketing programs.

6.04 Market Orientation

A strong market orientation is one of the foundations of effective social marketing in this study's conceptual model, where needs and wants of the consumer are met by tailoring everything the organization does towards that consumer. Correspondingly, ParticipACTION represented a strong market orientation by centring all their operations around their audience, and by doing numerous things to demonstrate such an orientation. While Fitness Ontario embodied elements of a

market orientation, they did not use several criteria by not having a bias towards segmentation, not using all of the marketing mix, and not having a commitment to long-term success. Political forces influencing the provincial fitness unit's business were blamed for the lack of a strong orientation.

While there are many criteria that can contribute to effective social marketing, this case study demonstrated, through the efforts of ParticipACTION, that proficiency in certain skills are key to success. These include utilizing behavioural change strategies, recognizing the importance of marketing, building partnerships, segmenting their market, managing external environmental factors, and approaching marketing with integrity. This revelation can infer that in marketing physical activity, these criteria may be more important than others towards building effective social marketing programs.

6.05 Conditions for Success

The following conditions were also associated with the criteria:

1. *Monopolization.* An information campaign has to enjoy a monopoly in the media, so that there be no messages that are contrary to a campaign's objectives. However, most campaigns in a free society face competition and are unable to monopolize the media.
2. *Canalization.* Mass- and information-oriented social campaigns depend on a favourable public attitude base. Preexisting attitudes are easier to reinforce than to change.

The inferences of this study of success criteria and conditions in social marketing have important implications for the physical activity promoter: with their

use and the fortification of certain areas such as in the case of ParticipACTION, social marketing initiatives of physical activity can have great impact. However, they must be used in the context of a complete and well-balanced conceptual framework.

6.06 Further Theorizing on Factors of Success and Failure

While it is easy to claim that by following a comprehensive formula physical activity promoters will have success in social marketing, a closer look at the case of ParticipACTION and Fitness Ontario may divulge more information. While ParticipACTION did follow closely concepts and constructs of social marketing presented by this investigation, and specialized in some areas, this came about through one main reason: the organization was at arm's length from its founding agency, a condition enabling them to be explorative, creative, and innovative. This relatively non-political and empowering status also allowed ParticipACTION to be more market-oriented.

Conversely, Fitness Ontario existed within a highly political provincial Ministry that did not at the time put a great emphasis on theory nor on achieving results in a long time frame. This perhaps hindered exploration, creativity and innovation due to the required following of the status quo. Staff more than likely had little empowerment to lead the organization in the manner they wanted, even if better methods of operating were thought to exist. In addition, the organization was essentially competing against a national agency that had a four year advance on their efforts. ParticipACTION's edge of experience gained from being in the market longer and overlapping efforts may have adversely affected Fitness Ontario's activities. A

further and final observation of effectiveness measures for the social marketing of physical activity can then be made. Organizations must be able to function in an environment that is conducive to individual, unconstrained decision making where creativity and innovation is fostered.

RECOMMENDATIONS

Recommendations for future investigation follow from the results and implications of this study, to aid and advance the limited knowledge of physical activity promotion that exists in this country. The importance of this issue to Canadians and its impact on health does not have to be underscored. The following are suggestions:

6.07 General

- 1) The application of a similar methodology to other nonprofit organizations in Canada that engage in physical activity promotion is needed for the purposes of comparing and contrasting additional non-business sponsors.
- 2) Specific success criteria and conditions of effective social marketing found in this study could be verified with other nonbusiness sponsors of physical activity.
- 3) The application and verification of 1) and 2) in other concept sector organizations not engaging in the marketing of physical activity would be required to test the generalizability of these findings. They may be applicable to the general domain of social marketing.
- 4) As this research intended to be a starting point for the study of social marketing and thus only included qualitative, descriptive methods, this could be further

developed at some future point to include quantitative measures. This may include adapting the questionnaire for statistical purposes, where frequencies and other statistical tests could be run. This could even include setting up semantic differentials. By adapting the questionnaire for quantitative, statistical purposes, it could be tested on many organizations to infer correlations and relationships between variables. A further explanation of quantification of this study's methods is beyond the scope of this research.

5) Organizations engaging in social marketing may be wise to follow other general success criteria identified in this study's literature review. These are summarized below.

a) Successful market-oriented organizations have specific marketing personnel and departments with substantive human and financial resources, which direct the entire organization to satisfy the needs of the consumer in the most efficient way possible (Mintz, Rawlings, & Steel, 1991; Shapiro, 1988; Webster, 1988)

b) Sound research has proven to be the basis for successful social marketing (Ladouceur, 1991)

c) Effective social marketers need to be knowledgeable of the external environment in which they function and must be able to adapt to the pressures and realities of the outside world (Fine, 1990; McCarthy, Shapiro & Perreault, 1991; Rados, 1981).

d) The use of sound ethical practice has been linked to effective social marketing programs (Scrivens, 1984).

e) To have real impact, campaigns should develop a variety of partnerships (Mintz, 1994).

- f). Situation Involvement. The issue must be important and of interest to most people (Rothschild, 1979).
- g). Preexisting demand. The demand for the change in behaviour should be strong and universal (Rothschild, 1979).
- h). Segmentation. The message should be tailored to each group of target adopters and should not be general (Rothschild, 1979).

6.08 Specific to ParticipACTION

6) While ParticipACTION uses strong theoretical bases of behavioural change, the organization could start using cutting edge theories such as the transtheoretical, relapse prevention, and/or planned theory of behaviour in their marketing strategies. It has been shown that these theories have great potential to be used with physical activity promotion, to more effectively influence behavioural change.

Specifically, communications could be better targeted if a study such as the one by Booth et al. (1993) was conducted of the Canadian population. This analysis would identify where Canadians are relative to the stages of change in adopting physical activity behaviour, and appropriate strategies could be formulated from this information. The analysis could be administered by using the techniques of Booth et al (1993), or with the use of McDonald's (1994) staging algorithm for physical activity (Appendix D).

7) While ParticipACTION is strong in program and organization evaluation, effect of communications on Canadian physical activity levels remains unclear. This may always be difficult to evaluate, however, a constant meaning of "physical activity"

would help. A consensus statement has not yet been reached with experts in the physical activity field, a troublesome problem mentioned by Lori (1991). Is it defined as 20 minutes for three times per week or some other definition? This seems to change constantly from year to year, thus consultation with all experts in the area is needed to come to an overall agreement. Once a constant definition is created, it can be used in evaluation criteria across the nation and within different organizations that sponsor physical activity promotion.

6.09 Specific to Fitness Ontario

8) Should the Ontario government ever again venture into physical activity promotion by the creation of a specialized unit, provincial politicians may consider either giving it arm's length status or changing rules within ministries. This would allow an organization to act without the constraints of a bureaucracy so as to foster empowerment, creativity, and innovativeness.

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APPENDIX A

DEFINITIONS

DEFINITION OF TERMS

Active Living

The term used to describe the lifestyle of those people who value physical activity in all its forms and who integrate it in beneficial ways into their lives. It is demonstrated by involvement in any form of physical, recreational activities, competitive sports, and physical fitness-oriented activities. (Ontario Ministry of Culture, Tourism, and Recreation, 1993)

Customer Orientation

Knowledge of the customer, requiring a thorough understanding of the needs, wants, and behaviour, should be the focal point of all marketing action (McGee & Spiro, 1988, p.40).

Determinant

Denotes a reproducible association or predictive relationship other than cause and effect. (Dishman, 1988).

Ethics

A systematic attempt, through the use of reason, to make sense of our individual and social moral experience, in such a way as to determine the rules that ought to govern human conduct and the values worth pursuing in life (DeGeorge, 1990).

External Environment

Factors that are outside of the operations of an organization but which have an effectual role on the organization itself (Gray & Starke, 1988).

Fitness Canada

A division of Fitness and Amateur Sport in the federal government responsible for fitness/active living policy and program development, and the day-to-day relations with the fitness and active living associations (Minister of State, Fitness, and Amateur sport, 1993)

Fitness Ontario

Governmental agency responsible for the sponsor of physical activity in Ontario.

Health Promotion

The science and art of helping people change their lifestyle to move toward a state of optimal health (O'Donnell, 1988).

Market Concept

Directing all efforts towards satisfying customers (McCarthy, Shapiro & Perreault, 1991). Holds that the key to achieving organizational goals consists of determining the wants and needs of target markets (Kotler in Houston, 1986).

Marketing Functions

The fundamental elements of effective marketing management including: overall corporate and marketing goals/mission, market segmentation, market research, product, price, distribution, promotion, and marketing evaluation (Fine, 1981; 1990; Kotler & Andreasen, 1987).

Market Orientation

The extent to which an organization adopts and implements the market concept (McCarthy, Shapiro, & Perreault, 1991).

Marketing Philosophy

Proposes that the business focus on the consumer's needs and desires (McGee & Spiro, 1988, p. 40).

Market Segmentation

The fundamental marketing process of dividing the market into homogenous segments and then developing unique marketing programs for each target segment (Bloom & Novelli, 1981)

Non-profit Sector

Government or concept sector organization in business to sponsor ideas and social issues as opposed to creating goods or services with the primary goal of profit (Fine, 1990).

ParticipACTION

An arm's length agency of the federal government responsible for the promotion of fitness in Canada.

Social Marketing

The design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research (Kotler & Zaltman, 1971, p.5).

Social Ideas

Previous experience collected and organized into a new pattern. Social issues and causes, in their initial state, are ideas that are of interest to many individuals within a society. Ideas precede and may induce social issues/causes, which, in turn, may prompt social action, which ultimately leads to social change (Fine, 1981, pp. 10-11; Lori, 1991).

APPENDIX B
GENERAL INTERVIEW GUIDE

INTERVIEW GUIDE

DATE:

INTERVIEWEE:

ORGANIZATION:

POSITION:

PURPOSE

- To get information that will help to determine how ----- is marketed in Canada/Ontario.
- Your position as ----- offers you an unique opportunity to describe the operations of -----.
- The answers from all the persons interviewed will be combined with written documentation to get an overview of ----- activities.

PLEASE NOTE

- Please feel free to ask, if you have any questions about why I may be asking certain things.
- If there are any questions you don't want to answer , just tell me so.

RECORDING

- If you don't mind, I'd like to tape our interview so I don't miss anything or inadvertently change your words.
- I can turn off the tape recorder at any time you want; just motion to me.
- Any questions before we begin?

BACKGROUND

Can you explain to me the role and responsibilities of your position in the organization.

How is your time divided among these activities

What is the mission of -----?

How would you explain ----- general business?

Who are your clients?

How do you define marketing from your perspective?

How does ----- define marketing?

Marketing activities can be poorly understood and under appreciated. How do you feel this statement relates to ----?

EVENTS

What were the significant events in the creation of a marketing position in the organization?

Who were the significant individuals involved in the creation?

MARKETING FUNCTIONS

What is the goal of marketing in your organization?

Does your organization evaluate its marketing mission?

How are the mission/goals evaluated?

By whom?

How often?

What is done with the information?

What are the strengths of the goals the organization is currently pursuing?

What are the weaknesses of the goals the organization is currently pursuing?

What are the steps you feel ----- could utilize to improve the weaknesses you have mentioned?

Has ----- conducted an industry analysis?

If yes how often?

Who conducts it?

What is done with the information?

Has your organization conducted a competitor analysis?

If yes how often?

Who conducts it?

What is done with the information?

Is market research used?

What is the nature of the research?

Who conducts it?

How often?

What is done with the information?

Is market segmentation used?

What target markets are pursued?

Which of the following elements are recognized in the organization's marketing mix (strategy)

- product
- price
- promotion
- producer
- purchaser
- probing
- place

How are each of the above applied?

Do you have examples ?

MARKET ORIENTATION

How would you define a consumer orientated organization?

Do you believe that your organization is consumer oriented?

What activities does ----- do to show this?

How do you feel ----- could become more responsive to consumer demands?

What is your own background in marketing?

What training opportunities are available to staff to improve their skills in this area?

Overall how much value does the organization give to marketing activities?

Do you believe this attitude is translated into action? How?

What resources financial/human are devoted to marketing activities in the organization?

How many individuals in your organization are involved in the marketing process? To what extent?

Are there any individuals outside the organization that figure prominently in the marketing process?

EXTERNAL ENVIRONMENT

To what extent do you believe the following environmental factors affect the marketing operations of the organization? Please illustrate with some examples.

- social
- political
- competitor
- economic

What if any steps does the organization take to deal with these environmental factors?

Are there any other factors outside of the organization that you feel affect the marketing operations?

ETHICS

Does the organization operate by a code of ethics?

Has the organization ever been accused of trying to manipulate or control public attitudes or opinions?

Is the promotion of ideas or concepts beneficial from the standpoint of Canadian society?

What are some of the specific ethical questions facing your marketing programs?

How does the organization deal with these ethical questions?

That brings our interview to a conclusion. Is there any other information you feel I should know about in order to get a clear picture of the marketing processes of _____?

Thank you for your assistance. I will be in touch again when the results of the study have been formulated. In the meantime if you have any questions or other information you think is pertinent please give me a call.

APPENDIX B-1
SUBJECT ROSTER

FITNESS ONTARIO

Mr. J. Halstead, former Director

Mr. G. Smith, former Unit Manager

Mr. D. Payne, former Asst. Manager

Mr. D. Reid, former Marketing Consultant

Dr. A. Salmon, former Technical Consultant

PARTICIPATION

Mr. R. Kisby, President

Dr. A. Salmon, Technical Director

Ms. N. Colbeck, Communications Director

APPENDIX C
PARTICIPATION SURVEYS

**CANADA'S FITWEEK
TRACKING STUDY
- FINAL REPORT -**

**Prepared for:
Canada's Fitweek Secretariat**

July 9, 1993

BACKGROUND AND PURPOSE

May 28 to June 6, 1993 marked the eleventh annual Canada's Fitweek campaign. The goals of the campaign are:

Participation

- To encourage Canadians to be physically active during Canada's Fitweek
- To encourage Canadians to integrate physical activity as an important part of their everyday life

Awareness

- To increase awareness of Canada's Fitweek
- To increase and reinforce individual and societal awareness of Active Living and its benefits
- To increase the value placed on making physical activity an important part of everyday life
- To increase awareness and opportunities for physical activity in the community
- To promote the awareness of Fitweek as a platform for advocacy activities aimed at enabling Canadians to be physically active

The purpose of the research was to evaluate and monitor the impact of Canada's Fitweek on the Canadian public, in terms of both awareness and participation.

- Deletion of question about the perceived purpose of Canada's Fitweek: *"to the best of your knowledge, what do you think is the main purpose of Canada's Fitweek?"* (old Q.2c)

- Deletion of two questions about Fitweek sponsor:

-- *"To the best of your knowledge, who is the main sponsor of Canada's Fitweek?"* (old Q.3d)

-- *"Were you aware, or not, the main sponsor of Canada's Fitweek is Fitness Canada which is part of the Federal Government?"* (old Q4a)

- Deletion of a series of questions on vigorous and moderate physical activity:

Vigorous physical activity

- Q.5a - Frequency of participating in vigorous physical activity.
- Q.5b - Number of hours spent per week on average involved in vigorous physical activity.
- Q.5c - Intention in next 6 months about participating in vigorous physical activity.
- Q.5d - Types of vigorous activities intend to do more of.

Moderate physical activity

- Q.6a - Frequency of participating in moderate physical activity.
- Q.6b - Number of hours spent per week on average involved in moderate physical activity.
- Q.6c - Intention in next 6 months about participating in moderate physical activity.
- Q.6d - Types of moderate activities intend to do more of.

- The above were replaced by the following questions:

- Q.5a - *"You mentioned that your participation in Canada's Fitweek had a positive effect on your physical activity goals. For different people, this can mean different things.*

Which one of the following two statements best applies to you?

I plan to increase the amount of time I spend on physical activity as a result of participation in Canada's Fitweek.

or, I do not plan to increase the amount of time I have been spending on physical activity, but participation in Canada's Fitweek has encourage me to maintain my current level of physical activity."

- Q.5b - *"The next few questions are about the impact of your participation in Canada's Fitweek on your participation in vigorous physical activity, and its impact on your participation in moderate physical activity.

First, do you now plan to participate more often in vigorous physical activity as a result of your participation in Canada's Fitweek? By vigorous physical activity I mean such activities as jogging, cycling, swimming, cross-country skiing, or other activities that cause your heart rate of breathing to increase."*
- Q.5c - *"Secondly, do you now plan to participate more often in moderate physical activity as a result of your participation in Canada's Fitweek? By moderate physical activity I mean such activities as walking in your neighbourhood, bowling, gardening, bicycling to school, and so on."*
- Deletion of the question: *"Are you currently limited in the amount of leisure time activity you can do because of a permanent disability?" (old Q.7)*
- Deletion of question re: perceived meaning of the term "active living": *"What have you heard about the term Active Living?" (old Q.8c)*

A copy of the questionnaire, in both English and French can be found in the Appendix.

PARTICIPAction AWARENESS STUDY

June, 1989

Gallup National Omnibus

by

Gallup Canada, Inc.



Overall, do you believe PARTICIPaction's efforts are(Based on those aware of PARTICIPaction).

	<u>Total %</u>	<u>Sept '78</u>
Very Useful	58.2	
Somewhat Useful	36.5	
Total Above	<u>94.7</u>	<u>78.0</u>
Not Very Useful	2.3	
Not At All Useful	0.5	
Don't Know	2.6	

Do you think PARTICIPaction is working in the sense that it has caused anyone to become more active? (Based on those aware of PARTICIPaction).

	<u>Total %</u>	<u>Sept '78</u>
Yes	82.3	72.0
No	9.3	8.0
Don't Know	8.4	20.0

PARTICIPACTION

ParticipACTION's vision is to involve all Canadians in improving the quality of their lives and the quality of the communities in which they live.

ParticipACTION started twenty-two years ago with a primary focus on healthy physical activity. Over the years this focus was expanded to include other, complementary, lifestyle and personal well-being issues. Through a variety of modern and innovative communication strategies, the company has succeeded in making many Canadians aware of the benefits of adopting healthy lifestyles; informed them as to the simple, practical, day-to-day things they could do; and motivated them to take action.

ParticipACTION was initiated (and continues to be supported) by the Government of Canada but intentionally incorporated outside as a private, not-for-profit, company. It operates on a national basis, in both official languages, from offices in Toronto and Montreal. It has purposely kept its organization small in order to be highly cost-effective, responsive to opportunities, and to positively force itself to be catalytic in working with and through others. A volunteer Board of Directors comprised of prominent individuals from various segments of Canadian society provide ultimate responsibility and leadership.

Throughout its history ParticipACTION has benefited by the enormous support of the mass media throughout Canada. In each of the past few years, the media have donated in excess of \$15 million in measured exposure value. In fact the cumulative value of their donated exposure over twenty-two years is \$225 million. (ParticipACTION has never paid a penny for time or space in the media.)

Today ParticipACTION is widely recognized -- nationally and internationally -- as a unique, innovative and highly successful initiative. Independent research confirms that 89.7% of Canadians are aware of it and of this group; 95% believe its programs are working. ParticipACTION has clearly succeeded in establishing a popular, high profile and messages that are perceived by Canadians as being positive, practical and authoritative.

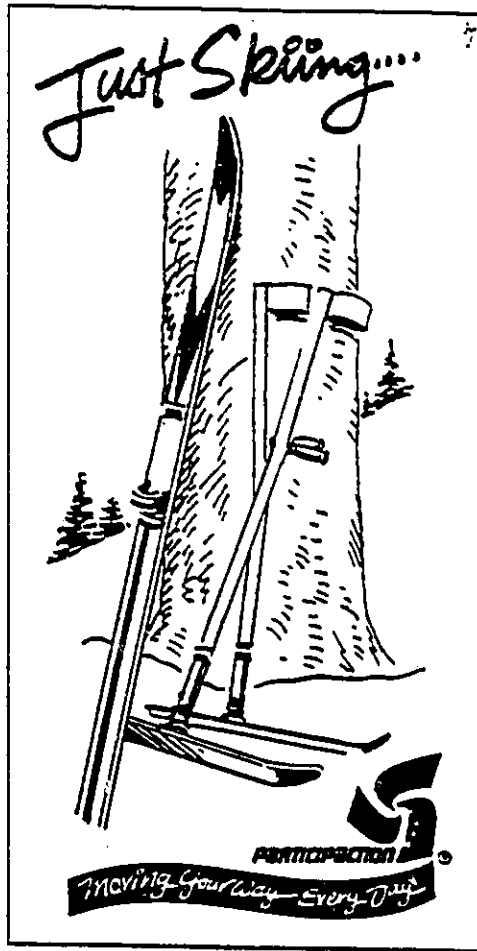
In the 1990's ParticipACTION is committed to building on its unique profile, credibility and effective communications track record. Future messages will be linked with the broader social issues of the day -- active living, health, the environment, family life, personal empowerment and self-image.

The goal is nothing less than to redefine what it means to be Canadian -- active, healthy, empowered, involved and seeking balance.

ParticipACTION believes its efforts will contribute significantly to strategies for improving health, containing health care costs, increasing productivity and generally improving the quality of life in Canada.



APPENDIX C-1
PARTICIPATION PUBLIC SERVICE ANNOUNCEMENTS



Just raking the leaves...

participation
Moving Your Way - Every Day

Active living makes a healthy difference!

participation
Moving Your Way - Every Day

participation
Moving Your Way - Every Day

Just driving...

participation
Moving Your Way - Every Day

Just swimming around...

participation
Moving Your Way - Every Day

Just bowling...

participation
Moving Your Way - Every Day

Just a little pedal power...

participation
Moving Your Way - Every Day


Just playing
in the park...



...active living makes a healthy difference
at any age!





A healthy living makes
a healthy difference!




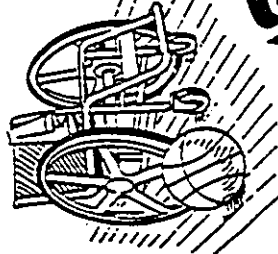
participation
Moving Forward - Every Day

Just roller
blading...



participation
Moving Forward - Every Day

Just
playing
basketball...





participation
Moving Forward - Every Day

Just
gardening...




participation
Moving Forward - Every Day

Just walking
the dog...





participation
Moving Forward - Every Day



participation
Moving Forward - Every Day

Just playing
ball...



participation
Moving Forward - Every Day

APPENDIX D
STAGING ALGORITHM FOR PHYSICAL ACTIVITY

STAGING ALGORITHM FOR PHYSICAL ACTIVITY

Paul McDonald, Windsor-Essex County Health Unit
March 2, 1994

Prior to administering the algorithm, establish a definition of "physical activity" that can be understood by the respondent and is consistent with your program goals and objectives (e.g., 20 minutes for three times per week).

1. Are you currently physically active?
 - (a) Yes (go to question 2)
 - (b) No (go to question 4)

2. Have you been physically active for at least the past six months?
 - (a) Yes (go to question 3)
 - ✓ (b) No (respondent is in ACTION STAGE)

3. Over the last six months, have you ever seriously considered dramatically reducing your current level of physical activity?
 - (a) Yes (respondent is in MAINTENANCE STAGE)
 - (b) No (respondent is in TERMINATION STAGE)

4. Do you intend to become physically active within the next six months or have you unsuccessfully tried to increase your activity level within the last year?
 - (a) Yes (go to question 5)
 - (b) No (respondent is in PRECONTEMPLATIVE STAGE)

5. Do you intend to become physically active within the next month or have you unsuccessfully tried to increase your activity level within the last month?
 - (a) Yes (respondent is in PREPARATION STAGE)
 - (b) No (respondent is in CONTEMPLATIVE STAGE)

Vita Auctoris

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Experience". Public Health and
Epidemiology Report Ontario
(PHERO). In print.