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EXPLICITING MARKETING FUNCTIONS AND
MARKET ORIENTATION CONSTRUCTS
IN THE PRIMARY NONBUSINESS SPONSOR OF
PHYSICAL ACTIVITY IN CANADA:
THE CASE OF FITNESS CANADA

by

Donna M. Lori

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

Windsor, Ontario, Canada

1991
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ABSTRACT

EXPLICIT MARKETING FUNCTIONS AND MARKET ORIENTATION CONSTRUCTS IN THE PRIMARY NONBUSINESS SPONSOR OF PHYSICAL ACTIVITY IN CANADA: THE CASE OF FITNESS CANADA

by

Donna M. Lori

This investigation employs a qualitative, case study approach in which the process is guided by two simple, open-ended questions with respect to the primary nonbusiness sponsor of physical activity in Canada: (1) What is the nature of Fitness Canada's marketing functions, and (2) How does Fitness Canada practice a market orientation? These questions are addressed using distinctive analytical approaches that are based on three conceptual paradigms.

Firstly, the predominant marketing practices employed in the conception and delivery of physical activity products for Canadians are studied. A conceptualization of Fitness Canada's three product offerings and their market derivates is presented. Of eleven conceptual markets that derive from three main products, resources and initiatives are analyzed within the context of four generic markets.

This study provides support for the view that social
marketing constructs can be applied in a nonbusiness situation and achieve respectable results, despite the many barriers indicative of concept sector marketing. The marketing functions that are cultivated include product conception, market segmentation, and distribution. Sophisticated research and development activities and the majority of resources are earmarked for these areas. However, the conclusion by Fine in the only study ever conducted on the nature of marketing as practiced by concept sector institutions applies to the remainder of Fitness Canada's marketing functions; that is, they are often conducted in an ineffective, anecdotal, ad hoc manner. Even so, there are several indications that a marketing philosophy is gaining attention.

Secondly, a market orientation paradigm is juxtaposed on the data to determine how the marketing concept is implemented. Divergent theoretical market-orientation constructs drawn from the literature are investigated vis-a-vis the qualitative data collected on organizational practices. Based on the evidence presented, it appears that a market orientation is being fostered with respect to three prominent themes: consumer focus, coordinated marketing, and senior management factors. However, when analyzed within the context of intergroup and organizationwide antecedent categories, the data varies as to the strength of support in each area.
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DEDICATION

This thesis is dedicated to the memory of my brother Michael whose endearing passion for physical activity and competitive sport was infectious and touched the hearts and souls of all who knew him.
ACKNOWLEDGEMENTS

Though it has become a cliche to declare that research undertakings would not have been possible without the time and commitment of key individuals, such a statement is befitting once again.

I extend sincere appreciation to my four thesis committee members who each contributed expertise on varied topics and facilitated an interdisciplinary approach.

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CHAPTER I

Introduction

The last decade has seen an ongoing transfer of marketing methods to the promotion of causes, the dissemination of ideas, and the pursuit of public issues in the social field. The question proposed by (Wiebe, 1951) of almost 40 years ago, "Why is it so hard to sell brotherhood like soap?", plagues those who market an ever-growing number of desirable social behaviours. The linkage of a marketing protocol to the social idea of physical fitness is an avenue of increasing interest to health professionals and challenges practitioners and scholars alike. Of central importance to the successful adoption of a marketing approach in nonbusiness settings, however, is the organization's adoption of a consumer-oriented philosophy and the practitioner's skill level in the less familiar area of marketing management.

Marketing Management

Although many factors can influence a firm's success, one critical factor is its degree of market orientation (McNamara, 1972; Parasuraman, Berry, & Zeithaml, 1983, 1985). In the frequently quoted words of Peter Drucker, a distinguished scholar and practitioner of business management: "selling and marketing are antithetical
rather than synonymous or even complementary.... the aim of marketing is to make selling superfluous.... to know and understand the customer so well that the product or service fits him and sells itself" (1974, p. 64).

Marketing theory and practice began and attained its highest level of development in the business sector of the economy (Kotler, Ferrell, & Lamb, 1983). Although marketing is typically associated with private enterprise, it is relevant to every organization that provides "something of value" to individuals or groups that represent a broadly defined market (Kotler et al., 1983). Even so, the vigorous application of marketing principles in consumer and industrial industries has not traditionally been shared by organizations that sell services (Parasuraman et al., 1983, 1985) or ideas (Fine, 1981a, 1981b; Kotler & Andreasen, 1987). Institutions that sponsor ideas and social issues engage in some marketing practices but in an ineffective, ad hoc manner (Fine, 1981b). The lack of marketing orientation demonstrated by nontraditional organizations is ironic because there has been a movement in the business community toward adoption and implementation of the marketing concept since the early 1950s (Assael, 1987; McNamara, 1972).

The philosophy of the marketing concept is that strategies must be based on defined consumer needs in order to deliver a set of desired benefits to a target market. The marketing concept replaced the traditional "sales
orientation" of the early 1900s with a more behavioural orientation toward merchandising operations (Assael, 1987). Instead of trying to get customers to buy what the firm has already produced, the market-oriented firm tries to produce what customers want (McCarthy, 1979). The shift from a sales-oriented focus to a more behavioural orientation did not happen overnight, rather it is still going on today and continues to change the nature of marketing operations (Assael, 1987).

At present, sophisticated marketers view their task as much more than communications strategies designed to change customers to fit the organization's offering. Above all, the marketing objective is viewed in terms of meeting customer needs and wants; the true marketer is ever willing to adapt any variable in the marketing mix--product, promotion, distribution, price--to fit the customer. In this sense, marketing is conceived as an activity of modern organizations that grows out of the essential quest to effectively serve human needs and is not merely a peripheral activity. A product itself is anything that can be offered to a market to satisfy a need and may include physical objects, services, persons, places, organizations, and ideas (Kotler & Andreasen, 1987).

**Social Marketing**

The application of marketing techniques to various socially beneficial causes is called social marketing, a term originally advanced by Kotler and Zaltman in their
renowned article of 1971. The belief that there is a marketplace of ideas just as there is for goods and services has gained widespread acceptance and attention over the last two decades. In this elusive marketplace, lobbyists, publicists, charismatic leaders, and change agents use modern channels of communication and distribution to promote ideas and to influence the attitudes and behaviour of target audiences (Kotler, 1981). Their efforts, however, are often ineffective due to the lack of a market orientation. According to Kotler, 1981, the founder of social marketing, purveyors of ideas approach their task from a variety of perspectives which are rarely grounded in marketing theory.

Marketing Health Causes

Social marketing, though a relatively new concept, has been applied to a wide variety of fields, ranging from water conservation (Hutchison, Parkinson, & Weinberg, 1977) to birth control (John Hopkins University, 1980; Farley, Sexton, Smith, & Tokarski, 1974). Less than 15 years ago the suggestion that marketing could play a role in health promotion would have been rejected outright by health professionals, but the coming-together of these two disciplines is now being met with more enthusiasm (Mintz, 1988). According to Mintz, 1988, chief of marketing for the Health Promotion directorate of Health and Welfare Canada and a part-time professor, social marketing is becoming increasingly effective as a means of supporting
major initiatives in the health field. This new acceptance of social marketing by health professionals has grown out of a heightened public concern for Canadians to lead healthier lives.

The overall goal of health promotion is to encourage people to make healthy lifestyle choices and to adopt healthy behaviours (Tanguay, 1988). Health promoters are concerned with an array of social problems, causes, and issues, such as malnutrition, smoking, pollution, fluoridation, alcoholism, drug abuse, mental health, obesity, nutrition, health education, and physical fitness. Even though social marketing has been used to address some of the most significant health problems, it lacks an underpinning of scholarly research needed for more effective health promotion (Young, 1988). The absence of research, however, does not necessarily mean that marketing principles for ideas and concepts are not being applied by health promoters, it merely confirms the innovation of work of this kind in the field.

**Marketing Physical Fitness Behaviour**

The marketing of physical fitness behaviour, constitutes a singular aspect of the contemporary "healthy lifestyles" promotion effort. Fitness participation has been extensively documented as one of the most important factors contributing to the health and well-being of humans (Haskell & Blair, 1980). Yet there is still a substantial portion of the population who remain sedentary and
unmotivated to pursue regular physical activity (Brooks, 1989, May). Although some believe that the physical fitness movement is already a successful case of social marketing (Barach, 1984), there is still much groundwork to be done.

The trend toward increased physical activity dates back to at least the early 1960s and was most pronounced in the 70s (Stephens, 1987). Some researchers believe that the "fitness boom" slowed in the early 80s, and there are data to support this view (Ontario Ministry of Tourism and Recreation, 1983; Shephard, 1986; Stephens, 1987). A recent national study found that 54% of Canadians claim to be "regular exercisers" (Stephens, 1988). Therefore, it is possible for at least a further 30 to 40% of the population to adopt regular physical activity; that is, considering approximately 16% of adult Canadians suffer from an activity limitation (Charette, 1988). Moreover, two out of three people would benefit by augmenting the level and/or the intensity of their current activity status (Canadian Fitness and Lifestyle Research Institute [CFLRI], 1989, May).

Shephard, 1987, predicts that promotional campaigns could prompt a threefold increase of present fitness involvement. This objective is proposed to be attainable by raising the level of participation in certain groups that are more apt to be "deconditioned". In order for health and fitness promoters to facilitate healthy
lifestyle behaviours, they must acquire a better understanding of the following areas: physical activity behaviour (Brooks, 1989a, May, 1989, June, 1990, April), leisure behaviour (Granzin & Olsen, 1989), sport sociology (Yiannakis, 1989), marketing-communications (Tanguay, 1988), consumer behaviour (Brooks, 1989, April, 1989b, May; Tanguay, 1988), media campaigns (Morose, 1988), and social marketing (Mintz, 1988; Young, 1988).

**Government Support of Fitness Promotion Initiatives**

In the 1970s, the Canadian government began a concerted effort toward promoting physical fitness. At that time Canada was one of the least fit nations in the industrialized world (PARTICIPation, undated). Since the establishment of PARTICIPation in 1971, the federal government has become increasingly involved with health and fitness marketing efforts. Other illustrations of the government's commitment to fitness promotion include the support of provincial lottery-based grants, which fund the building or renovation of fitness facilities and the extensive budget increases for Fitness Canada, Provincial Ministries of Tourism and Recreation, Municipal Parks and Recreation programs, and national fitness organizations over the past two decades. For example, in addition to providing consultative services, advisory assistance, special programs, and resource materials to fitness intermediaries, Fitness Canada contributions toward fitness/physical activity initiatives increased from $0.224

The promotion of physical fitness is of great importance to the government, particularly from an economic perspective (Shephard, 1986). Several significant initiatives to encourage and accommodate fitness participation have been launched, at both the provincial and federal government levels. The most common behaviour change strategies used by the provinces are "facilitative" and "educative". However, the government cautions that it must be careful as to "the imposition of 'government values' on the citizens and, therefore, persuasive and power strategies are generally avoided" ("Recreation Strategies," 1986, p. 21).

The government is not alone in its concern for a healthier Canada. There is a diversity of not-for-profit organizations concerned with marketing the social idea of physical fitness which may benefit by utilizing the principles of marketing. Moreover, several private corporations have a vested interest in promoting overall health. Even so, such organizations do not always have reasons that are purely philanthropic. Because they are encouraging a healthy behaviour, however, the best interests of people are being served, and this is the philosophical position of social marketing (Kotler, 1981).
Since some of these agencies can play a positive and significant role in health and fitness promotion, private sector involvement in the development and delivery of recreation programs is "encouraged and facilitated" by the government wherever possible and appropriate ("Recreation Strategies," 1986, p. 26).

Justification of the Study

Since the introduction of the concept of social marketing almost two decades ago, many substantive efforts have been made to extend its pragmatic and theoretical implications (Barach, 1984; Fine, 1980, 1981a, 1981b, 1989; Fox & Kotler, 1980; Kotler, 1975, 1982; Kotler & Andreasen, 1987; Kotler & Roberto, 1989; Kotler & Zaltman, 1971; Lazer, 1973; Luck, 1974; Foxall, 1984a; Rothschild, 1979; Wedding, 1975; Zaltman & Sternthal, 1975). These works, though almost exclusively qualitative, provide a social marketing protocol which can be utilized to refine and improve marketing efforts in different fields.

While the problems that undermine the implementation (Bloom & Novelli, 1981; Fox & Kotler, 1980; Foxall, 1984b; Luck, 1974; Rothschild, 1979) and evaluation (Hensel & Dubinsky, 1985) of social marketing procedures are well documented in the literature, the development and testing of success criteria (Barach, 1984; Fine, 1981a; Kotler & Andreasen, 1987; Kotler & Zaltman, 1971) has been obscure and pursued to a lesser extent. Fox and Kotler acknowledge
that during its early stage of development social marketing is bound to incur problems, while at the same time they believe that prospects are promising.

The resolution of these problems will depend in part on the accumulation of additional experience in applying and evaluating social marketing, on continuing efforts to integrate and disseminate findings from social marketing programs, and on theoretical and empirical work to improve our understanding of factors that can be used to increase the impact of such programs.... Advances in conceptualizing social marketing problems and in evaluating the impacts of social marketing programs will further enhance their effectiveness. (Fox & Kotler, 1980, p. 32)

In a similar vein, Rothschild, 1979, underscores the need for research to generate and test the effectiveness of various social marketing strategies aimed at overcoming the inherent characteristics which suggest low likelihood of success. According to Fine:

...not only can concepts be marketed, but they are being marketed in very many cases. The activity goes under various other headings, such as education, gossip, rumor, public relations, public opinion, propaganda, lobbying, advocacy, and fund raising. But it is marketing nevertheless" (1981b, p. 188).

In Canada, there is a variety of nonbusiness institutions that consider fitness promotion as one aspect of their overall health promotion, public health, or health education mission, but there is also a network of public and private sector organizations that focus their resources and enterprises exclusively on promoting physical activity. The twentieth century mass media invasion, coupled with the gamut of passive and active leisure pursuits, have provided intense competition for the
public's time and attention. It is proposed that the development and implementation of a marketing methodology will help equip physical activity marketers to be competitive in this marketplace.

Mintz holds that "while a social marketing campaign cannot, on its own, be reasonably expected to change health behaviour, it can nevertheless be a potent element of any comprehensive health promotion program that is intended to reach, inform and influence people" (1988, p. 6). Young, 1988, reemphasizes the role social marketing can play in increasing the effectiveness of health promotion, yet he points out the need for scholarly research to facilitate this process. According to Young: "new measures will have to be conceived, applied, monitored, refined and, in some cases, rejected" (1988, p. 5). The work presented in this study may be viewed as an integral part of this effort.

Definition of Terms

Social Marketing

The applicability of marketing thought to the introduction and dissemination of ideas, causes, and issues (Fine, 1981b, p. 24).

Market Orientation

The extent to which an organization adopts and implements the marketing concept (McNamara, 1972).

The Marketing Concept

The extent to which an organization has embraced the
contemporary corporate philosophy that the consumer's interest is the starting point, if not the major focus, from which all planning takes place. This is also referred to as consumer-orientation (Fine, 1981b, p. 20). The marketing concept is reflected by the overall corporate marketing goals (Kotler, 1980).

Marketing Functions


Consumer Behaviour

Consumer behaviour is a subfield of marketing and is defined as the study of human behaviour as related to the purchase and consumption-related activities of individuals engaging in the exchange process for either products, services, or ideas (Zaltman & Sternthal, 1975, p. 1). The major influences that determine an individual's consumption of products include: consumer psychological or thought processes (i.e., perceptions, attitudes, and needs); consumer characteristics (i.e., demographics, lifestyle, and personality), and; environmental influences (i.e., culture, social class, reference groups, and situational determinants) (Assael, 1987, pp. 15-16).
Nonbusiness Sector or Concept Sector

Government or not-for-profit institutions that sponsor ideas and social issues, as opposed to organizations purveying goods and services for a profit (Fine, 1981b).

Physical Activity

Any level of gross bodily movement over and above that which is required and intentionally undertaken for normal daily living (Brooks, 1984, p. 12). The level and the intensity of physical activity vary considerably and physical activity is not necessarily sufficient to enhance one's cardiovascular health.

Physical Fitness

The by-product of physical activity. It represents the level of cardiovascular functioning resulting from being physically active (Brooks, 1984, p. 12). The level of physical fitness varies with the level and intensity of physical activity.

Participation

Varying levels and intensity of involvement in physical activity, regardless of the regularity (Brooks, 1984, p. 12).

Physical Fitness Behaviour

The act of adopting, purchasing, or consuming physical activity in the form of a tangible product, a service, or an idea.

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, 1981b, pp. xii, 10-11).

Objectives

The primary objective of the study is fourfold: (1) to conceptualize the practiced marketing functions and formulate systematic, categorical observations concerning market orientation in the primary nonbusiness sponsor of physical activity in Canada; (2) to initiate a foundation for the systematic development of a theory of marketing functions and market orientation regarding the sponsorship of physical activity at the national level; (3) to contribute to theory construction of marketing functions and market orientation in concept sector organizations, and; (4) to serve as a springboard for future empirical marketing research in the health and fitness promotion field.
CHAPTER II

Review of the Literature

Marketing Management

Kotler offers the following generic definition of marketing management: "the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives" (1982, p. 6). Marketing relies heavily on designing the organization's product offering in terms of the consumers' needs and desires, and on using effective pricing, communication, and distribution to inform, motivate, and service target markets. Kotler (1982) considers marketing as the philosophical alternative to force in which the marketer seeks to formulate a package of benefits which are of sufficient attractiveness to produce a voluntary exchange between the consumer and the marketer.

Market Orientation

Effective marketing is user-oriented, rather than seller-oriented (Kotler, 1982). This emphasis that marketers place on satisfying consumer needs is known as "the marketing concept ... a term which pervades marketing literature and provides a framework in which marketing
management is taught" (McNamara, 1972, p. 50). Particular
tention to consumer requirements (or honouring consumer
sovereignty) generally qualifies as the fundamental, albeit
academically disputed (Dickinson et al. 1986; Houston,
1986), requisite of the marketing concept, and it is widely
regarded an indication of consumer or market orientation
(Drucker, 1974; Foxall, 1984a; Kotler, 1980; McCarthy,
Regardless of the size of the firm, the marketing
concept replaces the functional fragmentation of business
activities with the integration of all organizational
functions oriented toward marketing requirements (McNamara,
1972). The goal of any organization that has adopted the
marketing concept is to satisfy one or more target markets
by supplying products most acceptable to those markets.
Organizations that embrace the contemporary philosophy of
customer need satisfaction are more likely to be in better
competitive positions than their counterparts, regardless
of their industry or customer groups (McNamara, 1972;
Parasuraman et al., 1983).

Although the service industry lags behind manufacturing
firms in applying the marketing concept (Kotler &
Andreasen, 1987), service firms are quite heterogeneous
with respect to their degree of marketing "mindedness". 2
Organizations in the recreational services area, for
example, are well below the service industry average in
terms of a market orientation (Parasuraman et al., 1983, 1985).

Institutions that sponsor ideas and social issues share the service industry's lack of marketing sophistication. At least one researcher holds that public and private nonprofit organizations are unlikely or even unable to pursue a market orientation, rather they merely undertake one or more of the marketing functions (Foxall, 1984a). Even though nonbusiness organizations have been found to be deficient in their market orientations, indications of marketing mindedness have been found to penetrate some of these firms. In 1981, Fine found "concept sector" organizations, although applying marketing principles in an ad hoc manner, to be relatively less effective and lagging behind business firms in their staffs' marketing knowledge (1981a). With respect to nonprofit local authority leisure/sports centres in the United Kingdom, Cowell and Henry, 1977, found that although none of the centers studied adopted a true market orientation, there was evidence that marketing thinking was being applied under one or more topic areas.

Social Marketing

Social marketing is best defined by Kotler, who is considered its most substantive conceptualizer. In their recent book, Kotler and Andreasen state: "Social behavior marketing is the design, implementation, and control of
programs designed to ultimately influence individual
behavior in ways that the marketer believes are in the
individual's or society's interests" (1987, p. 434).
 Whereas it has been mistakenly confused with societal
marketing, nonprofit organization marketing, and
marketing's social responsibilities (Fox & Kotler, 1980),
social marketing was conceived to enhance the effectiveness
of organizational efforts to market causes, ideas, and
public issues.

Social marketers are known by many names, such as:
propagandists, agitators, charismatic leaders, publicists,
lobbyists, educators, change agents, idea marketers, social
cause marketers, public issue marketers, and social
behaviour marketers (Kotler, 1982; Kotler & Andreasen,
1987). Many of these titles have negative connotations,
and thus signify that some people are hesitant to accept
social marketing as a viable discipline. Antithetically,
social marketing is intended to serve the best interests of
people to the point where people might act on what they
believe and really want to do. Social marketers make the
assumption that, in the end, consumers are intelligent
enough to know which of the multiple claims they are
exposed to serve their own best interests (Kotler, 1981).

Social marketing is often considered more inclusive and
generalizable than traditional marketing, for ideas
underlie virtually all conventional products, but the
converse is not necessarily true (Fine, 1980, 1983b). The study of social marketing provides the conceptual underpinnings for the application of marketing principles to a wide array of social causes. As Foxall notes:

The last decade has seen important extensions of marketing thought: standard principles of product marketing have been applied to the commercialisation of services and, more radically, to the advancement of ideas and causes (so-called "social marketing") and to the furtherance of organisations which are not obviously within the business sector ("non-business marketing")... It is undeniable that many of the separate techniques developed within the context of private, commercial marketing management can be translated into non-business practice... (1984a, pp. 29-30)

Rothman, Teresa, Kay, and Morningstar, 1983, agree that there are common elements of marketing in the business and social worlds, but further indicate that this does not imply that methods are by any means identical in the two spheres. They consider the possibility of important ethical and stylistic differences in the way marketing is conducted in the two areas and point out the empirical lack of goodness of fit and significant obstacles in transferring marketing technology from the business to the social realm. This perspective underscores the pressing need for research that extends the sophisticated and proven principles of business marketing into the social marketing arena.

Social marketers face many challenges that typically do not face commercial marketers, and the problems they encounter are generally very different from and often more
complex than traditional marketing issues (Rothschild, 1979). Social marketing problems are concentrated in the eight basic functional, decision-making areas as follows: organizational design and planning, market analysis, market segmentation, product strategy development, pricing strategy development, channel strategy development, communications strategy development, and marketing evaluation (Bloom & Novelli, 1981; Fox & Kotler, 1980). While the difficulties that undermine social marketing are well-documented in the literature, the development and testing of theoretical constructs to increase its effectiveness for real world applications has been pursued to a lesser extent.

Theoretical Constructs of Social Marketing

Kotler and Fine are two of the few researchers that have developed practical guidelines for increasing the effectiveness of social marketing programs. Based on their individual contributions to the field, the following marketing functions/elements have been identified for applying social marketing principles to organizations within the concept sector: organizational objectives, market segmentation, market research, the four Ps, and marketing evaluation. Each element will be reviewed and presented in conjunction with its respective limitations with respect to nonbusiness settings.

Organizational mission: Marketing's role in the firm.

To understand and delineate its mission, an
organization must first answer the question: What business are we in? (Drucker, 1974). Social marketing differs from business marketing in that financial gain is generally not pursued, rather the adoption or utilization of an idea that benefits the intended target markets is sought (Fine, 1981b). In either case, the marketing concept is reflected by the overall corporate marketing goals (Kotler, 1980).

According to Bloom and Novelli, 1981, the effective marketing organization has at least one marketing person in a key position at the top as well as various other well-trained marketing individuals throughout the firm. In addition, this organization has a carefully drawn marketing plan that is implemented and monitored. Social marketers, however, typically find that: (a) they must function in organizations where plans, when developed, are treated as archival rather than action documents, particularly in bureaucratic organizations; (b) they must function in organizations that keep poor archival records, (c) they must predict how both friendly and unfriendly competitors that are fighting for the same cause will behave in order to avoid fragmented efforts, funding problems and other difficulties, and; (d) personnel in social marketing enterprises generally do not understand or appreciate marketing practices (Bloom & Novelli, 1981).

**Market segmentation.**

Market segmentation is the fundamental marketing
process of dividing the market into homogeneous segments and then developing unique marketing programs for each target segment (Bloom & Novelli, 1981). Additionally, in conventional marketing, certain segments can be ignored if they are considered to be unresponsive or unprofitable (Rothschild, 1979). Segmentation strategy is viewed as being more productive than attempting to treat an entire market in an undifferentiated manner (Bloom & Novelli, 1981).

Originally market segmentation strategies were solely based on superficial demographic characteristics, such as geographical location, age structure, and gender. Modern market segmentation strategies, however, have been extended to incorporate psychographic characteristic (e.g., lifestyle and personality), consumer thought processes (e.g., attitudes and needs) and environmental influences (e.g., social class, reference groups and situational determinants) as bases for conceptualizing targets. Fine, 1980, investigated a method of market segmentation based on specific consumer thought processes of target consumption units for a social cause. He proposes that (a) consumer objectives, and (b) consumer choice strategies are precursory to other variables typically employed as segmentation criteria and that their use can be employed more meaningfully in a social marketing approach because "when considering the adoption of an idea ... the
consumer's decision process addresses internal psychic factors, including very basic goals. By contrast, ordinary purchases are likely performed in a more surface manner" (Fine, 1980, p. 1).

Yorke, 1984, studied market segmentation strategies based on selected consumer characteristics for leisure center services in the United Kingdom. His findings imply that there are different groups of people in the community with differing needs, perceptions, and media habits for which unique segmentation strategies should be addressed and that the conventional geographical basis for defining markets is only a starting point for sport and fitness marketers (Yorke, 1984).

Although market segmentation remains a cornerstone for private sector marketers, Bloom and Novelli, 1981, have identified three unique problems that confront nonprofit and social marketers: (a) they face pressure against segmentation, in general, and especially against segmentation that leads to the ignoring of certain segments; (b) they frequently do not have accurate behavioural data to use in identifying segments; and (c) their target segments must often consist of those consumers who are the most negatively predisposed to their offerings.

Market research.

Formal market research is regarded as a legitimate form of applied research which employs the scientific process to
obtain information, and it was conceived in the 1950s along with the recognition of the marketing concept. Whereas the role of marketing research is directly related to the nature of the firm's operation, its size, and the nature of its products, typical applications include consumer research on markets and on the four Ps (Kress, 1979).

A basic tenet of marketing is that an organization builds its program using research on specific consumer behaviour variables—wants, needs, perceptions, attitudes, habits, and satisfaction levels—for its target groups (Bloom & Novelli, 1981). Sophisticated research is necessary not only to learn about target markets, but also to test the probable effectiveness of alternative marketing approaches. Social advertising is considered "a shot in the dark" unless it is preceded by careful market research (Kotler & Andreasen, 1987).

Although even large commercial marketers have difficulty accumulating valid, reliable, and relevant data about their consumers, Bloom and Novelli, 1981, deem that the data gathering problems that face social marketers are far more serious for at least four reasons: (a) they have less good, secondary data available about their consumers; (b) they have more difficulty obtaining valid, reliable measures of salient consumer variables; (c) they have more difficulty sorting out the relative influence of identified determinants of consumer behaviour, and; (d) they have more
difficulty getting consumer research studies funded, approved, and completed in a timely fashion. In recent years, the first and last of these problems have been somewhat diminished for fitness marketers.

**Marketing mix: The 4 Ps.**

It is proposed that social marketing can be analyzed within the framework of the same basic components as the marketing field which encompasses the classic "4 Ps" of marketing (Rothman et al., 1983). The 4 Ps, originally propounded by McCarthy in 1968, include product, promotion, place, and price. Marketers view their problem as one of developing the right product backed by the right promotion and put in the right place at the right price, and these constitute the major parts of a marketing mix (McCarthy, 1979).

Social marketing is proposed to involve all four Ps and does not simply revolve around advertising or communications. Kotler and Andreasen emphasize the integral role social marketers play in the organization's planning:

They advise what products will be acceptable to the target publics, what incentives will work best, what distribution systems will be optimal, and what communication program will be effective. They think in exchange terms rather than solely in persuasion terms. They have as much interest in improving the organization's offer as in modifying the target market's attitude toward the offer. Whereas propagandists take the product, price, and channels as given, social marketers treat them as variables. (1987, p. 437)
Therefore, an effective marketing mix must employ all four Ps, but a contemporary marketing orientation does not consider the 4 Ps until after the needs and desires of the targeted audience are established (Fine, 1981b); that is to say, the benefits that consumers seek from particular products must first be defined through market research then marketing strategies are geared accordingly (Assael, 1987).

**Product: Offer development.**

The first variable is concerned with developing the right offering for a target market, and it denotes the product portion of the marketing mix. Regardless of whether a product is tangible (e.g., consumer or manufacturing goods) or intangible (e.g., service or concept offerings), it should be developed to satisfy a target's needs. In social marketing, sellers have to study the target audiences and design appropriate products, just as in business marketing. However, social marketers have the added difficulty of "packaging" their idea in a manner which their target audiences find desirable and are willing to purchase (Kotler & Zaltman, 1971). In the first paper to formally advance the concept of social marketing, Kotler and Zaltman explain why product design is typically more challenging in the social area than it is in the business area:

In general, the social marketer remains aware of the core product ... and tries to create various tangible products and services which are "buyable" and which advance the social objective. Identical reasoning is
required by those who market altruistic causes (e.g., charity giving, blood donation), personal health causes (e.g., nonsmoking, better nutrition [physical fitness]), and social betterment causes (civil rights, improved housing, better environment). In each case, the social marketer must define the change sought, which may be a change in values, beliefs, affects, behavior, or some mixture. He must meaningfully segment the target markets. He must design social products for each market which are "buyable," and which instrumentally serve the social cause. In some social causes, the most difficult problem will be to innovate appropriate products; in other cases it will be to motivate purchase. (1971, p. 7)

The main difference between business products and social products "is in the concreteness and ease of execution, rather than in the fundamental character of the process" (Rothman et al., 1983, p. 33).

After the market has been analyzed and target segments determined, an offering should be developed that conforms closely to the desires of each segment. Faced with the problem of getting people to engage in regular physical activity, a social marketer would consider a variety of activities (e.g., using stairways, walking to work) as well as existing or potential products (e.g., home exercise videos and equipment) that will make it easier for people to adopt the desired behaviour. Whenever possible, the social marketer does not adhere to the existing product offer and try to sell it (a sales approach) but searches for the best offer to meet a target's needs (a marketing approach) (Kotler & Andreasen, 1987).

Conventional marketers typically adjust product
characteristics, such as packaging or the product position, to increase the likelihood of a sale to the target markets. However, Bloom and Novelli, 1981, note the following special problems faced by social marketers: (a) they tend to have less flexibility in shaping their product offerings; (b) they have more difficulty formulating product concepts, and; (c) they have more difficulty selecting and implementing long-term positioning strategies.

**Price: The use of incentives.**

The use of incentives signifies the importance of the price component in social marketing. Price may involve one or more of the following: money costs, opportunity costs, psychic costs, and energy costs. According to Kotler and Zaltman, 1971, the marketing person's approach to pricing the social product is based on the assumption that members of a target audience perform a cost-benefit analysis when considering the investment of related costs. By some process the major benefits are perceived and compared to the major costs and the strength of the motivation to act is directly related to the magnitude of the excess benefits. Thus, the marketer's approach to selling a social product is considering how the rewards for buying the product can be increased relative to the costs, the costs reduced relative to the rewards, or the 4 Ps arranged in a manner that will simultaneously increase the rewards
and reduce the costs (Kotler & Zaltman, 1971).

Social communicators concentrate on composing messages that dramatize the benefits and minimize the costs of different behaviours. Social marketers go one step further and design specific incentives to motivate publics (Kotler & Andreasen, 1987). In nonbusiness situations, traditional communications strategies may be inadequate due to the difficulties in conveying a potential benefit to the consumer. This is because often only weak personal benefits can be found which are insufficient to reinforce or maintain a behaviour change (Rothschild, 1979). As noted by Fine, the social marketer must seek to "...extract sufficient involvement or sacrifice from the adopter, to create respect for the social product, while keeping the extent of the commitment that the consumer must make low enough so as not to drive him or her away" (1981b, p. 137). It follows that fitness marketers should have a clear understanding of both the motivations for and barriers to physical fitness behaviour. In the case of fitness marketing, all costs (i.e., money, opportunity, psychic, and energy) must be addressed. To illustrate this point, consider how embarking upon a fitness regimen involves each of the four types of cost: monetary expenditures (e.g., purchasing running shoes, health club membership fees), time that would otherwise be spent on other activities (e.g., reading a book, watching
television), psychological risk (e.g., the feeling of inadequacy in attempting a new activity), and physical effort.

Since price is generally a function of cost and profit or of elasticity of demand constraints, it is normally associated with monetary issues (Rothschild, 1979). However, there are often no direct monetary costs involved in the adoption of an idea. According to Rothschild, "when nonmonetary (and difficult to measure) prices are combined with intangible (and difficult to measure) product benefits the results may be a staggering communications problem which may not be solvable via traditional strategies" (1979, p. 13). Bloom and Novelli, 1981, summarize the problems that undermine the price function for social marketers as follows: (a) they must try to reduce the various costs incurred by consumers when engaging in a desired social behaviour; (b) they have difficulties measuring their prices, and; (c) they tend to have less control over direct consumer costs associated with behaviour adoption.

**Place: Response channels.**

Concern for response channels parallels the distribution or place function of marketing and is also known as "facilitation" (Fox & Kotler, 1980). Place is concerned with the product reaching the target market, and it calls for provision of adequate channels for
distribution and response. Social marketers do not have established institutions (e.g., retail stores where typical marketing exchanges occur). Thus, it is important to suggest clear action outlets for those who have been motivated to acquire the social marketer's product. Stated in another way, there must be accessible outlets which permit the translation of motives into action (Kotler & Zaltman, 1971).

Once marketers communicate the benefits of adopting their cause, they must realize that people wishing to change a behaviour have to invest time and effort and consider ways to make it easier for them. This means marketers need to be keenly aware of the necessity to develop convenient and attractive response channels to augment the communications channels. Essentially, social marketers are concerned not only with getting people to adopt a new behaviour, but also with creating ways to facilitate maintenance of that behaviour (Kotler & Andreasen, 1987). Fine points out the similarities that exist with both traditional and nontraditional response channels:

In the same way that the distribution system for a tangible product is made up of series of firms—producer, wholesaler, retailer, and so on—the channel of distribution—social marketers—are aware of a set of institutions involved in one way or another with the delivery of a social product... (1981b, p. 135)

Accordingly, social fitness marketers must operate within the network of community-based organizations (e.g.,
municipal leisure facilities, private health clubs, YMCAs, university/college sport facilities). Place strategy, for example, is used in fitness marketing when attention is paid to where, how, and when one can begin exercising. Fitness strategists recognize the importance of place when they provide information on the location, programs, and hours of operation of exercise outlets and by ensuring conveniently located and professionally operated fitness programs. Augmenting any one of these factors would serve to enhance the place function in a fitness marketing mix.

In distributing the idea of engaging in a social behaviour and/or place to engage in such behaviour, social marketers have particular difficulty utilizing and controlling desired intermediaries (Bloom & Novelli, 1981).

**Promotion: Communications strategy.**

The final control variable in marketing involves the communication-persuasion strategies and tactics that will make the product familiar, acceptable, and even desirable to the target audience (Kotler & Zaltman, 1971). In a social marketing sense, promotion has come to refer to communications strategy undertaken to persuade others to accept ideas, concepts, or things (Mintz, 1988). A frequent misperception of the promotion function is that it is synonymous with marketing. According to Kotler and Andreasen, 1987, social marketing is not viewed as merely an advertising or communications function, as is the case
with many cause group campaigns. Rather, social marketing has replaced social communications as a larger paradigm for effecting social change.

The roots of social marketing lie in the informational approach, originally known as social advertising. As the limitations to this approach were recognized, social advertising evolved into a broader approach called social communications. Only recently has social marketing begun to replace social communications as a larger paradigm for encouraging the adoption of social behaviours (Kotler & Andreasen, 1987). Thus, promotion is seen as one of the 4 Ps of social marketing, but it is not considered until after the objectives, markets, products, price, and distribution functions have been examined to establish a broad background for campaign planning. Mintz, 1988, considers promotion and place as the two most important Ps in marketing personal health causes.

The four major tools employed in any promotion include advertising, personal selling, publicity, and sales promotion. Kotler and Zaltman, 1971, hold that each of these activities is a specialty that requires sophisticated knowledge and techniques, and this becomes particularly apparent when social campaigns are developed by amateurs where the promotional appeals and copy seem very naive. "Even behavioral science consultants to social campaign organizations often fail to make a maximum contribution
because of their inability or reluctance to view the issue in broad marketing terms instead of in strictly social or ethical terms" (Kotler & Zaltman, 1971, p. 8).

Advertising is one subset of the promotion function. It differs from other forms of mass communication in that the time or space must be paid for, it is susceptible to control, and the sponsor is identified which make it overtly manipulative to the audience (Wedding, 1975). Advertising, however, is a controversial area for social marketers. Not only do practitioners object to advertising's relatively high cost and questionable effectiveness, but also consumers question the ethics of its use and proclaim a fear of being manipulated by its appeals (Wedding, 1975). With respect to the promotion of the idea of physical fitness, one survey found that 76% of the residents of the province of Ontario indicated that programs encouraging people to become more active are an appropriate activity for the government; moreover, support for government involvement was found to be highest (86%) among active individuals (Ontario Ministry of Tourism and Recreation, 1983). Another study conducted in the same time frame found that 80% of the Ontario residents who were aware of a national firm's fitness promotion campaign perceived it to be working (PARTICIPaction, 1982).

Wedding, 1975, warns that measures of advertising results are largely imprecise and that the nature of the
problem, consumer opinions, degree of public interest, and appropriateness of the message and medium should all be considered discriminatively before using advertising as a method of communicating ideas and information.

Personal selling is the second component of promotion, and it involves direct face-to-face communication between sellers and consumers which is a very expensive means of promotion (McCarthy, 1979). Although sales people are employed in most marketing mixes, they are often not feasible for massive social marketing efforts.

Publicity, a promotional tool often referred to as public relations, is a less controversial aspect of the promotion function in social marketing. Any unpaid form of non-personal presentation of ideas, goods or services is considered publicity (McCarthy, 1979). Typical publicity techniques include corporate identification, media relations, publications, information bureaus, audio visual aids, meetings, talks, special events, and civic education. Publicity is considered a prerequisite to tackling government marketing problems and, although it is not possible to measure exactly the effectiveness of a public relations campaign, it is deemed a necessary function when promoting a product dependent upon the approval, acquiescence, and support of the public (Murphy, 1973).

Sales promotion is an aspect of the promotion function
which has been used increasingly over the last 25 years (Cowell, 1984). Sales promotion involves a wide variety of activities which may be custom designed and used only once to complement advertising, publicity, and personal selling efforts (McCarthy, 1979). Schemes which are intended to have a short-term impact on sales volume (e.g., the number of people participating in fitness activities) and usually involve offering something extra with the product being marketed are considered sales promotions (Cowell, 1984). Such devices as "money off", trial uses, point-of-purchase materials, games, and giveaways are often directed at users and nonusers of commercial health clubs, but displays, shows, exhibitions, and demonstrations are also forms of sales promotion that might be used by fitness marketers. Cowell, 1984, holds that sales promotions are not a prerogative of manufacturing firms and can be effectively used to stimulate participation by nonprofit organizations that market recreation, leisure, tourism, and sport services.

Bloom and Novelli, 1981, summarize four problem areas that typically plague the promotion efforts of social marketers: (a) they usually find paid advertising impossible to use due to media cost and the fear of offending the public or other organizations; (b) they often face pressure not to use certain types of message appeals, such as hard sell, fear, or humour; (c) they usually must
communicate relatively large amounts of information in their messages, and; (d) they have difficulty conducting meaningful pretests of messages.

**Marketing evaluation.**

Sponsors of ideas and issues want to evaluate the same things as promoters of tangibles, namely, how well their audiences have learned and how much attitude and behaviour have changed. In this sense, what is known to marketers as testing advertising effectiveness differs very little between the traditional and the nontraditional spheres (Fine, 1981b). However, the overall process of evaluating marketing program effectiveness, a key task of marketing management, is an under-researched area of social marketing (Hensel & Dubinsky, 1985).

Conducting evaluations in nonbusiness organizations is considered difficult for at least four reasons. Rothschild, 1979, reports that certain factors complicate the transference of marketing principles from the business to the nonbusiness sector far more than originally was thought. Bloom and Novelli, 1981, outline two more problems that social marketers face when evaluating their programs: (a) they frequently face difficulties trying to define effectiveness measures, particularly because quantitative objectives are not sought, and; (b) they often find it difficult to estimate the contribution their marketing programs have made toward the achievement of
desired objectives.

**Conclusion: The Applicability of Social Marketing**

Foxall (1984b), one of the few scholars to investigate the marketing of leisure, supports the use of the 4 Ps as basic elements to the social marketing mix, but he claims nonbusiness organizations have differing capacities for benefiting from the application of marketing principles and techniques (1984a); he states:

Consumer-orientation is a managerial mode which is appropriate only to certain circumstances — notably the existence of consumer sovereignty, especially as facilitated by high levels of discretionary income, competition among suppliers in a market situation where supply exceeds or can exceed demand, profit motivation, private ownership, and the capacity to respond to the market and let customers determine the scope of the business.... Sustained consumer-orientation as it is understood in advanced industrial societies is not likely to emerge, is unlikely to be sustained through time, and, indeed, it may well be a wholly inappropriate approach to alternative circumstances. (1984a, p. 30)

On the topic of public, nonbusiness leisure facilities, Foxall justifies his perspective by acknowledging that the extent to which the nonbusiness sector can make use of the principles and techniques of commercial marketing management and the extent to which knowledge in this area can make organizations more responsive to the needs of the publics they serve "...cannot be finally determined by reason alone. They can, however, be determined by empirical research of one sort or another" (1984b, p. 31). He further points out that researchers in the nonbusiness leisure marketing area appear to be ignoring this issue
To conclude this section of the literature review by citing a case for social marketing, it is appropriate to turn to the writings of Fine, one of the field's most notable and avid advocates:

Social marketing is more inclusive and generalizable than traditional marketing ... ideas underlie all goods and services but the converse is not necessarily true. To market goods and services, it is usually necessary to employ ideas. On the other hand, one can promote an idea by focusing on the idea itself without consideration of any tangible good.... In fact, because social products enjoy a higher degree of independence than commercial goods and services, one may take the stance that social marketing is indeed the ultimate marketing. Moreover, the most potent products ever marketed were not goods or services but ideas such as those propounded by Marks, Freud, and Einstein. (1981b, p. 190)

To supplement this perspective, Fine (1981a) encourages other researchers to become aware of the power of marketing technology as a tool in dealing with the roots of many real-world problems.

**Consumer Behaviour**

Consumer behaviour has grown out of the marketer's quest to understand customer needs and desires and has developed into one of the most researched subfields of marketing (Fine, 1981b). Consumer behaviour is defined as the study of human behaviour as related to the purchase and consumption-related activities of individuals engaging in the exchange process for either products, services or ideas (Zaltman & Sternthal, 1975). The major influences that determine individual consumer behaviour include consumer
psychological or thought processes (i.e., perceptions, attitudes, and needs), consumer characteristics (i.e., demographics, lifestyle, and personality), and environmental influences (i.e., culture, social class, reference groups, and situational determinants).

According to Assael, "the acceptance of the marketing concept means that marketing management has recognized that the determinants of consumer behavior have a direct bearing on the formulation of marketing strategies" (1987, p. 5). Marketers must understand the fundamental elements of consumer behavior—needs, perceptions, attitudes, and intentions—in order to effectively define and segment markets, to plan marketing strategies, to evaluate marketing strategies, and to assess future customer behavior (Assael, 1987).

Social Consumer Behaviour

Although social marketing and consumer behavior are both established, integrated disciplines contributing to the advancement of marketing management, there is yet another viable area of study that remains virtually unexplored: "social consumer behaviour" (Fine, 1981b). Social consumer behavior is a term that reflects the theoretical link between social marketing and consumer behavior, and it connotes the modern emphasis on consumer needs and interests (i.e., the marketing concept) in the social marketing setting. The emergence of a "broadened"
concept of consumer behaviour appeared soon after Kotler and Levy, 1969, first extended the scope of marketing to include the study of ideas and information. In broadening the concept of consumer behaviour to suit nontraditional settings, Zaltman and Sternthal, 1975, incorporated services, persons, institutions, places, or ideas as viable objects of exchange. 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 (Fine, 1981b; Howard, 1977; Scott, 1975; Tanguay, 1988; Zaltman & Sternthal, 1975).

The adoption of desirable behaviour is dependent on certain environmental and individual/personal consumer factors. The following section provides an overview of how these factors serve to facilitate or inhibit fitness adoption from a consumer behaviour perspective.

**Environmental Influences: Fitness Adoption**

**Sociocultural factors.**

Successful adoption of a social behaviour, regardless of the extent of a marketing effort may depend on society's readiness for that change which varies at different times (Kotler & Andreasen, 1987). There are certain social, cultural, and demographic factors that are contributing to the adoption of the physical fitness movement in North America. In fact, at least six major trends appear to be
catalysts for the fitness movement.

First, there is the broad cultural tendency toward a more self-oriented, individualistic lifestyle which is closely related to shifting male-female roles and an emphasis on fitness. At least two prerequisites for achieving a self-oriented lifestyle have been identified—the money required to pursue self-satisfying activities and the time to do so (Assael, 1987). This trend is being harboured by a second cultural shift from a work-centered society to one in which people have more opportunities to balance their lives with leisure activities (FAS, 1979; Hawes, 1988). Changing lifestyle patterns, such as early retirement, shorter work weeks, job sharing, part-time work and increasing rates of unemployment are contributing to more discretionary time. Thirdly, changing family compositions—smaller families and single-member households—mean people have more money to spend on leisure and entertainment (Assael, 1987). Fourthly, changing age compositions and longer life expectancy signify a shift to older populations (Assael, 1987). The elderly are less apt to be employed full-time, and thus have more room in their lives for leisure. The fifth trend reflects the overall increase in time spent participating specifically in sports and recreation activities which has come in part from an equally significant decline in time spent in entertainment outside
the home (Hawes, 1988). Finally, the fitness activities that people would most like to begin—swimming, tennis, (CFLRI, 1989, May) jogging, and calisthenics (CFS, 1983 to 1986)—are in line with a trend identified by Arthur D. Little, a large consulting company, which predicts an increasing emphasis on activities that "...can be mastered easily, provide high rewards in a short time period, and can be accomplished at or near the home. As a result, such things as home computers ... and exercisers will be high on consumer shopping lists" (cited in Assael, 1987, p. 267).

**Inherent determinants.**

Although there are several sociocultural factors that contribute to the espousal of physical fitness, marketers must overcome a number of inherent, behaviour-specific barriers that are characteristic of desirable social behaviour. Kotler has identified three barrier dimensions that determine the difficulty of successfully changing a social behaviour. When other factors remain equal, it is more difficult to change behaviours that are (a) group decisions, (b) high involvement, and (c) continuing, or some combination of these (Kotler & Andreasen, 1987).

Although fitness behaviour would generally involve an individual rather than a group decision, the importance of reference groups as to encouraging fitness behaviour deserves mention. Reference groups provide a means of identification, reward, and information. Referent power is
a term that reflects an individual's identification with members of a group; the greater the similarity of one's beliefs and attitudes to those of other members, the greater the referent power of the group (Assael, 1987). The finding that active people have active spouses and friends confirms the importance of family and social group influence (Stephens, 1988). Although Canada's Health Promotion Survey findings show the strength of this association to be striking, it has not been determined whether active friends influence others to become active, or whether active people choose active friends. "There is probably some truth in both explanations, indicating the social nature of physical activity and hinting at the difficulty of encouraging individuals to be active when they do not live or work in a supportive milieu" (Stephens, 1988, p. 160). This finding underscores the necessity of encouraging group participation wherever possible to create social reinforcement.

The second inherent barrier to fitness can be explained by involvement theory. Consumers are more likely to be involved in a purchase decision when the product is important to the consumer, entails significant risks, has emotional appeal, and is identified with the norms of a group (Assael, 1987). Low involvement theory was conceived to describe conventional consumer behaviour and it stipulates that consumers may act without thinking or
becoming emotionally involved with the product. Although traditional purchase decisions are characterized predominantly by low consumer involvement (Assael, 1987), nonbusiness issues will, in many cases, generate more extreme levels of involvement than is found in the private sector (Rothschild, 1979). "The construct of involvement is a key to understanding differences, difficulties, and constraints encountered in using marketing communications techniques in the nonbusiness sector; involvement gives insight into how individuals receive and use information in different situations" (Rothschild, 1979, p. 13). A better understanding of the extent of consumer involvement with physical fitness, could help marketers to direct their communication efforts more effectively.

The third inherent obstacle to fitness behaviour adoption reflects the need for continuous action. Physical fitness involves a more difficult behaviour change than a onetime (e.g., tuberculosis inoculation) or intermittent (e.g., voting) behaviour because it requires an ongoing commitment. According to Kotler & Andreasen, "...getting individuals or groups to permanently change their behavior is harder than getting them to make one-shot action changes. People must unlearn old habits, and freeze the new pattern of behavior" (1987, p. 443).

Granzin and Olsen, 1989, investigated the relationship between voluntary commitment to physical fitness and three
categories of predictor variables—demographics, attitudes, and leisure pursuits. Voluntary commitment was explored conceptually and then operationalized as membership in a health club or organized exercise class. The principle findings were: (a) commitment to fitness programs is empirically related to demographics, attitudes, and leisure pursuits; (b) commitment is characterized by the youthful persons who express a self-perception of fitness and athletic ability, have been influenced by friends on how to spend their time, and have a higher level of self-motivation and mental ability, and; (c) commitment to fitness parallels greater overall patterns of participation in active and passive leisure pursuits. The implications of this study are predicated on the need to attract participants by persuading them to commit to a fitness regimen and to maintain this behaviour change (Granzin and Olsen, 1989).

The Individual Consumer: Fitness Adoption

Kotler and Andreasen propose that the successful adoption of a social behaviour, like the adoption of any tangible product "...requires a deep understanding of the needs, perceptions, preferences, reference groups, and behavioral patterns of the target audience, and the tailoring of messages, media, costs, and facilities to make changing easy" (1987, p. 434). Thus, the purpose of this section is to attempt a theoretical mapping by outlining
points of linkage between the fields of physical fitness and individual consumer behaviour. In recent years, researchers have studied various aspects of fitness participation, however, the following discussion is delimited to fitness research that converges on specific theoretical components of consumer behaviour theory that parallel the personal factors that contribute to or inhibit the adoption of physical fitness behaviour. In order to address the problems and concerns unique to their field, it is felt that fitness marketers require a better understanding of fitness as consumer behaviour (Brooks, 1989, June). Although the Canadian fitness surveys (to be reviewed subsequently) provide a general overview of the consumer thought processes and consumer characteristics with respect to fitness behaviour, a cross-section of scholarly studies on personal nexü, motives, reasons, barriers, perceived risk, and reference groups as they relate to participation in physical activity will be presented to provide a more rigorous consumer perspective.

**Personal needs and motives.**

Needs and motives are related and must be considered together. For example, the belief that regular exercise will benefit one's health is unlikely to influence the overall evaluation of fitness if one does not care whether or not she/he exercises. Motives are the general predispositions that direct behaviour toward attaining
certain desired objectives, and they directly affect a specific set of needs used in evaluating products (Assael, 1987). Correspondingly, needs are defined as the motivating force for directing behaviour toward specific goals that can be achieved by accepting or rejecting a product, and they are aroused by internal cues and external stimuli which is social, experiential, or informational in nature (Assael, 1987).

Yiannakis explains the importance of using a multidimensional health/fitness marketing concept in order to match consumer needs and motives with product features:

When a health/fitness centre promotes itself solely on the idea that "You too can have a body like this one," it operates on the assumption that people join health clubs mainly to lose weight. While this may be true for some, research indicates ... that people engage in exercise activities and other leisure pursuits for a variety of reasons including the social experience, to release tension and frustrations, and for self-actualization, among others. Clearly, a club that promotes itself by tapping into the diversity of motives that people have for participating (a multidimensional marketing concept) is more likely to appeal to a larger market base than a club that focuses its promotion on a single motive for participating, such as losing weight (a unidimensional marketing concept). (1989, pp. 105-106)

Thus, in order to design effective marketing strategies, it is imperative that fitness marketers first know what motivates people to commit to physical activity (Granzin & Olsen, 1989).

A summary of the 1981 Canada Fitness Survey's findings for the motives or reasons for being physically active include: to feel better (93%), for fun or excitement
(86%), to improve flexibility (80%), to relax, to reduce stress (77%), to control weight (76%), to be with other people (64%), to learn new things (54%), to challenge abilities (53%), fitness leader's advise (48%), and doctor's orders (46%) (McPherson & Curtis, 1986).

The Canada Fitness Survey findings for the incentives that serve to increase or encourage physical activity include: more leisure time (39%), people with whom to participate (22%), better facilities (21%), family's interest (17%), friend's interest (17%), cheaper facilities (16%), organized fitness classes (11%), fitness test (9%), organized sports (9%), activities sponsored by employer (7%), information on benefits (6%), and different facilities (5%) (McPherson & Curtis, 1986).

Brooks' (1989, June, 1990, April) study on exercise motives and interests among inactive adults, was based on the belief that effective marketing relies on the ability to identify groups of consumers who are similar. This study reflected a U.S. national sample of adults, segmented according to age and level of interest in participating in a regular exercise program. Communalities among identified groups indicated that interest in regular exercise among adults under 50 years is predominantly associated with perceived overweight and recency of past exposure to regular exercise, whereas past exposure to exercise is the most important predictor of interest among the over 50
population. Brooks (1989, June, 1990, April) concludes that, in general, regardless of age, individuals not interested in exercise have had little past exposure to regular exercise, appear to have relatively poor health habits and have little idea about the type of activity that might interest them.

**Perceived risk.**

Cheron and Ritchie, 1982, studied the role of "perceived risk" in influencing choice processes in leisure and physical activity. The concept of perceived risk is important to fitness marketers because individuals have different perceptions of physical activity and they may be uncertain about the outcome of their decisions to exercise. This uncertainty affects one’s tendency to become active and can be classified into six components of perceived risk: financial, functional, physical, psychosocial, satisfaction, and time. Cheron and Ritchie, 1982, found that levels of perceived risk concerning leisure declined as individuals became more familiar with and interested in an activity and that functional and psychosocial risks were the most important in determining fitness leisure behaviour. More significantly, the results indicated substantial differences in the most important components of risk associated with leisure activities and tangible products.

**Personal barriers.**

The Canada Fitness Survey's summary of barriers to
physical activity can be categorized into the corresponding components of perceived risk as follows: no time due to work pressures (52%), no time due to other leisure pursuits (17%) (i.e., time risk); requires too much self-discipline (16%) (i.e., satisfaction risk); too lazy, lack energy (15%) (i.e., physical risk); costs too much (14%) (i.e., financial risk); distance to facilities (14%) (i.e., financial, functional, and/or time risk); injury or handicap (9%), ill health (9%) (i.e., physical risk); inadequate facilities (5%) (i.e., functional risk), and; lack skills (5%) (i.e., psychosocial risk) (McPherson & Curtis, 1986). Other studies confirm that "lack of time" (Ontario Ministry of Tourism & Recreation, 1983; Stephens, 1988) and "lack of self-discipline or energy" are the most significant barriers to exercise (Stephens, 1988).

Physical Fitness: Behaviour Marketing

Traditionally, physical fitness marketing research efforts have been limited to the private, for-profit sector and have excluded a social marketing component. Accordingly, several research undertakings in the United States are being directed at the needs of commercial health clubs (Brooks, 1989, May; Granzin & Olsen, 1989; Yiannakis, 1989) and do not consider physical fitness as a social idea. There have been efforts by at least one researcher, however, to study not-for-profit fitness marketing (Brooks,
1989, April) and national, nonbusiness physical activity marketing (Brooks, 1984). These works make a valuable contribution to fitness marketing in general and provide preliminary tools for both business and social marketers.

Yiannakis, 1989, has identified seven basic questions which plague sport and fitness marketers. Unfortunately, in Canada, fitness survey research has been predominantly limited to Yiannakis' first question: What are the salient characteristics of the target market, particularly the demographic, lifestyle, and user characteristics? Recently, however, there is a pioneering effort in the U.S. to answer two more of Yiannakis' questions: How do we motivate people to consume a fitness product or service? (Brooks, 1989, June, 1989, May); and, what is the most effective way to monitor consumer satisfaction/dissatisfaction, needs, wants, expectations, and changes in fitness preference over time? (Brooks, 1989, May). As previously noted, studies in this area have focused almost exclusively on commercial fitness clubs which comprise only a minor portion of the total physical activity delivery system. Still, many more fitness marketing questions remain largely unanswered. The remainder of Yiannakis' questions are concerned with the promotion and macromarketing functions and point to a considerable gap in the literature: How do we reach people?; how do we best time advertising campaigns so they
coincide with patterns or cycles of buying readiness/behaviour?; how frequently should we advertise for maximum effectiveness?, and; what is the most effective way to monitor those changes in the marketing environment that are likely to affect consumer purchasing decisions? The general paucity of research in this area has deterred public and private sector fitness practitioners from effectively transferring conventional consumer behaviour and marketing management protocol to the fitness market.

**Government Sponsored Fitness Surveys**

In contrast to the lack of attention paid to specific consumer thought processes and environmental influences, there have been a number of fitness consumer studies conducted in Canada over the last decade. A variety of government sponsored institutions have surveyed the physical fitness behaviour patterns at both the provincial (Ontario Ministry of Tourism and Recreation, 1981, 1983) and national (Canada Fitness Survey, 1983 to 1986; Stephens, 1988; Stephens & Craig, 1990) levels. These undertakings have extracted data that is primarily limited to selected micro aspects of fitness behaviour. In particular, government sponsored surveys provide some degree of insight into the consumer characteristics (i.e., demographics and psychographics) of physical activity. Indeed, these findings are of immense practical value from a behavioural standpoint even though only begin to
answer the concerns which constantly confront the new era of social fitness marketers.

Fitness survey findings are of fourfold importance to the present study inasmuch as they: (a) employ a marketing, consumer survey approach to fitness behaviour; (b) serve to establish an overview of selective consumer behaviour characteristics (i.e., demographics and psychographics); (c) represent the most prominent government sponsored initiatives by the major players in nonbusiness fitness marketing, and; (d) formulate the primary justification for the social marketing of physical fitness behaviour by demonstrating the overall need for increased participation rates in Canada.

Physical Activity Patterns in Ontario

The Ontario Ministry of Tourism and Recreation consistently monitored interest and participation in physical activity biannually for more than five years. Prior to the Campbell's Survey on Well-Being in Canada, Physical Activity Patterns in Ontario was considered the most complete time-series study of its kind in North America (Ontario Ministry of Tourism and Recreation, 1984; Stephens, 1987). Approximately 1000 adults were randomly selected from across Ontario for interviews conducted in November and June of 1978, 1981, and 1983. The major demographic findings of consequence to fitness marketers, taken from Physical Activity Patterns in Ontario IIa:
1982-83 Update, include the following: (a) over 60% of adults are "active" at least once a week in the spring; (b) about 45% of adults are active 3 times a week or more in the spring; (c) fewer adults are active in the fall than in the spring; (d) adult participation decreases with increasing age and more younger adults expend high degrees of energy than do older adults; (e) about as many women are active as are men; (f) 35% of those interviewed participate outdoors, 23% in public facilities, 20% in commercial facilities/clubs, 18% at home, 4% at work; (g) participation in smaller communities (rural) is lower than that of larger ones (urban); (h) participation increased from 1978 to 1981, and; (i) no significant increase in frequency of participation was demonstrated during the 1981 to 1983 period (Ontario Ministry of Tourism and Recreation, 1984).

Although the last finding has been interpreted by some to mean that physical activity patterns were reaching a plateau (Shephard, 1986; Stephens, 1987), The Ontario Ministry of Tourism and Recreation attributed this result to the "...economic recession and the possibility that many people's energies were focussed on employment and their own financial security" (1984, p. 1). It is further postulated that no further increase was found over the 1982-83 period because people had less disposable income and less time available during the recession (Ontario Ministry of Tourism
and Recreation, 1984). The results of the more recent Campbell's Survey on Well-Being in Canada can be interpreted to confirm this observation because the data portray a "significant" increase in participation rates over the 1981 to 1988 time span (CFLRI, 1989, May), while ignoring interim increases or decreases.

Other important findings that were left unmentioned in the "Update" but noted in the Ontario Ministry of Tourism and Recreation's Physical Activity Patterns in Ontario - II, a publication which covered the first three years of the study (i.e., 1978 to 1981), include the following: (a) 56% feel they should be more active; (b) 57% of inactive people say they are definitely planning to become active in the near future or would like to do so; (c) 15% of seniors increased their participation, compared to 4% of those aged 18 to 27; (d) 15% say they started regular exercise within the past year, and; (e) 78% of women in the professional/executive category are active compared to 60% of men in the same category (Ontario Ministry of Tourism and Recreation, 1983).

Although this study was conducted in a consistent and uniform manner, the methodology suffers from at least three inherent weaknesses. First, "actives" are defined as those who have participated at least once a week within the previous month, and according to the questionnaire, an activity consists of any type of physical activity,
exercise or physical recreation (Ontario Ministry of Tourism and Recreation, 1983). This does not represent a complete definition, however, because it fails to delineate the intensity and the duration of a so-called "activity". Not only does this definition leave room for interpretation by respondents, but it also inhibits the comparability of survey findings. Next, the picture portrayed is a provincial profile and is accurate only at this general level of description. Finally, "due to sampling error, figures are only accurate within a certain range" (Ontario Ministry of Tourism and Recreation, 1983, p. 1). Despite its limitations, this study provided the first time-series investigation of fitness behaviour patterns in North America (Stephens, 1987), and it supplied a valuable starting point for sport, recreation, and fitness marketers, particularly in the province of Ontario.

**Canada Fitness Survey**

The Canada Fitness Survey [CFS] of 1981, was initiated by Fitness Canada in order to describe fitness and recreation habits of Canadians. The CFS involved approximately 12,000 households and 23,000 people in 80 urban and rural communities in Canada's 10 provinces. The nature of the CFS findings closely parallel that of the Ontario survey, thus, only the new and different points are noted: (a) 56% of Canadians are classified as "active"; (b) active Canadians are more likely to be Westerners
(e.g., British Columbia has more active people than Ontario); (c) active Canadians are more likely to be single; (d) over 650,000 Canadians said they wanted to join an exercise class (If these wishes were to be acted on it would mean a 40% increase in exercise class participants.), and; (e) 49% of interviewees participate at home, 43% outdoors, 23% in public facilities, 14% in commercial facilities/clubs, 14% at parks, 10% at work (more than one reply was possible) (Canada Fitness Survey, 1983 to 1986).

Unfortunately, a direct comparison of the last point to that of the Ontario survey findings is not possible since the CFS allowed more than one reply. In contrast to CFS findings, in which the home was declared the most popular place to exercise, Ontario residents rated exercising at home fourth after outdoors, public, and commercial facilities, respectively (Ontario Ministry of Tourism & Recreation, 1983). This may be a reflection of the trend (cited earlier) toward more convenient, practicable leisure pursuits. The CFS also found a greater emphasis on fitness activities than on sports participation, another trend which is expected to accelerate (CFS, 1983).

Again, the CFS's operational definition of "active" is relatively vague. For example, gardening, walking, and dancing qualify as physical activities. However, it is important to know the level of such activity in order to
generalize any association with health benefits. Despite this weakness, the CFS was the first attempt at assessing differences across the nation. It also began to focus more specifically on consumer characteristics, such as individual wants and needs with respect to exercise.

**The Campbell's Survey on Well-Being in Canada**

The Campbell's study was conducted in 1988 by the Canadian Fitness and Lifestyle Research Institute (CFLRI), as a longitudinal follow-up to the 1981 CFS. This one million dollar study was jointly funded by Campbell Soup Company Ltd., Fitness Canada, and Health and Welfare Canada. Although it lacks the interim consistency of the five year, biannual Ontario time-series, the study is considered to be "an international landmark, being [sic] the first major study to gather information on lifestyle from the same individuals over time and across an entire nation" (CFLRI, 1989, p. 1).

In addition to its main purpose of assessing exercise habits of Canadians and finding out how these have changed, the Campbell's survey extended its purpose by probing beyond mere demographics to reveal some important consumer behaviour implications by investigating the role of social support, attitudes, and personal beliefs in decisions to start, stop or maintain a pattern of regular physical activity (CFLRI, 1989). In determining the exercise habits of Canadians in 1981 and again in 1988, this study
confirmed the hypothesis that there has been a significant increase in the proportion of Canadians who have taken up an active lifestyle over the decade; however, only one in three Canadians is sufficiently active to enhance his/her cardiovascular health (CFLRI, 1989). Unfortunately, full details of this undertaking are not yet available. When the analysis is complete, however, it will be of significance to those attempting to understand fitness behaviour in Canada.

Relevant findings of the 1988 Campbell's Survey on Well-Being in Canada are as follows: (a) 75% of Canadians have an "active" lifestyle; (b) students are the most active group; homemakers, retirees, and the unemployed are the least active; (c) walking, gardening, swimming, bicycling, and dancing are the most popular activities, in that order, and these activities reflect the most popular locations for exercise—home and outside; (d) participation in all of the top 10 activities increased between 1981 and 1988, with the exception of jogging; (e) approximately half the population, particularly those age 45+, do not want to start any new activity (f) older adults are less likely to frequent commercial clubs or recreational facilities; (g) males are more likely than females to exercise with friends, and; (h) there is a much greater likelihood of exercising alone with increasing age (CFLRI, 1989).
The overall finding that 75% of Canadians are "active" is somewhat higher than the 60% found for Ontarians in 1983 and the 54% of "regular exercisers" found by Canada's Health Promotion Survey in 1985. Again, the term "active" requires a more complete and consistent definition in order to compare the results.

**Canada's Health Promotion Survey**

Canada's Health Promotion Survey [HPS] was conducted in 1985 and surveyed over 11,000 households in ten provinces and the Yukon Territory. This study was sponsored by the Health Promotion Directorate of Health and Welfare Canada, and Statistics Canada was responsible for the survey design, data collection, and computer processing (Health and Welfare Canada, 1988). The HPS was a major research project that looked at the population's health practices and focused on a number of issues of concern to health promoters, including nutrition, smoking, alcohol use, drug use, safety, mental health, and physical fitness. The following is a list of the most predominant findings regarding fitness behaviour of Canadians: (a) 54% of adult Canadians can be described as "regular exercisers ", 18% are "occasional exercisers ", 27% are admittedly sedentary; (b) the youngest age group, 15-24 years, claims the greatest proportion of regular exercisers; (c) the least active group is age 55-64; (d) there is a wide range of differences in regular exercisers between provinces
(e.g., 66% of Yukoners [highest], 57% of Ontarians, and 46% of Quebecers [lowest] are described as regular exercisers); (e) those married to active individuals are 20% more likely to exercise regularly than people with sedentary spouses; (f) people with active friends are 41% more likely to be regularly active; (g) 29% of Canadians reported an increase in exercise in the last year and regarded it as the single most important thing they have done to improve their health; (h) 60% believe that more exercise will benefit their health and only 17% anticipate no change, and; (i) inactive people are not very motivated to change their ways even though they are broadly aware of possible benefits (Stephens, 1988).

Canada's HPS took a more sophisticated approach with their definitions, which may be the reason for its more conservative findings regarding participation rates. It is of interest to note, however, that when the HPS' 54% of "regular exercisers" is combined with its 18% of "occasional exercisers", the total amount of "exercisers" is 73% which closely parallels the recent Campbell's survey figure of 75% of "actives". In addition, the 1985 HPS figure for "regular exercisers" in Ontario is 57% which shows a marked increase over the 1981 Ontario survey figure of 45% (Ontario Ministry of Tourism and Recreation, 1983). (Note that both survey percentage figures for Ontarians denote active participation three or more times a week, and
thus, are comparable at this level.)

**Survey Discussion: Methodological Weaknesses**

According to Stephens, neither of the time-series studies (i.e., Physical Activity Patterns in Ontario or Campbell's Survey on Well-Being in Canada) fulfills all the criteria needed to make it "unambiguous", namely: "(a) a minimum of three time points, (b) a conceptually adequate definition of "active", (c) a national probability sample, and, (d) consistent data collection procedures" (1987, p. 102). Therefore, any conclusions about physical activity trends in Canada are tenuous.

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 (Stephens, 1987). The HPS' "regular exercisers" exemplifies the most conceptually adequate definition because it encompasses the nature ("vigorous activity"), the duration ("at least 15 minutes"), and the minimum frequency ("3 or more times per week") of physical activity.

There are two other problems which often plague research methods in the social sciences. One is the problem of "...social acceptability bias"; that is, a belief on the part of the respondents that reporting increased activity is more acceptable than acknowledging a
decrease" (Stephens, 1987, p. 99). Another problem is that of non-respondents: "there is no way of knowing if non-respondents differ from respondents in their behaviour, attitudes or knowledge" (Catlin, 1988, p. 13).

Another point pertaining to methodology is the time of year that surveys are conducted. The Ontario biannual time-series demonstrated a considerable difference between summer and winter participation (i.e., June activity rates were substantially higher than November activity rates). If this is true across the country then national surveys conducted during the spring or summer may reflect participation rates that are higher than normal. The surveys presented attempted to remedy this problem by asking about activity that endured for at least the last nine months. However, people may tend to respond more positively if they are active at the time of questioning.

A final point, which appears to possible conclusions about fitness trends from 1981 to 1988, is that the initial CFS was conducted in 1981 when other findings revealed a leveling or slight downturn of activity rates (Ontario Ministry of Tourism, 1983; Ontario Ministry of Tourism, 1984; Stephens, 1987). As cited earlier, this plateauing is ascribed, in part, to the economic recession at that time. If the economy did inhibit the nation's fitness participation rates during 1981, then survey results may be slightly misconstrued; that is to say, it is possible that
inferences about increases over the eight years will be exaggerated since participation rates may have been lower than normal during the recession. The isolated findings of the CFS and the Campbell's survey considered separately, however, contribute valuable information for targeting fitness promotions to suit the needs of different groups.

In summary, the findings of the fitness surveys presented preliminary, albeit valuable, insight into consumer characteristics. However, little evidence as to consumer thought processes and environmental influences is presented. Nonetheless, they present a number of implications for those who promote physical fitness. Although more information on how people behave as consumers of fitness is needed, the findings presented thus far provide a starting base of information on the who, how, where, and why of fitness participation. Indeed the field of sport and fitness marketing would benefit from further research that links the theoretical components of consumer behaviour with the diverse aspects of physical fitness. Yet, research into this area which is so significant to human well-being is just beginning (Granzen & Olsen, 1989).

Despite the methodological problems cited above, it is safe to state that there has been some increase in the adult population's fitness participation rates over the last decade, even though it appears to be not as pronounced as that of the 1970s. Additionally, the majority of the
population would benefit by augmenting their current physical activity levels. Brooks (1989, May) holds that there is still a vast market of "deconditioned" adults that warrants marketing attention; she notes:

Presently, there are no big trends in fitness or physical activity as there were during the 1970s and early 1980s, and this makes it difficult to read the consumer. As a rule, consumers are more fickle and demanding, which has led some marketing experts in other business sectors to observe that consumers continue to have relationships with brands...but that it's more like dating than marriage. Actually, most consumers have always "dated" fitness - try this activity this month, this activity next. (p. 68)

It is proposed that this demonstrated need for increased physical fitness behaviour can be addressed through the principles of marketing as they apply to concepts and ideas.
FOOTNOTES

1. "Regular exercise" was defined by *Canada's Health Promotion Survey* as three or more times per week of at least 15 minutes of vigorous exercise (Health & Welfare Canada, 1988, p. 156).

2. Standard Industrial Classifications (SIC) Major Group 78- "Motion Pictures"; SIC Major Group 79-"Amusement and Recreation Services" which include: dance halls/studios/schools; theatrical producers/bands/orchestras/entertainers; bowling alleys, billiard/pool establishments; commercial sports clubs/promoters, race tracks; miscellaneous amusement/recreation services; membership sports/recreation clubs; and, amusement/recreation services (Dunn & Bradstreet Canada, 1986, pp. 236-237).

3. Figures are calculated as a percentage of the total population rating reason as "important" or "very important" and responses are listed from the most to the least important. More than one response was allowed.

4. Functional risk is related to product performance. Fitness marketers can attempt to reduce the functional risks by reducing the possibility of mechanical, equipment or organization problems occurring during physical activity.

5. Psychosocial risk is a combination of psychological and social inhibitions. Fitness marketers must consider the possibility that physical activity will not reflect the individual's personality or self-image (psychological risks), and the possibility that participation will affect others' opinions of the individual (social risks).

6. "Physically active" was defined by *Physical Activity Patterns in Ontario-II* and *Physical Activity Patterns in Ontario-IIa* as participating once/week or more during the previous month (Ontario Ministry of Tourism & Recreation, 1983, 1984).

7. "Physically active" was defined by the Canada Fitness Survey as participating in sports or conditioning for 3 or more hours per week during 9 or more months of the year (CFS, 1983).

8. Findings which are redundant to the previous studies have been omitted.
9. "Physically active" was defined by the *Campbell's Survey on Well-Being in Canada* as spending an average of at least 3 hours each week at some form of physical activity during at least 9 months of the year (CFLRI, 1989).

10. "Occasional exercise" was defined by *Canada's Health Promotion Survey* as one to two times per week of at least 15 minutes of vigorous exercise (Health and Welfare Canada, 1988).

11. The Canada Fitness Survey was conducted from February to July, the Campbell's survey was conducted in March and April, and the Health Promotion Survey was conducted in June.

12. Brooks' research for this study was conducted in the United States, and thus it reflects a strictly American perspective.
CHAPTER III

Methodology

The paucity of both qualitative and quantitative investigations of nonbusiness market orientation is noted earlier in the Review of Literature. Additionally, scholarly attempts to link the conceptual components of social marketing to institutions that sponsor physical activity behaviour are nonexistent to date. In an attempt to fill this void and provide a launching pad for future empirical research, the present study is a bilateral investigation of (a) marketing functions, and (b) market orientation constructs of the primary nonbusiness sponsor of physical activity in Canada. The study's central focus is to conceptualize the practiced marketing functions and to explicate the market-oriented constructs drawn from the literature. Moreover, the twofold objective of this work is to provide a foundation for developing a theoretical paradigm regarding the organization's marketing practices and to formulate exploratory observations with respect to the nature of its market orientation.

Statement of the Problem

The organization's marketing functions and market orientation constructs are analyzed and evaluated within the framework of the conceptual research model depicted in
Appendix A-1. Juxtaposing the author's marketing research model to the practices of the organization will permit a categorical evaluation of its marketing functions. The research model aids in the conceptualization and formulation of the research questions, and it is composed of the fundamental marketing principles that are derived from the literature, delineated in the previous chapter, represented in the interview schedule, and paralleled to the study's objectives. The model is comprised of two principal components, each encompassing a distinctive set of variables, as follows: (a) the market orientation component (i.e., variables: consumer orientation and environmental influence), and; (b) the marketing functions component (i.e., variables: organizational mission and goals, marketing research, market segmentation, product/offering, price/use of incentives, promotion, distribution, and marketing evaluation).

This investigation requires the utilization of a research question and not a traditional statement of the problem. The two guiding research questions are simple, exploratory, and inclusive. They prompt several definitive sub-questions that are represented by the research model and derived from the marketing management, consumer behaviour, and social marketing literature.

**Research Question 1**

What is the nature of marketing practices in the primary nonbusiness sponsor of physical activity behaviour in Canada?
Sub-Questions

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

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

3. (a) Is market segmentation utilized?
   (b) What target markets are pursued?

4. (a) Is market research conducted?
   (b) What is the nature of the market research conducted?
   (c) Who conducts the market research?

5. (a) Are the four Ps of marketing, i.e., product, place, price, and promotion recognized in the organization's marketing mix?
   (b) How are each of the four Ps applied?

Research Question II

How does the primary nonbusiness sponsor of physical activity behaviour in Canada practice a market orientation?

Sub-Questions

1. (a) Is the organization consumer-oriented?
   (b) How are consumer behaviour variables, including consumer thought processes, consumer characteristics, and environmental influences, incorporated into the organization's marketing practices and research activities?

2. (a) Has the organization adopted the marketing concept?
   (b) How is the marketing concept implemented?

Sample

The organization to be studied is Fitness Canada, one of the five directorates of Fitness and Amateur Sport—
branch of the National Department of Health and Welfare. Fitness Canada is organized into three divisions, as follows: Program and Association Management, Strategic Planning and Policy, and Program Marketing and Development. It was selected as the focal organization for the present study because it is the primary sponsor of physical activity behaviour in Canada and is responsible for leading, coordinating, and developing the nation's physical activity products. Even so, data were collected on several affiliated major players in the physical activity delivery system via informal interviews with key personnel and assemblage of organization-specific documentation supported by or pertaining to Fitness Canada. Specifically, the Fitness Canada directorate has three main objectives, which are stated as:

- to increase the motivation of Canadians to become and remain active, thereby leading toward fitness and healthy lifestyles;
- to improve the general fitness environment, organizational infrastructure and program delivery system across Canada; and
- to increase the availability and accessibility of quality fitness programs, which will make it easier for Canadians to become active and healthy. (FAS, 1990a, p. 9)

Data Collection and Analyses

Collection

Three primary methods of data collection were employed:

The General Interview Guide Approach

A formal questionnaire was not utilized. Rather, the direction of inquiry with key personnel adopted the
"general interview guide approach" (Patton, 1980, p. 198). The interview guide reflects relevant marketing principles that are based on the literature and derived from the research questions (Appendix A-2). With this approach it is neither necessary nor appropriate to repeat the exact same questions with each interviewee. Instead individuals were asked select questions from the guide depending on their area of expertise/responsibility as well as the time frame permitted for each session. (All of the interviews in this category lasted approximately 90 minutes, with the exception of one in which case the division chief donated 40 minutes to the study.) Furthermore, topics not addressed by the schedule were frequently explored when "appropriate" at either the interviewer's or interviewee's discretion.

This approach was taken with the FAS personnel who have the knowledge, experience, and position to contribute the most pertinent information. The subjects of this method included the following: two FAS senior administrators (i.e., Promotions and Communications director and Sport Marketing Council president), all three Fitness Canada division chiefs (i.e., Program and Association Management, Strategic Planning and Policy, and Program Marketing and Development), and one other administrator who, along with the division chiefs, reports directly to the Fitness Canada director (i.e., Intersectorial Coordinator/Executive Secretary of the FP/TFC). (Note: the Fitness Canada
director was not available for an interview.)

**Informal Conversational Interviews**

The "informal conversational interview" (Patton, 1980, p. 197) approach was utilized with a cross-section of staff members and auxiliary personnel who perform a variety of marketing and non-marketing functions, either for Fitness Canada directly or for one of the peripheral organizations.

**Written Documentation**

Extensive, relevant printed materials were procured and analyzed within the research framework. These materials took the form of archival records, published material, draft manuscripts, and confidential documents, such as promotional/educational material, contracted research manuscripts, evaluation documents, marketing strategy records, job descriptions, budgetary documentation, organization charts, as well as policy, planning, and program materials.

**Analysis**

Because this thesis is exploratory and the methods are qualitative, the proposed research design and subsequent means of analyses were deliberately adaptive. The following five phases of analysis were employed in the evaluation of the data.

**Phase One**

The first phase of the data analysis involved the transcribing of interview tapes, a thorough review of all written documentation, and a formal request through the
Information Commissioner of Canada's "Access to Information/Privacy" office for required government documents that had previously been withheld.

**Phase Two**

Next, interview data were contrasted to complementary and supplementary written documentation in the search for relevant themes, peculiar gaps, and convergent and divergent information.

**Phase Three**

Following the preliminary analyses, a rigorous examination was executed by charting the data in a matrix that applied the research model's marketing constructs. In this third phase, facts and observations were organized and interpreted for each individual area of organizational responsibility and crossed-referenced into the model's descriptive categories for further evaluation. This permitted easy identification of emphasized and de-emphasized marketing functions.

**Phase Four**

The next phase involved a "re-review" of the extant marketing orientation and qualitative analysis literature and meetings with an expert on the analysis of qualitative data for marketing research (C.M. Brooks, personal communication, February 1, April 23, 1990). This phase of the investigation allowed the researcher to reinforce objective scrutiny and supplement the a priori knowledge in a more focused, sophisticated manner. The
foregoing research questions were then analyzed within the context of three appropriate theoretical models recently developed by academicians.

**Phase Five**

The final phase of analysis included the reevaluation and reassimilation of the data based on a posteriori knowledge. This step permitted the interpretation of the theoretical models encountered in phase four and the development of observations and concepts within the respective contexts.

Importantly, the above phases were not conducted as mutually exclusive, ordered entities, rather there was a periodic back-and-forth between the phases that contributed to a comprehensive and exhaustive analysis of the data.

**Justification of Methods and Procedures**

This research project was approached from a case study perspective. The exploratory nature of the problem required a qualitative, humanistic mode of analysis. In order to facilitate an in-depth understanding of the organization's contextual processes, variables could not be identified and controlled for in the traditional sense. In a study of this type, the investigator's conduct and objectivity in the collection and analysis of data are the only effects that can be reasonably controlled. Prosperously, however, a subjectivist paradigm was formally and systematically assumed.

Qualitative research is a method of scientific
investigation that is well-suited for understanding the complex, practical processes of organizational management. In advocating the need for qualitative approaches in the study of organizational problems, McGuire has said:

Qualitative research is derived from an interpretive paradigm based on ontological, epistemological, and methodological assumptions different from the objectivist paradigm of quantitative research.... qualitative or interpretive research departs from a premise of the socially constructed and context-specific nature of organizational phenomena. This premise requires a methodology sensitive to the rich contextual data which will enable the researcher to understand the social construction processes which create organizational phenomena. (1986, p. 6)

Careful scrutinizing of research in the organizational sciences has led many scholars to advocate (a) the applicability of qualitative research designs, and (b) the need for more diverse methods to accommodate relevant organizational problems (Aldag & Stearns, 1988; Goodman & Krueger, 1988; McGuire, 1986; Podsakoff & Dalton, 1987; Schutz, 1989). Despite the perennial criticisms leveled at qualitative research, it is being reexamined as a formal process and a valuable tool for studying nonnumerical, nonspatial phenomena in the soft sciences.

In the field of sport and fitness management, there has also been a shift in attitude regarding qualitative work. According to Schutz:

This change in philosophy has probably been due to; (1) our realization that the traditional scientific method of quantitative empirical data gathering and analysis is not the most useful methodology for investigating all phenomena, and (2) a number of advances in the process of conducting qualitative research, and the formalization of this process as a systematic and rigorous methodology. (1988, p. 4)
What is ultimately recommended by Schutz and others is the need for qualitative methods to compliment and/or serve as a basis for quantitative research, and this view continues to gain widespread recognition and support in the fields of physical/health education and sport/fitness management (Bain, 1989; Locke, 1989; Olafson, 1990; Park, 1983; Sage, 1989; Schutz, 1988; Siedentop, 1989; Thomas & French, 1986).

In addition to the increasing normative acceptance of qualitative methods among management science and physical education scholars, certain marketing researchers are condoning a similar approach for their discipline. One scholar notes:

As the conception of what marketing is has evolved, so must the methods of inquiry also evolve. Marketing now is viewed as a socially constructed enterprise. Thus, what is needed are inputs from the humanistic modes of inquiry developed specifically to address socially constructed phenomena. (Hirschman, 1986, p. 238)

The qualitative methods employed in this study are in line with the recent emphasis on methodological diversity in the social sciences. Accordingly, the principal scientific restriction for the conduct of the proposed study will be imposed by the parameters of state-of-the-art knowledge and procedures for nonexperimental research. Because humanistic inquiry represents a rather radical departure from the traditional quantitative approach commonly practiced in the sport management field, it is hoped that this brief overview will ease the way for the
ensuing research forum. As the above-quoted author concludes: "[Researchers] are obligated to remain always aware that no approach or paradigm is the 'only' approach or paradigm. The humanist way is not 'the only way; it simply is a way" (Hirschman, 1986, p. 248).
CHAPTER IV

Fitness Canada: A Structural Overview

The Fitness and Amateur Sport Programme--the precursor of Fitness and Amateur Sport--was conceived out of the 1961 Fitness and Amateur Sport Act; Fitness Canada was created a decade later under the title "Recreation Canada" (Health & Welfare Canada, 1972). Presently, it is one of five directorates that comprise the Fitness and Amateur Sport branch of the National Department of Health and Welfare. Fitness Canada is generally responsible for the promotion and development of well-being through lifelong participation in physical activity (FAS, 1989b). The four objectives that focus the directorate's programs and resources are:

- to empower Canadians to choose and maintain a physically active lifestyle;
- to enhance the general environment, values and norms of Canadian society in support of lifelong physical activity;
- to enhance the capacity of the fitness community to meet the physical activity needs of Canadians;
- to enhance the availability and accessibility of opportunities to facilitate lifelong participation in physical activity. (FAS, 1989b, p. 7)

Fitness Canada maintains the following four major roles at the national level in working toward these objectives: (a) development of strategic plans and policies for fitness, (b) coordination of interdisciplinary efforts, (c) provision of consultation and support to physical activity
delivery system intermediaries, and (d) facilitation of programs and services that address identified priorities (FAS, 1989b). To administer these roles, the directorate is divided into three divisions, namely: Fitness Development; Association Management, and; Policy, Planning and Special Projects. Recently, however, the organization has been restructured and, to more accurately reflect their revised areas of responsibility the divisions are also being renamed as: Strategic Planning and Policy; Programs and Association Management, and; Program Marketing and Development, respectively. Each area is headed by a division "chief" who reports directly to the Director of Fitness Canada who, along with the heads of the other four FAS directorates, is responsible to the office of the Minister for Fitness and Amateur Sport.

**Strategic Planning and Policy Division**

Established in 1971, this division is the only one of the three original "pillars" (i.e., "Planning, Development and Evaluation", "Programs", and "Fitness") to maintain the initial functions reflected in its title (Health and Welfare Canada, 1972). The division now employs five staff members and still holds primary responsibility for policy and planning activities, which include:

- Assessment and evaluation of Canadian trends and issues of concern to the development of fitness in Canada.
- Development of conceptual frameworks and models to
serve as a basis for planning and policy design.
- Facilitation of collaborative planning among the key stakeholders in the field to develop coordinated strategies and address identified needs and issues.
- Development and implementation of policies to guide the development of fitness at the national level.
(FAS, 1989b, p. 7)

Additionally, this division plays a major part in central agency liaison/coordination activities, stated as:

- Facilitation and support of collaborative efforts on the part of key organizations and agencies to enhance programs and services and assist in the efficient use of available resources.
- Development of linkages and joint initiatives, where appropriate, with other related sectors and programs including health care promotion, education, and other systems. (FAS, 1989b, pp. 7-8)

Finally, this unit is responsible for directing the creation and the dissemination of academic research in the fitness/physical activity field. The role of the Canadian research system is delineated in the 1990 research blueprint for action entitled Framework for Research on Active Living. This document represents Fitness Canada's national plan designed for directing intermediaries to develop and enhance research on active living and is considered a starting point for a collaborative relationship among "stakeholders" for ongoing planning and action in Canada (Fitness Canada, 1989, November). Relatedly, this division oversees contributions to the Canadian Fitness and Lifestyle Research Institute (CFLRI), a private, not-for-profit national agency committed to encouraging and supporting the initiation of fitness and
lifestyle research. The CFLRI facilitates projects in the areas of research dissemination, planning, and evaluation, a function formerly administered by Fitness Canada (CFLRI, 1989).

In general terms, the division's operations can be paralleled to that of a conventional manufacturing firm's research and development arm. Although not responsible for Fitness Canada's tangible primary (i.e., services/funding) or secondary (mass participation projects/events) product, it performs research and development activities for the conceptual products that are marketed to physical activity producers and consumers.

**Programs and Association Management Division**

This unit has continuously expanded since its inception a decade ago. It employs approximately 16 people; in terms of personnel, the division is twice the size of the other two combined. Its primary responsibilities are directly related to two of Fitness Canada's four major roles: consultation/support and programs/services. The former area is delineated as follows:

- Provision of financial and consultative assistance to partner organizations in support of the design and delivery of programs and services consistent with national priorities and strategies.
- Investment in the development of the capacity of the delivery system to design and implement initiatives to meet the fitness needs of Canadians. (FAS, 1989b, p. 8)

The latter area, facilitation of programs and services, is stated as follows:
- Provision of human and financial resources to ensure the development and establishment of new programs and services that address identified priorities.

- Facilitation of the establishment of new mechanisms that are required for the coordinated development and delivery of new initiatives. (FAS, 1989b, p. 8)

Together, financial assistance and consulting services, are the mainstay of Fitness Canada's contributions program which facilitates national, not-for-profit organizations that offer "appropriate" physical activity opportunities and fitness services to Canadians (FAS, 1989b). As shown in Table B-1, 38 organizations received $8,635,278 for the 1989/90 fiscal year. Importantly, although both the consultation/support and the programs/services functions are largely a responsibility of this division, they are shared with the other two divisions in certain cases (i.e., the Program Marketing and Development division supervises Canada's Fitweek funding and the Strategic Planning and Policy division controls the CFLRI contributions).

A second area for which this division retains primary responsibility is target-group planning. Fitness Canada has identified five specific target groups for special emphasis, namely: Canadians with a disability, workplace/employees, older adults, children/youth, and fitness leaders. Separate blueprints for action that outline Fitness Canada's objectives and strategies have been prepared for each target to serve as masterplans for
future initiatives in the field (Active living alliance for Canadians with a disability, 1990; Fitness Canada, 1989, June; National Children and Youth Fitness Office, 1989; Secretariat for Fitness in the Third Age, undated).

Extensive, cross-country consultation processes integrated input from the provinces as well as from hundreds of practitioners, academicians, and leaders in developing these national collective directions.

Moreover, all five targets have corresponding offices (or secretariats), each with distinct advisory committees, management committees, and staff members. The target-group structures (i.e., Secretariat for Fitness in the Third Age, Workplace Fitness Office, National Children/Youth Fitness Office, The Active Lifestyle Alliance for Canadians with a Disability, and Fitness Leadership Office), along with program/project units (i.e., Canada's Fitweek Secretariat and the "On the Move" Women's Program), make up the Fitness Program Bureau [FPB] housed with the national sport/fitness organizations in the Canadian Sport and Fitness Administration Centre (see Appendix B-2).

Although FPB units are considered private operations, their program managers report directly to Fitness Canada personnel. The FPB is described as "a facilitator, supporter and catalyst which helps make things happen, rather than doing things itself. It fosters an environment of cooperation and collaboration that maximizes the pursuit
of the missions of the program units" (Workplace Fitness Office, 1990). The bureau is representative of the proficient decentralization of Fitness Canada activities that first began with the establishment of PARTICIPAction in 1971, the CFLRI late in 1985, and most recently, the Fitness Program Bureau in 1989. An FAS director described the scenario that prompts this redistribution of function and, to some extent, power as follows:

To do some of the things that have to be done in the marketing promotional area, it becomes very difficult given the bureaucratic directives and red tape ... I think the establishment of a PARTICIPAction, for example--outside of government--and the use of contributions by Fitness Canada to provide funding to nongovernment organizations to sort of do the operational end of the fitness program. That's certainly, to a considerable extent, the result of the fact that we couldn't do it within government, given some of the restrictions there are on how we operate.... [i.e.,] Personnel. Budget. Just the whole way in which the bureaucracy works, from something as simple as getting a printing job done.

Another relatively large program area within the realm of the Program and Association Management division is the Canada Fitness Awards program [CFA]. Although the CFA unit was recently brought under the jurisdiction of this division, it is equipped with an independent budget and staff. For the purpose of this study, the CFA is considered as part of the secondary product offering because it is national in scope, elicits mass participation, and directs a distinct set of marketing activities.

If Fitness Canada's policy and planning activities are
conceptually analogous to the research and development operations of a conventional firm, then the Program and Association Management functions can be compared to that of a sales department. It is this unit that implements not only the delivery system development functions, but also the "personal selling" of the funding/services and conceptual products to industrial producers.

**Program Marketing and Development Division**

Established in the mid-1980s, this small 4-person division is the most recent addition to the Fitness Canada triumvirate. It is primarily responsible for the production (i.e., "manufacturing") and marketing of special national/international mass participation physical activity initiatives. According to a Fitness Canada draft proposal the division's revised duties: "[It] plays an integral role in researching, developing, implementing, and promoting and evaluating special projects and programs, including multi-agency, interdepartmental, intergovernmental and international projects and programs" ("Fitness Canada division responsibilities", undated).

Interestingly, the new division name (i.e., Program Marketing and Development) reflects the existence and substance of its marketing role more directly than the original title (i.e., Policy, Planning and Special Projects).

The division also plays a role in the development and
implementation of policies, strategies, and plans for both internal (viz., minister's briefings and budget presentations) and external (viz., minister's campaigns and corporate image) directorate communications. Consequently, it is also the unit that liaises with the Promotions and Communications directorate ("Fitness Canada division responsibilities", undated). Even though communications services are available, Fitness Canada personnel feel it is necessary to draw on their own faculties in this area. As one division chief noted:

[Promotions and Communications administrators feel their] people should be involved as advisers throughout [the marketing] process, and they're not right now. They're more service providers when you get down to this level, and they're kept informed of what is going on.... I think the way this directorate operates ... we feel we have the expertise within, in terms of strategic planning for social marketing.... They are very much reactive.

Over the past few years, concurrent with the restraint in government funding, Fitness Canada has followed the sport community's lead in recruiting the private sector to invest in fitness and lifestyle programs, projects, and events. This fund-raising thrust has prompted a need for coordination and direction of the fitness community's efforts. Consequently, the division has also assumed responsibility for developing policies and strategies for fund-raising and corporate sponsorship.

Lastly, the division has created the role of "developing a national policy framework for the Social
Marketing of Active Living in Canada" \(\text{"Fitness Canada division responsibilities"},\) undated). In this context, it performs an advisory/liaison role in program marketing and development with other Fitness Canada divisions, FPB structures, and client organizations.

In summary, the Program Marketing and Development division is responsible for producing Fitness Canada's secondary products (i.e., national and international mass participation physical activity projects) and for managing the full range of marketing functions that surround them (e.g., market research, segmentation, planning, distribution, promotion, evaluation). Thus, the division assumes the role of a traditional marketing department for special events and projects. In another sense, it acts as a marketing consultant and coordinator by providing advise and services to Fitness Canada's other operational areas and auxiliary structures.

**Promotions and Communications Directorate**

Promotions and Communications [P&C] is a relatively small, ten-person directorate and one of the five structural areas that comprise the FAS branch. The directorate was studied in addition to Fitness Canada's triumvirate because it performs at least one important marketing function for Fitness Canada (i.e., communications services). The principal elements of a government department or agency's communications function are
"research and analysis; advice; planning; and management of communications" (Treasury Board of Canada Secretariat, 1988, p. 12). However, public information and corporate public relations are specified as the fundamental responsibilities of FAS's P&C directorate. Relatively, P&C directs the minister's media relations, coordinates the branch's publishing plans, and assists the development and implementation of communications strategies for branch programs by providing essential information services to both Sport Canada and Fitness Canada ("Communications", undated).

Although it is called "Promotions and Communications", the directorate is almost exclusively responsible for communications activities. The director of P&C explained the reason for the word "promotions" in the title:

When [P&C] first began it was quite different than it is now. Ten to twelve years ago the educational kinds of activities were, in fact, largely undertaken by Promotions and Communications.... [back] then it amounted to a dozen or so booklets on fitness and maybe an occasional film and display ... nothing like we have today, but the Promotions name has stuck. Elsewhere in government they've gone through dozens of names. Initially [they] were simply Information Services ... with the development of computers and all of that ... they became known as an information service. [But] there was some confusion between Information Services, meaning external public relations, and Communications and Information, meaning the whole data processing business. So that got changed ... [to] Public Affairs. Now it's basically just Communications, but ... we have not changed our name.

In accordance with federal government communications directives and guidelines, FAS communications activities
take two basic forms, namely, public information and education. Public information includes the provision of information about the FAS branch and its approved policies and services, and it is the primary responsibility of the P&C directorate ("Communications", undated). The second form of communications activity, education, is defined as:

The creation of public awareness of, support for and participation in fitness and amateur sport activities, intended to increase the general fitness level and well-being of Canadians, and to stimulate public appreciation of the value and benefits to the Canadian cultural psyche derived from the striving for amateur sport excellence. ("Communications", undated, p. 2)

Educational activities are further delineated as either direct or indirect: direct activities involve contributions-funded and operations-funded roles implemented by either Sport Canada or Fitness Canada personnel, and indirect activities are funded by contributions and carried out at arms-length by nongovernment organizations ("Communications", undated).

Essentially, P&C has one officer who is responsible to Sport Canada and another who is responsible to Fitness Canada. These planning and liaison officers are involved mainly in an advisory-service-assistance role in which they offer advise and support to program areas and assist in the development of communications plans. However, more of P&C's resources are aimed at sport than fitness.

In a document prepared by the P&C director for the present study, 68% of the directorate's 1989/90 operating
expenses were incurred for Sport Canada, whereas Fitness Canada consumed 32%. The total annual Communications budget of $762,000 is relatively significant when compared to Fitness Canada's operating budget of $942,000 for the same year ("H W C departmental financial system", 1990). Nonetheless, allocating almost one-third of the P&C expenditures to Fitness Canada initiatives seems liberal when compared to Sport and Fitness contributions dollars. During 1989/90, for example, Fitness Canada controlled less than 12% of the the total FAS branch contributions (i.e., the remaining 88% was distributed by its sport counterpart) (Note: calculations are based on contributions reported in FAS, 1989a).
CHAPTER V

Fitness Canada's Product Concept: "Active Living"

A Conceptualization of the Active Living Product

Over the past three decades, Fitness Canada's conceptual product offering has expanded in breadth and in scope. The intangible concept that is packaged and "sold" to the masses has evolved through three distinct phases:
(a) "physical fitness" in the 1970s, (b) "physical activity" in the 1980s, and (c) "active living" in the 1990s. The development of the active living model has been identified as one of four national, short-term strategic priorities currently being addressed (FAS, 1989b). This model is described in the following excerpt from a conference speech made at the 1990 Commonwealth Games:

- In keeping with these other movements ["Health for All" movement, environmental movement], active living proposes a holistic, dynamic approach to fitness that recognizes the mind/body/spirit interaction and the interdependence between humans and their physical, social, economic and political environment.
- Recognizing this interdependence and interaction, active living places as much emphasis on the processes involved in the physical activity experience--as on quantitative outcomes.
- Thus, the focus in active living is on the whole person, in his/her environment--not the mechanical aspect of physical activity. It calls for a balanced integration that is individually determined, between the physical, mental and social aspects of our lives; and that is socially and culturally sustainable and relevant. (O'Brien-Jewett, 1990, p. 2)
The active living model is based on three conceptual cornerstones—physical, psychological, and social—as well as the spiritual connections between these cornerstones. Moreover, physical fitness is considered necessary, but in itself, insufficient to achieving active living.

(O'Brien-Jewett, 1990, p. 3)

The active living concept grew out of the processes leading up to and including the 1986 Canadian Summit on Fitness, the purposes of which were "to provide a forum to develop a vision for Canadian fitness for the year 2000, and to establish goals and strategies to guide the future direction of fitness development in achieving this vision" (Fitness Canada, 1986, p. 6).

**Physical Activity Dimension**

Figure 1 illustrates the author's conceptualization of Fitness Canada's active living model which is an adaptation of a research model developed for the physical fitness product scope of a community center (Brooks, 1989, April). The entire model revolves around the tangible physical activity component—the common denominator to Fitness Canada's programs and projects. As two division chiefs noted:

We are not going to lose [the physical activity aspect].... Rather than thinking about it in terms of physiological health, we are looking at in a broader context.

We've been developing a philosophy or perspective that looks at an active living model in which physical activity is still the key part, but physical activity is insufficient without the social and the mental [aspects].
Figure 1. A conceptualization of Fitness Canada's "Active Living" product offering.

(Adapted from Brooks, 1989, April)
Thus, physical activity is appropriately placed at the center of the diagram. Importantly, this dimension incorporates Fitness Canada's progressive view of physical activities which range from high-impact aerobics to backyard gardening.

**Functional Dimension**

The next dimension is intangible in nature, as are the remainder of the model's components. The functional dimension includes a variety of sub-dimensions that relate to the practical benefits of or reasons for being active, such as experiential, competition, recreation, fitness, and skill acquisition (Brooks, 1989, April). Additionally, safety has been included as a reason for being active (e.g., swimming or skiing lessons/instruction) because Fitness Canada supports several programs which nurture safe physical activity (e.g., Canadian Red Cross Society - water safety, Royal Life Saving Society, Canadian Ski Patrol).

This dimension can be viewed as part of the minimum criteria for a national program/project to qualify for Fitness Canada contributions. In order to receive funding, a program must at the least (a) meet safety criteria, by involving or promoting opportunities or services that are safe for all participants, (b) have an impact on physical activity patterns and fitness levels and provide ongoing benefits to the target population, and (c) provide benefits, in terms of fitness value or a fitness effect,
through participation in the program or project (FAS, 1989b).

**Holistic-Person Dimension**

The next dimension is represented by a triangle which integrates the conceptual cornerstones of active living—physical activity remains in the center, surrounded by the social, spiritual, and psychological facets at each apex. Brooks (1989, April) identified this part of her model as the "needs" dimension and found it to encompass psychosocial elements, such as prestige, satisfaction, belonging, status, and improved self-image. When a spiritual component is added, however, this dimension can be extended to embody things like self-empowerment, self-discovery, and connectiveness to oneself, to others, and to the environment (O'Brien-Jewett, 1990). The holistic perspective reflects the process and experience of being physically active and is described by the following excerpt from a Fitness Canada newsletter:

> It contributes to increased feelings of personal worth, energy and vitality for living, as well as to maximizing our human potential physically, emotionally and socially.... It increases our sense of personal control over our lives and stimulates feelings of self-confidence in our ability to manage our own health. (Staff: Fitness Canada, undated, p. 2)

**Interdisciplinary Dimension**

Finally, the outer dimension—portrayed as a circle—represents the interdisciplinary component of active living. It extends potential linkages with a
variety of other social disciplines and sectors, particularly culture, health, leisure, recreation, education, and the environment. The role of Fitness Canada in initiating an interdisciplinary approach to active living is summarized as follows:

The active living model enables us to break down boundaries between disciplines and sectors, and build new bridges with them. Active living as a philosophy is an entry point that these sectors can identify with.... Fitness Canada sees its role as a catalyst and facilitator. This involves: the hosting of national forums of different disciplines and sectors; establishing new channels of communication, and advocating and championing the cause in bridging with other sectors and disciplines; becoming partners in whatever networks are formed, sharing resources and working together, and encouraging the provision of a diversity of opportunities. (O'Brien-Jewett, 1990, p. 7)

Analysis of the Active Living Product Evolution

Three categories of reasons for the evolution of Fitness Canada's conceptual product offering were evidenced by the data. Generally, motives for the espousal of active living, can be classified into the following basic classes: (a) consumer-based, (b) delivery system-based, or (c) resource-based.

Consumer-Based Motives

The consumer-based forces behind changing Fitness Canada's product offering stem from its mandate to serve all of society. Its comprehensive aim in targeting the masses is considered one of the primary challenges faced by social marketers (Bloom & Novelli, 1981; Rothschild, 1979). Although Fitness Canada has increasingly focused on
consumer segmentation strategies over the past five years, its underlying mandate is still to service the entire population (FAS, 1989a).

There was a wealth of data to support the consumer-based reasons for expanding the physical activity model. A Fitness Canada newsletter, for example, reported the active living concept as "more dynamic, more adaptable and therefore more relevant to the greatest possible number of Canadians" (Staff: Fitness Canada, undated, p. 2). Moreover, at an international conference address the chief of the Strategic Planning and Policy division described active living as follows: "Inclusive: It embraces all Canadians, regardless of age, gender, economic status, health capacity, educational achievement or physical ability" (O'Brien-Jewett, 1990, p. 3). When asked what the main reason was for redirecting the product focus from physical activity to active living, another Fitness Canada administrator summarily responded: "Because fitness doesn't work for a very large sector of the population".

In the process of effecting the active living model, the conventional prescription for fitness (e.g., exercising three times per week, for a minimum of 20 minutes, at a target heart rate) has been relinquished. This "mindset" is considered "narrowly health-oriented and aimed solely at preventing coronary heart disease.... [and] limiting, in that it has separated the body, cut it off from our minds
and spirit—and made physical activity mechanical" (O'Brien-Jewett, 1990, p. 1). Whereas abandoning the physiological formula for fitness is analogous to the nutrition sector renouncing the concept of the four basic food-groups, the message that stems from the traditional theme is no longer regarded as appropriate for everyone: "It has turned a lot of people off. They find that this view of fitness is intimidating, does not meet their needs, and lacks relevance to their day-to-day life" (O'Brien-Jewett, 1990, p. 1). Notwithstanding, specific evidence to back this contention was neither cited nor demonstrated elsewhere in the literature. Another Fitness Canada manager expressed a similar point more candidly when he said: "Not everybody ... is going to buy a spandex outfit and go out and jog four-times a week; it's just not going to happen".

The new message behind Fitness Canada's active living movement is best described in the words of two division chiefs:

If you look at the active living model, we're no longer talking about somebody going out and doing some very specialized activity for a half-hour after work, kind of thing, at a special facility. That's very compartmentalized as a separate part of life. Active living is more integrating physical activity into playing with the kids in the evening or walking to work ... or going to the store for some milk.

We are trying to get Canadians to buy the [fitness] product through active living.... Fitness is a middle-class phenomenon, and in order to reach all the Canadians we are going to have to break down the barriers that have been set up around fitness. Fitness
to a lot of Canadians is a club; it's finishing work
and going to a facility or to some organized event or
program... [or] looking good. You've got to have the
right equipment, the right sort of instruction...

From one perspective this broadened concept of physical
fitness can be interpreted as a "watering down" or "shying
away" from the coveted prerequisites of physiological
health. However, the following statement by one manager
defends Fitness Canada's perspective:

[The physiological] message is out there. It's not a
new message anymore.... What we've got to do is deliver
a new message to people who won't be attracted by that
classical "aerobic guilt".... "A little more, a little
more often" is what it's saying.

**Delivery System-Based Motives**

Fitness Canada's product evolution, however, is not the
result of entirely altruistic or consumer-oriented
motives. There are several indications that delivery
system-based rationale has also contributed to the shift in
product focus, and the reasoning appears to come from two
main sources--provincial/territorial governments and client
organizations. Because the provinces represent a wide
range of recreation-related mandates yet incorporate
recreation as a common denominator to their ministerial
functions, they have acted as a major force behind the
active living evolution. Two different administrators
commented on this topic:

I suppose to some extent the provincial governments
have been a pressure group. They encourage us to get
into a broader recreation program area.... The federal
government is really not organized to deal with that
and they pressured us to create some sort of a vehicle
whereby there could be a working relationship between the provinces and the federal government and we have responded to that by saying we will create or be part of a forum of all the key stakeholders that have a role in recreation.... [Therefore, active living] becomes a blessing in disguise.

At the provincial level, fitness and physical activity gets mixed in with a real cornucopia of other things. In Ontario it's tourism, recreation, and sport; in Quebec it's hunting, fishing, and culture.... [but the concept of active living] is broad enough and sufficiently encompassing to include the other aspects of whatever provincial department you're at.

A mechanism called the Federal-Provincial/Territorial Fitness Committee (discussed in Chapter VII) was initiated in 1986 to facilitate "increased opportunities to work co-operatively in establishing yearly initiatives for joint projects and activities" between federal and provincial governments ("Federal-Provincial-Territorial", 1987, p. 3). This forum has given the provinces a vehicle to press Fitness Canada to broaden its product offering by embracing provincial (and consequently municipal) recreation interests.

Besides the provinces, other physical activity producers (particularly clients) have affected and have been effected by the product evolution. The incorporation of the active living concept has fostered significant modifications in Fitness Canada's strategic emphasis, and in turn, altered the number and type of client (funded) organizations. According to one division chief:

That has meant changes in who we do business with and how we do business.... We have gone through a fairly major cycle over the last three to four years of
adjusting the way we do business with client organizations.... For example, four years ago 65 different organizations ... were receiving funding--a lot of them for reasons that were related to our concept of fitness and our strategic priorities a decade ago.... So a lot of our activities have been related to phasing down of support to some groups who don't quite fit.... You could fit every organization and their grandmother into active living, but ... we are narrowing it to those groups that can make the greatest impact on the key things that need to be done in order to achieve the goals that we have set forward, and those goals are now in the framework of active living.

Even though the client base has been trimmed back from 65 in 1985/86 to less than 40 in 1989/90, the contributions budget has continued to increase over the years. For example, Fitness Canada annual contributions for 1980/81 and 1989/90 were $3.9 million (FAS, 1981), and $8.6 million ("Organization budget status", 1990), respectively.

Clearly, the intent is to fund organizations that align their initiatives with the broad active living model, rather than the original physical fitness concept. One division chief's comments explain the benefits of reducing the number of funded agencies:

The government has standards for how we do business with other organizations. There is legal considerations, in terms of set up, there is monitoring exercises, various reports, cash flow needs, and accounting requirements. It is a fairly significant effort that has opportunities for breakdown at all different stages, and it is fairly labouring as well. When you sign up an organization as part of the contributions program there is a real implication for us from a work load point of view. We assign a consultant; we have people in here that that is their full-time job.

Thus, by embracing the active living philosophy, Fitness
Canada has created an opportunity to simplify its contributions function by reducing client organizations in number and in kind.

Resource-Based Motives

In addition to vertical, channel coordination, there has been horizontal, interdisciplinary efforts to establish new partnerships and integrate historically-segregated social sectors, such as health, education, culture, recreation, and the environment. The following statement by one division chief justifies the external forces behind the shift to active living.

Active living is a term that people are interested in, certainly. In fact, people are using it far ahead of us.... It's a concept and an approach that a lot of other sectors and disciplines can buy into; they can see something relates to them, as opposed to the narrow concept of physiological fitness.

The rationale behind this category of efforts is predominantly related to augmenting resources for physical activity initiatives. Fitness Canada is striving to elevate the fitness community's profile among key decision-makers in both the public and the private spheres in order to improve program relevance and accessibility, to promote a healthier economy and a more vigorous nation, and to increase funding support (Staff: Fitness Canada, undated). In fact, "Increased Resources for Fitness" is one of Fitness Canada's strategic priorities, delineated as follows:

A number of activities are currently being pursued in
an effort to increase financial resources, including the development of linkages between the corporate sector and fitness initiatives, linkages with other major national programs (e.g., Health Promotion) and to review with the central agencies of government opportunities to increase the base budget of Fitness Canada. (FAS, 1989b, p. 9)

A Fitness Canada officer described the expected financial consequences of extending the product scope in the following words:

As a field we would die just maintaining a fitness focus. It's too small. It's too restrictive. It doesn't allow us to relate to all the other key things that are going on in society.... [Active living] will bring new resources to us, and we can also help them so we enlarge our resource base.... Now we can tie our field in with some of the other, more compelling, higher priorities on the social agenda, and therefore, ride on those waves that build increased visibility and build increased partnerships and infrastructures that will create opportunities.

This statement is aligned with another of Fitness Canada's strategic priorities, namely, enhancing the federal government's precedence for fitness by presenting it as a key component of preventive health (FAS, 1989b). Once again, increasing resources is the underlying objective.

In summary, Fitness Canada has adjusted its original "raison d'etre" (viz., "physical fitness") in order to recruit increased moral, affective, and financial support from three divergent groups: consumers, delivery system producers, and other governments. The stated objective of the Fitness and Amateur Sport Act is "to encourage, promote and develop fitness and amateur sport in Canada...", where
fitness is defined as "the state in which a person is able
to function at his [sic] physical and mental optimum"
(Canada, 1985). Although the active living model may
appear unfounded within the context of the Act, the chief
responsible for the conceptualization and strategic
planning of Fitness Canada's revised approach offered the
following justification:

Our business is still the Fitness and Amateur Sport Act
which is to promote "fitness". Now what we've
interpreted [fitness] to mean ... is really an approach
to overall total fitness or well-being.... Basically
you could say that we're looking at the spirit of the
act; we're looking at fitness in a broader sense than
physiological fitness, but our approach in getting
there--in achieving our mandate--is through the active
living approach.

**Product Strategy Problems**

Evidently Fitness Canada has encountered at least three
of the typical product strategy challenges indicative of
selling a complex behaviour, which are compounded when the
behaviour must be repeated over a lifetime. Firstly, as
evidenced previously in this chapter, the planning division
has met great difficulty formulating a simple, effective
product concept around which a marketing and communications
program can be built (Bloom & Novelli, 1981).
Nevertheless, Fitness Canada has been able to develop more
meaningful offerings by way of its tangible secondary
products in the form of mass participation events and
projects (discussed in detail in the following chapter).
This is an indication that social marketers can employ
tangible products as vehicles for selling their elusive concepts, under certain circumstances.

Secondly, social marketers have been found to have more difficulty selecting positioning strategies that will be attractive and/or acceptable to the extremely diverse publics that are "in need" of the product. Typically, the best approach is not clear because each offering has a positive appeal for some publics and a negative appeal for others (Bloom & Novelli, 1981). In this case, active living might be the best approach for attracting resources from governments in the non-physical education sectors and for reaching the "deconditioned" consumer. However, an extensive review of the extant literature reveals that the effects of promoting the active living concept to producers as well as regularly active, sporadically active, or predisposed individuals have not been pretested. How can Fitness Canada be satisfied that these groups will be motivated to produce or consume active living?

Furthermore, many questions can be raised about the effectiveness of the new approach in achieving what is still considered Fitness Canada's underlying goal—enhancing levels of physical fitness. The some-is-better-than-none message is plainly targeted at those doing nothing; what about those doing something?

Relatedly, even if active living is the preferred positioning strategy for most of the population, Bloom and
Novelli suggest that implementing it persistently on a long-term basis may present a third product strategy challenge; they note:

The short life of many positioning strategies is caused (in government agencies at least) by frequent budget shifts, sudden personnel changes, a desire to show that something new and different is being tried, and other forces. For example, the government rarely concentrates funds and effort on a single problem for an extended period, producing instead what seems like a disease of the month approach. (1981, p. 83).

Coincidentally, "Active Living Model Development" is outlined as a short-term (i.e., one- to two-year period) strategic priority in Fitness Canada documentation (FAS, 1989b, p. 8).

Short-lived positioning strategies are accompanied by short-lived messages. The P&C director acknowledged the problem of implementing numerous and diverse messages (and goals) in the following quote:

Well [pursuing several objectives] probably has an adverse effect. We've a similar problem quite generally in Communications in the federal government. And it is something that we are aware of, and it's continually pointed out to us by some of the synchro-agencies in the federal government with whom we have to work ... whether you're talking about program goals or ... communications messages. Basically, from a purely Communications standpoint, what we're being told--and we recognize it--is ... we have too many messages. And if you want to properly communicate, you have to trim them down and do a better job at two or three, rather than ten. So the same thing, I think, happens in terms of goals, that there are probably too many, and it probably results in a bit of a "watering down" of what can be done for any one.

The result of this multilateral approach may be consumer (and client) confusion about what it is that Fitness Canada
is trying to accomplish.

In addition to the problems posed by the active living model, its adoption can be deemed an attempt to overcome two related challenges typically faced by concept sector marketers, namely, less flexibility in shaping products (Kotler, 1975; Lovelock & Weinburg, 1975) and more difficulty formulating meaningful product concepts (Bloom & Novelli, 1981). Nonetheless, social marketers may be able to achieve significant results by adjusting the perceptual characteristics of their products: "Through minimal amount of product testing research with consumers, and some creative concept development and positioning, social marketers can gain confidence that the signals being transmitted by their offerings are favorable" (Bloom & Novelli, 1981, p. 83). It appears that this consumer-based thinking has been a predominant force behind the active living product, despite the fact that there is no published, empirical, product test evidence to support it.
CHAPTER VI

Three Fitness Canada Products:

Eleven Conceptual Markets

Compared with marketing research applications in other areas, products in the sport and fitness field have been largely ignored by academicians. Whereas researchers have only recently begun to pay particular attention to sport product markets (e.g., Brooks, 1990), leisure centre markets (e.g., Yorke, 1984), and health services markets (e.g., Gerson, 1989; Manoff, 1985), scientific investigation into government physical activity products and their corresponding markets is absent.

In Brooks' (1990) work on sport markets, sport products are structured according to the type of consumer group they serve. This method proposes a simplistic, albeit effective, means of identifying and classifying key sport product components in conjunction with their affiliated markets. In delineating Fitness Canada's products and aligning them to the markets they serve, an approach based on Brooks' sport model uncovers eleven markets that emanate from three distinct product offerings.

The Primary Product: Services/Funding

Fitness Canada's primary product encompasses the facilitation and implementation of its contributions
program which apportions consulting services and funding to national, not-for-profit agencies. According to Fitness Canada:

One of the principal methods used by Fitness Canada to achieve its objectives and strategies is to work in a collaborative manner with national organizations and other agencies that share similar goals. By providing financial assistance and other resources to a number of organizations, existing delivery systems may be supported to provide appropriate physical activity opportunities and fitness services to Canadians. (FAS, 1989b, p. 10)

Contributions are organized into three major areas, namely: Program/Project Support for specific fitness and active lifestyle initiatives; Organization Management Support for assisting the ongoing operations, management, and development of certain national agencies, and; Canada's Fitweek Support provided to national organizations for specific Fitweek initiatives. With only a few exceptions, the organizations that receive contributions are supported in both of the first two areas which are administered by the Program and Association Management division. Moreover, this division administers contributions for the third and smallest category of support: Canada's Fitweek. In 1988, for example, $398,280 in Fitness Canada contributions were allocated to 20 national organizations (in addition to the $490,700 contributed to Canada's Fitweek umbrella program) (Canada's Fitweek Secretariat, undated). Over the 1989/90 fiscal year, total Fitness Canada contributions to national organizations for all three categories amounted to
$8,635,278 (see Appendix B-2).

Fitness Canada's contributions program forms the organization's primary "services/funding" product for at least three reasons: (a) it absorbs the majority of expenditures (i.e., Fitness Canada's 1989/90 annual operating budget plus personnel costs/salaries was just over two-million dollars (H.W.C. departmental financial system, 1990), whereas the contributions budget was over eight-and-a-half-million dollars; (b) it involves the largest of the three divisions (i.e., the Program and Association Management division which subsumes almost half of the organization's total personnel), and; (c) it provides "support" to physical activity programs and services--considered to be Fitness Canada's primary role since its inception in 1971 (Health and Welfare Canada, 1972). According to one division chief: "...the intermediary groups who deal with reaching the populations are really our primary customers".

In Figure 2, both the tangible and intangible product dimensions to the services/funding offering are shown. The core tangible ingredients include the functions involved in operating the contributions program, as well as the related consulting services for directing, aligning, and evaluating funded initiatives.

**Market One: Policy-Makers**

When the tangible components are packaged
Figure 2. Market derivates of Fitness Canada's primary product offering—services and funding to physical activity producers.
independently, they are directed at public sector policy-makers. The primary product package must constantly be sold to key influencers who sit on the national decision-making boards and the advisory committees that approve and capitalize the contributions program. This group is ultimately responsible for the survival and growth of the primary product.

**Market Two: Client Producers**

The intangible primary product is represented conceptually by the active living model's functional dimension. In order to receive contributions dollars, the "client producer" market must integrate practical physical activity criteria (e.g., wellness, health, recreation, fitness, leadership, safety) into their programs and services. In addition to being producers of physical activity, it is essential that client organizations are not-for-profit-oriented and national in scope. In general terms, a producer market consists of all intermediary individuals and organizations who acquire goods (or funding) and services that enter into the production of other products or services that are sold or supplied to the end user (Kotler, 1980). (Producer markets are also referred to by conventional marketers as industrial or business markets.)

**Market Three: Non-Funded Producers**

When the intangible product dimension is packaged
independent of the tangible component, however, it is intended to reach beyond the client market to the provincial, municipal, and for-profit delivery system intermediaries. These "non-funded producers" of physical activity include: government departments at the national (e.g., other branches of Health and Welfare Canada), provincial/territorial (e.g., Ontario Ministry of Tourism and Recreation), and municipal (e.g., city Parks and Recreation) levels; business and industry (e.g., employee fitness programs, unions); commercial enterprise (e.g., health and fitness clubs, sporting goods manufacturers/retailers), and; a host of not-for-profit agencies at the national, regional, provincial, and community levels that do not receive Fitness Canada contributions for their programs or services. It is of importance to note the critical role that these non-funded producers play, as a result of the participation opportunities they offer, in delivering physical activity products and services to the public.

The Secondary Product: Events/Projects

Fitness Canada's secondary product, illustrated in Figure 3, involves the packaging of national/international mass participation events and projects that are routed through producers to consumers of physical activity. The most significant secondary products are Canada's Fitweek, the Canada-USSR Fit Trek, "Vitality", and the CFA program.
Figure 3. Market derivatives of Fitness Canada's secondary product offering--national/international mass participation events and projects.
Two examples of prospective projects currently undergoing development include an FP/TFC "1992 Celebration" of physical activity (to be conducted in conjunction with Canada's 125th birthday) and an international physical activity week (to be based on Canada's Fitweek model and coordinated by a subcommittee of UNESCO).

The mass participation initiatives that fall into the secondary product category share the basic tangible components of a major sport event. Brooks, 1980, identified the following four basic ingredients that comprise the tangible dimension of a sport product: the athletes and coaches, the sport, the team, and the competition. To a certain extent, parallels can be drawn between Brooks' sport components and Fitness Canada's mass participation projects: athletes and coaches are mirrored by participants and leaders; a sport activity (e.g., football, hockey) is replaced by a physical activity (e.g., walking, cycling); professional or college teams are represented by school, city, or nation contingents, and; an element of competition or a challenge is present (in situations where the team concept is applied).

Unlike the primary, services/funding product which is unilaterally directed and self-reliant, the development of the secondary product is facilitated by one or more major players at the national level. This means that Fitness Canada's involvement with secondary products is
predominantly in a leader-facilitator capacity.
Governments and other major players such as the Health
Promotion directorate of Health and Welfare Canada, the
FP/TFC, PARTICIPation, the CFLRI, the P&C directorate,
private consulting firms, and the FPB program units and
target-group structures (see Appendix B-2) all participate
in varying degrees with the internal product planning
marketing and evaluating activities for secondary
initiatives. Presently, conception and marketing functions
are coordinated, but no longer directly implemented, by
Fitness Canada personnel.

Market Four: Gatekeepers

The tangible ingredients are packaged, in conjunction
with the above major players, to suit the fourth and fifth
markets. Market number four consists of the producers that
host and administer secondary projects at provincial,
regional, municipal, and community levels (viz., the
"gatekeepers"). One division chief illustrated the
importance of this market:

You also have to market your concept and develop your
concept so it's marketable to ... key influencers who
are going to help you open doors to new delivery
systems. The actual people who are going to implement
at this level ... [For example] if you've got a youth
idea that works with youth ... but teachers might find
it too avant-garde or too risky or ... not palatable to
them as a teacher. You're going to have to think of
some ways to make sure that they see the worth in this
and that they see the benefits from a teacher
perspective and that they see the credibility in it,
beyond it being a flashy, new initiative.... So it [is]
matter of selling it to the bureaucracy in between.
Market Five: Participants

The fifth market includes the consumer segments that are targeted to participate in an event/project. It is important, however, that the individuals who "buy" a product of this type (i.e., one that is intended to motivate long-term behaviour change) achieve certain benefits from their participation.

The intangible secondary dimension covers the physical, social, psychological, and spiritual participation benefits that are associated with physical activity. These elements can be categorized into either the functional (e.g., fitness, wellness, recreation, experience, competition, safety) or the holistic-person (e.g., status, self-fulfillment, prestige, self-image, satisfaction, belonging, fun, connectedness) dimension. For example, the CFA program is intended to promote functional competition and physical conditioning, while concurrently the awards offer enhanced status, prestige, and improved self-image to contribute to the holistic person. In the case of Fitweek's "Sneaker Day", employees not only have an opportunity to bring an element of sport and recreation to the workplace, but also have fun and achieve a sense of belonging through participation.

The acting marketing chief explained the difficulty in getting participants to sustain the potential intangible benefits of physical activity:

There's a lot of variables that you could go wrong on, in terms of [an initiative and] how it's portrayed
compared to something that's very tangible and packaged. But it is another difficult area to make sure that the experience is going to gain you the most in terms of its impact. How do you control an experience? How do you control how that individual experiences something and what [he/she] walks away with? It's easier to control someone tasting a sausage at a grocery store, compared to ... going out for a cycling activity on Victoria Day ... because who knows if it's going to rain, or who knows if [one is] going to get beside somebody who's an absolute bore [in which case there will be] other messages coming out [that may cause] a terrible experience.

Therefore, the underlying objective of all projects in the secondary product category is to provide an opportunity (or motivation) for participants to associate positive experiences, feelings, and emotions with physical activity. Accordingly, the participant market is illustrated as the overlapped section between the tangible and the intangible products dimensions.

**Market Six: Affinity**

Unfortunately, even if an individual is aware of participation opportunities and is familiar with related benefits, she/he may not necessarily participate in an event. This group is similar to the affinity market found in sport product markets (Brooks, 1980), and it includes individuals who have a favourable disposition towards physical activity, are already sporadically active, were physically active at one time, are friends and relatives of active people, or are purchasers but not "consumers" of sport/fitness attire and equipment. The individuals in this market are cognizant of the product and its benefits,
but their behaviour has not (yet) been affected by marketing efforts. (Fitness enthusiasts refer to this group as "wanna-be's" or "posers"). When researching potential new users, conventional marketers of consumer goods are usually skilled at recognizing the potential of the inclined consumer.

It is of interest to note the secondary products, such as Fit Trek and MOGA (Most Outrageous Group Activity) Madness, that incorporate a team concept and an element of competition correspond with research findings on the intangible dimension of sport products. According to Brooks, 1990, the intangible aspect of a sport product covers the psychic elements that surround an event and appeal to both spectator and alumni markets. Emotional and experiential sport ingredients, such as team spirit, exciting atmosphere, and team pride, are also intended to play an important role in both the participant and affinity markets described above. Due to the "long-distance" logistics of mass participation initiatives, however, the competitive factor is less powerful than it can be for sport events which are generally played in contained areas (e.g., arenas, stadia) and are often televised or radio broadcasted.

The Tertiary Product: Concepts/Ideas

Fitness Canada's tertiary product offering takes the form of concepts and ideas which are packaged and "sold" to five distinct groups who consume physical activity
Figure 4. Market derivates of Fitness Canada's tertiary product offering—concepts and ideas.
tangentially (see Figure 4). The following core concept ingredients are the external factors that define either the secondary products (events/projects) or the auxiliary programs that emanate from the primary product (services/funding): producers, project/program leaders and administrators, and participants. Moreover, promotional activities that surround an initiative are important product ingredients (e.g., media coverage, publicity, and promotional materials). Here, physical activity projects/programs are designed to attract moral, affective, and/or financial support from the public and private sector individuals and organizations that comprise the seventh, eighth, and ninth markets.

**Market Seven: Politicians**

In the seventh market, the tangible concept ingredients are packaged independently and positioned to attract support from political figures at all levels of government. One division chief explained the significance of this group:

> At the political level [product offerings should] fulfill objectives from a target group or public point of view, while at the same time provide some benefits to the politician involved. Then you're more likely to keep going. So it's sort of a tit-for-tat symbiotic relationship, as I would call it, and often programmers tend to forget that—that you can get a lot farther by making sure that your program has a delivery potential for a politician or politicians.

Accordingly, politicians must be recruited to draw public funding, and in turn, they can benefit by the public exposure that surrounds a program or event. The annual
Canada-USSR Fit Trek challenge provides an ideal illustration of this point. Organizing an event that involves the Soviet Union is an extremely expensive and logistically complex proposition. It requires cooperation from a variety of foreign and domestic governments, such as the office of External Affairs and the embassies in both countries (PARTICIPaction, 1990, March). However, if marketed effectively, a project like this can be an excellent medium for reaching the masses because it serves as a form of free advertising (known as publicity) by attracting local and international media attention for national governments and for political figures, from the Prime Minister to the mayors of host cities.

The remaining four markets that stem from the tertiary product offering are each related to one of two principal components of the intangible active living product (see Figure 1). The inner triangle represents the holistic-person component of the active living concept, and it symbolizes the micro-perspective (i.e., physical, mental, social, and spiritual aspects of physical activity) at the individual level. Accordingly, the circular overlay portrays the extended interdisciplinary approach to active living, and it symbolizes the macro-perspective which is packaged for other social sectors and disciplines outside the traditional realm of physical education (e.g., culture, leisure, learning, and the environment). Whereas the micro- and macro-perspectives that comprise the intangible
active living product are mutually exclusive, they are not mutually exhaustive. Consequently, at the point where the two dimensions intersect conceptually with the tangible tertiary product, they produce four distinct markets.

**Market Eight: "Quality of Life" Sponsors**

The "quality of life" corporate sponsorship market includes private sector organizations that align their corporate image and products with the concept of personal health and well-being. This group is interested in gaining an advantage in its marketplace by capitalizing on positive events that promote healthy lifestyles.

**Market Nine: "Fitness" Sponsors**

The "fitness" corporate sponsors position their products for both current and potential consumers of sport and fitness. This group wants to be aligned with motivating physical activity because it sells the products and services that are purchased by participants and "posers".

**Market Ten: Physical Education Discipline**

The physical education market is targeted to "buy into" the intangible active living product. For the purpose of this study, the physical education market is considered in very broad terms and encompasses all physical activity-related teachings, programs, projects, events, and academic research endeavours that are conducted at every level of education. Fitness Canada considers itself the visionary and the leader of the nation's physical
activity/active living movement. Consequently, educators and researchers in the field are required as catalysts in the promotion and the delivery of the active living model to the masses. Fitness Canada must market its concepts and ideas to this group because its members have the power and the position to: (a) add to the body of knowledge on the mental, social, spiritual, and physical aspects of active living, and (b) disseminate knowledge regarding active living through professional conferences, academic journals, and physical education curricula, at the elementary, secondary, and university/college levels.

Market Eleven: Interdisciplinary

The final market that emerges from the interdisciplinary dimension of the tertiary product includes sectors that share a broad interest in promoting quality-of-life programs and services to Canadians. By tapping support from health promotion, recreation, leisure, learning, culture, and the environment, Fitness Canada is attempting not only to extend the scope of its physical activity model, but also to alter the nature of its meaning. Because physical activity is envisioned as being an integral part of everyone's life, it is intended to gain popularity, not as a means to an end, but as an end in itself. It is for this reason that Fitness Canada has moved away from promoting the conventional criteria for improving physical fitness (e.g., physical exertion at least three times per week at 50% of capacity).
Explicating the Practiced Markets

In the preceding section eleven distinct markets that emerge from three basic products were delineated. Although all eleven markets can be identified conceptually, they are not necessarily targeted or indeed acknowledged in practice. Contrarily, four versions of the above markets receive particular attention, though often in an ad hoc manner. Based on extensive contextual data, this section will outline how and why Fitness Canada focuses its limited human and financial resources in the broad market areas of physical activity producers, individual consumers, corporate sponsors, and the physical education discipline.

Physical Activity Producers

Physical activity producers and channel intermediaries are referred to in Fitness Canada documents as delivery system mechanisms, "partners", or "stakeholders". In the previous section, this group is broken down into client and non-funded producer markets. In Table 1 physical activity producers are classified into four basic categories, based on organizational ownership and organizational purpose, i.e., private/for-profit, public/for-profit, private/not-for-profit, and public not-for-profit. This gamut of physical activity producers comprise Fitness Canada's number one target group. A Fitness Canada division chief explained the importance of producers in the national physical activity delivery system:
Table 1. Classification of producers in the physical activity delivery system

<table>
<thead>
<tr>
<th>Producer Class</th>
<th>Delineation (examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Private/For-Profit</td>
<td>Business and Industry (e.g., employee fitness, unions); Commercial Enterprise (e.g., fitness institutes, health clubs).</td>
</tr>
<tr>
<td>B) Public/For-Profit</td>
<td>Municipal Sport/Recreation Facilities (e.g., certain curling clubs, arenas); Provincial Organizations (e.g., The Ontario Sports Centre, Inc.).</td>
</tr>
<tr>
<td>C) Private/Not-For-Profit</td>
<td>National Sport/Fitness Organizations (e.g., CIRA, CAHPER, CP/RA); Special Government-Funded Enterprises (e.g., FPB program and target-group structures, PARTICIPaction, CFLRI); Professional Associations (e.g., CASS, NASSM); Service Clubs (e.g., Lions, Rotary, Kiwanis).</td>
</tr>
<tr>
<td>D) Public/Not-For-Profit</td>
<td>Public Service Agencies (e.g., YM/YWCA, Red Cross Society, Girl Guides); Education Institutions (e.g., Secondary Schools, Universities); Government Departments/Agencies (e.g., Health Promotion Directorate of Health &amp; Welfare Canada, Fitness Canada, Provincial/Territorial Ministries, Municipal Parks &amp; Recreation Departments); Municipal/Community Sport/Recreation Facilities (e.g., most public pools, community centres).</td>
</tr>
</tbody>
</table>

Note: Public or private denotes organizational ownership; for- or not-for-profit denotes organizational purpose.
Because of Fitness Canada's size and limited dollars, and ... our history, you can call us strategic leaders--at the developmental end of things. But when it comes to going right down to the person on the street, we don't have the dollars.... We play a very strong role ... in helping to conceive and develop certain areas, but the end-user, the end participant is never touched by Fitness Canada directly. In the vast majority of cases, it's us working with the [national fitness organizations] or provincial governments or other government departments ... who then work with agencies ... who take certain strategies or initiatives and implement them at the community level.... In reality, to have something really work at the community level, it should be worked by the ... people within the community. So it is a very different approach to have a strong delivery system that's working to a common purpose--and that's our challenge--to make sure ... the areas that we're developing are marketed well and serve ... the whole delivery system.

Most of the organizations funded by Fitness Canada are in the private/not-for-profit category, and these producers depend on contributions as their primary resource.

Consequently, the degree of control that can be exerted by Fitness Canada is high. The public/not-for-profit service agencies, are generally larger than the private clients and receive isolated funding for individual programs or projects. In these cases the degree of organizational control is moderate.

Although the for-profit producer markets do not receive contributions support, they can benefit indirectly from Fitness Canada's primary product offering. This connection is explained by a division chief as follows:

A lot of those [non-funded] organizations are part of provincial networks, and we work with the provinces to develop programs and services that in fact reach those individuals. So, not only are we trying to influence the quality and standards of things that they are doing, but they are also accessing our services....
There are two resources they can benefit from: [(a)] one is the leadership training, and that is probably the major one.... [and, (b)] we provide a number of resources that support leaders--it might be state-of-the-art information, legal liability information, or programming [material] for a certain target group.... [Therefore] leaders can draw on information that we spent money to get.

To illustrate this point, commercial and municipal fitness, swimming, and ski instructors are certified through programs supported by Fitness Canada contributions. Additionally, business and industry decision-makers have access to extensive, proficient employee fitness programming and research material produced by Fitness Canada workplace projects.

Although efforts to improve coordination are gradually increasing through various mechanisms, Fitness Canada has no formal control over public or private non-funded organizations. Recent delivery system-based efforts to accommodate the fitness community, such as the FP/TFC, the FPB umbrella target-group and program structures, and the seven blueprints for action (i.e., one for each of the four consumer targets, one for leadership development, one for research, and one for "Vitality"/T.I.A), are evidence that industrial marketing has not been entirely neglected as a paradigm for effecting physical activity producers.

**Delivery System Strategy Problems**

In the case of non-funded producers, Fitness Canada is not in a position to exercise any perceptible control.
This observation is consistent with the findings of Bloom and Novelli, 1981, with respect to channel strategy problems faced by social marketers. Relative to more conventional marketers, they tend to have more difficulty controlling and utilizing desired intermediaries through which to distribute products. In effect, non-funded producers can neither be compelled to support Fitness Canada's concepts, nor can their assimilation of products be effectively controlled if they choose to conjoin. In the words of Bloom and Novelli:

Unfortunately, social marketers usually cannot provide incentives to desired intermediaries to get cooperation as a business marketer would do.... To achieve a smoothly functioning distribution system of basically volunteers, they must rely primarily on the attractiveness of their offerings, the creativity of their appeals for assistance, and the quality of their intermediary training programs. (1981, p. 84)

This points to a medium through which Fitness Canada can achieve conformity within the physical activity delivery system: leadership-funded programs.

Physical activity leadership development comprises a stipulated program area for which several well-established and well-coordinated certification initiatives are in place. According to a Fitness Canada document:

This program category supports the general objective of improving the organizational infrastructure and the general delivery system for physical activity and fitness programs and services. [It] is also supported to assist in the availability of quality programs that facilitate participation in physical activity and lead to healthy lifestyles for Canadians. (FAS, 1989b, p. 19).
Programs for recruiting, training, and developing leaders are supported for the following individuals: physical education teachers, facility-based and community outdoor recreation/education program leaders, fitness program/facility managers, volunteer board/committee members, skill development instructors, and safety/first aid programmers (FAS, 1989b). Both client and non-funded producers have access to the auxiliary services that derive from Fitness Canada leadership support. Therefore, for the purpose of this investigation, leaders are classified as a producer-oriented target group, rather than a program area.

**Individuals/Consumers**

Fitness Canada, like many private sector firms, has clients (i.e., producer organizations that may dictate or influence the choices of end users) as well as consumers (i.e., end users of products/services). Both current and prospective consumers of physical activity are targeted by way of primary and secondary product offerings. In a broad sense, Fitness Canada initiatives are organized within the context of its four consumer target groups selected for special emphasis: children/youth, older adults, Canadians with a disability, and workplace/employees. In addition to its support of initiatives in four identified program areas (viz., promotion/education, participation opportunities, delivery system development, and research), Fitness Canada allocates contributions to physical activity programs that foster the development of its four consumer targets and one
producer target (viz., physical activity leaders).

The FPB program structures, guided by Association Management division consultants for each area, strive to funnel delivery system resources and initiatives into the emphasized areas. The FP/TFC also endeavors to incorporate Fitness Canada's targets into provincial initiatives. The Skills Program for Management Volunteers and Sneaker Day are evidence of provincial cooperation in the target-group areas of leadership development and workplace fitness, respectively.

Although secondary products conceived by the Program Marketing and Development division designate a distinct set of target markets for each project, subsets of the four major segments are often incorporated. The target groups identified for Fitweek '89, for example, included the following demographic segments: nonactive and moderately active teens, older adults, the labour sector, low-income groups, and residents of British Columbia and Quebec (Canada's Fitweek Secretariat, undated).

**Target Market Strategy Problems**

Even though Fitness Canada devotes special attention to certain groups within its primary and secondary product markets, the broadening of its tertiary product is indicative of an egalitarian or antidiscriminatory philosophy that pervades government organizations (Bloom & Novelli, 1981). The following statement by a division chief exemplifies this point: "We've had to set boundaries
[i.e., target group areas]. Some people would say that we need to set even more stringent boundaries, given the lack of funds that we have, but some people would like us to please everybody." As previously indicated, the active living model is an attempt at reaching an unreasonably large number of segments, and by treating the entire population in an undifferentiated manner, it becomes a less productive, more abstract concept to market.

At the individual consumer level, Fitness Canada products are marketed to nonactives who have absolutely no predisposition to physical activity—another challenge that is characteristic of concept sector organizations. Moreover, Fitness Canada's selection of designated consumer targets, such as Canadians with a disability and older adults, supports the contention that social marketers are generally expected to avoid ignoring the interests of unappealing groups (Lovelock & Weinburg, 1975; Rothschild, 1979).

Social marketers often segment on the basis of risk to the consumer.... This segmentation approach creates situations where social marketers face target markets having the strongest negative dispositions toward their offerings—the exact opposite of the situation faced by most commercial marketers. (Bloom & Novelli, 1981, p. 82)

Therefore, the effectiveness of implementing segmentation strategies for the tangible products is counterbalanced by the type of consumer that necessitates targeting.
Corporate Sponsorship

The corporate sponsorship market is recruited specifically for secondary products and certain research endeavours (e.g., The Campbell's Survey on Well-being in Canada, The Chamber of Commerce's Fitness and Health Promotion by Canadian Business survey). Canada's Fitweek is an illustration of a successfully sponsored mass participation event. In 1988 Fitweek's honorary board of governors (comprised of representatives from eight corporations) donated $80,000 and outside corporate sponsors contributed $470,500 (just over half of the total revenues). Furthermore, corporate services donated in the form of activities and promotions were valued at $700,000 (Canada's Fitweek Secretariat, undated).

The following quotation by an FAS marketing executive describes the main barrier to sponsoring fitness products:

[Sports events] are more tangible. A sponsor can get in there and buy into a track meet or a hockey championship.... He's seen these things on TV. He knows what he's dealing with. What the hell is Fitweek? What am I dealing with? You come to me and say: "For $10,000 you can be a sponsor of Fitweek." I'd say: "Wonderful, what do I get for it?" Now the story is I'm going to get my name on posters, and on letterheads, and on all this kind of stuff, but what's that giving me?.... And, I'm not knocking Fitweek.... It's just a different animal--much more nebulous. And the fact of the matter is that the marketing activities by-and-large that take place are really donations, or any marketing success [Fitness Canada] has is getting to know the right company president who will contribute.... It's a toughie!

In addition to recruiting revenue for mass participation events and projects, the Program Marketing
and Development division is responsible for devising policies and strategies for fund-raising and corporate sponsorship activities of client organizations. Generally, agencies are funded by Fitness Canada through one or more of the following: the Association Management division's contributions program, the Program Marketing and Development division's support for specific Fitweek initiatives, or the Strategic Planning and Policy division's research funding program. In many instances, however, funded organizations are expected to raise their own revenue to supplement Fitness Canada dollars.

In an effort to coordinate, facilitate, and control the fund-raising and corporate marketing efforts of fitness agencies, a proposed nongovernment assistance service is under review. The consultants commissioned to conduct a feasibility study regarding a fitness fund-raising service concluded that it should be focused on the corporate sector, flexible enough to meet the needs of a diverse group of fitness organizations, advisory and consultative in nature, a source of education, training, and resources to volunteer and professional staff of fitness organizations, and developmental, voluntary and proactive in its orientation ("Fitness fundraising service", 1989).

In 1986 FAS established a marketing advisory service called the Sport Marketing Council [SMC] designed to "help develop the marketing abilities of the national associations by capitalizing on strengths and overcoming
the weaknesses inherent in the production-driven system" 
(Sport Marketing Council, undated, p. 6). Currently the 
SMC receives the majority of its funding from Sport Canada, 
but Fitness Canada also provides a nominal contribution. 
Even though fitness organizations are entitled to 
nonmonetary support (e.g., advise and counselling services) 
from the SMC, they rarely exercise that option. The 
sentiment regarding the proposed fitness marketing service 
is interpreted from a sport standpoint by an FAS 
administrator as follows:

There is no sort of [marketing] umbrella organization 
for Fitness Canada at the present time.... It was 
decided that they were going to go their own way. And 
although we thought it was kind of crazy from a 
financial aspect--setting up another organization, a 
sort of carbon copy of [the SMC]--we just don't see the 
point in it. But if that's the way they want to go, 
we're not going to fight it.... We'll support it all we 
can.... We'll consult with them and their new 
an organization, if it happens.

Nonetheless, personnel on the fitness side perceive the 
situation differently. One division chief described 
Fitness Canada's viewpoint:

It's been interesting because the Sport Marketing 
Council was set up originally to be serving both sport 
and fitness, but in practice it's ended up being very 
much a sport service.... The Sport Marketing Council 
 isn't really set up [for], and doesn't have the 
expertise on, the fitness side. They very much know 
how to market ... a special tournament or that kind of 
thing, because they're into packaged products.... The 
needs of the fitness community go beyond corporate 
sponsorship too. Some of the things that the fitness 
community does, and needs to do, [are] not really 
marketable to the corporate sector because [they don't] 
have high visibility or [they're] not tangible 
 enough.... [However] there are other ways of generating 
revenues to sustain certain initiatives or programs...
Regardless of the outcome of the deliberations over a special marketing service for fitness organizations, Fitness Canada observes the corporate sector as an important market and will increasingly rely on this group to support physical activity initiatives.

**Physical Education Discipline**

The last target of a concerted effort is the physical education discipline which is addressed through several formal Fitness Canada-funded mechanisms, the most notable of which include: CFLRI, CAHPER, CIRA, CASS, CIAU, CFA, FPB's National Children and Youth Fitness Office and Fitweek Secretariat (i.e., MOGA Madness), and special university-funded research projects.

The Canadian Association for Health, Physical Education, and Recreation [CAHPER], for example, is a national organization committed to the promotion of health, fitness, physical education, and recreation across Canada. The organization's policies are developed and supervised by a volunteer board of directors with administrative support from a professional staff that is housed in the Canadian Sport and Fitness Administration Centre. CAHPER publishes a bimonthly journal, a quarterly newsletter, as well as other material for educators in the field (CAHPER, 1989).

Fitness Canada funded CAHPER for the following initiatives in 1989/90: "Quality Daily Physical Education" program; Fitweek's "Do it Daily...For Life" and "MOGA
Madness" projects; disabled and youth program initiatives; Women's Program project and planning support; Canada Fitness Award program; "Sport for All" information exchange project; participation project coordination, and; organization management and program/project support ("Organization budget status", 1990). The 1989/90 financial support from Fitness Canada amounted to $1,021,120, which made it the third-highest funded organization, behind PARTICIPaction ($1,555,750) and the CFLRI ($1,418,900), respectively ("Organization budget status", 1990).

Although CAHPER and CFLRI have disparate mandates, they both cater to the physical education community. Together, the two organizations utilized 28% of the total 1989/90 Fitness Canada contributions budget—a figure which escalates an additional 10% when CIRA and CASS contributions are subsumed. As a result, almost 40% of the 1989/90 contributions budget was allocated to physical education-related initiatives (Note: calculations based on "Organization budget status", 1990). Moreover, Fitness Canada's internal CFA program operating expenses amounted to $463,800, more than one-and-a-half times the annual operating budget for the three Fitness Canada divisions combined (i.e., $294,000, a figure which does not include the $247,000 P&C operating expenditures allocated to Fitness Canada initiatives, as noted previously) ("H.W.C
departmental financial system", 1990). These data plainly support the proposition that the physical education discipline is considered an important market and a critical link in the physical activity delivery system.

Despite isolated client support by means of funding and consulting services, Fitness Canada's concepts (i.e., fitness, physical activity, active living) have not been effectively marketed to physical education intermediaries, as evidenced by the paucity of academic research on the social, behavioural, and user community dimensions of the concepts, (see Review of the Literature) the de-emphasis on physical education curricula at the elementary and secondary school levels (Todd, 1988). To date, formal marketing strategies aimed at the physical education discipline, physical activity producers, and non-physical education sectors and disciplines have been deficient. Proponents of social marketing would maintain that Fitness Canada could benefit by applying a more concerted effort in marketing its concepts and ideas to the individuals and institutions that comprise these groups.
CHAPTER VII

Market Orientation

As noted in the Review of Literature, research over the last 35 years reflects remarkably little effort to develop a framework for understanding market orientation (Kohli & Jaworski, 1990). Not unlike the controversy over the definition of marketing (Foxall, 1984a; Kurzbard & Soldow, 1987; Luck, 1974), the meaning of the marketing concept has been widely disputed over the last decade (Dickinson, Herbst & O'Shaughnessy, 1986; Houston, 1986). A clear distinction is made, however, between market-orientation (i.e., implementation of the marketing concept) and marketing functions (i.e., the activities that link producers and consumers which derive from the four Ps) (Foxall, 1984a).

Kohli and Jaworski, 1990, synthesize the extant knowledge on market orientation to offer a preliminary paradigm for future work by developing research propositions and constructing an integrating framework based on two core "pillars" or themes common to both academic and field definitions of the marketing concept, namely: consumer focus and coordinated marketing. Even so, the instrumentation for the present study was gauged to examine Fitness Canada's market orientation in generic,
albeit typical, terms (i.e., the effective adoption, implementation, and coordination of consumer-oriented practices) (McNamara, 1972), because the data were collected before Kohli and Jaworski's study was published. Prosperously, the extensive and rigorous essence of the data collected prepared a basis for insight which is provided within the context of their proposed market orientation framework. Before discussing specific linkages between Kohli and Jaworski's categorical factors and the findings of the present study, a more simplistic overview of Fitness Canada's practices with respect to the two main pillars of a market orientation, consumer focus and coordinated marketing, is presented.

**Active Living: A Consumer-Focused Perspective**

The notion of packaging a product to suit customers' needs and wants is referred to as "consumer sovereignty". This concept is borrowed from the economics field and represents the belief that firms take their instructions regarding what exactly to produce from the market (Dickinson et al. 1986). Kohli and Jaworski (1990) found that, without exception, all 62 practitioners interviewed were consistent in the view that a customer focus is the central element of a market orientation. Particular attention to consumer requirements (or honouring consumer sovereignty) generally qualifies as the fundamental, albeit academically disputed (Dickinson et. al, 1986; Houston,
1986), requisite of the marketing concept, and it is widely regarded an indication of consumer or market orientation (Drucker, 1974; Foxall, 1984a; Kohli & Jaworski, 1990; Kotler, 1980; McCarthy, 1972; McNamara, 1972; Parasuraman, et al. 1983, 1985).

It is of interest to note that Fitness Canada is practicing market orientation in terms of its conceptual product (viz., "active living"), even though some researchers argue that sustained consumer orientation is not at all predictable in government or private organizations whose purpose is not-for-profit (Foxall, 1984a; Houston, 1986). For example one academician notes: "Try as one might ... it is impossible to find room for this principle [i.e., consumer sovereignty] in examples of social marketing provided by even the ablest exponents of the paradigm" (Foxall, 1984a, p. 36). Contrarily, in this case it appears that Fitness Canada is theoretically pursuing a consumer focus by adjusting its product offering to better suit the needs and preferences of a greater portion of the general public which it is mandated to service.

Fitness Canada, like some private sector firms, has consumers as well as client organizations, and thus, defining its customers is not simple. According to Kohli and Jaworski: "Today the appropriate focus appears to be the market, which includes end users and distributors as
well as exogenous forces that affect their needs and preferences" (1990, p. 4). A bilateral customer base requires particular attention to a coordinated marketing approach—the second pillar of market orientation.

**Fitness Canada: A Coordinated Marketing Perspective**

According to Kohli and Jaworski, 1990, academic definitions of market orientation include "coordinated marketing" as a second underlying theme. Although they found that few practitioners explicitly mentioned it during the interview, the importance of concerted action by the various departments of an organization was repeatedly stressed. Relatedly, one of the functions of the Program Marketing and Development division is liaising in a marketing capacity with other internal divisions and external structures. The acting chief of the division recounted the interdepartmental coordinating purpose that this function serves in the following quote:

> We're asked to sit on various committees.... For example ... a dissemination committee for the research association, CFLRI ... [plus] a number of other committees that deal with program development or marketing in the target group areas, and we're getting involved in launching things and promoting various things. So there's a back-and-forth with some of the divisions.

Additionally, external delivery system coordination is viewed as one of Fitness Canada's primary roles in leading the physical activity movement in Canada (FAS, 1989b). As a nonbusiness, concept sector organization, Fitness Canada's marketing functions are not easily compared to
that of private sector firms. Furthermore, by nature of its mandate and limited resources, it is forced into a position which requires coordinating efforts with a variety of intermediaries which may augment or effectuate one or more marketing exercises for primary, secondary, or auxiliary products. According to the chief of one division:

From the perception of other countries ... Canada has a fairly well-coordinated system. If you talk to people in the [United] States, they're envious that we do have a Federation that can rally the troops, so to speak, in comparison to other countries. We don't consider our budget to be large [compared to] Sport Canada, but it's larger than what a lot of other countries have.... If you had all the money in the world you may not be tempted to work with other people as much as [we] do, and your roles may be different; you may take everything upon yourself to do...

**Explicating the Market Orientation Construct**

The market-orientation definition that evolved from Kohli and Jaworski's (1990) field interviews is a more precise and operational interpretation of the marketing concept's two themes, and it entails the following three elements: (a) intelligence generation (i.e., departments engaging in activities geared toward developing an understanding of customer needs and the factors affecting them), (b) intelligence dissemination (i.e., sharing of intelligence across departments), and (c) responsiveness to market intelligence (i.e., departments engaging in activities designed to meet select customer needs). Thus, they propose the following definition of market orientation: "The organizationwide generation of market
intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organizationwide responsiveness to it" (Kohli & Jaworski, 1990, p. 6). The authors believe that this definition overcomes a number of research challenges, two of which are described as follows:

[It] facilitates measurement by avoiding certain difficulties inherent in asking informants to indicate whether or not their organization is market oriented ... [rather it] suggests that a measure of market orientation need only assess the degree to which a company is market oriented.... Relatedly, the appropriate unit of analysis appears to be the strategic business unit rather than the corporation because different SBUs of a corporation are likely to be market oriented to different degrees. (Kohli & Jaworski, 1990, p. 6)

Market Intelligence Generation

Although the present study did not directly address the three elements of Kohli and Jaworski's definition, sufficient data were collected to comment on intelligence generation. Importantly, Fitness Canada has implemented several recent coordinating mechanisms (e.g., the FP/TFC, the CFLRI, the FPB) and initiatives (e.g., the seven blueprints for action, the Program Delivery System Review, the National Surveys/Information Collection Project, the Jasper Talks, the 1986 Canadian Summit on Fitness) that foster information intelligence.

Kohli and Jaworski found that contemporary intelligence relies not only on traditional market research, but also on a host of complementary mechanisms: "Intelligence may be generated through a variety of formal as well as informal
means (e.g., informal discussions with trade partners) and may involve collecting primary data or consulting secondary sources.... Importantly, intelligence is not the exclusive responsibility of a marketing department" (1990, pp. 4-5). An observation consistent with this finding is that all three Fitness Canada divisions are involved in generating market intelligence in one form or another.

The Strategic Planning and Policy division is responsible for national leadership and technical direction of physical activity research in the field. With the obvious exception of the CFLRI, research initiatives are not otherwise supported through contributions dollars, but certain university projects are periodically supported. For example, five universities received $32,000 in 1987/88 (FAS, 1988). A review of the research supported directly by Fitness Canada (not including market research for secondary products) and indirectly by the CFLRI revealed that specific undertakings on marketing-related and consumer behaviour-related topics have been rarely supported. (Note: Marketing Fitness to Canadian Youth and Communications Audit: Children and Youth Initiatives are two noteworthy exceptions.) Moreover, environmental influences, consumer thought processes, and market characteristics beyond demographics, such as psychographics and user profiles, have scarcely been studied by either public or private research efforts in Canada (e.g., The 1988 Campbell's Survey on Well-Being in Canada included
approximately 17% lifestyle questions). Pioneering work on physical activity markets has, however, been pursued in the United States (Brooks, 1989, June; 1989, April; 1989a; 1989b; 1990, April).

Through private, contracted studies the Program and Association Management division has conducted extensive demographic profiles for each of the four consumer targets (Goss, Gilroy & Associates Ltd., 1989, January, 1989a, 1989b, 1989c, 1989d). Additionally, the FPB target-group structures endeavour to coordinate the efforts of all physical activity producers/intermediaries within the respective target channels. Although formal market research efforts regarding clients and non-funded producers are lacking, extensive formal and informal networking between Fitness Canada consultants and a host of umbrella mechanisms exists. A twofold observation based on the findings of the present study, and confirmed by that of two additional studies commissioned by Fitness Canada (i.e., the Program Delivery System Review and the National Surveys/Information Collection Project), is the conspicuous need to further diagnose and profile the activities of producers at every level of the delivery system and to further coordinate the efforts of the disparate physical activity producers. Interestingly, a not-for-profit coordinating organization to direct national level interests in the field of fitness was once recommended, (Minister of State for FAS, 1987) yet never materialized.
Because of its role in planning secondary products, the Program Marketing and Development division is primarily responsible for any formal market research that is conducted for Fitness Canada. This type of work is generally contracted out to private consulting agencies and is very program specific. The acting chief of the marketing division explains how research is utilized at least four times throughout the social marketing cycle (portrayed in Figure 5) that is employed for each mass participation event/project:

...maybe there's a window or a door open to an opportunity, and we need to develop something that will best fulfill ... that opportunity. Or you've got a drastic problem like the lack of participation [in] physical activity.... You've got to attack that problem through this [social marketing] cycle. Once you've got the problem or opportunity pinned down, you look at various research and analysis that will help you evaluate your best approach. You set objectives of what you think you can accomplish and what you need to accomplish. Various planning activities, where you come out with a concept or explain about the plan of attack that will help you meet these objectives. You then [market] test what you plan to do ... before you actually go into full fledged implementation. This may mean a little pilot project or a demonstration activity, or it may mean taking the logo and the name and ... a description [of the program concept] along with it and going to the group and testing it with them.... And then actually overseeing the delivery of it—making sure that it's well promoted and communicated, not only to the target, but you can use it as a vehicle to get to the public at large.... Delivery is from a national perspective, getting it out through provincial assistance to the community so that it's actually implemented at the community level. Tracking is through whatever means you can.... Does the thing happen that you really wanted to happen?... How well is it picked up by the public at large, and how many people know about it besides the participants? And then you evaluate it, and you're back around again.
Figure 5. Fitness Canada's Social Marketing Cycle

SOCIAL MARKETING CYCLE

- Identification of Problem or Opportunity
- Evaluation
- Market Research & Analysis
- Objective Setting
- Planning Activities
- Market Testing of activities
- Delivery
- Implementation
- Communication & Promotion
- Tracking

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E. Burke, Fitness Canada, 1990
Thus, at least four different methods of marketing research are exercised during the course of this cycle: (a) determination of market characteristics, (b) new-product acceptance and potential, (c) tracking studies, and (d) sales and market share analysis/evaluation.

**Antecedents to a Market Orientation**

Based on their three-part definition, Kohli and Jaworski, 1990, conceptualized the following three corresponding antecedent conditions that either foster or discourage a market orientation: (a) individual, "senior management factors", (b) intergroup, "interdepartmental dynamics", and; (c) organizationwide, "organizational systems". Because of the comprehensive and exhaustive nature of the research design, the data collected are adequate for decomposing the market orientation contrasts vis-a-vis Kohli and Jaworski's categories of antecedents. Accordingly, the ensuing discussion roughly links research propositions for each of the antecedent classes to qualitative Fitness Canada factors.

**Senior Management Factors**

The commitment of top managers is proposed as an essential prerequisite to a market orientation, and the following senior management factors are believed to enhance or impede this commitment: (a) communication-action gap of top management (and related middle managers' ambiguity), (b) risk aversion of top management, (c) upward mobility
and education of top management, (d) top management attitude toward change, and (e) marketing managers' ability to win trust of non-marketing managers (and related interdepartmental conflict) (Kohli & Jaworski, 1990). Each factor will be presented separately.

**Communication-action gap.**

Variability over time in the size or direction of the gap between top managers' communications and actions relating to a market orientation is considered to contribute to junior managers' ambiguity about the amount of effort and resources that should be allocated to market-oriented tasks. Hence, it is proposed that this gap ultimately contributes negatively to market orientation (Kohli & Jaworski, 1990).

Fitness Canada's top management, (above the division chief level) were found to lack marketing sophistication and expertise, as evidenced by the following response from a division chief when asked if marketing activities are understood and appreciated within the organization:

If you say, "I'm into marketing", they think you're into developing a poster ... as opposed to ... an approach for a program or an initiative.... It's changing [but] it's something we have to work on.... You have to make sure that people [in the minister's office] understand the power of it and effectiveness of it in order to justify money that it costs to do market research and market testing.... Although they are only two elements, they are costly--and so is evaluation--and often they're forgotten. They may be given lip service, but when it actually comes to seeing it on the budget ... especially for a national initiative [it's considered] very expensive.... [The type of thinking we're up against] is the old sort of
stereotypical government activity of throwing brochures out there—that print—some—more—brochures—and—send—them—out kind of thing.... First of all, who is our target group? What do they relate to? What are they interested in? What would spur their attention and at what level?... In what way do you write to them? What vocabulary do they use? Do they know the difference between sport and [say] sport-for-all?

In this case, it is clear that the junior managers in the marketing division are cognizant of the importance of consumer needs and preferences, and it is this group that is pressuring upper management to support consumer-oriented practices, rather than vise-versa. It follows that if intelligence generation activities are not fully understood and supported, consumer's needs will not be placed at the top of program budget agendas.

It appears that senior officials are not only unaware of the importance of market research, but they are also unfamiliar and uncomfortable with marketing operations in general. A Fitness Canada marketing administrator explained how upper management tends to parallel marketing activities with promotional activities:

Even the director equates marketing with something as very narrow as communications and promotions, and he often calls us the promotion division.... Sometimes senior officials aren't quite as far along in terms of the social marketing approach. I mean it's happening, but they may not use the same terminology or they may not have the same understanding of it as the people who are actually developing the [approach].

This finding is consistent with one of the main organizational design problems identified by Bloom and
Novelli, namely that marketing activities are poorly understood and weakly appreciated in concept sector organizations: "...management generally equates marketing with communications or promotion. The results the marketers can achieve ... are quite limited.... They cannot convince management to give marketing the prominence it needs to be effective... (1981, p. 86).

Risk aversion of top management.

Kohli and Jaworski's (1990) second requirement in the senior management category is a willingness to take risks by introducing new offerings in response to changes in customer/client needs. Several of Fitness Canada's secondary products (e.g., Fitweek, Fit Trek, Vitality) have been introduced over the past five years that demonstrate top management's approval of new and innovative approaches. Additionally, at least two novel offerings are being planned for future implementation (i.e., the FP/TFC 1992 Celebration and the UNESCO international physical activity week).

One particularly unique project, sponsored by Fitness Canada, coordinated by Canada's Fitweek Secretariat, and conducted as part of Fitweek, is MOGA Madness. It is an annual, national, youth fitness contest for the Most Outrageous Group Activity organized for and by high school students (Staff: National Children and Youth Fitness Office, 1989). To qualify events must involve at least 20
minutes of continuous physical activity, include as many students in the school as possible, and be outrageous and original yet safe and legal. "Colourful events such as balloon stomps, bucket brigades, obstacle courses with Jello and horror house dances have raised awareness that it's 'hip' to be active not only among students, but as well in the communities..." (Burke, 1989, p. i).

Mass participation events, such as MOGA Madness and Fit Trek, involve an element of risk to governments, politicians, and public servants because they are generously supported by taxpayers' dollars. In 1988, MOGA Madness absorbed over 1.3 million Fitness Canada dollars and was considered a success by all standards (Canada's Fitweek Secretariat, undated). The 1989 MOGA contest drew 200,000 students from over 300 high schools—a sizable margin over the figures for its debut in 1985 (i.e., 30,000 participants from 66 schools) (Burke, 1989). Therefore, whereas this project was not initially successful, top management did not withdraw funding. Instead, the project was reinstated regardless of the risk factor, as is the case with various other Fitness Canada initiatives.

Education of top management.

The next management factor of consequence to a market orientation is comprised of upward mobility and formal education attainment (Kohli & Jaworski, 1990). Although the present study did not account for the socioeconomic
origins of managers, educational data was collected on the interviewees, all but one of whom had undergraduate degrees. Additionally, the Fitness Canada director and two of the three division chiefs had completed master's degrees in the field of sport, physical education, and recreation. It is of interest to note, however, that none of the interviewees had any formal marketing management education, including Fitness Canada's Program Marketing and Development chief and FAS's SMC president and P&C director.

**Top management attitude toward change.**

Because willingness to adapt marketing programs to suit consumer needs is a hallmark of market-oriented firms, and a positive attitude toward change has been linked to innovation, Kohli and Jaworski, 1990, propose that individual openness to change is a critical component of marketing success. The evolution of the active living concept (described in detail in Chapter V) is a meaningful illustration of how Fitness Canada has changed its offering to better suit consumers. By gradually broadening its offering from the strict physical fitness model to the active living model Fitness Canada has demonstrated an adaptation to consumer needs and market trends, even though consumer sovereignty is not the only reason for change.

In order to adapt to the contemporary market demands, Fitness Canada has also undergone revisions as to its organizational role. Two division chiefs emphasized the
importance of keeping operations in line with the needs of the public:

You can't say that Fitness Canada is an organization for here-and-after. A better way of expressing it is to do that kind of developmental approach... It depends on the status of the population and a lot of other environmental factors—environmental issues are related. You need to consider all of [the] environmental trends.

I think, we're in a changing role. We're moving away from direct provision of programs and moving more into [a] strategic leadership role, [a] facilitative role, [a] networking role... We look at [documents] as evolutionary; they get revised. We go through processes periodically to see—in terms of environmental scanning, etc.—what needs to be changed.

**Marketing managers' ability to win trust of non-marketing managers.**

Based on their review of the literature Kohli and Jaworski's, 1990, propose that certain characteristics of department managers, and the nature of interactions among them, are likely to affect an organization's market orientation through their impact on interdepartmental conflict. One characteristic found to be critical is that the head of the marketing department must possess the ability to win the confidence and cooperation of coworkers and senior managers in order to minimize conflict. The acting chief of the marketing department explained how her division utilizes a tailored approach to earn the approval of senior officials:

...and then the [program] package that goes up the line to your chief senior deputy minister... may have a totally different list of benefits... than what's going out to the [participants]. And the ones [for] the politicians also include other [suitable] benefits,
from a political perspective. So it's ... somehow reworking the same concept for different markets.

Overall, the level of confidence in the Program Marketing and Development division appears to have increased since its inception in 1986, as evidenced by its growth in size and responsibilities. The same secondary products that exemplify innovative behaviour on the part of Fitness Canada's upper management (e.g., Fitweek, Fit Trek, Vitality, FP/TFC 1992 Celebration), illustrate a high level of confidence in the marketing personnel who formulate and implement these initiatives. Plainly, budgets and manpower would not be entrusted to such novel undertakings if directors and ministers were not confident in the respective managers. Non-marketing coworkers also expressed a high level of trust in marketing personnel; the following comment is indicative of the sentiments expressed by corporate peers in reference to the acting marketing chief: "...she's an ace".

**Interdepartmental Dynamics**

The second major category of operationalized market-orientation antecedents is interdepartmental dynamics which includes the formal and informal interactions and relationships among the units of an organization (Kohli & Jaworski, 1990). This category consists of the following three main constructs: interdepartmental conflict, interdepartmental
connectedness, and concern for ideas of employees in other
departments (Kohli & Jaworski's, 1990).

In their literature review Kohli and Jaworski, 1990, found conflict to be detrimental to the implementation of
the marketing concept because it tends to inhibit
communication and a concerted response to market needs. Relatedly, a successful market orientation depends on a
second variable called interdepartmental connectedness or
the degree of formal and informal direct contact among
employees across units. The third component that affects
interdepartmental dynamics refers to the openness and
receptivity to the suggestions and proposals of other
individuals or groups. If conflict is high and
connectedness and concern for ideas of other departments is
low, than both dissemination of market intelligence and
responsiveness to it are presumably inhibited.

**Intergovernmental dynamics.**

Although an in-depth analysis of the explicit
intergroup factors is beyond the scope of this study, and
there were no data that demonstrated overt conflict between
any of the three Fitness Canada divisions, it is important
to note conspicuous tensions vis-a-vis other government
organizations. Unlike private sector firms, many concept
sector organizations must rely on other agencies to fund,
develop, and/or distribute their products and messages. In
order to effectively serve its consumer and client markets,
Fitness Canada must coordinate operations with external government structures and departments, as traditional firms do with various departments, subsidiaries, or contracted agencies. Moreover, because the development and delivery of offerings often involve nonmonetary transactions and voluntary acquiescence, exchanges are often political, sensitive, and complex. Thus, it is important to review the critical intergovernmental relationships that serve to enhance or deter a market orientation within the context of interdepartmental dynamics.

The main government bodies that affect Fitness Canada's operations include: the ancillary branches that comprise its parent department (i.e., Health and Welfare Canada), its sport counterpart (i.e., Sport Canada), and the twelve provincial/territorial health/recreation departments (e.g., the Ontario Ministry of Tourism and Recreation). In the following discussion, the intergovernmental dynamics of each structures will be described with respect to Fitness Canada operations.

Health and Welfare Canada.

The Department of National Health and Welfare is the organization responsible for health-related programs and initiatives. Fitness and Amateur Sport is merely one of nine branches of the department that rely on funding from the same source (Health & Welfare Canada, 1989). In this regard, Health and Welfare can be viewed as a mega-
corporation that is partitioned into branches (e.g., FAS) and then further divided into directorates (e.g., Fitness Canada) that are comprised of divisions (e.g., Program Marketing and Development). Therefore, Fitness Canada must essentially "compete" with all of the other directorates within the department for funding. One division chief described how this system poses a conflict of interest between federal organizations:

The government doles out its money in what they call envelopes, and there is a social policy envelope [Fitness Canada is] given ... [and] it breaks down into sort of competitors that are in the same envelope. [It includes] a lot of health and welfare programs ... and there really is only so much money. One of the real problems we have is the emphasis on the health care system.... It is consuming the bulk of our resources in Canada [that] could otherwise be allocated to health promotion--to enhance the quality of life and well-being--which is where we fit in. The incredible bureaucracy and policy structure of the health care system is a major problem for us in terms of resources.... There is a lot of people who want [the whole philosophy to change from reactive to proactive]--no question about it. But it is a very difficult task because there is a lot of peer pressures. You've got a lot of very strong organizations that want to develop medical research in terms of someone who has abused their body all of their life--how to fix them up.... So that is a competition ... and [that] mentality is a problem.

This form of intergovernmental conflict can be paralleled to that of individual departments of private sector firms that vie for resources. One study on the interaction across different functional areas supported the proposition that the more the members of one department perceive themselves to be dependent on the resources of another
department in successfully carrying out their jobs, the greater the influence of the department that holds the needed resources over the decisions and actions of the people dependent on those resources (Ruekert & Walker, 1987).

Tension may also originate from the natural desire of certain functional units to be more important or, in many cases (e.g., the medical scenario reported above), units are inherently powerful as a result of their charters (Kohli & Jaworski, 1990). One finding with particularly interesting implications is that the Programs and Association Management division is innately powerful due to its size (i.e., it employs almost one-half of the total directorate personnel) and its budget (i.e., it controls the majority of the contributions program, with the exception of Fitweek, CFLRI, and PARTICIPation contributions).

**Sport Canada.**

Although there are five directorates within the FAS branch, Sport Canada and Fitness Canada are the two predominant directorates around which the operations of the other three revolve. Historically, Canada's national sport/fitness organizations have been performance oriented, rather than participation oriented. In a study of the implementation of the Fitness and Amateur Sport Act from 1961 to 1974, Dinning observes that one of the main
characteristics of FAS program was that it assumed an orientation to sport. He notes:

The passage of Bill C-131 [i.e., the FAS Act] represented an overt display of support on the part of the Government of Canada for fitness and amateur sport. Although previously acquainted, if not successfully, with the area of fitness, amateur sport represented new horizons for the government. The rise of international prestige through sport, and Canada's inability to capitalize in the area, precipitated the need for such action. Although political platitudes indicated a genuine concern for both areas represented in the new legislation, it seems highly likely that fitness represented the "candy coated placebo" for the masses.... The overriding percentage of allocated finances under this program was channelled towards the development of sport at all levels. The fitness factor that predominated the rhetoric of debating politicians was being subjugated to the concept of "fitness through amateur sport". (1974, pp. 66, 78)

Another study revealed that between the 1980/81 and 1986/87 fiscal accounting periods Fitness Canada allocations increased $1,016,025, whereas Sport Canada allocations increased $24,144,340. These figures demonstrate budget changes of 16% and 91%, respectively, over the seven-year period (Harvey, 1988).

The most recent illustration of sport domination within FAS is the fact that in 1988/89 Fitness Canada contributions amounted to $7.6 million, whereas Sport Canada contributions were seven-and-a-half times that amount (i.e., $57.2 million) (FAS, 1989a). Fitness Canada funded a total of 52 national initiatives, and 17 (or one-third) of them were awarded additional contributions from Sport Canada. However, only three of the dualistically funded organizations received more revenue
from Fitness Canada than from Sport Canada. Thus it is natural that strained relationships arise between the sport and fitness communities on the subject of contributions to national sport/fitness organizations. A Fitness Canada division chief explained the issue as follows:

Well, it's a bit sensitive, but clearly Sport Canada--you have to qualify them. I don't think they are competitors in terms of resources.... But they are a competitor in a sense that they may be working towards attracting people into competitive sport which does not ultimately meet our objectives of lifelong participation. There may be a competitive component to the intermediaries. It gets complicated when both Sport and Fitness Canada are trying to work with the same external organizations.... I would say that we are working in the same framework, [but] there is a certain element of competition that gets into the politics and control.

Even if the two directorates do not perceive an overt struggle for resources, they are in direct competition for sport and physical activity producers. Because Fitness Canada has significantly less to offer, the producers are more apt to secure FAS funding by aligning their initiatives with Sport Canada's priorities.

Provinces/Territories.

Another subject of controversy is federal-provincial relations concerning the domain of recreation, which is not a mutually exclusive entity within the framework of the government sport/fitness system. A Fitness Canada manager recounted the scenario:

There is a lot of bilateral activity that goes on between the federal and provincial departments, one way or another, on a variety of topics.... One of the interesting points of discussion, historically [over
the last] ten to twelve years ... has been the area of recreation.... Constitutionally, the provinces claim primacy in the area of recreation as they do in health, education, etc. It's their domain, but everyone acknowledges that indirectly the federal government is involved in the area in the broad field of recreation. We [i.e., FAS] are because we fund national associations that have ... entry level "sport and recreation" [programs]--you won't find any other name. So ... Fitness and Amateur Sport, at the federal level, is [one] example of [indirect] federal involvement ... in the area of recreation. And there's quite a number [of others, for example] Parks and Recreation Canada ... the Department of Fisheries and Oceans [and the] National Capital Commission.... At one point, when relations weren't that good, it was a bone of contention; it was a serious point of discussion and scrimony. Provinces and the federal government have come much closer together on it of late, and ... the Federal government has recognized that the provinces have primacy and have stopped lobbing recreation programs off into provinces without consulting...

Similarly, federal-provincial/territorial relations in the area of fitness have suffered due to equivocal areas of responsibility and duplication of effort. Sport and fitness projects have typically occurred on an ad hoc basis with no formal mechanism for cooperation, and this has resulted in unclear role relationships and lines of communication ("Federal-Provincial/Territorial", 1987). One administrator explained the situation as it relates to the domain of physical fitness:

Federal-provincial relations is a complex area and an area that's often very disjointed and very combative, almost. There's been times when federal-provincial relations consisted of a meeting where accusations were exchanged: "You're doing this; you have no business doing this [etc.]."... Now we're actually entertaining major proposals. Whether or not the climate is right for them, is another question...
Two noteworthy federal-provincial mechanisms that demonstrate a tendency toward intergovernmental connectedness and concern for ideas of other government departments have been implemented which include the National Recreation Forum and the Federal-Provincial/Territorial Mechanism for Co-operation in Sport and Fitness. These initiatives are an attempt to coordinate efforts and minimize conflict between federal and provincial bodies in the respective areas of recreation and sport/fitness. The National Recreation Forum is the most recent of the two initiatives (i.e., the first meeting was held in April, 1990), and it is expected to become a regular, if not annual Fitness Canada-sponsored event. Its genesis is described by the above-quoted manager, as he resumed his description of federal-provincial relations in the area of recreation:

In the fall of '87 ... the Ministers agreed that we should try and establish what we call a National Recreation Forum that would bring together all the provinces and territories and the federal government to discuss possible areas of joint cooperation in the field.... Actually, it's almost a pre-forum forum because the original idea was that we would all come together and discuss a set agenda of issues [and] possible areas of joint cooperation. [However] when we set out to establish the first agenda, it occurred to everybody that we don't even know enough about each other--I mean the provinces didn't know what was going on in the area of recreation from one province to another and certainly didn't have a clear inventory of ... the federal government's involvement.... How do we set an agenda? We don't know what we're doing. So the first forum is essentially going to be a meeting where we come together and identify those areas where ... we all have common concerns and involvement...
Several fitness proposals are now being jointly developed through a federal-provincial/territorial mechanism for cooperation in sport and fitness. This group was established in 1986 to coordinate efforts between the provinces and the federal government, with two sub-mechanisms for each of sport (represented federally by Sport Canada) and fitness (represented federally by Fitness Canada). The group that possesses responsibility for fitness initiatives, the Federal-Provincial/Territorial Fitness Committee (FP/TFC), is structured on a regional basis (i.e., the 12 provinces/territories have five representatives), and its members meet four to five times per year. All of the Fitness Canada interviewees extolled the virtues of the FP/TFC, and their comments can be represented by the following statement by one administrator:

Because [the provinces are] more complex ... --there's twelve of them and they've got to share resources and they've got to speak in a unified voice themselves--it's taken them a while to get the right mix. But they are now very much committed to resourcing and to investing into the FP/TFC the best people [and] the best money that they do have. I see it as very positive.... The relationship has grown in its sincerity.... Across government ... there's other areas where federal-provincial relations are still very strained [but] fitness and physical activity is one area right now where I'm comfortable to say ... the relations are flourishing.

Although an analysis of provincial sentiment as to the effectiveness of the FP/TFC are beyond the scope of this
study, it is meaningful to note that when questioned informally one Ontario Field Services representative was not aware of the existence of this mechanism. Furthermore, when asked about specific FP/TFC projects implemented at the ground level, he was dubious as to their validity (Personal communication, May, 1990).

When the Executive Secretary of the FP/TFC (a Fitness Canada administrator) was asked a series of questions about the mechanism's effectiveness (e.g., "I'm just taking about the distribution of the ideas or promotions or coordination of efforts that are coming out of your FP/TFC--where are they ending up? I'm just wondering--do they make it to the cities?"), he responded:

Our decisions roll upwards to the ministerial level, and our feedback comes from the ministerial level. From an individual minister down to the person on the street in an individual province is a line that we have no jurisdiction in. I mean that's where the problems have occurred in the past.... [The regional FP/TFC representatives have] their network. He comes to the committee and speaks for essentially his Minister or his Assistant Deputy Minister. How they work internally is their concern.... [and] I've heard that there are problems.... I don't know what the provincial dynamic is.... It would be presumptuous, I think, for the federal government to question the efficiency of a provincial operation.

Based on a subsequent conversation with the Ontario regional FP/TFC representative (employed by Fitness Ontario), the provincial dynamic is briefly outlined in the following paragraph.

The Ontario Ministry of Tourism and Recreation is comprised of three main divisions, namely, Recreation,
Tourism, and Field Services. The Recreation division is further partitioned into two branches—one for Sport and Fitness and the other for Recreation. The Sport and Fitness branch—recently restructured by the new Minister—conducts programming in the following four areas: Fitness Ontario, Sport Governing Bodies, Games, and Community and Safety. Ironically, the Field Services division which implements the provincial sport, fitness, and recreation programs at the municipal level is isolated from these Sport and Fitness areas. Additionally, the five FP/TFC regional representatives meet with Recreation representatives from each of the 12 provinces/territories once per year, and no further explanation was given as to how FP/TFC initiatives filter down to the municipalities (Personal communication, A. Salmon, June, 1990). Clearly, further investigation of federal-provincial relations in the area of fitness/recreation/sport is needed.

**Organizational System**

The third and final set of antecedents to a market orientation identified by Kohli and Jaworski, 1990, relate to organizationwide characteristics and are based on their review of the organizational sciences literature. The factors that comprise their organizational systems class include: departmentalization/specialization, formalization, centralization, market-based factors for evaluating and rewarding managers, and acceptance of political behaviour.
in an organization (Kohli & Jaworski, 1990). Due to the primary focus of the present study, data on the latter two factors were not collected. However, contextual data relating to the first three structural variables congregated in an ad hoc fashion and thus are relevant to this discussion of market orientation.

**Bureaucratic influences.**

A significant pattern regarding bureaucratic influences within the federal system emerged from the data. Because of the natural conspicuousness of bureaucratic variables in any study of government practices it is important that they be considered within the context of the current discussion. In fact, it would appear that no government investigation is complete without at least acknowledging the prevalence of bureaucratic forces. According to Drucker:

> Government agencies, both in national and in local governments, are constantly being reorganized so as to be more efficient. Yet in every country the citizen complains ever more loudly of bureaucracy in government. What he [sic] means by this complaint is that the government agency is being run for the convenience of its employees rather than for contribution and performance. This is mismanagement. (1974, p. 133)

Even though specific questions concerning organizational structure were not posed, almost every interviewee referred to bureaucratic factors in one sense or another. There appeared to be a general consensus about the problems that emanate from formalization in particular. The following quote by a division chief
illustrates the frustration that was alluded to:

Another constraint is just simply getting through the federal government's bureaucracy, and that entails a lot of time and effort. I would say probably 75% of [the paperwork] has really got nothing to do with the content of fitness and nothing to do with feeding the machinery of the system.... I am not sure where it is going and how it is being used. So there's a burden there ... and this time could be spent on developing things that impact on Canadians. It has been a problem ... particularly of late because there has been a lot more bureaucracy related to really justifying what we are doing and to analyze [it]--all kinds of reviews going on about all kinds of aspects of the government, and we have to participate in those...

Based on Kohli and Jaworski's (1990) extensive review of the literature, they established that structural characteristics of an organization can influence its market orientation, and they propose the following: the greater the formalization, centralization, and departmentalization, (a) the lower the intelligence generation, the dissemination, and the design of organizational response to market conditions, but (b) the greater the response implementation (i.e., carrying out the decisions). This denotes that even though initial market information activities may be hindered in a highly structured organization, the actual implementation of decisions founded on intelligence may be facilitated. Relatedly, Ruekert, Walker and Roering, 1985, found that under certain circumstances a bureaucratic form (i.e., a centralized, formalized, and nonspecialized structure) is advantageous for marketing tasks: "When the environment is stable and a task is frequently performed and clearly measurable, but it
requires some idiosyncratic investment, the bureaucratic form provides highly effective and efficient results" (1985, p. 22). However, the same researchers found that a well-developed system of authority, though common, is not always facilitative of functional marketing tasks:

Autonomy on the part of individual actors is replaced with established rules of procedure. Central control mechanisms monitor and assess the performance of the unit. However, such systems are difficult to change and can be adversely affected by changes in environmental conditions. (Ruekert, Walker & Roering, 1985, p. 22)

Therefore, despite the evidence of frustration due to bureaucratic influences, in some respects they may enhance specific marketing tasks.

Another issue of related importance is that the majority of interviewees expressed a sentiment that the people (i.e., FAS personnel) are both committed to their jobs and dedicated to their cause. The following account by a seasoned FAS director is indicative of the expressed views:

I don't think you would find there is very much turnover.... Again, in both fitness and sport there's quite a different mentality than you will find in a lot of other federal departments. Most of these people consider themselves professionals in the fitness or sport field, not federal bureaucrats ... and they really don't operate like federal bureaucrats in a lot of ways. And sometimes it causes us a bit of grief in terms of some of the directions and whatnot that have to be followed, but the fact of the matter is that they are first fitness people and secondly work for the federal government. And if they weren't working [here] they wouldn't be working elsewhere in the federal government.... So it's a little different than your normal bureaucrat who's a program manager regardless of the department [he/she] works in.
It appears that although Fitness Canada is embedded within the framework of a highly structured system, it may be able to overcome some of the typical bureaucratic tendencies as a result of the special characteristics of its staff.

**Consequences of a Market Orientation**

Finally, it is relevant to cite the outcomes that derive from a market orientation. Kohli and Jaworski, 1990, found three sets of market orientation consequences: customer responses (i.e., greater customer satisfaction), employee responses (i.e., greater teamwork/"esprit de corps", job satisfaction, and employee commitment), and business performance (e.g., greater profits, ROI, market share, etc.).

An issue of particular relevance to the present study is the finding that measurable, profit-oriented business performance indicators are not antecedents of achieving a market orientation, rather they are consequences. Accordingly, as evidenced in the logically presented and explored paradigm of antecedents presented above, the notion that not-for-profit institutions are capable of fostering a market orientation despite their organizational purpose is reinforced. As noted at the beginning of this chapter, the proposition that concept sector organizations can foster a market orientation has been somewhat disputed by marketing academics. Even so, the evidence presented here indicates that social marketer's have a basis to counteract this stance.
CHAPTER VIII

Summary, Conclusions, Recommendations

Summary

The qualitative, case study approach called for two simple, open-ended questions with respect to the primary nonbusiness sponsor of physical activity in Canada: (1) What is the nature of Fitness Canada's marketing functions, and (2) How does Fitness Canada practice a market orientation? These questions were investigated by means of distinctive analytical approaches that were based on three paradigms: two models (adapted from Brooks, 1989, April; 1990) were employed for the analysis of the first question in Chapters V and VI and one model (adapted from Kohli & Jaworski, 1990) was utilized for the analysis of the second question in Chapter VII.

In Chapter IV, a brief structural overview of the triumvirate's areas of responsibility was presented. Next, the predominant marketing practices employed by Fitness Canada in the conception and delivery of national physical activity products were studied. In Chapter V, a conceptualization of Fitness Canada's tertiary product offering--active living--was delineated. Physical activity is at the core of the active living concept which is packaged and "sold" to client producers and consumers.
through tangible products. Although Fitness Canada is a nonbusiness, concept sector organization, it facilitates the production and distribution of two tangible classes of products, namely, services/funding and events/projects which constitute Fitness Canada's primary and secondary offerings, respectively. Accordingly, a product-market framework was utilized in Chapter VI as a backdrop for analyzing physical activity products and their corresponding markets. Of eleven conceptual markets that derive from three product offerings, resources and initiatives were analyzed within the context of four generic markets. There was strong evidence to indicate that social marketers can employ tangible products as vehicles for selling their elusive concepts, under certain circumstances.

In Chapter VII the discussion extends beyond the realm of conventional marketing functions to investigate whether the marketing concept is implemented. Again, the constructs of a conceptual paradigm were employed as a foundation for the descriptive analysis. Divergent theoretical market-orientation constructs were drawn from the literature and investigated vis-a-vis the qualitative data collected on Fitness Canada practices. Based on the evidence presented, it appears that Fitness Canada is fostering a market orientation with respect to two prominent themes, namely, consumer focus and coordinated
marketing.

However, when analyzed within the context of explicit market-oriented antecedent categories--senior management factors, interdepartmental dynamics, and organizational structure--the data varied as to the strength of support in each area and were inconclusive; that is to say that (a) senior management factors were strongly supported (in four of the five areas), (b) intergovernmental dynamics among and between the most prominent intermediaries that operate within the government "fitness" infrastructure were not supported, and (c) organizational structural variables were not operationalized explicitly enough to facilitate a confident deduction as to their affect on market orientation. Although there was sound evidence to support the contention that bureaucratic influences are strong, it is not clear whether or not they adversely affect a market orientation.

Ultimately, this study was not designed as a tool for evaluating the effectiveness of either marketing functions or a market orientation, but rather as an effort to initiate a foundation for the systematic development of a theory of marketing functions and market orientation for marketing physical activity behavior at the national level, and to contribute to the theory construction regarding marketing functions and market orientation of concept sector organizations. Whereas the body of
knowledge on adapting marketing functions in concept sector organizations has continued to grow over the past two decades, much work remains to be done in terms of developing a suitable measure of market orientation in both business and nonbusiness settings.

Conclusions

Marketing Functions

This study provided support for the view that social marketing constructs can be applied in a nonbusiness situation and achieve acceptable results, despite the many barriers that are prevalent in concept sector marketing. The marketing functions that are cultivated by Fitness Canada include product conception/development, market segmentation, and distribution. Sophisticated research and development activities and the majority of Fitness Canada's resources are earmarked for these areas.

Market research, and to some extent "price" activities (i.e., use of incentives), are program/project-specific, and in this sense serve a marginal purpose. However, there is an obvious need for much more consumer-oriented research on the topics of thought processes (e.g., perceptions, attitudes, and personal needs) and characteristics (e.g., psychographics and lifestyle traits) as they relate to physical activity and active living.

Similarly the evaluation of marketing projects is contracted to external bodies (e.g., Statistics Canada,
private consulting agencies) on a per-project basis, but efforts in both areas are also lacking due to the difficulties in justifying the exorbitant costs of market research and evaluation techniques to senior management.

In the area of promotion--advertising, personal selling, sales promotion, and publicity--some aspects are focused on more than others. Print and nonprint advertisements are rarely employed, and when they are attempted it is in the form of public service announcements through either PARTICIPACTION (e.g., Fitweek) or the P&C directorate (e.g., workplace fitness). Personal selling is directed by the Programs and Association Management division in its distribution of the services/funding product. Sales promotion activities (e.g., fairs, events, contests, gimmicks) tie into the Program Marketing and Development division's secondary, mass participation projects, and they are employed to a considerable extent. Finally, publicity is utilized and is conducted principally through P&C in the following forms: newsletters for Fitness Canada and most of the FPB structures (e.g., Fitness Fits, a fit third age, Fitness Works), news releases, awards programs (e.g., MOGA Madness, CFA program, employee fitness awards banquet), professional meetings (e.g., 1986 Canadian Summit on Fitness, 1990 Federal-Provincial Recreation Forum), and a "laundry list" of educational events (e.g., conferences, forums, seminars)
and print/nonprint materials (e.g., booklets, handbooks, pamphlets, videos).

Although Fitness Canada is advanced in certain areas of marketing (i.e., product conception, market segmentation, distribution, and promotion), there is still confusion about the remainder of the marketing functions studied. As Fine (1961a) concluded in the only study ever conducted on the nature of marketing as practiced by concept sector institutions, many of the marketing functions are employed in an ineffective, anecdotal, ad hoc manner. Even so there are several indications that a marketing philosophy is gaining attention and that the situation will continue to improve.

**Market Orientation**

Fitness Canada exhibits a moderate consumer focus in two general areas. Firstly, the evolutionary broadening of its tertiary product, from physical fitness to active living, is evidence that consumer market needs (or what is known about them thus far) are being catered to. This is only true, however, within the context of Fitness Canada's overall market—the Canadian public. Nonetheless, the needs of specific consumer and producer sub-groups as well as the solicitation of response to the active living approach have been discounted.

Secondly, a coordinated approach to marketing practices as well as to market intelligence generation and
dissemination is manifest. In fact, several coordinating mechanisms have been implemented over the last five years that demonstrate a commitment to coordination of efforts and resources among and between several historically-segregated government departments (e.g., vertically with federal, provincial, municipal operations and horizontally with non-physical activity government sectors and disciplines) as well as organizations and individuals with disparate motives within the physical activity delivery system (e.g., physical activity producers/intermediaries and physical activity educators/researchers). Even though there have been recent coordinating efforts with these areas in terms of resources and integrative mechanisms, there is still much to be done in the way of industrial marketing. Just as social, not-for-profit, intangible concept marketing introduces several considerations not found in conventional, for-profit, tangible goods marketing, there are distinct differences between selling to organizations and selling to consumers (Kotler, 1980).

When cross-examined within the framework of a market-oriented paradigm, however, a market orientation is only apparent with respect to the first of the following three sets of constructs: senior management factors, intergovernmental dynamics, and bureaucratic structure. Evidence on the following four (out of five) senior
management factors appeared to qualify as a demonstrating a market orientation: risk aversion of top management, education of top management, top management attitude toward change, and marketing managers' ability to win trust of non-marketing managers. However, it appears that neither intergovernmental dynamics nor bureaucratic structure characteristics foster a market orientation. Still, there were not enough data to thoroughly explicate these latter two areas and offer a conclusive observation. Whereas the body of knowledge on adapting marketing functions in concept sector organizations has continued to grow over the past two decades, much work remains to be done in terms of developing a suitable measure of market orientation in both business and nonbusiness settings.

**Recommendations**

Though calling for future research has become a cliche, so little is known about the marketing of physical activity behaviour that such a plea seems appropriate, especially given the importance of physical fitness in an increasingly sedentary society. Thus the following recommendations for further investigation are suggested:

1. The application of a similar methodology to one or more national nonbusiness physical activity marketers with the intent to compare and contrast marketing practices to that of Canada.

2. A study of the nature of the functions, the
interrelationships, the coordination, and/or the conflict among and between the major players that perform a role horizontally in physical activity marketing at the national level in Canada (e.g., Health Promotion Branch of Health and Welfare, PARTICIPaction, FPB structures/units, CFLRI, Sport Canada, FP/TFC, etc.).

(3) An investigation of Fitness Canada's role in vertical channel coordination amongst the four types of physical activity producers in the delivery system (identified in Table 1).

(4) An empirical investigation of an operationalized market-oriented theoretical framework (e.g., Kohli & Jaworski, 1990) in order (a) to test its generalizability to nonbusiness institutions, and (b) to determine more explicitly the nature of its constructs vis-a-vis Fitness Canada.

(5) A study to determine the effectiveness of marketing practices with respect to each of Fitness Canada's product offerings (i.e., primary, secondary, and tertiary).

(6) A future study (or series of studies) on (a) consumer and/or producer adoption of or response to the active living model, and (b) an a posteriori comparison to that of earlier Fitness Canada models (i.e., physical fitness, physical activity).
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RESEARCH MODEL-
MARKETING CONCEPTUAL FRAMEWORK
FOR ORGANIZATIONAL ANALYSIS

(MARKET ORIENTATION COMPONENT)
APPENDIX A-2

DATE/TIME: __________________________ INTERVIEWEE: __________________________

ORG/DIVISION: __________________________ TITLE: __________________________

INTerview Guide

PURPOSE
To get info that will help determine how physical fitness is marketed in Canada.

As [a Division Chief, a Director, a President] you are in a unique position to describe the operations of F.C.

Your knowledge and insight about fitness promotion is surely what I'm after.

The answers from all the people interviewed - about 6 - will be combined with written documentation into an overview of F.C.'s activities.

PLEASE NOTE
"Please feel free to ask, if you have questions about why I'm asking certain things.
"If there is anything you don't want to answer, just say so.

TAPE RECORD
"If you don't mind, I'd like to tape what you have to say so that I don't miss any of it or inadvertently change your words somehow.
"If at anytime you would like to stop the tape, just motion to the recorder and I'll turn it off.

QUESTIONS
"Any questions before we begin???

Establish Division's role in F.C.
I've read everything about F.C. that I can get my hands on but I'm not really clear on the ROLE OF YOUR DIVISION. Can you brief me on your primary areas of responsibility?

ASK:
1) How do you define "marketing" from your perspective?
2) How does Fitness Canada define "marketing"?

Potential Barriers to Implementing the Marketing Concept:
1) Marketing activities can be poorly understood and weakly appreciated. Do you feel this is the case with F.C.?
2) How appropriate is the location of marketing activities with the P&C directorate? (Bloom & Novelli, 1981).

NOTES:

...mission & GOALS.../2
ORGANIZATIONAL MISSION & GOALS

What is Fitness Canada's ROLE IN PHYSICAL FITNESS PROMOTION?

<table>
<thead>
<tr>
<th>SELF-ANALYSIS</th>
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<tr>
<td>Determinants of Strategic Options:</td>
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<tr>
<td>What are the organization's CAPABILITIES?</td>
</tr>
<tr>
<td>What are the organization's CONSTRAINTS? (e.g., personnel)</td>
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<tr>
<td>What are the organization's STRENGTHS?</td>
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<tr>
<td>What are the organization's WEAKNESSES?</td>
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<tr>
<td>What are the organization's FINANCIAL RESOURCES?</td>
</tr>
<tr>
<td>To what extent are STRATEGIES FLEXIBLE? (any limits?)</td>
</tr>
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↓

ORGANIZATIONAL SCOPE
(delimitations?)

↓

ORGANIZATIONAL MISSION
(meaning of statements?)

↓

ORGANIZATIONAL GOALS—Program Objectives
(promotional message?)

(Adapted from Brooks, 1989, April)

ASK:
1) How would you explain your general "business"? (e.g., Fitness? Recreation? Skill Mastery?)
2) Who are your customers?
3) Is your mission changing?
4) What would you really like to be doing?
5) What are the organization's real goals? (Priorities?)

Potential BARRIERS to Defining Organizational Goals:
1) Considering the organization's constraints and capabilities, do you feel the goals are too vague?...or ill-defined? (Yorke, 1984)
2) How are plans/strategies treated? (e.g., as archival or as action documents). How realistic are they?
3) High employee turnover & poor record keeping often present problems for public organizations. How have these factors affected the achievement of F.C.'s goals? ("Institutional amnesia")
4) How are your mission-related program opportunities & demands met with the limited resources available? (How are resources over-extended?)
   (Hokwa, 1989, p. 30)
5) The organization seems to pursue several objectives. How is this more difficult than pursuing a single profit motive (as private firms do)?
6) Some people feel that F & AS should be responsible to taxpayers. How would this make the organization more or less efficient?

...MARKET RESEARCH.../3
MARKET RESEARCH: "Probing"

Besides the research facilitated by the CFLRI's, WHAT TYPES OF RESEARCH ARE CONDUCTED or SUPPORTED BY F.C. directly?

Examples from F.C. Literature/Documents:
- Canada Fitness Survey (1981)
- Campbell's Survey on Well-Being (1989)
- National Feasibility Study to determine the potential of a national organization for workplace fitness programs (1987/88)
- National Survey of the Canadian Fitness Community for the Summit (1986)
- Gallup Poll to determine Canada's Fitweek Awareness Level (1987/88)
- National Survey to determine the needs of volunteer leaders (1982)
- National Study on Fitness & Health Promotion by Canadian Business (1986)
- OTHERS???

ASK:
1) How has past research (such as CFS or Canadian Business Survey) been implemented?
2) What has research meant to F.C.? (impact on your division?)
3) What do you feel still needs to be done?

TYPES OF MARKET RESEARCH

Consumer Behaviour Studies:
Target market research/Determination of market characteristics/thought processes/Measurement of market potentials

Research on the Four Ps:
Product studies/Pricing studies/Distribution channel studies/Promo studies

Measuring Short- and Long-term Program Effectiveness:
Studies of advertising effectiveness/Copy research/Media research/Tracking/Monitoring studies (awareness levels & behavioural intentions)

Other:
Competitive products studies/Internal company employee studies/Business/Intermediary studies

Potential BARRIERS to Market Research Utilization:
1) What is the organization's conception of marketing research and its usefulness?
2) What is the caliber of your marketing researchers? (i.e., experienced or inexperienced?).
3) Research results are often late, delayed, or too time-consuming. What are the difficulties in getting consumer research studies funded, approved, and completed in a timely fashion? (Bureaucratic influences?)
   (Bloom & Novelli, 1981)
4) Physical fitness is a complex marketing phenomenon. Do you consider research results to be inconclusive, abstract, erroneous, or disappointing? (Kotler & Turner, 1985, pp. 213-214)
5) Compared to research in other fields, how difficult is it to obtain valid, reliable measures of fitness variables? (e.g., social acceptability bias)
6) What kind of secondary data about consumers does F.C. utilize? (e.g., Gallup, Stats Can)
7) How does the cost of good research get your way?
8) Others???
MARKET SEGMENTATION: "Purchasers"

MARKET SEGMENTATION → PRIORITY SEGMENTS → PRODUCT POSITIONING
(develop profiles) (strategy for each seg.)

ASK:
F.C. initiatives seem to revolve around 4 distinct "TARGET POPULATIONS": YOUTH, OLDER ADULTS, WORKPLACE/EMPLOYEES, AND THE DISABLED.
What DIVISION do each of these programs fall under?

For the FITNESS DEVELOPMENT DIVISION....
How are each of these segments defined demographically...?
YOUTH? - The "Youth Unit"? (Birth to 19 years: 0 to 4; 5 to 9; 10 to 14; 15 to 19)
OLDER ADULTS? -(Vaguely defined)
EMPLOYEES? - The "Workplace Fitness Unit" (Target small and medium size companies?)
THE DISABLED? -
OTHERS?? (e.g., urbanites, lower class, women)

...Psychographically...? (e.g., those who have never been active)

(...get copies of promo material)
What CAMPAIGNS have been conducted for each "target population"?

For POLICY PLANNING & SPECIAL PROJECTS DIVISION....
Canada's Fitweek was said to include 14 NATIONAL PROGRAMS FOR ALL SEGMENTS OF THE POPULATION.

Do you have written information on each? (If not)... Can you tell me about each program?

For ASSOCIATION MANAGEMENT DIVISION...
Who are the 55 "PARTNER ORGANIZATIONS" that benefit from your contributions program?
Is there a list with descriptions of each?

Potential BARRIERS to Market Segmentation:
1) How does public pressure against segmentation, in general, affect F.C.? (i.e., segmentation that leads to the ignoring of certain segments).
2) How difficult is it to get accurate behavioural data to use in further delineating or profiling target populations.
3) What are the "target populations" in Canada that are the most negatively predisposed to fitness? (Bloom & Novelli, 1981)

TRANSITION.... That gives me a pretty good idea of how you define your target populations. Do you think we have covered everything here???

NOTES

...OFFERING.../5
PRODUCT STRATEGIES: Offer Development

What is F.C.'s PRODUCT or OFFERING. In other words, what is the idea or concept that you market, sell or offer to consumers?

ASK:
1) What are the things (product offerings) that compete with physical fitness?
2) What are the most important criteria by which consumers "buy" fitness?
3) How is fitness "positioned" in relation to alternative products that compete for consumers' time and energy? (i.e., how does F.C. intend it to be perceived?) (Fine, 1989, p. 83)

SHOW BROOKS' MODEL...(p. 6 - over)
This model represents 3 dimensions of fitness: a TANGIBLE PHYSICAL ACTIVITY DIMENSION, e.g., aerobics, running, tennis; a FUNCTIONAL DIMENSION, e.g., recreation, fitness, wellness, and; a NEEDS DIMENSION, e.g., satisfaction, self-confidence, status.
Is there anything you think should be added to this model?

SHOW F.C. MODEL...(p. 7 - over)
What exactly is this model intended to represent?
How does each variable relate to F.C.'s role in promoting physical fitness?
How is this model implemented or applied?

Potential BARRIERS to Product Strategy:
1) How much flexibility do you have in shaping your offering to target pop's? (Kotler & Turner, 1975; Lovelock & Weinburg, 1974)
2) Given the complexity of fitness behaviour and the commitment required, what are the difficulties in formulating product concepts?
3) What difficulties do you have in selecting and implementing long-term (product positioning) strategies that are appropriate for all publics? (Bloom & Novelli, 1981)
4) What are the particular difficulties associated with promoting an idea or concept, as opposed to physical goods? (i.e., fitness is marketed as a behaviour, rather than sold as a tangible item)
5) Others???

TRANSITION:
Your comments about barriers in your business are particularly helpful. We're about HALFWAY through the interview now. Is there anything you would like to add based on what we've covered thus far?

NOTES

...USE OF INCENTIVES.../6
PRODUCT STRATEGIES: Offer Development... 2

PHYSICAL ACTIVITY PRODUCT SCOPE

NEEDS DIMENSION

prestige

/experiential /competition

improved self-image

FUNCTIONAL DIMENSION

TANGIBLE
PHYSICAL
ACTIVITY
DIMENSION

satisfaction

recreation

fitness

wellness

status

belonging

(Source: Brooks, 1989, April)
Fitness Canada
Fitness Development
Physical Activity Participation Model

(Developed by J. Ball and his colleagues, Fitness Canada)
PRICE STRATEGIES: Use of Incentives

How does F.C. address BARRIERS TO PHYSICAL FITNESS?

**Generated Functions**

**Perceived Price Criteria for Physical Fitness**

(Personal Communications, C.M. Brooks, 1990)

**ASK:**
1) How are incentives used to encourage fitness activity used?
2) What strategies does F.C. use to explicitly reduce perceived barriers to fitness?
3) To what extent are perceived prices of physical fitness actually being reduced in Canada? (Joyce & Morris, 1989, p. 111)

**Potential Pricing Strategy Problems:**
1) Has F.C. ever attempted to measure the costs or prices associated with fitness? (Rothschild, 1979)
2) What kind of research data is available to provide information about the psychic, energy, time and monetary costs consumers perceive as being associated with fitness?
3) Does F.C. have any control over consumer costs related to fitness products and services? (Bloom & Novelli, 1981)
4) Others???

**NOTES**
PROMOTION STRATEGIES: The Communications Function

ASK:
1) What role does the PROMOTION & COMMUNICATIONS DIRECTORATE play in promotions?
2) What role does PARTICIPATION play in F.C.'s promotion function?
3) Is promotional work CONTRACTED to any other private AGENCIES?
4) What role do the DIVISIONS play in promotions?

<table>
<thead>
<tr>
<th>ADVERTISING (paid for, nonpersonal)</th>
<th>PSAs (Non-print Media)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Ads</td>
<td>Non-print Media Print Media</td>
</tr>
<tr>
<td>Broadcast Ads</td>
<td></td>
</tr>
<tr>
<td>Billboards</td>
<td></td>
</tr>
<tr>
<td>Symbols/Logos</td>
<td></td>
</tr>
<tr>
<td>Brochures/Booklets</td>
<td></td>
</tr>
<tr>
<td>Posters/Leaflets</td>
<td></td>
</tr>
</tbody>
</table>

PUBLICITY
(not paid for, nonpersonal)
News Releases/Press Confs' Awards Programs
Newsletters (Int'l & Ext'l)
Publications/Annual Reports
Designated Weeks or Months
Professional Meetings
"EDUCATION":
Conferences/Forums/Seminars
Videos, Films, TV Specials

SALES PROMOTION
(short-term incentives)
Contest/Games/Gimmicks
Fairs/Trade Shows
Demonstrations
Entertainment
Exhibits/Displays Participation in Events
Organized Social Activity

(P&C) ➔ THE CONSUMER ➔ (Assoc'n Mgt. Div'n)
(SM)

PERSONAL SELLING
(personal presentations)
Fund-raising/Sponsorship
Consultants/Agents
Liaison with Publics,
Client & Non-Funded Intermediaries: gov't dept.

ASK about EACH COMPONENT
of the promotion model...

Potential BARRIERS to Communications Strategies:
1) Is paid advertising difficult to use (due to costs)?...What about any fears of offending publics?
2) Are the reach and frequency of PSAs beyond F.C.'s (or PARTICIPATION's) control?
3) How are messages communicated. Do they attempt to be informational (i.e., communicate large amounts of info) or image building.
4) What are the difficulties in conducting meaningful pretests of messages? (i.e., funding and measurement problems) (Bloom & Novelli, 1981)
5) Are there any pressures to avoid certain types of appeals? (i.e., humour, hard sell, or fear) (Lovelock & Weinburg, 1974)
6) Others???

...DELIVERY SYSTEM...
PLACE STRATEGIES: The Distribution Function

**Intermediary Orgs**
- Corporate Sponsors
- Chamber of Commerce
- Business & Industry Labour Union/EMP.FIT
- School/Church/Family Service Clubs
- Professional Assoc's University/Colleges Municipal/Community Centers & Services
- Commercial Fitness & Health Clubs Child Care Centres

**National "Client" Orgs**
- PARTICPAction/SMC/CFLRI CAMPER/CASS/CIRA/YM-YWCAs
- CAAWS/CP/RA/CIAU CSFAC/FPB Structures Cdn Rec Canoeing Assoc
- Cdn Labour Congress Canadian Red Cross
- Girl Guides/Boy Scouts Royal Life Saving Society
- Cdn Special Olympics Cdn Counc. Child & Youth
- Cdn Inst for Child Health Cdn Camping Association

**Governmental Orgs & Agencies**
- Health Promo Directorate of Health & Welfare Canada Fitness & Amateur Sport "Sport Canada"
- Fitness Canada P&C
- Provincial/Territorial Ministries (e.g., Ont. Ministry of Tourism & Recreation) Municipal Parks & Rec. Dept's Interprovincial Sport & Rec. Council "FP/TFC"

---

The Physical Activity Delivery System
(Adapted from Fine, 1981b, p. 116)

A. Industry Analysis:
1) How does the fitness industry look? (How does the organization fit into the physical fitness promotion industry?)
2) How do you get your message to the public? (i.e., Who are the intermediaries or layers between marketer & consumer?)...55 "Partner Organizations"?
3) What roles and functions do they perform in the marketing scenario?
4) Are they all needed? (i.e., is there any duplication of work?)
5) Can any one function be shifted from one organization to another in order to make the entire channel operate more efficiently? (Fine, 1989, p. 8)
6) How does physical fitness marketing fit into the healthy lifestyles promotion industry?

B. Environmental Analysis (Micro):
1) How does FEDERAL GOVERNMENT policy affect your goals & operations?
2) How do VARIOUS PUBLICS (cause groups & pressure groups) affect the organizational goals and operation?
3) How does THE MEDIA affect the organizational goals and operations?

C. Competitor Analysis:
2) What are the rivals for limited resources?
3) What organizations compete with physical fitness?

D. Other Potential BARRIERS:
2) How does the constant subject to close public scrutiny and pressures from various publics complicate your activities? (Lovestock & Weinburg, 1977).

...ANALYZING PERFORMANCE.../11
Delivery System Model

Fitness Canada
National Organizations & Agencies
National Media

Corporate Sector

Provincial Governments
Provincial Organizations & Agencies
Media

School System
Municipal Recreation Agencies
Local Voluntary Groups
Private Sector

Canadian Population

(Developed by J. Ball and his colleagues, Fitness Canada)
209
ANALYZING MARKETING PERFORMANCE

How does F.C. EVALUATE its marketing programs and campaigns?

PROGRAM/CAMPAIGN EVALUATION
1. Does F.C. conduct periodic assessments of specific programs or campaigns to monitor if specific objectives are being achieved?
2. What is measured - efficiency, effectiveness or both?
3. Who is generally involved in the evaluation - a top executive, a program manager, and/or an evaluator?

PROGRAM EVALUATION

A.

Efficiency
Input/Output Relationships:
(reflects effort, expense or waste)
- Output/Input Ratios
- Other?

Effectiveness
Consumer Satisfaction:
measures attitude perception, awareness or behaviour changes
- Tracking Studies
- Unsolicited Client Response
- Observational Approach
- One-Dimensional Survey
- Two-Dimensional Saliency
(satisfac'n vs benefits sought)

B.

PLAYERS

Top Executive
Program Manager
Evaluator

NOTES

...MARKETING AUDIT.../13
A.

MARKETING AUDIT

CRITERIA

Comprehensive  Independent  Objective  Useful

Systematic  Periodic  Timely  Well-Documented

B.

DATA COLLECTION

Internal Interviews  External Interviews  Secondary Documentary Sources

MARKETING AUDIT

1) How does F.C. evaluate the total set of agency programs? (i.e., things like marketing environment, objectives, strategies, and activities)

2) Are evaluations comprehensive?... systematic?... independent?... periodic?

3) Are audits generally objective (replicated, valid, reliable)?... timely (up-to-date), useful (relevant, affordable recommendations)?... well-communicated (clear, concise & complete final reports)? (Kotler & Andreasen, 1987, p. 643)

4) From what sources are data collected? (i.e., internal interviews, external interviews, and/or secondary documentary sources)

Potential Barriers to Marketing Evaluation

1) What are the difficulties in pinpointing campaign impacts? (...given the myriad of factors that influence people's attitudes and behaviour)

2) Is there a lack of valid measures of program effectiveness? (Bloom & Novelli, 1981; Mintz, 1989)

3) Are the initial campaign objectives formulated in a way that they can be measured? (Mintz, 1989)

4) Is performance ever assessed by the size of your budget? (rather than by satisfied customers) (Drucker, 1974)

5) Is performance defined by effort and formative criteria? (rather than by the achievement of explicit outcomes or specific goals?) (cited in Mokwa, 1989, p. 6).

6) What are the difficulties defining, identifying, measuring, and interpreting without bias? (Mokwa, 1989, p. 52).

Would it be possible to get COPIES of previous marketing evaluations or audits???
MARKET ORIENTATION: Implementing the Marketing Concept

Ask about each component of the market orientation model...

- Coordination of Activities & Efforts of the Various Dept’s to Ensure Consumer Orientation

- Willingness to Produce Individual Campaigns For Different Targets

- THE MARKETING CONCEPT

- Thorough Knowledge of Consumer Behaviour as the Focal Point of all Marketing Activities

- Regular Collection of Info re Needs & Requirements of the Consumer

(Based on Parasuraman et al., 1985b)

Market-Oriented Info Required:
1) Age of organization
2) & Budget allocated directly and indirectly to marketing activities. (Fine, 1981b)
3) Participation of highest level marketing executive (Dir. Fitness Can/P&C Div.) in top level management decisions. (Parasuraman, et al., 1985b)
4) Presidential leadership - must believe marketing is the key to prosperity.
5) Marketing task force - present/past.
6) Outside marketing consulting assistance.
7) Corporate marketing department - role of Special Projects Div/P&C Div with F.C.
8) In-house marketing seminars (which aim to change marketing beliefs, attitudes, and behaviour of personnel).
9) Promoting marketing-oriented executives. (Kotler & Turner, 1985, pp. 723-724)
10) Number of staffers directly concerned with marketing activities.
APPENDIX A-4

**Glossary of Achronyms**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAHPER</td>
<td>Canadian Association for Health, Physical Education &amp; Recreation</td>
</tr>
<tr>
<td>CASS</td>
<td>Canadian Association of Sport Science</td>
</tr>
<tr>
<td>CFA</td>
<td>Canada Fitness Awards</td>
</tr>
<tr>
<td>CFLRI</td>
<td>Canadian Fitness &amp; Lifestyle Research Institute</td>
</tr>
<tr>
<td>CIAU</td>
<td>Canadian Interuniversity Athletic Association</td>
</tr>
<tr>
<td>CIRA</td>
<td>Canadian Intramural Recreation Association</td>
</tr>
<tr>
<td>CP/RA</td>
<td>Canadian Parks &amp; Recreation Association</td>
</tr>
<tr>
<td>CSPAC</td>
<td>Canadian Sport &amp; Fitness Administration Centre</td>
</tr>
<tr>
<td>FAS</td>
<td>Fitness &amp; Amateur Sport</td>
</tr>
<tr>
<td>FPB</td>
<td>Fitness Program Bureau</td>
</tr>
<tr>
<td>FP/TFC</td>
<td>Federal-Provincial/Territorial Fitness Committee</td>
</tr>
<tr>
<td>HWC</td>
<td>Health &amp; Welfare Canada</td>
</tr>
<tr>
<td>MOGA</td>
<td>Most Outrageous Group Activity</td>
</tr>
<tr>
<td>MP</td>
<td>Member of Parliament</td>
</tr>
<tr>
<td>MPP</td>
<td>Member of Provincial Parliament</td>
</tr>
<tr>
<td>NASSM</td>
<td>North American Society for Sport Management</td>
</tr>
<tr>
<td>P&amp;C</td>
<td>Promotions &amp; Communications Directorate</td>
</tr>
<tr>
<td>PE</td>
<td>Physical Education</td>
</tr>
<tr>
<td>SMC</td>
<td>Sport Marketing Council</td>
</tr>
<tr>
<td>TIA</td>
<td>The Integrated Approach (&quot;Vitality&quot;)</td>
</tr>
<tr>
<td>UNESCO</td>
<td></td>
</tr>
<tr>
<td>USSR</td>
<td>Union of Soviet Socialist Republics</td>
</tr>
<tr>
<td>4 Ps</td>
<td>Product, Price, Promotion, Place</td>
</tr>
</tbody>
</table>
APPENDIX B-1

Fitness Canada Contributions for 1989/90

<table>
<thead>
<tr>
<th>1. PARTICIPACTION - Core support</th>
<th>1,209,750</th>
</tr>
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<tbody>
<tr>
<td>Special projects</td>
<td>346,000</td>
</tr>
<tr>
<td>2. CSFAC/Canada's Fitweek*</td>
<td>1,436,481</td>
</tr>
<tr>
<td>3. CFLRI</td>
<td>1,418,900</td>
</tr>
<tr>
<td>4. CAHPER</td>
<td>1,021,120</td>
</tr>
<tr>
<td>5. CIRA</td>
<td>743,859</td>
</tr>
<tr>
<td>6. Secretariat for Fitness in the Third Age</td>
<td>484,275</td>
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<tr>
<td>7. CP/RA</td>
<td>199,500</td>
</tr>
<tr>
<td>Cdn Red Cross - Safety services</td>
<td>116,900</td>
</tr>
<tr>
<td>Program for the aged</td>
<td>77,475</td>
</tr>
<tr>
<td>8. YMCA of Canada</td>
<td>118,340</td>
</tr>
<tr>
<td>National Council of YMCA's Can</td>
<td>61,250</td>
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<tr>
<td>9. Cdn Ski Council</td>
<td>154,875</td>
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<tr>
<td>10. Cdn Cycling Assoc</td>
<td>107,800</td>
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<tr>
<td>11. Royal Life Saving Society of Can</td>
<td>102,970</td>
</tr>
<tr>
<td>12. Interprovincial Sport/Rec Council</td>
<td>97,500</td>
</tr>
<tr>
<td>13. CASS</td>
<td>94,950</td>
</tr>
<tr>
<td>14. Cdn Oldtimers Hockey Assoc</td>
<td>85,000</td>
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<tr>
<td>15. Cdn Ski Patrol</td>
<td>83,750</td>
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<tr>
<td>16. Girl Guides of Canada</td>
<td>70,145</td>
</tr>
<tr>
<td>17. Cdn Recreational Canoeing Assoc</td>
<td>66,900</td>
</tr>
<tr>
<td>18. Cdn Special Olympics Inc</td>
<td>62,300</td>
</tr>
<tr>
<td>19. Cdn Amateur Syncho Swimming Assoc</td>
<td>52,400</td>
</tr>
<tr>
<td>20. Cdn Camping Assoc</td>
<td>52,300</td>
</tr>
<tr>
<td>22. G. Allan Roeher Institute</td>
<td>48,150</td>
</tr>
<tr>
<td>23. Cdn Hostelling Assoc</td>
<td>43,600</td>
</tr>
<tr>
<td>24. National Pensioners &amp; Seniors Fed</td>
<td>40,700</td>
</tr>
<tr>
<td>25. Velo [Cycling] Quebec</td>
<td>35,000</td>
</tr>
<tr>
<td>26. Cdn Amateur Football Assoc</td>
<td>35,000</td>
</tr>
<tr>
<td>27. Cdn Institute of Planners</td>
<td>30,000</td>
</tr>
<tr>
<td>28. Cdn Institute of Child Health</td>
<td>20,000</td>
</tr>
<tr>
<td>30. Cdn Safety Council</td>
<td>15,000</td>
</tr>
<tr>
<td>31. Learning Disabilities Assoc of Can</td>
<td>14,000</td>
</tr>
<tr>
<td>32. Duke of Edinburgh's Award in Canada</td>
<td>8,000</td>
</tr>
<tr>
<td>33. Cdn Racquetball Assoc</td>
<td>5,000</td>
</tr>
<tr>
<td>34. Cdn Assoc of Nordic Ski Instructors</td>
<td>4,500</td>
</tr>
<tr>
<td>35. Cdn Badminton Assoc</td>
<td>4,000</td>
</tr>
<tr>
<td>36. Cdn Assoc for the Advancement of Women and Sport</td>
<td>3,450</td>
</tr>
</tbody>
</table>

TOTAL CONTRIBUTIONS: 8,635,278

*Note. The CSFAC category includes support for a variety of distinct FPB structure/unit (Appendix B-2) initiatives, the majority of which are related to Canada's Fitweek.
APPENDIX B-2

Structural Overview of the Fitness Program Bureau

Integrated National Framework


TARGET-GROUP STRUCTURES/UNITS:
1. Secretariat for Fitness in the Third Age
2. Workplace Fitness Office
3. Children and Youth Fitness Office
4. Active Lifestyle Alliance for Canadians with a Disability
5. Fitness Leadership Office

PROGRAM/PROJECT STRUCTURES/UNITS:
1. Canada's Fitweek Secretariat
2. "On the Move" Women's Program
Vita Auctoris

<table>
<thead>
<tr>
<th>NAME:</th>
<th>Donna M. Lori</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIRTHDATE:</td>
<td>May 17, 1959</td>
</tr>
<tr>
<td>BIRTHPLACE:</td>
<td>Windsor, Ontario</td>
</tr>
<tr>
<td>EDUCATION:</td>
<td>M.H.K. University of Windsor, 1991</td>
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<td></td>
<td>B.Sc. Northern Michigan University, 1981</td>
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<td>RESEARCH GRANTS:</td>
<td>1990-91 Canadian Fitness &amp; Lifestyle Research Institute (CFLRI) Grant</td>
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<td>CONFERENCE PRESENTATIONS:</td>
<td>1990 North American Society for Sport Management (NASSM), 5th Annual Conference</td>
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<tr>
<td>ACADEMIC AWARDS/HONOURS:</td>
<td>1990 Ontario Graduate Scholarship Award</td>
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<tr>
<td></td>
<td>1989-90 University of Windsor Post-Graduate Tuition Scholarship</td>
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<tr>
<td></td>
<td>1989-90 University of Windsor Human Kinetics Graduate Alumni Award</td>
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<tr>
<td></td>
<td>1985 Windsor's Human Rights/Race Relations Youth Committee Award</td>
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<tr>
<td></td>
<td>1981 Northern Michigan University Honours Graduate - Summa Cum Laude</td>
</tr>
<tr>
<td></td>
<td>1979-81 Northern Michigan University Dean's List for High Scholarship</td>
</tr>
<tr>
<td></td>
<td>1977-79 University of Windsor &quot;W&quot; Award for Outstanding Scholastic/Athletic Achievement (two-time winner)</td>
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