

# This presentation premiered at WaterSmart Innovations

[watersmartinnovations.com](http://watersmartinnovations.com)





# **Selling Behavior Change: Examining Social Marketing Approaches for Water Conservation and Beyond**

Presented by Tony Silva  
WaterSmart Innovations 2009  
Las Vegas, Nevada  
October 8, 2009

**Passion. Expertise. Results.**



---

## Today's roadmap:

- Defining social marketing
- Social marketing and water conservation
- Why social marketing?
- Four P's
- Durham Saves Water example
- References for further study
- Upcoming WRF study

---

---

# Defining Social Marketing

- The use of conventional marketing principles and tactics to influence a specific audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole (*Social Marketing: Improving the Quality of Life*, Kotler, Roberto, Lee)
- To influence the actions of individuals who need to change their ways or not take up new antisocial behaviors. (*Social Marketing in the 21st Century*, Andreasen)
  - Getting someone to start something
  - Getting someone else to stop something
  - Getting still others to just keep doing what they are doing
- Social marketing is the nexus of conventional marketing and public policy.

---

---

# Defining Social Marketing

- The definition and approaches of social marketing have and continue to evolve.
  - Alan Andreasen underscores this in his book titled *Social Marketing in the 21st Century*, when he addresses the need for social marketing to more directly apply *upstream* approaches. He writes, “Most observers and many practitioners see social marketing as an approach to influencing people with ‘bad behaviors’. However, this narrow view hugely underestimates social marketing’s real potential.
  - There are many more target audiences who need to act besides ‘problem people’ if we are to solve major social problems. Those projects the greatest impact were those that included a mixed approach of policy changes, communications, and incentives.

---

---

# Social Marketing and Water Conservation

- A number of studies have sought to quantify the impacts of water efficiency outreach campaigns that provide information and education to consumers.
  - The results are mixed, but it is common to find that an education and information campaign for water conservation heightens awareness and increases knowledge but often does not impact behavior.
- A recent literature review suggests some existing studies offer significant promise with regard to providing additional insight into how communication can most effectively influence water conservation behaviors.
  - Seattle's 1% Program's impressive results will continue to provide insights as the program continues. This multifaceted effort likely is one of the best examples to date of a framework for implementation and evaluation of a social marketing program aimed at water conservation.

---

---

# Social Marketing and Water Conservation

- Social marketing research and theory is abundant, its application and approaches are relevant to water conservation.
  - Titles focus on approaches, theories, and research into the topic of social marketing.
  - Many titles focus on social marketing's application in the areas of health and wellness, including drinking and driving, HIV/AIDS, and smoking, but few titles focus on environmental issues.
  - Literature that examines its application and efficacy in the area of water conservation is absent.

---

# Achieving Water Conservation Goals

Why bother?

Because social marketing can help

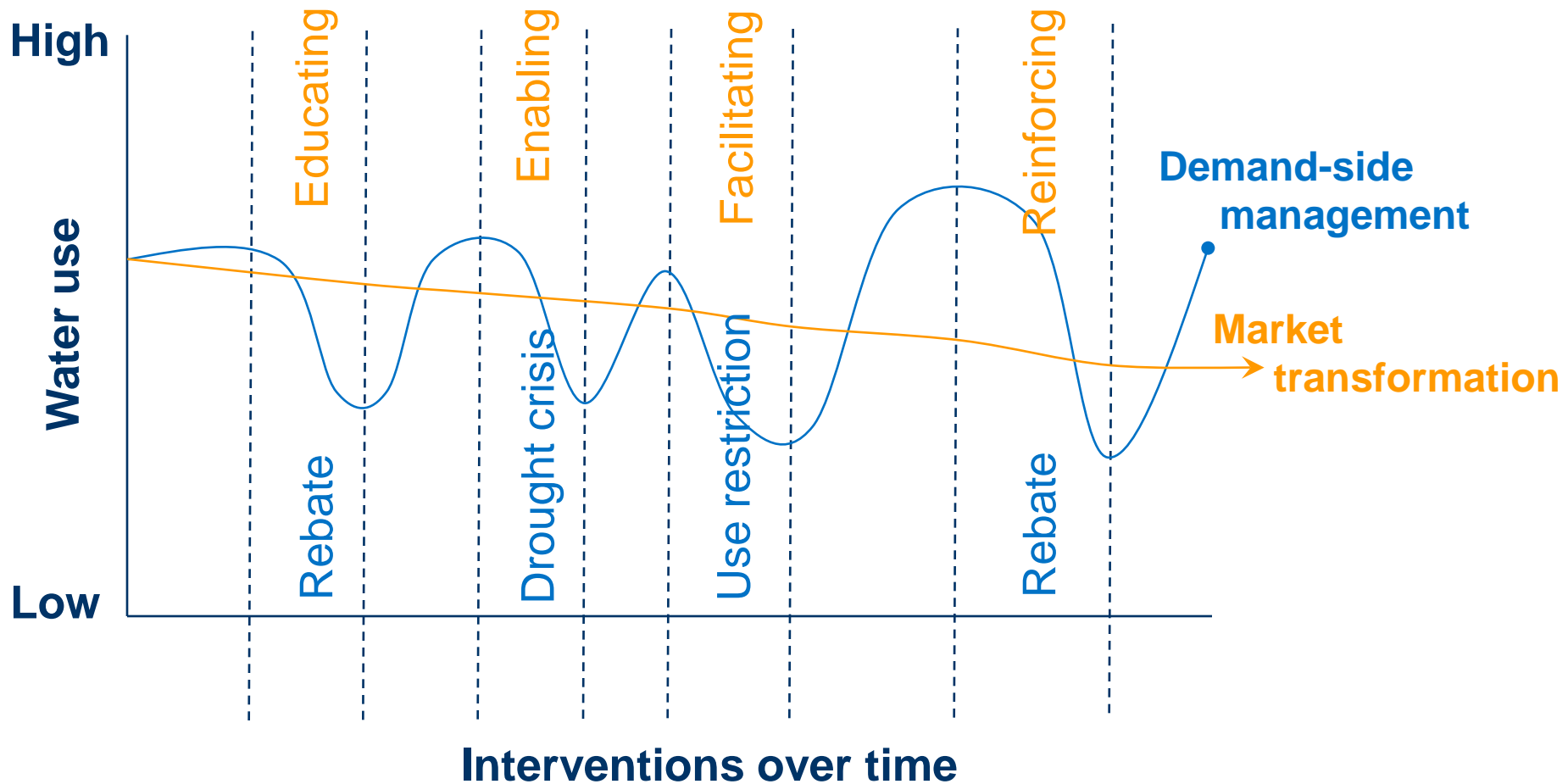
- Reach, sustain conservation goals
- Create a conservation ethic
- Achieve sustainable market transformation

Leading to:

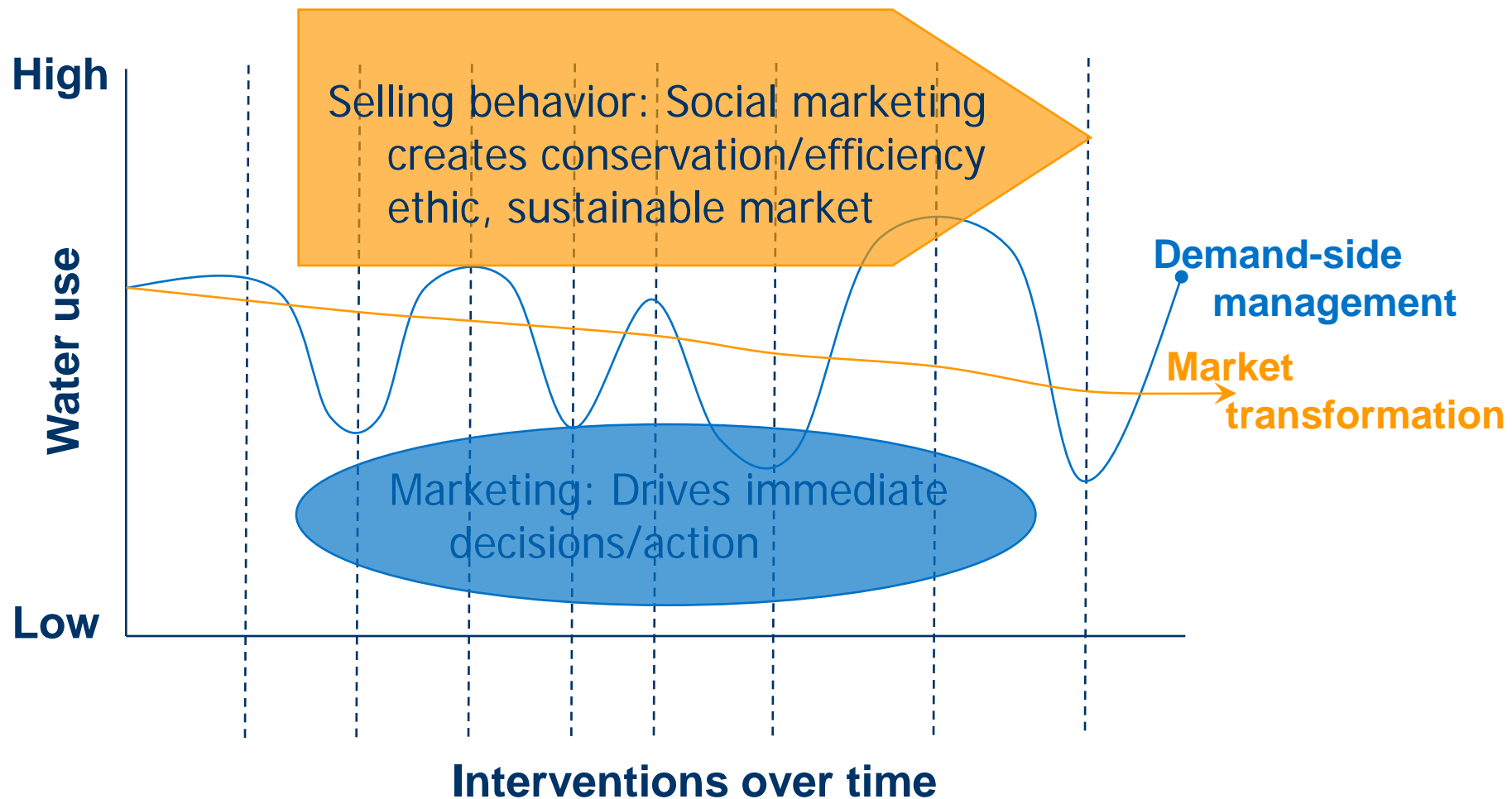
- Improved control over resources
- Fewer restrictions, mandates
- More receptive audience



# Achieving Water Conservation Goals



# Achieving Water Conservation Goals



---

# Social Marketing's Four P's

- Product
  - Set of actions, a program, a service
- Price
  - Costs of adopting the desired behavior
- Place
  - Channels that move the product, where services are accessed
- Promotion
  - Manner in which the product will be communicated

# Durham Saves Water

## ■ Goal

- Increase awareness on the importance and value of water conservation and simple everyday actions people can do in light of Durham's new tiered rate structure

## ■ Approach

- Broadcast (TV, Cable, Radio)
- Strategic Partnerships
- Print
- Online
- Special Events
- Social Media/Web 2.0
- Direct Mail
- Earned Media/PR
- Hispanic Marketing



---

# Durham Saves Water

## ■ Product

- New tiered rate structure
- Tips and resources
- Rebate programs

## ■ Price

- Low cost, no cost
- Free efficiency gift
- Rebates
- Restricted use (drought measures)

---

# Durham Saves Water

- Place
  - In home
  - Local community events
  - Local retailers
  - Online

---

# Durham Saves Water

- Promotion
  - Television, radio, online advertising
  - Social media
    - Facebook
    - Twitter
    - MySpace
    - YouTube
  - News editorial
  - Special events
  - Direct mail

---

# Online

## Tap Into the Tips for the Lowest Water Rates.

*The less you use, the lower your rate, the more you save.*

Durham's new tiered water rates mean the less water you use, the lower your rate and the more money you save. Plus, you'll feel good knowing you're helping to sustain Durham's water resources, economy and environment. For 111 water-saving, money-saving tips, visit **[www.DurhamSavesWater.org](http://www.DurhamSavesWater.org)**.





# Social Media



# Direct Mail

***The more tips you use,  
the more water and money you save.***

Durham's tiered water rates mean the less water you use, the lower your rate and the more money you have for other things you want and need.

To get the lowest rate, just follow as many of the 111 water-saving tips that you can, like **Tip #23** on taking 5-minute showers. It may seem like a drop in the bucket but it adds up to a lot of water and money saved.

Even better, bring this postcard to The Department of Water Management's booth at CenterFest '08 on September 20-21 to receive a **FREE Water Efficiency Gift**.

You'll help protect your hard-earned money, Durham's water resources, the environment, and our way of life. So visit **DurhamSavesWater.org**. You're going to love the tips and the savings!

*Para obtener información en español, por favor visite  
**DurhamSavesWater.org** o llame al teléfono 560-1200.*

## **SPECIAL OFFER**

**GET A FREE WATER  
EFFICIENCY GIFT!**

Bring this to The Department of  
Water Management's booth at  
CenterFest '08 on Sept. 20-21  
for your gift while supplies last!



# I Tip #23

**Saves 1000 gallons of water a month and lets you clean up on the savings.**



# Direct Mail/Bill Insert

## I ♥ Tips for Getting the Lowest Rates

And Durham has 111 ways to help you use less water. Because the less you use, the lower your rate, the more money you save.



Durham's new tiered water rates mean the less water you use, the lower your rate, and the more money you have for other things you want and need. To get the lowest rate, you and your family can follow as many of the 111 water-saving tips as possible at [DurhamSavesWater.org](http://DurhamSavesWater.org). Each tip may seem like a drop in the bucket but they add up to a lot of water and a lot of money saved. Water is a precious resource. Every drop is essential to everyone's life—and to Durham's economic sustainability.

On May 5, 2008, the Durham City Council voted to implement rate increases along with a new, tiered rate structure designed to encourage single-family residents to conserve water. Efficient and essential water uses are captured in the lowest Super Saver Tier 1. Discretionary water use, such as irrigation, car washing, and filling pools, can bump customers into more expensive tiers. We're sure you have questions, so here are some answers.



\*1 cubic foot is 7.48 gallons.  
1 CCF = 144 cubic feet or 144,000 gallons.

### Q&As on Durham's Tiered Water Rates

#### When will I get my first bill with the new rates?

Customers who are billed monthly, primarily non-residential, will see the rate change in their August bill for the period starting July 1, 2008. Customers who are billed bi-monthly, primarily residential, will see the rate change in their September bill for the period starting July 1, 2008.

#### Why are only single-family residential customers subject to the new, tiered structure?

Individuals in this group have the most opportunities to make significant water-saving changes. Business and commercial customers have more consistent and controlled water use required in their daily processes and operations. However, everyone is being asked to implement conservation measures.

#### What is the typical increase for residential customers for the year 2008?

The Super Saver Tier 1 is the lowest, most efficient water use level. Those using up to 400 cubic feet will pay about \$5.37

more per month, or \$10.74 bi-monthly. We estimate that most single-family residential customers will fall into a combination of Tiers 2 and 3 and pay approximately \$7.38 more per month. We encourage you to conserve as much water as possible to stay within the Super Saver Tier 1 by using the 111 tips at [DurhamSavesWater.org](http://DurhamSavesWater.org).

#### If I use water in the higher tier, will all of my water use be charged at the higher rate?

No. Your bill is calculated so that only the excess or overage will be charged at the higher tier rates.

#### Will sewer charges be assessed at the tiered rates?

No. In fact, the sewer usage charge rate did not increase this year. Only the service charge portion of the sewer bill increased.

#### Why was a water and sewer rate increase necessary for fiscal year 2009?

Over the past several years, Durham has gradually been increasing water and sewer rates. Unfortunately, these increases have not been enough to cover the large capital projects that are required for the City to continue to provide an adequate supply of safe drinking water for our customers.

#### Why was the increase so big for the fiscal year 2009?

The existing water rates did not fully recover the cost of providing service. For several years, one-time revenues—such as fund balance (the City's rainy day fund) and sales of water to other localities—provided a subsidy to the water rates. These one-time revenues are no longer available to the City. Deferred maintenance and capital improvements to the system also required attention, along with our debt coverage requirements on revenue bonds issued to provide for capital needs of the water and sewer systems.

#### Were rates raised because of lost revenues due to the drought?

No, rates were not raised because of the lost revenues due to the drought. Even with restrictions in place for nine months, the revenue generated was close to the anticipated level. However, many additional drought-related expenses occurred, along with the significant cost increases for chemicals, fuel and energy for water and wastewater treatment.

#### Available Soon: \$100 Toilet Rebates!

The City of Durham will be offering \$100 rebates on High Efficiency Toilets (HETs) starting in late August 2008. HETs provide between 20 and 60 percent water savings, using just 1.28 gallons per flush, compared to toilets in most homes that use 1.6 gallons or more. HETs with the EPA's WaterSense label will be eligible for the rebate, which will be applied as a credit to your water bill. Any HET purchased and installed after January 1, 2008 will be eligible as long as you have the receipt and labeling information. Visit [DurhamSavesWater.org](http://DurhamSavesWater.org) for updates on the program.



Web ads from campaign to encourage residents to conserve water.

#### I ♥ Water and the 111 Tips at [DurhamSavesWater.org](http://DurhamSavesWater.org).

There are many simple, everyday changes that you can make to use water more efficiently. Start by loving your water! Think of it as a precious commodity that needs to be protected and conserved. Repair all leaks and drips—they add up to money down the drain. Install faucet aerators and turn off the water while brushing your teeth or shaving. Install low-flow showerheads and take quick, 5-minute showers. Install a new low-flush toilet if possible or use a toilet displacement device in your existing tank.

Run washing machines and dishwashers only when full and replace with new efficient models if possible. Install native, low-water-use, drought-tolerant plants and mulch to retain moisture. Check sprinkler systems for leaks. For lawns, one deep watering of one inch per week is better than lighter, more frequent waterings. Use a broom to clear debris from patios and driveways and a bucket of water to wash your car.

Remember, when you use less water, you protect your hard-earned money, Durham's water resources, the environment, and our way of life. For all 111 water-wise, money-saving tips, call 560-1200 or visit [DurhamSavesWater.org](http://DurhamSavesWater.org).

[DurhamSavesWater.org](http://DurhamSavesWater.org)



# Durham Saves Water

## ■ Outcomes

- Sept 08: 8% less usage by month
- Winner: 2009 Savvy Award

## ■ Outputs

- Broadcast: 85 -92 percent penetration
- Online: 8M impressions
- Up to 122 percent ROI



---

# Applying social marketing to water conservation

- Do this approach lend itself well to water conservation?
- What do you see as key challenges?
- How would you describe, position the benefits of social marketing to your managers?



---

---

# References for further study

- P. Kotler, N. Lee (2006). *Marketing in the Public Sector: A Roadmap for Improved Performance*. Wharton School Publishing
- A. Andreasen (2005) *Social Marketing in the 21<sup>st</sup> Century*. Sage Publications, Inc.
- Saving Water Partnership (2005). *Regional 1% Water Conservation Program 2004 Annual Report*.  
<http://www.savingwater.org/docs>
- P. Kotler, N. Roberto & N. Lee (2002). *Social Marketing: Improving the Quality of Life*. Sage Publications, Inc.
- R. Earle (2002). *The Art of Cause Marketing: How to Use Advertising to Change Personal Behavior and Public Policy*. McGraw-Hill
- D. McKenzie-Mohr, W. Smith (1999). *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society

---

---

# Upcoming WRF Study

## Water Conservation: Customer Behavior and Effective Communication

- Report that achieves three key objectives:
  - Summarizing the research findings on the relationships among the water conservation behaviors of customers, demographics and other factors, and effective communications that influence such behavior;
  - Discussing communication recommendations that water agencies can use to design effective, integrated communication approaches aimed at influencing water conservation behavior; and
  - Providing reference data and methods by which water agencies can evaluate the success of those efforts.
- The guidance provided in the report will benefit water utilities in designing targeted communication campaigns that cost effectively improve water conservation and reduce water usage.

---

---

# Upcoming WRF Study

## Objective

- Evaluate the linkages and relationships between the water conservation behavior of residential customers and the effectiveness of communication approaches that seek to influence that behavior

## Methodology

- Multi-method approach:
  - telephone interviews with agency water conservation managers
  - surveys with residential water customers
  - analyses of current and past billing records supplied by our agency partners
  - in-depth case studies of communication campaigns to influence and persuade customers to reduce water usage and engage in more extensive conservation behaviors
  - evaluation of communication efforts regarding water conservation conducted by our partners and others



---

# Thank you!

Tony Silva  
ICF International  
tsilva@icfi.com

