

DrinkWise Australia

‘How to Drink Properly’ Campaign

Independent Evaluation of Phases 1 & 2

**Report Summary and DrinkWise response
to recommendations**

May 2016

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1. About this Evaluation

DrinkWise Australia Pty Ltd (DrinkWise) commissioned an evaluation of Phases 1 and 2 of its *How to Drink Properly* Campaign (the Campaign) in January 2015 to assess:

- If the approach and strategy and adopted by the Campaign was consistent with best practice in social marketing;
- If the use of social media (as the main creative channel) was successful in reaching its audience;
- If the objectives of the Campaign had been met at the conclusion of the first two Phases of its activation; and
- What lessons could be learned and applied to strengthen future phases of the Campaign.

The evaluation was conducted throughout 2015 by a consortium consisting of **RMIT University, the University of Queensland and Griffith University**. Consortium Members included:

- **Professor Linda Brennan**, the Inaugural Professor of Advertising in the School of Media and Communication at RMIT University. Her research interests are social and government marketing and the influence of marketing communications and advertising on behaviour. She is widely published, with 200 publications to date.
- **Dr Josephine Previte**, Senior Lecturer in Marketing at the University of Queensland Business School. Her research focuses on social marketing and a critical marketing analysis of gender, technology and marketplace behaviours.
- **Dr Marie-Louise Fry**, Senior Lecturer in Social Marketing at Griffith University. Her research interests relate to binge drinking among teenage girls, symbolic consumption, advertising consumption and behavioural psychology within social marketing contexts.

The Consortium brought a wide range of expertise to the task and had the advantage of knowing the organisation well given Professor Brennan's term as a former Board Member (2009-2012) and Dr Previte's former membership of the DrinkWise Social Marketing Committee (2008-2010).

Oversight of the evaluation was provided by the DrinkWise Scientific Advisory Committee, chaired by Professor Richard Smallwood AO. Professor Smallwood is the former Chief Medical Officer of Australia and past Chair of the National Health and Medical Research Council.

The Consortium limited the Evaluation to an examination of the Campaign's influence on attitudes towards drinking properly, rather than long-term behaviour change, in recognition that behaviour change campaigns require 5+ years before success can be claimed or denied.

Its approach to conducting the Evaluation utilised a range of assessment methodology including:

- The UK's National Social Marketing Centre's (NSMC) benchmark criteria to assess HTDP as a social marketing best practice exemplar.
- Extensive stakeholder interviews, conducted with the DrinkWise Board, GRA Cosway, Clemenger BBDO, MediaCom, GALKAL and Quantum Market Research, in order to understand applied process.
- Social media data scraped from DrinkWise's social media accounts.
- Market research data (including advertising tracking research), commissioned by DrinkWise through Quantum Market Research.
- Selected academic literature, as determined by the authors, woven into the evaluation for empirical and/or illustrative purposes.
- Further exploratory visual and content analysis conducted by the evaluation team.

This document has been prepared by the DrinkWise Executive to summarise the key findings of the 120 page independent evaluation report and to outline a formal response by DrinkWise to the investigators' recommendations.

Any text appearing as ***bold and italicised (combined)*** constitutes verbatim extracts from the Consortium's Final Report.

2. Origins of the HTDP Campaign

DrinkWise's mission is to create a safer and healthier drinking culture in Australia. It does this through a range of social marketing campaigns and education activities.

In 2013, DrinkWise commissioned consumer research to better understand the culture of binge behavior. Whilst moderate drinking behavior is the norm for most Australians, binge drinking or drinking to excess remains problematic amongst young adult Australians. Whilst not ubiquitous, rates of drinking at 'risky' levels amongst this age group have remained largely consistent since 2001.

Behaviours surrounding binge drinking are often associated with poor social decisions, health problems, acts of violence and physical risk. Despite a raft of past awareness campaigns demonstrating the physical and social consequences that binge drinking could have on individuals, families and communities, it was apparent that these may not been particularly effective.

As a direct consequence, the **How to Drink Properly** (HTDP) Campaign was developed as a long-term social marketing program aimed at reshaping the conversation, the attitudes and ultimately the behaviours of 18-24 year olds.

Four groups amongst 18-24 year olds were classified through quantitative segmentation research: Sensibles, Hard and Heavies, Good Timers and Shamefuls. The Campaign targets the '*Good Timers*' and '*Shamefuls*' (who make up almost 60% of this cohort of drinkers) and deals with several themes that resonate emotionally amongst the target audience including:

- Reputation;
- Group belonging and exclusion; and
- Being in control.

Creatively, these themes intertwine with traditional alcohol education/moderation tactics and advice around:

- How to break 'drinking in sync';
- Being empowered so 'say no' when pressured to drink; and
- Better understanding personal limits.

The program launched in February 2014 for three months of launch activity and was followed by a second phase of intense activity from November 2014 to March 2015. It is currently in a third phase and is expected to continue through 2017/2018.

3. Key Highlights

The evaluation indicates that the HTDP brand represents a divergent strategy in the alcohol behaviour change space that ‘talks with’ rather than ‘talks at’ the target audience, declaring that **“HTDP has clearly met a gap in the market, leveraging ‘drinking properly’ as an alternate consumption entity to intoxication”**.

It points to the actionable insights which evolved from DrinkWise’s intense focus on customer orientation and evidence-based philosophy; to understand the social realities of young people’s drinking journey on a night out.

The evaluation states that **“DrinkWise’s intense research informed the central value positioning around moderate drinking as ‘classy and mature’ as well as identifying social media as the primary distribution touchpoint to access young adults in-situ and in real time”**.

The Evaluation identified the following key successes of the Campaign:

- Demonstrated social marketing best practice.
- Significantly exceeded key advertising metrics and industry benchmarks.
- Leveraged social media effectively to create awareness and participation.
- Successfully achieved target audience reach and engagement via its social media tactics.
- Achieved overall positive message take-out.
- Positively impacted on the target’s reappraisal of their drinking behaviour.
- Substantially improved claimed changes in drinking behaviour.
- Potentially played a role in the reduction in reported frequency of heavy drinking amongst 18-24 year olds.
- Made a positive contribution to changing the Australian drinking culture.

The evaluation indicates that, irrespective of the current success of the HTDP program, **“all campaigns can be improved upon, particularly by building on a campaign’s identified strengths.”** With this in mind, the evaluation provides a range of recommendations within five broad themes, which it identifies as ‘lessons’. It states that the **“aim of these is to enhance, rather than correct DrinkWise’s existing campaign practices.”**

DrinkWise accepts all recommendations made in the Evaluation.

Over the Summer period 2015/2016, the Campaign entered Phase 3 of a period of intense activation with young adults in conjunction with a range of strategic partners. To this end, DrinkWise has already begun a process of implementing many of these recommendations.

The recommendations are summarised below and discussed in detail in Section 6:

- Further invest in building a strong social brand to position DrinkWise as a leader in the alcohol social brand space and build its brand community;
- Continue leveraging partnerships for strategic success;
- Manage research data sets as assets to ensure systematic access, credibility and measurability of its trajectory against stated goals;
- Actively engage in process evaluation activities to capture further insights into what the Campaign audience is thinking and doing so that this may be compared with wider population changes in the future; and
- Apply contemporary social marketing theory to inform future social marketing practice.

4. Program Overview

Campaign Objective

The objective of the How to Drink Properly Campaign is to *prompt behavioural change amongst 18-24 year olds to moderate the frequency and intensity of irresponsible drinking behaviour.*

Strategy

The evaluators indicated that the strategic HTDP approach broke with convention on two counts:

- It shifted the conversation from scare tactics about risky drinking (which had not proven particularly successful in the past) to positive reinforcement of moderate drinking. The evaluation deemed this shift as positive, identifying it **“as an opportunity to operate in an alcohol change space not currently occupied or overcrowded.”**
- It was the first DrinkWise program to harness the power of social media platforms and technological capabilities to connect, engage and disrupt. According to the evaluation, it leveraged **“the capability to facilitate consumer-to-consumer interactions to enable alcohol social change providers to disrupt habits and create new ‘responsible alcohol’ consumption consistencies.”**

Redefining ‘moderation’ to young adults

The evaluation pointed out that **“consumption practices are dynamic and socially constructed; where the collective dictates the pace of drinking rather than the individual”**, something that was unearthed in formative research. As a result, the nexus of ‘drinking in sync’ – particularly during the period of ‘pre-loading’ needed to be dismantled.

The key to doing so was by recognising that young adults’ drinking behaviour in a group **“is at odds with their self-identity aspirations to be mature, in-control and socially accepted.”**

By reframing moderation as socially aspirational behaviour, the aim was to reposition it from that of ‘social suicide’ to a personal symbol of sophistication and the marque of ‘social success’.

In essence, the Campaign championed the belief that by drinking properly, you’ll ‘stay classy’.

Partnering with the ‘drinking journey’

Joining the target audience on their ‘drinking journey’ via their social media platforms afforded direct connection to this age group in-situ and in real time, along with the opportunity to **“deliver intervening/disruptive strategies and tactics designed to encourage and facilitate moderate drinking behaviours”**, as witnessed by the diagram overleaf (Figure 1).

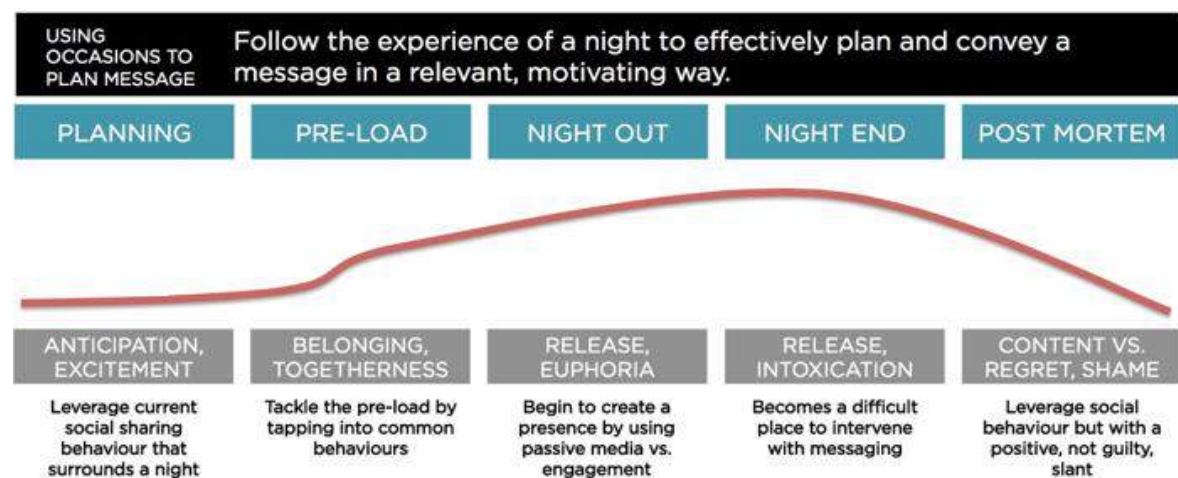
As the evaluation states, **“the power of social media platforms for behavioural change lies in their ‘shareability’ potential within peer groups as a means of diffusing content that cultivates interest, at rapid speed.”**

The typical 'drinking journey' embarked upon by 18-24 year olds is a multi-faceted event subject to a complex set of opposing forces; planning versus spontaneity, anticipation versus regret, belonging versus individualism, euphoria versus shame.

Critical to the effective planning of relevant and motivating messaging was understanding at what point these forces were in play and as a consequence, when and where the target was at its most receptive to moderation strategies and messages.

Five discrete phases were identified through qualitative research aiming to explore applied actionable insight, as illustrated below.

Figure 1: Five Phases of the 'Drinking Journey'



Source: GALKAL Exploratory Qualitative Research

As a result, the Campaign was able to look not only at the 'drinking journey' in terms of a typical week, but also at in-situ drinking occasions – and this was reflected in the first two phases of the Campaign in 2014 and early 2015 as follows:

Phase 1 - Engagement

HTDP was strategically rolled out via social media channels, a dedicated howtodrinkproperly.com website, on-premise activations and outdoor media. Creatively the Campaign provided advice and tactics on how to break 'drinking in sync', being empowered to 'say no' and better understanding of personal limits.

Phase 2 - Disruption

The second phase augmented the focus on social media with activations across a range of youth-oriented events where drinking occurs; including Schoolies celebrations (2014), summer music festivals and concerts and University 'O' weeks around Australia.

5. Key Findings

This section identifies the key findings from the evaluation report:

1) HTDP has clearly demonstrated best practice in social marketing

The evaluation ascribed **exemplar status** across six of the eight dimensions of world best practice (benchmarks for which are defined by The National Social Marketing Centre, a UK-based Community Interest Company) highlighting:

- *“Its intense focus on customer orientation and evidence-based philosophy as key to understanding the audience journey and its segmentation.*
- *Meeting a gap in the market and reframing the conversation in relation to moderate drinking behaviour.*
- *Operating in a fresh, clutter-free alcohol change space, affording messaging a stronger opportunity to positively impact”.*

Table 1: NSMC Benchmark and HTDP Assessment (Précis)

SOCIAL MARKETING BEST PRACTICE		Exemplar 	Conditional 
Benchmark Criteria	Review Assessment		
1. BEHAVIOUR Aims to change people's behaviour.	<ul style="list-style-type: none"> • Overarching HTDP objective broadly meets behavioural and social marketing benchmark criteria. • Recommends more consistent articulation of direct behavioural goals. • 2.5 of 5 SMART objectives met. 		
2. CUSTOMER ORIENTATION Focuses on the audience. Fully understands their lives, behaviour and the issue using a mix of data sources and research methods.	<ul style="list-style-type: none"> • Best practice social change strategy development. • HTDP integrated extensive formative research. • Few alcohol behavioural change programmes have integrated a social ecology perspective prior. 		
3. THEORY Uses behavioural theories to understand behaviour and inform the intervention.	<ul style="list-style-type: none"> • 'Hierarchy of Effects' model relevant to commercial advertising effectiveness but not necessarily useful in a social advertising domain. • Additional models recommended for use. 		
4. INSIGHT Customer research identifies 'actionable insights' – pieces of understanding that will lead to intervention development.	<ul style="list-style-type: none"> • Insights-driven campaign drawing heavily on formative research to develop the HTDP social brand. • Evidence-based philosophy affords HTDP an opportunity to operate in an alcohol range space that's not currently occupied/over-crowded. 		
5. EXCHANGE Considers benefits and costs of adopting and maintaining a new behaviour; maximises the benefits and minimises the costs to create an attractive offer.	<ul style="list-style-type: none"> • Exemplar in delivering a dominant value of exchange offering. 		
6. COMPETITION Seeks to understand what competes for the audience's time, attention and inclination to behave in a particular way.	<ul style="list-style-type: none"> • Exemplar in contextualising the competition (ie. young adults' social realities in drinking). 		
7. SEGMENTATION Avoids a 'one size fits all' approach: identifies audience 'segments' which have common characteristics, then tailors interventions appropriately.	<ul style="list-style-type: none"> • Formative research identified the veracity of European segmentation relevance in Australia. • DrinkWise focused on 'Good Timers' and 'Shamefuls' as largest sample and open to moderation strategies. 		
8. METHODS MIX Uses a mix of methods to bring about behaviour change. Does not rely solely on raising awareness.	<ul style="list-style-type: none"> • 4Ps addressed in context of social marketing constructs. 		

Source: Benchmark Criteria: National Social Marketing Centre (UK)

It is notable that the authors acknowledge that HTDP represents 'a first' in effectively addressing best practice guidelines in the development, delivery and execution of an alcohol-related social marketing change program.

2. HTDP has significantly exceeded key advertising metrics and industry benchmarks

The evaluation confirmed that:

- *“Social media has been effectively harnessed to create cut-through and engagement across the spectrum of the target’s ‘drinking journey’.*
- *Strong awareness, recall and likeability of the HTDP messaging have been recorded across both phases of the program.*
- *Recall of the Campaign and ‘thinking about the benefits of moderating behaviour’ has increased substantially between Phases 1 & 2.*
- *Reported behavioural change was extremely high across both phases.*
- *All results were substantially higher than for the benchmark of online ads”.*

Table 2: Advertising Effectiveness Re-analysis Results

Measure	Ad. Benchmark	Phase 1	Phase 2
Advertising recall	10%	20%	36%
Reported behavioural change after seeing the ad	1%	66%	58%
Campaign likeability	28%	74%	70%
Ad made me think about benefits of moderating	-	32%	75%
Message recall	3%	78%	64%

The table above indicates that the Campaign has significantly exceeded all online advertising benchmarks highlighting that:

“Campaign Recall improved throughout the Campaign and was four times the benchmark value.”

“Message recall is benchmarked at 3% in commercial advertising contexts and this Campaign maintained recall rates at least 20 times higher”.

“Reported behaviour change is normally 1% in commercial applications and this Campaign maintained results that are nearly 60 times higher”.

“Likeability is two and half times the benchmark value”.

The evaluation team acknowledged that *“these indicators demonstrate positive results* and, if viewed *in commercial settings, these results would be considered outstanding.”*

The authors state that due to the nature of the tracking data (i.e. self-reported drinking behaviour) it is not feasible to ascertain whether the Campaign has led to actual behavioural outcomes (such as reduced drinking /frequency and intensity of irresponsible drinking occasions) and recommends the future adoption of a multivariate modelling approach that would enable assessment of behavioural outcomes in relation to future Campaign evaluation.

3. HTDP has positively impacted on the target’s reappraisal of their drinking behaviour

Independent tracking research sought to identify attitude and behaviour change from the target audience as the result of seeing the Campaign.

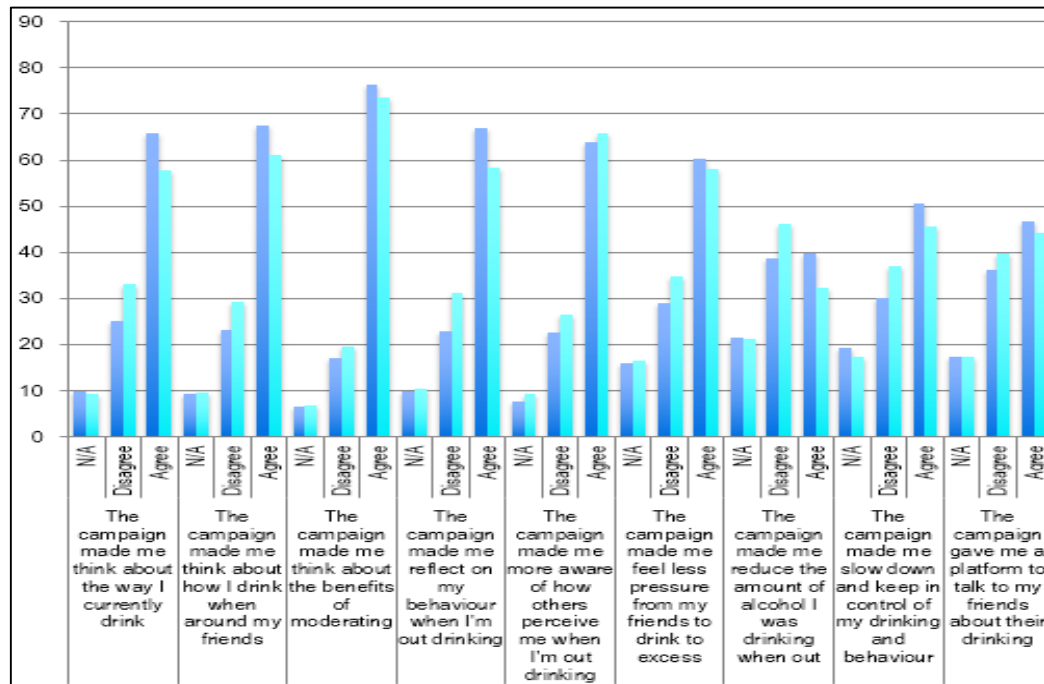
The evaluation team debated whether some of the metrics identified in the research were cognitive, attitudinal or behavioural in orientation. Irrespective of the way these measures might be categorised, the results showed that reappraisal of drinking behaviour had been positively impacted.

Of importance here whether the Campaign in the first two phases made young adults:

- Consider how they currently drink alcohol;
- Reflect and consider their current drinking behaviour; and
- Make them consider how they drank in the context of their peer group?

As per the chart below, six of nine measures recorded significant agreement (above 50%) across both Phases 1 and 2, providing significant weight to the evaluators’ comments that given the Campaign **“is developing and building a social brand** and that **these are positive brand awareness indicators.”**

Figure 2: Attitudinal statements (Agreement: Phase 1&2)



Phase 1 / Phase 2

Source: Evaluation Report

4. Claimed changes in drinking behaviour are evident as a direct consequence of seeing the HTDP Campaign

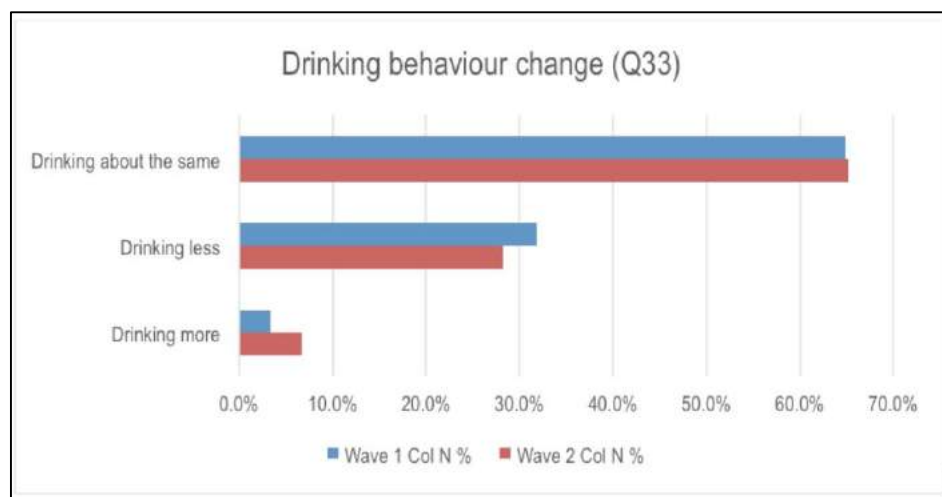
The evaluation team noted that social marketing campaigns aimed at changing health behaviours, typically **“require a significant amount of time (up to five years) to bring about sustained behaviour change”**.

It is the intention of DrinkWise that ongoing evaluation of the campaign will take place – and that the recommendation of tracking a cohort of young adults in future years may provide one opportunity to assess reduced frequency and intensity of binge behaviour.

For the evaluation of phase 1 & 2 of the campaign, tracking research asked respondents whether they had changed their drinking habits as the result of seeing the Campaign.

As per Figure 2 below, Phase 1 indicated that over three in ten (31.8%) of respondents reported that they *were drinking less as a result of seeing HTDP*. Phase 2 of the independent tracking research indicated that 28.2% of respondents (who had seen the Campaign) had reduced how much they were drinking on a night out. The evaluation team stated that **“this represents an excellent outcome”** whilst acknowledging the limitations of self-reported behaviour.

Figure 2: Change in Drinking Behaviour



Source: Evaluation Report. Q.33 After seeing this advertising are you drinking more, less or about the same on a night out?

5. HTDP has used social media effectively to create awareness and participation

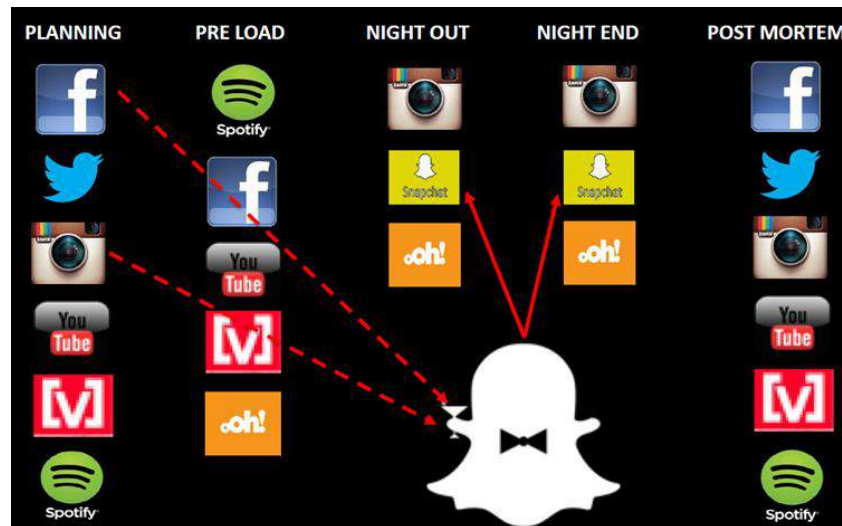
Unlike previous alcohol-related social marketing campaigns, HTDP represents a first in utilising multiple social media channels to effectively promote a message of moderation to young drinkers.

In phases 1&2, the Campaign utilised a range of channels – from Facebook, YouTube, Twitter, Instagram and Snapchat (amongst others). Decisions about which channel and message evolved through the course of the Campaign to meet changing media preferences amongst the cohort.

The evaluation indicated that HTDP is **“successfully creating awareness and using social media with some effectiveness to create participation and a level of engagement that involves the target audience in sharing and commenting.”**

The evaluation noted how understanding the ‘drinking journey’ (via a concentrated period of formative research) was critical to the effective and innovative use of social media as illustrated via the following diagram (Figure 3):

Figure 3: Following the ‘drinking journey’ across social/media touchpoints



Source: Evaluation Report

The evaluation concluded that the HTDP evidence base demonstrates that the program **“effectively reached 18-24 year old alcohol drinkers through social media and created cut-through”** and that this outcome was achieved through:

- **“Good campaign design;**
- **Implementation; and**
- **The incorporation of social media channel mix using multiple touchpoints on 18-24 year olds’ weekly drinking journey.”**

6. HTDP social media approach has been successful in achieving significant target audience reach and engagement

The evaluation noted that the Campaign achieved **“strong cut-through well above benchmarks and indicated a direction towards positive sentiment.”**

Table 4: Social Media Benchmark and Phase 1 Performance

Measure	Benchmark	Phase 1 only*
Engagement (Instagram)	5%	15.1%
Engagement (Facebook) ¹	2.1%	14.68%

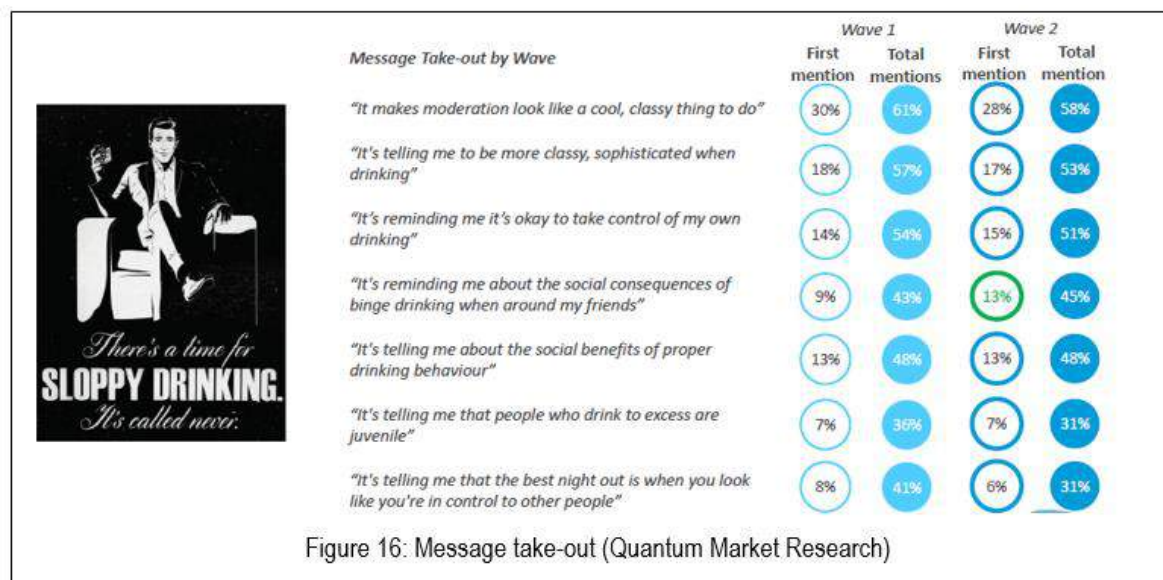
*Sources: Data provided by quintly.com. Evaluation states that benchmark values assigned by Facebook are **within standard parameters.***

*NB. In the period between Phase 1 and Phase 2, Facebook changed its algorithm for assessing engagement. As a consequence it was not possible to measure Phase 2 against the same benchmarks as Phase 1.

7: Overall HTDP message take-out is positive

The message take-out across various pieces of creative were analysed through the evaluation process and the existing market research data.

At an over-arching level, market research analysis revealed that HTDP **message take-outs were positive for the target audience.”**



Source: Evaluation Report

As per the table above, campaign tracking research confirmed message comprehension strongly linked to strategy to encourage moderation. At the conclusion of Phase 2, nett correct message comprehension was 89%.

¹ Facebook alcohol industry benchmark

Unprompted message take-out remained consistent with campaign intent:

- Drink responsibly/know your limits/drink properly-sensibly/drink in moderation (73%)
- Stay classy/sophisticated/maintain your dignity when drinking (40%).

Source: Quantum Market Research Campaign Tracking Report May 2015

The evaluators noted that in determining message take-out there is complexity around ***“how to accurately assess message take-out qualitatively within the context of social media in terms of positive sentiments attributable to individual artefacts.”***

The evaluators acknowledged that various creative advertising pieces were open to interpretation and that analysis indicated that some members of the target audience took out different messages to those intended – considering negative imagery around ‘out of control and irresponsible drinking’ as potentially ***“counter-productive to promoting an empowering message, as well as impacting audience engagement with the message and motivating them to control their drinking.”***

In summary the evaluators note that as the campaign progresses, attention around clarity of the message in the various forms of creative will be important in ensuring a positive construction of drinking properly

8. HTDP is making a positive contribution to changing the Australian drinking culture

The evaluation report indicates that ***“while DrinkWise cannot claim the entirety of impact on drinking behaviours identified in research findings, it can certainly claim it is making a positive contribution to changing the Australian drinking culture via the HTDP strategy.”***

It is noted that this is particularly so in relation to ***“employing innovative means by which to connect and engage with young adults.”***

The evaluation concludes that through this Campaign, ***“DrinkWise plays an important role in providing an alternative campaign that adds value when it comes to connecting with 18-24 year old Australians.”***

6. Evaluation Recommendations and DrinkWise's Response

The evaluators provided DrinkWise with a range of strategic social marketing lessons with associated recommendations for the continued campaign roll-out and approach.

The authors particularly note that:

“These lessons and recommendations are suggested in order to enhance DrinkWise’s campaign practice and do not suggest areas of failure or concern. The research team take the position that all campaigns can be enhanced or improved regardless of their current success. We also believe that it is easier to build on existing strengths than it is to attempt to overcome apparent weaknesses.”

(Italicised text indicates verbatim discussion from the Executive Summary of the full report).

Lesson 1: Further investment in building a strong social brand

The evaluation stated that very few social brands have longevity in the marketplace and HTDP represents significant potential as a powerful brand that has been purpose-built to resonate with the target audience. It subsequently recommended that DrinkWise:

- Further develop its social brand strategy, thus positioning DrinkWise as a leader in the alcohol social brand space ; and
- Build a brand community, creating a HTDP ‘tribe’ to leverage peer-to-peer interactions.

“DrinkWise has an opportunity to leverage the social brand HTDP more extensively in the market place. Social marketing has, as yet, neglected to fully explore the potential of social branding to achieve societal objectives (Hastings and Domegan, 2013). In fact, very few social brands have longevity within the marketplace and, of those who do, there is no regular brand refreshment or brand investment (for example VERB and Truth campaigns in the US). Branding is critical yet relatively unexplored in social marketing practice, as it acts to reinforce the functional and emotional benefits of a social marketing offering for a target audience and adds value by encouraging engagement and loyalty (Hastings and Domegan, 2013). In the context of positive health behaviour, for example, branding has been used to promote a general lifestyle message of empowerment – promoting good health in much the same way as a marketing company would promote their corporate identity. A focus on developing a social brand thus links consideration of positive imagery to clear solutions and real health problems. In addition, social brands can fulfil important purposes such as establishing meaningful connections and even a sense of community with target audiences by establishing mental association and emotions (Kapferer, 2012).

HTDP, to date, represents significant potential² for a powerful brand, purposely built to resonate with the target audience (i.e., 18–24 year olds). Development of the HTDP brand moved campaign thinking beyond simply developing messages to understanding the persuasion and relational, peer-to-peer aspects of the alcohol consumption context. Critically, HTDP sought to position moderate drinking on an emotional level, fulfilling aspirations in terms of image, self-identity and group identification, as well as attitudes towards moderate drinking. This was achieved through sophisticated brand strategy, integrating relevant cultural props and references including language, music, sponsorship and merchandising, evidenced in creative content, media strategy and related activations. Opportunity to further leverage the power of the HTDP brand within the marketplace is yet to be fully realised. The following two recommendations are proposed:

1. Further develop the HTDP social brand strategy, thus positioning DrinkWise as a leader in the alcohol social brand space.
2. Build a brand community creating the HTDP tribe as means to further leverage the ‘drink properly’ concept within the marketplace via peer-to-peer interactions. This will require a review of social branding, community of consumption, tribe creation, as well as related psychology literature, thus extending the theoretical base beyond social advertising and social marketing heavily weighted towards communications.

ACCEPT: These recommendations are now being put in place with Phase 3 of the Campaign continuing to engage this age group via meaningful communication and targeted activations in social drinking settings, including

- Sponsorship of the Channel V Island parties in Sydney Harbour over the summer months
- Activation of University O’Week activity across a range of Australian Universities

A series of innovative/ unique social media engagement opportunities using select social media engagement is planned for mid-2016 and beyond which are being designed to ensure the HTDP brand remains salient to the target audience and position How to Drink Properly as the preeminent social brand in the moderation area.

Lesson 2: Continue leveraging partnerships for strategic success

A core HTDP strength identified in the evaluation is the ability of the Campaign to leverage relevant in-situ partnerships (i.e. Schoolies, Channel V Island parties, pub and club activations et al) to build brand value and impact beyond HTDP’s direct sphere of influence and to leverage the mutual aims and trusted relationships these partners have with our target audience.

The evaluation points out that few social marketing/social change programs have leveraged partnerships as a key element and it is a neglected aspect of social change strategising which affords HTDP significant opportunities.

² The campaign has started this process already and further brand development should enhance the outcomes.

A core strength of HTDP has been the ability to leverage relevant and in-situ partnerships as means to build brand value (e.g., Island Parties, schoolies and airports, pubs and clubs activations, one-off brand ambassadors). Strategically partnering with other organisations and individuals presents DrinkWise with complementary capability to extend the brand beyond HTDP's immediate sphere and resource base. Partnerships enable capability for HTDP to work with existing organisations that already have trusted relationships with the target audience or mutual aims, and recognise that there is great potential to be realised by building long-term relationships with customers and other stakeholders. To date, few social marketing-social change strategies leverage partnerships as a key element of the strategy mix (for exception see Road Crew). The alcohol social change space has seen movement in relation to brand ambassadors (e.g., Rafael Nadal sponsoring Drink Responsibly in Europe), yet partnerships, like social branding, are a neglected aspect of social change strategising. Developing strong strategic relationships with key partners has the ability to drive HTDP reach, facilitating co-creation of HTDP across a breadth of platforms, networks and relevant in-situ contexts. Extending this concept, we suggest the following two recommendations:

3. *Continue engaging partnership potential asset mapping as a critical aspect of campaign development. Review existing organisations that have relevance with the target audience or act as a touchpoint for the HTDP brand (e.g., pubs and clubs). Build a partnership strategy where the organisation becomes invested with stakeholders in the HTDP alcohol social change space; that is, stakeholders have an active role in determining strategy, if not specific campaign tactics. This requires long-term planning, as opposed to developing short-term, one-off relationships.*
4. *Leveraging ambassadors and continual integration of partners within the overall methods mix. For example become a familiar face at key events such as music events that tour Australia as means to leverage the HTDP brand community.*

ACCEPT: In 2016/17 DrinkWise continues to establish further opportunities to activate partnerships with brands and organisations that can leverage opportunities to broadcast the HTDP message in relevant and salient environments that matter to young drinkers. This is likely to involve venue operators (such as clubs, pubs, festivals et al) where young adults regularly drink – thereby acknowledging the role of environmental contexts in drinking behaviour.

Lesson 3: Manage research data sets as assets

The evaluation notes that DrinkWise has established extensive reporting practices and data capture, largely managed to date by its independent suppliers of research services.

The evaluation recommended that data should also be collated and managed by DrinkWise via a systematic and transparent database that ensures access, credibility and measurability of its trajectory against stated goals.

DrinkWise has established valuable relationships with research organisations (Quantum and GALKAL) and collaborations with the creative agency (Clemenger). These relationships extend the DrinkWise team's abilities to: report effectively to the Board about the campaign progress and impact, apply for industry advertising awards, and participate in the presentation of campaign results at conferences. These are valuable activities that raise awareness and provide recognition of DrinkWise's mission and contribution to creating a safer drinking culture in Australia. Nonetheless, the data collected on DrinkWise's behalf by external agencies should also be collated and managed by DrinkWise in a systematic and transparent database to ensure a credible evidence base of information and data that can be accessed and used to demonstrate the trajectory of the organisation's investment in social change research and actions. Research data produced (commissioned) by DrinkWise about its social marketing activities are assets that have a potentially high value base if they can more clearly demonstrate how social marketing innovations impact alcohol drinking practices (responsible and irresponsible) and effect shifts in Australian consumers' attitudes and behaviours.

To date the wealth of evidence about Australians' alcohol drinking has focused on tracking negative behaviour and irresponsible practices, and there is minimal evidence about responsible drinking and how it's managed by young Australians. DrinkWise is in a unique position to collate information about young adults' responsible drinking practices. This information is valuable in that it can provide insight into young people's resilience and actions that resist today's culture of intoxication. However, the evidence base needs to be collated in a transparent, consistent and scientific manner so that information published and made public is not seen to be promoting the alcohol industry. The following two recommendations are proposed to guide DrinkWise towards enhanced research data management:

- 5. Improved management of social research data to ensure that data are usable for marketing decision-making. Ensure research partners (e.g., Clemenger, Mediacom, Quantum and GALKAL) provide the 'raw data' in an organised and transparent format so that the data can be further interrogated by social science researchers in order to better guide and inform DrinkWise on appropriate behaviour change measurement to track impact in the short-term (e.g., current awareness), mid-term (e.g., which determinants of behaviour were changed) and long-term (e.g., intended and unintended effects on behaviour outcomes).*
- 6. DrinkWise management needs to more strongly 'own its data'. The ownership of data requires the systematic collation of information in an itemised research database. In creating a DrinkWise evidence base, management must establish a clear track record of the tools (e.g., survey instruments, focus group guides, etc.) and a ranking of the evidence types used to inform and support claims about the successes (and failures) of its social change initiatives. The collation of summative evidence (e.g., frequency data presented as percentages in organisational PowerPoint slides) is limited and lacks credibility amongst other researchers in social science and health communities.*

ACCEPT: In commissioning campaign elements (formative research, creative, evaluation/ performance data) DrinkWise contractually owns all associated data and rights to its use. In addition, DrinkWise is currently working with its suppliers to ensure that subsequent analysis and research undertaken on publically available data (e.g. social media posts) is made available to DrinkWise to warehouse and utilise. DrinkWise is currently augmenting existing systems to centralise and manage both current and future data sets (of creative and research analyses) to ensure that data is useable and accessible in the future.

Lesson 4: Actively engage in process evaluation activities

The evaluation notes that DrinkWise has made significant investment in innovative marketing tactics to implement and track social media in-situ, but suggests that evaluation processes need to be both 'in house' and 'outsourced'.

The evaluation recommends that the DWA Board Scientific Advisory Committee drive future process evaluation. They also suggest that the establishment of a dedicated 'panel' of young adult consumers (who could be tracked across their 'drinking journey' and consequently their corresponding involvement and engagement with the HTDP brand and messaging) could offer one potential way of monitoring behaviour change metrics data.

DrinkWise has made significant investments in innovative marketing tactics to implement and track social media as an in-situ point of contact during the 'drinking journey' on a young adult's night out and as a social space where young adults can engage in social exchanges about responsible and irresponsible drinking behaviours. To capture credible research that documents the target audience's attitudes and behaviour change, evaluation processes need to be developed both 'in-house' and 'out-sourced'. An 'in-house' evaluation process will provide DrinkWise decision-makers with richer insight into what the actual HTDP audience is 'thinking and doing' in relation to changing their irresponsible drinking behaviour. Whilst a rich evidence base of formative research is provided to inform campaign development, further research and development of evidence-based protocols are needed to create tracking and monitoring of HTDP users that collate more than media habits. This would create a credible evidence based from which reporting of the target audience's moderate drinking attitudes and behaviours could be reported and compared with wider population changes in the future. The following two recommendations are proposed to guide DrinkWise towards enhanced data collection:

7. *Establish a dedicated panel of young consumers who can be tracked across specific time periods to monitor and evaluate their 'social involvement' and engagement with the HTDP brand, and act as a credible base from which claims of behaviour change (and unintended consequences) can be addressed. Recruitment can commence by leveraging existing followers and contributors to the HTDP social media channels. Through HTDP media connections followers can then be incentivised to recruit their 'friends' so that a substantial and rigorous panel of HTDP users can be studied and tracked for the purpose of addressing outcome metrics—initiation and sustainable moderate drinking behaviours. This alternative (or complementary) approach to data collection will also provide new avenues for*

exploring behaviour change by examining peer-to-peer network influences, or general group behaviour effects.

8. *The scientific committee needs to be pro-active in defining and informing internal decision-makers on process evaluation and outcome evaluation strategies. Current approaches appear to narrowly focus on campaign elements—social media and advertising message metrics.*

ACCEPT: The Executive is currently exploring options to effectively track behavioural change across the longevity of the HTDP campaign. It is expected that the Scientific Advisory Committee will advise on future evaluation strategy.

ACCEPT: The Scientific Advisory Committee in concert with the Social Marketing Committee will examine the second recommendation to ensure that behavioural metrics (such as moderated drinking behaviour for example) is measurable say, at 5 years into the program and that many of the expected benefits of the campaign are able to be reported upon.

Lesson 5: Apply contemporary social marketing theory to inform practice

The evaluation indicates that in the world of social marketing, there are many possible theories that may be useful for designing marketing strategy and understanding behaviour change.

The evaluation states that while the existing HTDP Campaign may have been successful and produced the desired outcomes utilising the Stages of Change Theory (Prochaska & DiClemente)³ and adapted by Andreasson⁴, it is recommended that DrinkWise considers additional behavioural change theories to supplement its application of Hierarchy of Effects theory.

In the world of social marketing there are many possible theories that may be useful for designing marketing strategy. Social marketing has been demonstrated to be effective at producing long-term social change and short-term behaviour change. As pointed out in this series of reports, there are many applicable theories from many different domains, for example social marketing, health promotion, social media marketing, advertising, etc. However, the theoretical framework used has morphed during the course of the campaign and may have lost clarity as different people have been included and engaged in the process. Hence, a world-class example of collaboration and cooperation when it comes to designing a social marketing campaign with high levels of wide-ranging impact on a difficult-to-reach cohort provides little evidence to suggest that contemporary social marketing theory was used in its formation. This is not to say that the campaign was not successful or that it did not produce the outcome sought. It is merely to say that the link between theory and practice is not well described in any of the documents we reviewed. As a consequence we propose the following two recommendations:

9. *When embarking on future campaigns DrinkWise should choose a recent and relevant social marketing model that they are comfortable with, that they understand and that is easily conveyed to others. This*

industry benchmark

⁴ The campaign has started this process already and further brand development should enhance the outcomes.

will enable DrinkWise to 'own' the theoretical basis on which all evaluation takes place. It will also serve as a coalescing theoretical framework into which the partnerships can make their respective contributions.

- 10. DrinkWise should initiate a regular review of theory to ensure that their theoretical bases are both up-to-date and relevant to the campaigns planned in the coming years.*

ACCEPT: The Scientific Advisory Committee (in collaboration with the Executive) have been tasked with exploring additional theoretical approaches to behaviour change that may assist in presenting the current HTDP strategy and approach to its activities forecast for coming years.