

The University of New Mexico

Process Evaluation of the Be Above the Influence Marketing Campaign

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Introduction

This report reviews the Bernalillo County *Be Above the Influence* marketing campaign. The *Be Above the Influence* (B-ATI) marketing campaign began in July 2014 as a program to encourage teens in Bernalillo county to choose not to drink, do drugs, bully others, or commit violent acts. As a campaign B-ATI describes the work it does as, social marketing, and that is the terminology we use in this report. This report includes several sections. First, we describe the local Bernalillo County campaign and the federal *Above the Influence* (ATI) campaign, which includes the social theory behind ATI and B-ATI. Second, we provide a brief review of social marketing literature. Third, we compare the B-ATI social marketing campaign to a 10-step best practice model endorsed by the federal government (SAMHSA, 2016; USDHHS, 2002; Backer, 1992) and followed by B-ATI. Fourth, we provided a brief review of B-ATI data. Finally, we provide a discussion, recommendations, and a conclusion.

Description of Above the Influence – the federal program

Evans et al., (2014) summarized the National Youth Anti-Drug Media Campaign's (NYADMC) "My Anti-Drug" campaign of the Office of National Drug Control Policy, which ran from 1999 to 2005. Evans describes that the NYADMC campaign received mixed reviews by evaluators and was discontinued. NYADMC designed a new antidrug campaign and in November 2005 launched the "Above the Influence" campaign (ATI), which focused on teens and promoted the benefits of remaining drug free. ATI tries to connect teens with the life they hope to achieve, celebrating the positives in life and ignoring negative influences. Teens can be proud of themselves when they resist negative influences from the community, other teens, media, and even negatives from family members (Evans et al., 2014).

ATI centers on drugs and the social pressures that urge teens to make bad decisions, such as drug and alcohol use. ATI social marketing identifies the competition as alcohol and drugs against which the teen must choose not to embrace. The campaign also emphasizes that alcohol limits a teen's potential. According to Evans et al., (2014) a teenager who is above the influence is smart enough to recognize the risks of negative influences and is proud and capable enough to rise above.

The ATI campaign relies on mass media, including radio, the Internet, magazines, and movie theaters. ATI also uses social media to promote the ATI brand and introduce teens to a community of other teens who are voicing their opinions on the ATI community blog. Teenagers can also share their experiences and opinions on the ATI Facebook page. ATI also has a YouTube channel where teens view ATI advertisements and post their own antidrug videos. The website offers options for teens to tell what influences them most. Before the ATI campaign expanded into social networking, the campaign went off air and did not run from October 2009 to May 2010. The campaign relaunched in June 2010.

Theory behind the federal program

ATI is grounded in social cognitive theory (SCT) and the theory of planned behavior (Ajzen, 1991; Bandura, 2004). Social cognitive theory contends that learning occurs if there is a close identification between the observer and the model and if the observer has high self-efficacy, i.e., they have confidence and believe they can master a particular skill. SCT maintains that believing in one's ability to build

resistance to social or peer pressures to use drugs will build resistance skills. Additionally, role modeling by teenagers who have socially desirable characteristics (e.g., attractive, popular, successful) and are drug-free will encourage imitation. This approach has been widely used in the development of other social marketing campaigns (Evans & Hastings, 2008).

Another theory used in social marketing and used in ATI is the theory of planned behavior (TPB). Using TPB, the ATI campaign envisions a sequence of drug-free attitudes, beliefs, perceived social norms stemming from campaign exposure, intentions, and ultimately positive behavior to not drink. There are three constructs of TPB. The first is one's attitude toward an act or behavior, the second is subjective norm, and the third is perceived behavioral control (Ajzen, 1991). According to the theory of planned behavior,

- if one thinks that not drinking is a good idea, and
- one believes their friends, family, and role models think not drinking is a good idea, and they don't drink, and
- one believes they can actually not drink, then one will be more motivated to not drink and will likely not drink.

Put another way, if one thinks not drinking is enjoyable, with good benefits and one has the support and encouragement of others as well as the members of their social group, also do not drink, and one ultimately feels they can meet the demands of not drinking then one will form stronger intentions to not drink, and one will be more likely to not drink.

ATI is designed to spur the behavior change process modeled by the theory of planned behavior. The ATI program is designed to increase the positive exposure one receives in each of the three constructs, positive attitude, positive social norms, and feeling capable and confident. The program should lead to cognitive changes that social norms, descriptive, and subjective norms about drug use in the teenagers' environment all support remaining drug free (Hornik & Yanovitsky, 2003). Teenagers who adopt these attitudes and beliefs will be more likely to remain drug free and avoid drug use.

Literature Review

Social marketing is more than just an advertising campaign. The aim of social marketing is to change behavior. Andreasen (2002) defines social marketing as, "...the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of society." (p7). Andreasen put forth six benchmarks for identifying an approach that could be called social marketing. They are described in Table 1.

Table 1. Six Benchmarks to Identify Social Marketing	
Benchmark	Explanation
1. Behavior Change	Intervention seeks to change behavior and has specific measurable behavioral objectives.
2. Consumer Research	Intervention is based on an understanding of consumer experiences, values and needs. Formative research is conducted to identify these. Intervention elements are pre-tested with the target group.
3. Segmentation & Targeting	Different segmentation variables are considered when selecting the intervention target group. Intervention strategy is tailored for the selected segment/s.
4. Marketing Mix	Intervention considers the best strategic application of the 'marketing mix'. This consists of the four Ps of 'product', 'price', 'place' and 'promotion'. Other Ps might include 'policy change' or 'people' (e.g., training is provided to intervention delivery agents). Interventions which only use the promotion 'P' are social advertising, not social marketing.
5. Exchange	Intervention considers what will motivate people to engage voluntarily with the intervention and offers them something beneficial in return. The offered benefit may be intangible (e.g., personal satisfaction) or tangible (e.g., rewards for participating in the program and making behavioral changes).
6. Competition	Competing forces to the behavior change are analyzed. Intervention considers the appeal of competing behaviors (including current behavior) and uses strategies that seek to remove or minimize this competition.

By Andreasen's definition, social marketing programs seek to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society. Social marketing campaigns seek to create change from an adverse idea, or behavior. A prime example of an adverse idea expedient for change can be seen in New Mexico where approximately 6 in 10 New Mexico adolescents perceive little to no risk from drinking 5 or more drinks once or twice a week (SAMHSA, 2014). Studies have shown that social marketing campaigns aimed at preventing risky drinking behaviors have been effective in reducing this problem (Zharekhina and Kubacki, 2015). There are multiple tactics that social marketing campaigns use to prevent consumers from partaking in alcohol consumption. Grier and Bryant, (2005) state that social marketing in public health includes programs to increase physical activity, increase fruit and vegetable consumption, smoking cessation, and sexually transmitted disease prevention. For social marketing to be successful in these activities, several commercial marketing strategies may be applied. These may be social exchange theory, audience segmentation, the four Ps (price, place, product, and promotion), consumer orientation, and evaluation of the marketing campaign.

Zharekhina and Kubacki summarized that most social marketing campaigns use emotions to incite fear, shame, guilt, or employ empowerment techniques to motivate people to make responsible and/or reasonable decisions regarding alcohol consumption. Zharekhina and Kubacki also state that social marketing campaigns that use emotional tactics to create change are fraught with negative outcomes. However, progress has been made that incorporate social and psychologically theory into social marketing strategy.

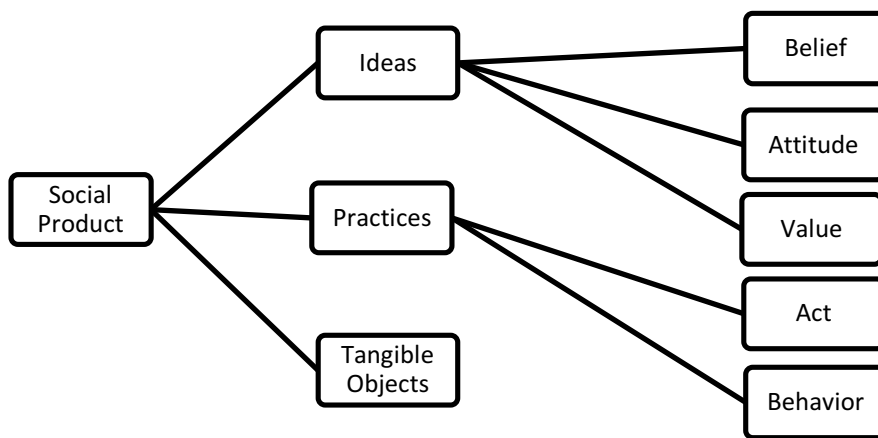
Social Marketing Approaches & Methods

Social marketing campaigns were first introduced to describe the use of classical marketing principles and techniques to "advance a social cause, idea, or behavior." Building off of two approaches: empowerment

and patronizing. The empowerment approach is based upon the assumption that individuals have the ability to make their choices and are responsible for the consequences of those choices (Feste and Anderson, 1995).

Improving on early marketing tactics, social marketing campaigns have incorporated basic methods of commercial marketing, and the ability to adapt to health advocacy in efforts to produce social change. These campaigns seek to create change from an adverse idea, or behavior by persuading populations to adopt change. There are three types of social products that are incorporated in these campaigns: social ideas, social practice, and tangible objects. These products are incorporated into campaigns to create an impactful effect on populations to create social change. Figure 1 shows the three types of social products.

Figure 1: Social Marketing Campaign Products

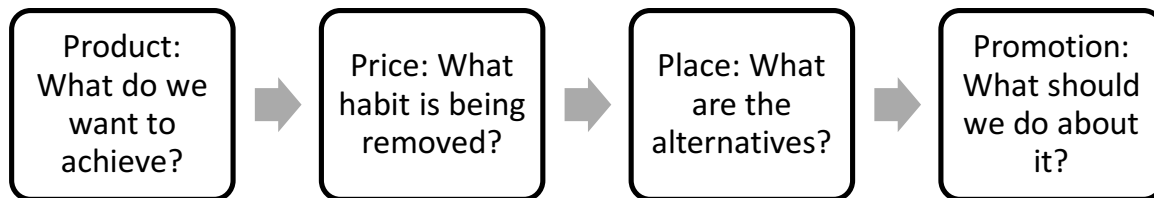


Since its inception, social marketing campaigns have been used to create social change through mass communications. There are several conditions for a successful social marketing campaign: monopolization, canalization, and supplementation (Kotler & Roberto, 1989). Monopolization is an information campaign that enjoys a “monopoly” over the media, enabling the campaign to control the messages being produced, and decrease deviations from the campaign message. Canalization conditions are social campaigns that are reliant on existing favorable public attitudes. These types of campaigns use existing attitudes and behaviors. For example, shampoo companies do not have to convince consumers to wash their hair, they only have to convince them to wash their hair with their product. The final condition, supplementation, is used to describe campaigns that incorporate face-to-face discussions among the target population. Such campaigns rely upon people taking information they have heard and discussing it with others to process the information. This condition relies on the idea that people are more willing to accept change if they have discussed and processed it with their peers. These types of conditions are important elements to consider when developing a social marketing campaign plan.

The process of developing an efficient social marketing campaign begins with basic marketing methods such as using the Four Ps of marketing: product, price, place, and promotion (Zimmerman, 1997). Each represents a different criterion necessary for an effective social marketing campaign. Product represents the change in behavior, such as preventing the development of impulsive and reckless drinking habits. Price describes the type of habit or belief that is being given up, like eliminating binge drinking. Place refers to locations where individuals can embrace the program, such as alternative activities for teens that

don't involve the consumption of alcohol. Promotion represents how the campaign is going to be communicated to its targeted audience. Figure 2 illustrates the Four Ps.

Figure 2: The Four Ps



The Four Ps distinguishes social marketing campaigns from “conventional prevention programs.” This process of development and evaluation produces positive outcomes, and in return helps increase the acceptability of a social idea or practice.

Creating Change: Alcohol and Drug Prevention

According to the Higher Education Center for Alcohol and Other Drug Prevention, teens often do not make decisions about alcohol on their own. Rather they are heavily influenced by societal norms and expectancies (Zimmerman, 1997). For example, in *Social Marketing Strategies* the author notes that college students often participate in excessive drinking, because they assume everyone else does, but in reality research has shown that the rates are much lower than they are perceived (Zimmerman, 1997). This example addresses one of the key purposes of social marketing campaigns; increasing the acceptability of a social idea or practice (Kotler & Roberto, 1989). With the exception of mass media campaigns to reduce drink driving, campaigns to lessen alcohol intake have had little success (Babor et al, 2003; Spoth et al., 2008). Most have been targeted towards young people, (Anderson et al., 2009; Moreira et al., 2009) but the potential effects have generally been overshadowed by widespread unrestricted alcohol marketing strategies and the view of drinking as a social norm. Safe drinking campaigns sponsored by alcohol companies have been ineffective in changing drinking behavior, because the messages are viewed as ambiguous by recipients (DeJong et al., 1992; Smith et al., 2006).

Changing social behavior is dependent on people's openness to change. It is widely known that people are unlikely to change or adjust their behaviors, especially if they are comfortable with them (Zimmerman, 1997). Social marketing campaigns use tactics that emphasize and encourage their audience to make their own conclusions. For example, the University of Arizona used a social marketing campaign that linked academic performance and consumption of alcohol. The campaign advertisements displayed the average number of drinks consumed per week and grade point average. The social marketing campaign institutes visual representations to suggest to students that there is a correlation between the number of drinks consumed in a week and students overall grade point average.

In addition to people's openness to change, another aspect used in social marketing campaigns is social norm theory of understanding human behavior. Social norm theory states that one's behavior is

influenced by incorrect perceptions of how other members of one's social group thinks and acts. For example, an individual may overestimate the permissiveness of peer attitudes or behavior with respect to alcohol, smoking or other drug use, or underestimate the extent to which peers engage in healthy behavior. The theory predicts that overestimations of problem behavior will increase these problem behaviors while underestimations of healthy behaviors will discourage individuals from engaging in them. Thus, correcting misperceptions is likely to result in decreased problem behavior or increased prevalence of healthy behaviors. Social norms interventions focus on peer influences, which have a greater impact on individual behavior than biological, personality, familial, religious, cultural and other influences (Berkowitz & Perkins, 1986; Perkins, 2002). These peer influences are based more on what we think our peers believe and do (the "perceived norm") than on their real beliefs and actions (the "actual norm"). By presenting correct information about peer group norms in a believable fashion, perceived peer pressure is reduced and individuals are more likely to express pre-existing attitudes and beliefs that are health promoting.

From the Individual to General Population – Downstream, Midstream, and Upstream

Since social marketing emerged in the 1970s, much of the focus in the field has been on individual behavior change. However, in recent years social marketing experts have proposed that social marketing should broaden its scope beyond individuals, or groups of consumers, and attempt to influence those who help shape the determinants of human behavior such as policy makers, regulators, managers, educators and the media (Andreasen, 2006).

In recent years social marketing has moved beyond the traditional focus on promoting individual behavior change to acknowledge that the environment where they live and work also partially constrains people's choices. Different from downstream social marketing, which focuses on producing individual behavior change, an upstream social marketing program focuses on policy formulation, and prioritization, budget allocation and influence on strategy. By focusing on the causal agents and determinants of social problems, upstream interventions would include for example a policy to restrict sale or promotion of dangerous products or to promote through fiscal incentives non-alcohol related activities. Therefore, the focus on the social marketing should move from downstream to include midstream and upstream factors.

Midstream strategy implementation focuses on helping people cope with and improve their ability to deal with poor social conditions and immediate threats to them, their family, and community wellbeing. Examples of such interventions would include community resilience and social capital building support programs, training in skills development, and marketing programs that offer practical assistance (French, 2012).

Social marketing can assist with the development of effective and efficient programs at each level through the setting of clear behavioral goals, competition analysis, the development of valued social exchanges, the development of segmented interventions, and the selection of the optimum intervention mix at each level to bring about uptake and compliance (Hastings, 2007; Gordon et al., 2006;

Evaluating Social Marketing Campaigns

Managing social marketing campaigns is an important aspect of having a successful campaign. The following are the four steps involved in managing a social marketing campaign:

- Develop Social Marketing Plan
- Organize and Implement a Social Marketing Campaign
- Monitor the Social Marketing Campaign
- Evaluate the Social Marketing Campaign

The final stage in managing a social marketing campaign includes conducting evaluations to assess two issues: (1) Has the campaign produced changes intended and have other factors led to change? (2) Has the campaign produced changes that are from an ethical point of view, are changes being produced by the right means? (Kotler & Roberto, 1989). In *Social Marketing: Strategies for Changing Public Behavior*, the authors state that there are several different components that are used to address the impact of the campaign. The following are the components provided in the book that help assess whether and how social marketing campaigns produce observable outcomes.

- A campaign must demonstrate performance by showing targeted clients have received the intended social product.
- A campaign must demonstrate the effectiveness of its performance, by examining causal links. The researcher must determine whether there are statistically significant effects and if these changes can be clearly linked to the campaign.
- A campaign must demonstrate the significance of its performance, outcomes, or targeted effects.
- The researcher must demonstrate that the benefits of change outweigh the costs and outcomes and reflect an efficient use of available resources.
- The researcher must determine the social and psychological processes that produced the outcomes.
- A campaign must demonstrate its social value.

B-ATI and SAMHSA Best Practices for Social Marketing

SAMHSA advises that most successful social marketing campaigns can be divided into 10 steps. These 10 steps will lay the foundation for our processes evaluation of the B-ATI program matched to SAMHSA's best practices.

Table 2. SAMHSA Steps for Developing a Social Marketing Campaign	
Step	Description
Step 1	Define Your Audience
Step 2	Identify Evaluation Measures
Step 3	Identify Channels
Step 4	Identify Benefits
Step 5	Identify Obstacles
Step 6	Determine the Message
Step 7	Test and Refine
Step 8	Collect Data
Step 9	Modify Your Work, Based on the Data
Step 10	Write an Evaluation Report

Source: SAMHSA, 2016

The Bernalillo County *Be Above the Influence* Campaign

This section describes the local *Be Above the Influence* campaign, its goals, programs, and promotions. The “Be Above the Influence” campaign (B-ATI) in Bernalillo County represents as a social marketing campaign based on the federal “Above the Influence” (ATI) media campaign of the Office of National Drug Control Policy (ONDCP). Statistics used in the selection of the first goal of the B-ATI campaign were based on the New Mexico Youth Risk and Resiliency Survey (NM-YRRS). NM-YRRS is a tool to assess the health risk behaviors and resiliency (protective) factors of New Mexico high school and middle school students. The YRRS is part of the national Center for Disease Control and Prevention Youth Risk Behavior Surveillance System (YRBSS).

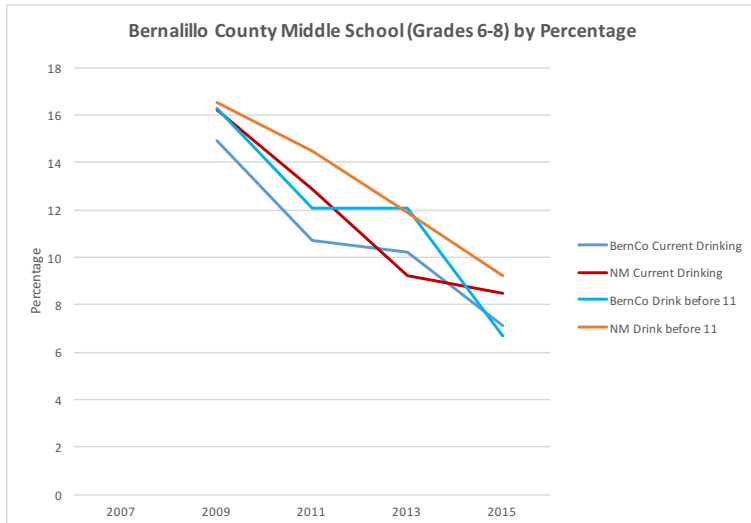
Topic areas for the YRRS include risk behaviors related to alcohol and drug use, unintentional injury, violence, suicidal ideation and attempts, tobacco use, sexual activity, physical activity, and nutrition; resiliency (protective) factors such as relationships in the family, school, community, and with peers; and health status issues such as body weight and asthma. The YRRS is offered to a selection of high schools and middle schools in each school district in the fall of odd-numbered years. All data are self-reported by students who voluntarily complete the survey during one class period (www.youthrisk.org, 2017).

Recent studies using YRBSS data have found substantial declines in adolescent substance use in the decade leading up to 2015. Declines in substance use among 8th to 10th graders are largely consistent with other reports of prevalence trends in the United States (Brooks-Russell et al., 2014; Johnston et al., 2013; Hingson R, 2014). Brooks-Russell (2014) found that declines in all substances were steepest for the youngest grades, which was an encouraging outlook for future trends. The NM-YRRS survey data of Bernalillo County middle schools and high school show reductions in: alcohol use, binge drinking, alcohol age of onset, riding with a drinking driver, and drinking and driving (FitzGerald et al., 2015). Figures 3 & 4 show several of the trends referred to by FitzGerald.

Figure 3 shows the percentage of middle school students who took the YRRS survey every two years from 2007 to 2015. The percentage of middle school students “currently drinking” and “drinking before

age 11” has trended down during these eight years. Figure 3 shows how the trend is similar in Bernalillo County and across the state of New Mexico.

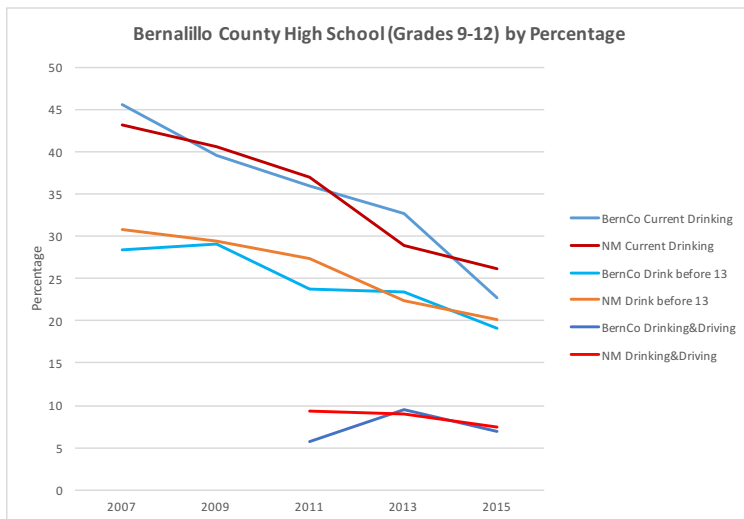
Figure 3 Bernalillo County Middle School Compared to New Mexico Middle Schools



Source: NM-YRRS Survey Data

Figure 4 shows the percentage of high school students taking the YRRS survey every two years from 2007 to 2015. The percentage of high school students “currently drinking”, “drinking before age 13”, and “drinking and driving” has also trended down during these eight years. The percentages described in Figure 4 are very close to each other in each category.

Figure 4 Bernalillo County High School Compared to New Mexico High Schools



Source: 1 NM-YRRS Survey Data

The B-ATI campaign has four goals as stated in its program information brochure (Magourilos, 2017), these are:

1. Over time change the deep-rooted misperceptions of individuals and communities that the clear majority of youth drink and engage in many risky behaviors when in fact statistics from the YRRS Survey do not bear this out.
2. Challenge adults and older youth in thinking of themselves as role models for our youth and behave accordingly.
3. Challenge young people's thinking and engage them in critical thinking skills to stay above the influence of risk factors while embracing protective factors.
4. Build capacity and wide multi-sector partner engagement in the entire community.

The B-ATI goals include terms and phrases that are difficult to quantify and measure, (e.g., challenge, youth, older youth, and behave accordingly). B-ATI staff told us that goal number one targets teens while goals two and four target the public at large. B-ATI staff say they intend to review the goals of the campaign.

ISR discussed the B-ATI campaign goals, programs, and promotions with B-ATI staff. The discussion focused on the program as it related to the SAMHSA best practices for developing a social marketing campaign. B-ATI staff were very helpful and informative and provided information about the campaign from its inception to the present.

According to SAMHSA, most successful social marketing campaigns can be divided into the following 10 steps (SAMHSA, 2016). We reviewed these 10 steps with B-ATI staff and compared the SAMHSA steps to the B-ATI program elements.

Step 1: Define Your Audience

SAMHSA insists that a social marketing program should be specific and learn as much as possible about its target audience. This includes such elements as the demographics, ages, gender, feelings, beliefs, values, motivation, and culture—all the factors that might influence the audience's behavior.

According to B-ATI staff, the program goals relate to the goals and mission of the New Mexico State DWI program. B-ATI targets their campaign to teenagers with the idea of reaching the public at large in their campaign.

Weinreich Communications offers this advice, "... the audience is not the general public. A one-size-fits-all program doesn't fit anyone very well. Even if one thinks everyone could benefit from what you're offering. Be as focused as possible on who is most at risk or most ready to change, and how to best meet their specific needs" (Weinreich, 2017).

To avoid defining a target market within in an overly broad target audience, social marketers suggest campaign designers should segment the larger and more heterogeneous audience into smaller, more homogeneous market segments. Larger markets can be segmented using a variety of criteria including demographic variables (e.g., age, sex, income, ethnicity), geographic variables (e.g., urban, suburban,

rural), psychological variables (e.g., self-efficacy, motivations, readiness to change), and behavioral variables (e.g., low, medium and high performance of the behavior of concern) (Maibach, 2002).

Step 2: Identify Evaluation Measures

Evaluation is a big part of a social marketing effort. The evaluation questions should correspond to how the campaign was implemented, was it implemented as intended, and were the goals of the campaign met. The evaluation strategy should begin early in the planning process. Essential parts of the evaluation strategy should address, how should campaign data be collected and what data should be kept and collected?

In conversations with B-ATI staff, we were told they recognized that making a direct correlation between the campaign and any observed outcomes may be difficult. This is certain as “...a communications campaign does not exist in a vacuum...” (SAMHSA, 2016). At the time the campaign was designed, the staff felt that measuring the impact of the campaign was important. One idea included engaging an external evaluator to analyze the campaign, perhaps using focus groups and survey results to measure the impact of the campaign. B-ATI has collected and reports output data (i.e., 91,000 public school students exposure to B-ATI banners, 975,000 views of banners in local theaters) to the state department of finance but have not conducted surveys or focus groups. These data included the number of teens estimated to be reached via the campaign including the number of APS students and private school students. In addition to these output data, B-ATI uses data from the New Mexico Youth Risk and Resiliency Survey to point out trends in the use of alcohol among surveyed youth. B-ATI staff said they feel the campaign has contributed to the downward trend of alcohol use among middle school and high school students in Bernalillo County. It would be useful for the program to develop a set of implementation, process, and impact evaluation research questions. This would allow the program to more clearly evaluate the program.

Step 3: Identify Channels

This step addresses the promotion of the campaign, i.e., the use of advertising and social media (SAMHSA, 2016). How is the intended message communicated? The message can be communicated either directly to the target audience or indirectly through intermediaries associated with the target audience. Direct communication includes common marketing channels such as television or radio commercials, interviews, and public service announcements. In addition to these mediums, the campaign may use newspaper ads or editorials, print ads, or billboards. Direct social media approaches include websites, email lists, bulk mailings. Special events, contests, and awards can also be used. Indirect methods include the use of third-parties such as people who work with the intended target audience, such as coaches, teachers, and counselors. This group may also include other people who are respected, such as athletes, clergy, community and political leaders, or credible organizations, such as citizens’ advocacy groups.

B-ATI staff know the most effective campaigns combine mass media with other efforts, such as community events and third-party partners. They also noted budget and return on investment is critical for deciding which mediums to use to promote B-ATI. In addition to the budget, B-ATI staff said they selected the approaches they used based on target audience, coverage, (i.e., the number of people seeing or hearing the ad), ease of use, and efficiency.

Because of the size and extent of the B-ATI target audience, B-ATI staff have chosen a number of methods to promote the campaign message. Table 3 is a list of the methods used by B-ATI. Appendix A. contains a graphic display of the examples of the promotional devices used by the campaign.

Table 3. Methods Used by the Be Above the Influence Campaign to Promote Its Message	
Banners (various types)	Smartphone mobile ads
Internet banner ads	Theater lobby ads
High School Sports program ads	Theater screen ads
Bookmarks	Brain stress balls
Posters (6 types)	Tote bags
Pledge cards	Key chains
Rope bracelets	Johnny Board ads
Bus stop posters	Pencils
Bus wraps	Pens
University Football Sideline Sign	University Basketball Digital Arm
Health Fair events	Awards

In addition to the direct methods of promoting the campaign, B-ATI promotes the campaign using a lengthy list of third-party “partner” associates. This list includes: University of New Mexico Athletic Department, NM Army National Guard, Domino’s Pizza, Albuquerque Public Schools Crossroads Counselors, ABC Community School Partnership, and ABQ SOL Soccer Team, among others.

Along with the 18 partner organizations, B-ATI includes more than 300 schools, clubs, government agencies and departments, and community organizations as partners of the campaign.

Step 4: Identify Benefits

SAMHSA recommends that a social marketing campaign should incorporate the exchange principle in their promotion for people to benefit in some way they will voluntarily give something up to try something different. Before beginning, the campaign developer should ask the following question: Why would the target audience want to adopt the behavior promoted in the campaign? Thinking about this question from the audience’s perspective. For example, to convince people over 50 to start exercising, the campaign should highlight benefits such as increased energy and protection against osteoporosis. But to convince young adults to exercise, the campaign must “sell” the idea that going to the gym is a great way to get in shape and increase your sex appeal.

Additionally, long and short-term benefits should be identified. Short-term benefits are more attractive because they are immediate and enticing. In the example above, increased energy—a short-term benefit—may be a far more compelling reason for people to exercise than developing stronger bones. However, only research will tell for sure what is more motivating.

B-ATI staff advised that the primary benefit of B-ATI is “health and wellness to the youth.” Despite the target audience being the population at large, the B-ATI staff feel the program benefits youth who are trying to change their attitudes. By urging youth to give up negative attitudes the campaign will effect more than just youth and change more than just alcohol abuse. B-ATI staff believe that by playing their

message over and over a short-term benefit is realized and may have a long-term effect on youth as they become adults.

Step 5: Identify Obstacles

To achieve an exchange, it is also important to identify any obstacles that might prevent members of the target audience from adopting a given behavior. In order for the exchange to work, the benefit of adopting or giving up a behavior must be greater than the cost.

An obstacle described by B-ATI staff is the fact that kids don't connect with family and the adults in school. B-ATI staff say their experience is that the youth want to talk to the B-ATI presenters rather than talk to family or school counselors. They feel that the overall system and environment kids live in hinders the B-ATI message.

Step 6: Determine the Message

SAMHSA points out several criteria leading to a good social marketing message.

- The message should be very clear about the behavior you want to elicit. People who see or hear the message must be clear about what is expected of them.
- The message should build on what has been learned about the audience, their existing knowledge, concerns, and interests.
- Emphasize positive behavior change rather than negative consequences.
- Offer concrete information rather than simply telling the audience what not to do.
- Determine the tone and the style of the message. Tone is an elusive quality but is very important in a social marketing campaign. Determine if the message is intended to be informative? Emotional? Humorous? Or a combination of the two?
- All the parts of the message—headlines, illustrations, and copy—should work together to immediately establish what is being offered, what the benefits are, and who is advertising it.
- People should know at a glance what the message is about.

B-ATI believes the message – “promoting health and wellness to the youth” – is very clear and by actively agreeing to the B-ATI pledge, the teen knows what is expected of them. The campaign message was developed by B-ATI staff. B-ATI staff think their message is positive. B-ATI offers statistics in the form of counts of contacts and media contacts to support the idea that the message is reaching everyone in Bernalillo County. They feel the tone of the message is true to the information and emotion B-ATI wants to evoke. Finally, the staff think the message is readily understood by people seeing it. The staff have noted they constantly look for different ways of presenting the message, either using different art or additional places to promote the message. B-ATI should develop a method to test the message.

Step 7: Test and Refine

SAMHSA notes the importance of pre-testing messages. The best way to do this is to test the message on focus groups that represent the target audience. Then use their feedback to refine the message. Test the message for comprehension, attention, and recall; strong and weak points; personal relevance to the target audience; and sensitivity to cultural and/or audience-specific characteristics.

B-ATI have not formally pre-tested their message. The message was shown to friends, acquaintances, and work colleagues. B-ATI staff have considered conducting focus groups to test or refine the message but

the staff do not have experience performing focus groups nor the time to conduct the activity. There has not been a formal review to refine the campaign to determine comprehension, recall, or review the strengths and weaknesses of the campaign.

Step 8: Collect Data

Again, SAMHSA recommends collecting data to determine whether the message is having an impact. Data collection can involve conducting focus groups, administering surveys, or doing telephone interviews. Data collection methods should be dictated not only by cost, but also by the questions to be answered and the kind of information needed to answer the questions.

Data has been collected but no formal process to utilize the data has been implemented. B-ATI tracks the estimated average number of contacts during each school or community event, poster placement, or radio spot. They also maintain a list of third party “partners.” B-ATI uses the enormous numbers of television viewers, radio listeners, and theater attendees to support its assertion that the public at large in Bernalillo County is exposed to the B-ATI message.

Step 9: Modify Your Work, Based on the Data

SAMHSA (2016) advises that even the best-researched campaign often needs some tweaking once it has been launched. SAMHSA recommends that the data should be collected to refine and adjust the message, communication channels, and promotion strategies. If something isn’t working, a small alteration is often enough to improve it significantly. If unsure, go back to the target audience and ask them what they think. This process has not occurred with B-ATI.

Step 10: Write an Evaluation Report

SAMHSA also recommends the completion of evaluation reports. B-ATI staff expressed that activities and outputs are routinely reported to the state funding agency. While reports of this nature show activity, evaluation reports are designed to more clearly and formally collect data and organize relevant information to share with others on how well the program is working and its impact on the target population. Evaluation type reporting will help B-ATI garner support for future efforts. Monthly or quarterly evaluation style reports, should present the intended campaign accomplishments by goal, broad lessons learned between reports (e.g., new trends in social media among teens in the target audience), and describe the remaining tasks or recommendations for follow-up. Evaluation reporting should also show trends based on outcome data not output data.

B-ATI Marketing Services

This section briefly reports some B-ATI marketing services provided by B-ATI staff. B-ATI has more than 30 groups with which it collaborates in the community. Table 4 lists many of these groups.

Table 4. Organizations

Albuquerque Public Schools	UNM Lobos
Albuquerque Public Schools Crossroad Counselors	Bernalillo County Parks and Recreation
Safe Teen New Mexico	Archdiocese of Santa Fe Catholic Schools
Public Safety Psychology Group	YMCA of Central New Mexico
Albuquerque Sol Professional Soccer	Assortment of private schools
New Mexico Army National Guard	ABC Community Schools Partnership
Albuquerque International Airport	Envision Your Future
Unser Racing Museum	Albuquerque Job Corp
Domino's Pizza	Bernalillo County and City of Albuquerque Community Centers
ENLACE	Home Depot
NM MADD	Bernalillo County and City of Albuquerque Libraries
Bernalillo County Sheriff's Department	Bernalillo County Community Services
Bernalillo County Cultural Services	Albuquerque Bernalillo County Water Utility Authority
Tanoan Country Club	U.S. Air Force Reserve Command
California Pastrami	Mayor's Youth Advisory Council
American General Media	United Artists Theaters
Albuquerque Transit System	Lobo Sports Properties
Bernalillo County Johnny Boards	

With these partners, B-ATI conducts a variety of activities. This includes the delivery of the B-ATI curriculum with direct presentations to more than 1,200 APS high-school students. In addition, all APS schools (~150), all Bernalillo County and City of Albuquerque community centers (~30), all Bernalillo County and City of Albuquerque Libraries (~18), and all Catholic schools were visited in fiscal year 2016 by B-ATI staff who met with school administrators and provided posters/banners, pencils, pens, bookmarks, pledge cards, and other marketing materials as needed. Materials are displayed at all these locations. B-ATI staff also continued collaborations with other community partners.

In Fiscal Year 2016 B-ATI messages were shown or announced at all UNM home football and basketball games. Messages were also played on 5 American General Media radio stations, displayed full-side on four Albuquerque Transit System buses, and were shown on United Artist Theater movie theater screens. In addition, messages were displayed on Johnny Boards at 43 locations, were displayed on the digital sign at the Bernalillo County MATS office, were displayed on a glass display poster at the Albuquerque International Airport, and messages were displayed at a variety of other private and local businesses and organizations.

While not included in this report B-ATI does provide the estimated number of contacts made by each activity and this information is provided in presentations to the Local DWI Planning Council and in reports.

Discussion and Recommendations

This section includes a discussion of the Be Above the Influence campaign considering SAMHSA's 10 steps and recommendations.

The Target Audience

After reviewing social marketing literature and the SAMHSA steps, B-ATI should review the target audience. While the primary target population of teenagers is specific the secondary population target of the “public at large” is broad. The goals of the campaign that target youth, older youth, and adults are too broad and general.

For B-ATI to effectively change attitudes and effect the behavior of teens, the campaign must focus on teens. This change in the program will require modifying the goals to say precisely what is intended. Currently, terminology used in the four goals of the campaign (e.g., youth, older youth, adults) is difficult to compare with the “teen” target audience and the additional effort to promote the campaign to the community at large. Since teens are the target audience, the campaign should find out all it can about the teen demographic, promote itself using channels teens are listening to or are involved in, stating the message in way that attracts the attention and engages the exchange principle in teens. In addition to modifying the goals of the campaign, B-ATI would benefit by defining measureable and reasonable objectives used for defining the success of each goal. Defining attainable, measureable and time specific objectives will help B-ATI set priorities among possible activities and determine the message and content used for each. Once defined the objectives serve as a kind of contract or agreement about the purpose of activities, and help establish what outcomes should be measured.

Testing their message and incorporating what is learned during testing the message will require a formal method of testing and re-testing the message. What is attractive to teens in a period of time may change in another period. This just means the message may become stale and require fresh phrasing or different channels of promotion from time to time. Additionally, by testing the message with teens across Bernalillo County it may become apparent that the campaign should be segmented and rephrased depending on age, sex, income level, ethnicity, geography, self-efficacy, or behavior of the teen population.

A clearer focus on teens will impact the channels used to promote the campaign. For instance, radio is currently a major channel of promotion used by B-ATI, however, it may be that radio is not reaching the teen demographic. It’s possible that teens would be reached more effectively using social media (i.e., Facebook ads, YouTube ads), or music streaming services (i.e., Pandora, Spotify, or Songza). Changes to the methods used to promote the campaign should be tested using focus groups or surveys.

Performance and Outcome Measures

Measuring the performance and outcome of the campaign is important and should be an ongoing deliberate process. The staff should continue to collect output measures that demonstrate the dissemination of the various methods used to promote the campaign. These measures include print coverage and estimated readership. The quantity of educational materials distributed, number of speeches and presentations given, number of special events, size of audiences at presentations and events, number of telephone, mail, and e-mail inquiries (how people heard of the program, what they asked), and the number of people visiting the B-ATI website or other internet services should be counted. The number of organizations, businesses, or media outlets participating in the program, responses to presentations (measured by completed participant feedback forms), and the number of publications requested and

distributed, and demographics or other characteristics of the responding audience (to find out whether the intended audience responded) should be collected (USDHHS, 2002). Some of these measures are already collected by B-ATI, are reported to the Local DWI Planning Council, and are included in reports. If possible other measures should be added. The point of collecting the measures should be to describe trends or changes over time and use the information to refine or modify elements of the campaign.

Performance measures such as inputs and outputs are fairly easy to collect and analyze. Outcome measures are not easy to collect and valid conclusions are difficult to make from the results. However, outcome measures are important because they potentially show how well the program has met its goals and what might need to change or improve to make the campaign more effective. The B-ATI staff have limited time, funding, and experience to perform an outcome evaluation of their campaign. A third-party evaluator should be able to complete an outcome evaluation of the campaign if the target audience were segmented to a specific demographic such as middle school teens at a sample of schools in Bernalillo County.

Promotion Channels

The channels used by B-ATI to promote its message will change based on the target audience. B-ATI should continue to engage direct channels as well as indirect third party channels. According to the literature, social marketing is most successful when it uses direct communication in conjunction with indirect third-party face-to-face communication.

B-ATI should evaluate each of the channels it is currently using, particularly if the program segments its target audience into various teen populations across the county. Every promotional medium should be evaluated from the simplest (i.e., a trinket) to the most expensive (i.e., a digital sports sign).

Additionally, the validity of the large and varied numbers of contacts exposed to the B-ATI message, as well as the reach and frequency reported by the various channels (i.e., radio, television, university sports activities, and theaters) should be tested on the teen target audience and the public at large for recall.

B-ATI staff should continue to evaluate promotion channels based on budget and return on investment, as well as coverage, (i.e., the number of people seeing or hearing the ad), ease of use, and efficiency. B-ATI should considering improving its web and social media presence. Currently, B-ATI does not have a website and sends inquiries to the ATI website.

Another consideration should be to determine the importance and utility of each of the more than 300 B-ATI “partners” as they relate to a teen or youth target audience. This determination could maybe involve testing with a focus group or survey instrument.

Benefits

The idea of exchanging ones’ attitude and subsequently making a behavioral change is incorporated in the ATI and B-ATI campaigns.

The ATI campaign uses social media exclusively to urge teens to change their behavior. The B-ATI campaign also has incorporated social exchange theory into its message. We recommend that after B-ATI

considers adjusting the target audience the following questions that address the theories behind B-ATI should be answered:

- Why would the target audience want to adopt the behavior promoted in the campaign?
- How can B-ATI strengthen a teen's self-efficacy and perceived behavioral control?
- How can B-ATI correct a teen's incorrect perceptions and peer influences?

This will help B-ATI to evaluate the impact of their message and if appropriate make it more relevant to the target audience.

The B-ATI Message

In view of the SAMHSA literature we recommend that B-ATI staff test its theme and message using focus groups and survey data. The SAMHSA literature should be considered during the testing of any message:

- The message should build on what has been learned about the teen audience, their existing knowledge, concerns, and interests; teens should know at a glance what the message is about
- The message must be clear about what is expected of the teen;
- The message should emphasize positive behavior and offer concrete information rather than simply telling the audience what not to do;
- The tone of the message should agree with what the B-ATI has learned about the teen audience;
- All parts of the message should work together.

The current B-ATI message seems to be a positive one, urging people to not give in to bad behavior and probably bad peer pressure. The point again is that the message, theme, and promotions should be tested and retested with a target audience of teens and the results should drive the B-ATI efforts.

Conclusion

This research compared elements of the B-ATI campaign to best practices as recognized by SAMHSA. These are the same best practices on which B-ATI is based (Magourilos, 2017).

The theme of the B-ATI campaign is based on the theme of the federal ATI campaign and both the ATI and the B-ATI are grounded in mainstream social theories that are widely used in the development of social marketing campaigns. The similarity ends at this point. ATI specifically targets teens whereas B-ATI targets primarily teens and secondarily the public at large in Bernalillo County. ATI and B-ATI do not use the same promotional channels to reach their intended audience. B-ATI has cultivated a long list of third-party partners. This is a significant step and could be used to increase community commitment and involvement and have benefits beyond the B-ATI campaign. During the three years B-ATI has existed it has built a rapport with local schools and community organizations that focus on teens. B-ATI should consider a sole focus on teens. This would allow B-ATI staff, policymakers, and researchers to better understand the needs, wants, and shared characteristics of teens and thus establish clearer, more easily measured communication objectives. Even more important, a local effort like B-ATI could increase

community commitment and involvement and may benefit county social services beyond the B-ATI campaign.

With a sole focus on teens B-ATI could decide to focus on sub-populations within this target group. Some research suggests a focus on low-level drug users and girls who are moderate drug users rather than boys who are moderate drug users (Kelly et al., 1996) would be useful. B-ATI should also consider additional emphasis on localizing the campaign. It's possible that despite the work of the staff, the campaign is perceived as the national ATI campaign rather than a local grassroots effort speaking to local substance abuse issues. B-ATI has been conscientious about changing some of the art of their message and the places it is promoted but they will want to invest time in testing and changing the message, if they fine-tune their target audience.

Regardless of the target population, B-ATI should revise its current goals to say precisely what is intended. In addition to modifying the goals of the campaign, B-ATI would benefit by defining measureable reasonable objectives used for defining the success of each goal. Defining attainable, measureable and time specific objectives will help B-ATI set priorities among possible activities and determine the message and content used for each.

B-ATI must measure audience satisfaction. As part of a larger task of measuring the outcome or impact of B-ATI, a third-party evaluator should measure the target audience satisfaction with the campaign. Audience satisfaction surveys are an important tool for both process and outcome evaluations. This evaluation suffered in the depth of its findings because the B-ATI output data (i.e., mass media contacts) could not be analyzed. A campaign targeting a small geographic area (e.g., a small number of schools) and a small demographic group within that area (e.g., middle school girls) would be able to perform a baseline survey and follow-up surveys to discover the impact of the campaign on the survey participants over time. Results from this series of surveys could be applied to a larger campaign. The impact of the campaign could be measured and applied on a larger scale with some confidence in its success.

Greater success may be achieved if local teens and teen workers were more heavily involved in the campaign development (Kelly, 1996). A strength of the B-ATI campaign is that it was designed to increase the positive exposure a person receives in each of the three constructs, positive attitude, positive social norms, and feeling capable and confident. The program is designed to lead to cognitive changes that support remaining drug free. It's anticipated that teenagers who adopt these attitudes and beliefs will be more likely to remain drug free and avoid drug use. To maximize this well-reasoned theoretical structure, B-ATI should enlist the assistance of teens in focus groups and with survey information to better understand the audience and the points of intersection in which B-ATI may communicate its message with more success to teens.

Similar to ATI, B-ATI should re-evaluate what it is doing. Focusing on SAMHSA's 10-steps should be considered. Testing and refining the program to effectively communicate with the target audience and insuring that it gathers the correct data to measure audience satisfaction are two very important steps. Tracking with the SAMHSA steps will improve the program and build community involvement.

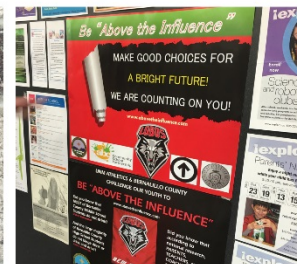
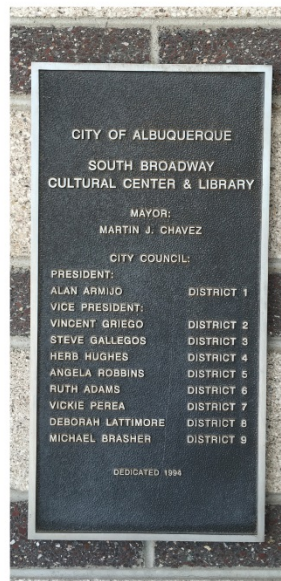
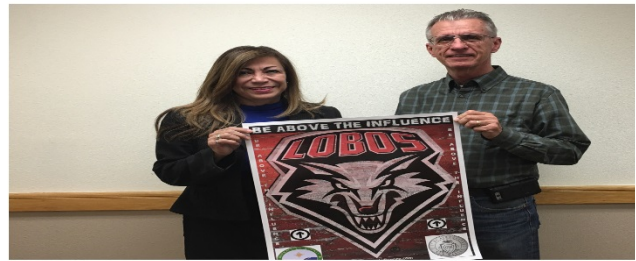
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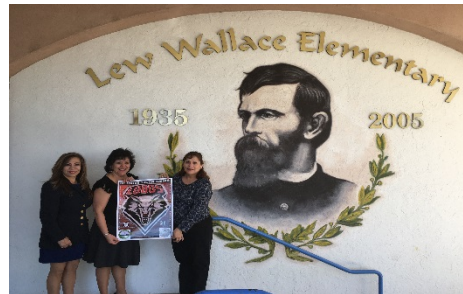
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Appendix A.







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FACTS MATTER
You've heard a lot about drugs and alcohol. But have you heard the facts? Because facts matter. Facts are the difference between making an informed decision for yourself and taking a chance based on what others think.

Get the facts here.

Did you know 82% of Bernalillo County Middle School Students said that their parents think regular alcohol use for this age group is wrong? SOURCE: NM-SCH-PRBS

UNM ATHLETICS & BERNALILLO COUNTY
CHALLENGE OUR YOUTH:
BE "ABOVE THE INFLUENCE"

abovetheinfluence.com

Special Notes:
LOW RES LOGOS AND PHOTO. NEED HI RES.

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Product Size: 11"x28"
Plant: Albuquerque, NM
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Tuesday, January 14 2014



VERY IMPORTANT TO ORDER USE THIS ID#: 899093a

INSPIRATION WALL
See what living above the influence looks like to you - from photos, videos and art that inspires you to the words you live by. Check out what other teens have shared and all the pics we've snapped ourselves.

Photos, videos and art that inspires you.

Did you know 70% of Bernalillo County Middle School Students believe that regular alcohol use by people their age is very wrong? SOURCE: NM-SCH-PRBS

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TACKLE PRESSURE
Pressure to fit in. To look a certain way. To act a certain way. These are just some of the pressures you might face during your teenage years. But there's nothing more powerful than staying true to who you are.

Find out how.

Did you know that almost 90% of Bernalillo County Middle School Students do not drink? SOURCE: NM-SCH-PRBS

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TRUE STORIES
Everyone's voice matters. Check out true stories of how teens just like you rise above influence. Leave your story and help inspire others.

Check out true stories.

Did you know that 87% of Bernalillo County High School Female Students do not ride in a car with a drinking driver? SOURCE: NM-SCH-PRBS

UNM ATHLETICS & BERNALILLO COUNTY
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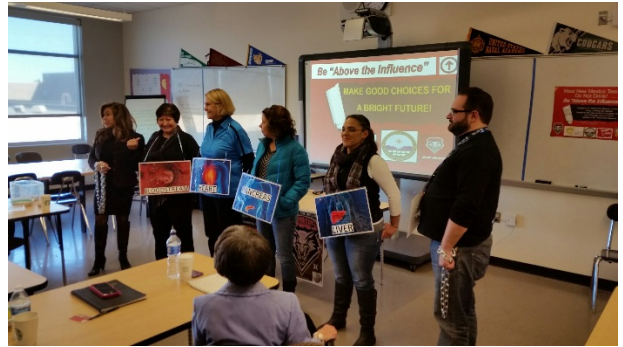
Special Notes:
client art. low res logos. need hi res.

LAMAR
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Artist: Shellie Blanchard
Wednesday, January 15 2014

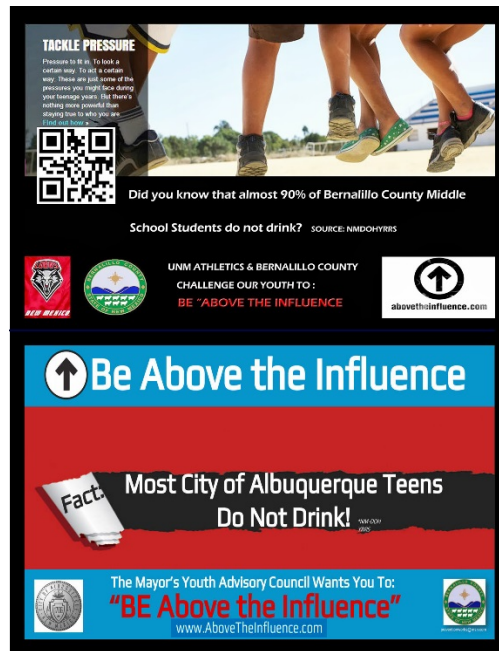
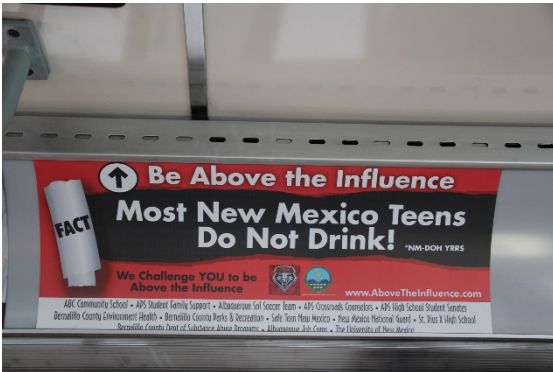
Be Above the Influence Process Evaluation




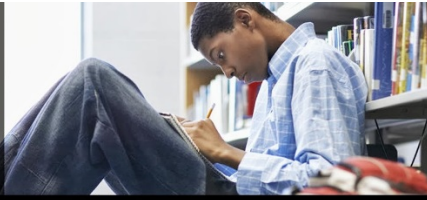
Be Above the Influence Process Evaluation










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Everyone's voice matters. Check out true stories of how teens just like you rise above influence. Leave your story and help inspire others. [Check out true stories.](#)




Did you know that 87% of Bernalillo County High School Female Students do not ride in a car with a drinking driver? SOURCE: NMDOHYRRS

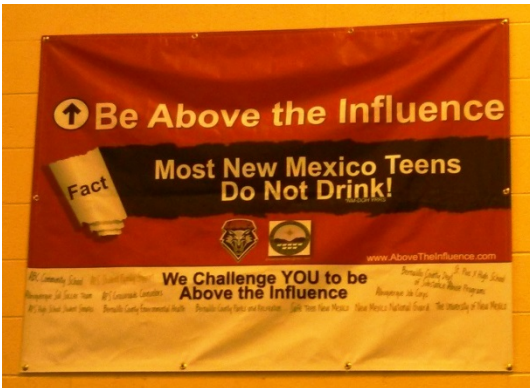
UNM ATHLETICS & BERNALILLO COUNTY
CHALLENGE OUR YOUTH TO:
BE "ABOVE THE INFLUENCE"






abovetheinfluence.com








NEW MEXICO

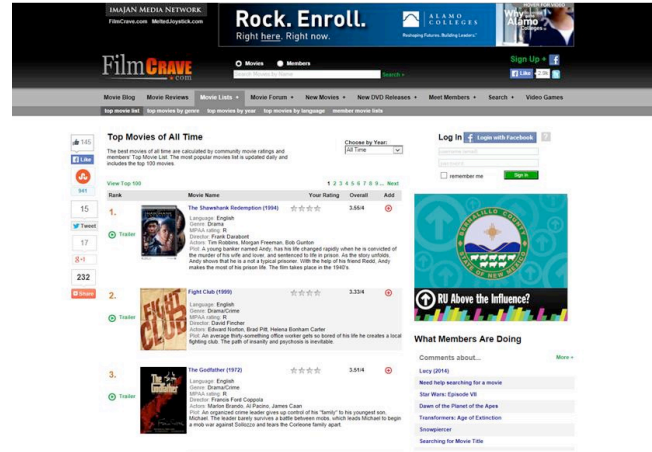
We challenge our youth
to take the pledge:

I PLEDGE TO BE
"ABOVE THE
INFLUENCE" OF
ALCOHOL AND
DRUGS, BULLYING,
AND VIOLENCE.
I PLEDGE TO BE
A ROLE MODEL FOR
MY PEERS,
MY FAMILY,
MY COMMUNITY,
MY SCHOOL.
I PLEDGE TO BE
"ABOVE THE
INFLUENCE"



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SOLO**

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Above the Influence

Rise Above the Influence!

2015 January – March Partnership with
American General Media RECAP

Presented to: Bernalillo County – DSAP
Presented by: Mary Chilcoat
American General Media
4/5/16

[illegible]

Be "Above the Influence"



Highland High Student Senate







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