St. Mary's University

School of Graduate Studies

Assessing the practice of Social Marketing Approach: The case of PSI Ethiopia Health Products

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ASSESSING THE PRACTICE OF SOCIAL MARKETING APPROACH: THE CASE OF PSI ETHIOPIA HEALTH PRODUCTS

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ACKNOWLEDGEMENT

List of Abbreviations

BOD   Burden of Diseases

DALY   Disability Adjusted Life Years

EDHS   Ethiopia Demographic and Health Survey

FoQUS   Framework of Qualitative Study

HIV   Human Immunodeficiency Virus

HEW   Health Extension Workers

FMoH   Federal Ministry of Health

KD   Key Distributors

NGO   Non-Governmental Organisation

PSI   Population Services International/Ethiopia

4Ps   Product, Price, Place and Promotion

SWOT   Strength Weakness Opportunity Threat

SWS   Safe Water Systems

HHWT   House Hold Water Treatment

WHO   World Health Organization

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Abstract

Population Services International/Ethiopia (PSI/E), founded in 2003, engaged in social marketing and communication of health programs throughout the country but there are issues and questions raised by different stakeholders about the applicability and effectiveness of the approaches. Some claim; it cannot effectively influence audiences to behave and use products and services, others questions marketing approach applicability in the health field and most argued about the non government organization involvement in sales and marketing of health programs. The general objective of this study is to assess Population Services International's practice of social marketing: identify the company practice of social marketing, determine the applicability to health, identify potential challenges, and to identify how the company measure its impact and interventions. This study was exploratory and descriptive in nature in order to gain in-depth information about the problem under investigation. This is an organizational-based, cross-sectional, formative assessment that exclusively employed qualitative research methods. The study revealed that social marketing is an easy way to tackle health problems and other social change activities since the interventions are focused and targeted in all aspects. In addition, social marketing ensures the sustainability of such interventions by engaging the private sector and sharing the burden of diseases with interested stakeholders by utilizing income generating activities. However, PSI/E is weak in the public relations and communication of its social marketing interventions to government officials and other stakeholders, and that weakness creates confusion among external customers. The organization also lacks marketing and sales professionals and is outweighed by the health professionals with less marketing knowledge and experience. PSI has a huge opportunity to diversify its interventions by using more marketing approaches. Therefore, in order apply the social marketing approach in a more successful way, PSI/E should do structured public relations, advocacy and sensitization workshops and involve more marketing professionals to get buy-in and support from the local government and other stakeholders as well for better marketing strategy design.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In countries where the health infrastructure is underdeveloped, a social marketing approach makes health related products available and affordable using commercial marketing techniques linked with sustainable behavior change communication campaign.

Kotler (2002) explained marketing as follows: "The most fundamental principle underlying marketing is to apply a customer orientation to understand what target audiences currently know, believe, and do. The process begins with marketing research to understand market segments and each segment ' s potential needs, wants, beliefs, problems, concerns, and behaviors. Marketers then select target markets they can best affect and satisfy. They establish then clear objectives and goals. They then use four major tools in the marketer's toolbox, the ' four Ps ' to influence target markets: product, price, place, and promotion, also referred to as the marketing mix.".

Kotler and Zalteman (1971), the term ' social marketing ' was first introduced more than thirty years ago to describe "the use of marketing principles and techniques to advance a social cause, idea or behavior. There are a few important differences between social marketing and commercial marketing: social marketers focus on changing the behavior of the community to lead a healthier life, whereas commercial are more focused on selling goods and services. Commercial sector marketers position their products against those of other companies, whereas the social marketer competes with the audience's current behavior and associated benefits. The primary ' sale ' in social marketing is the welfare of an individual, a group, or society, whereas in commercial marketing, the primary benefit is shareholder wealth.

Overall, social marketing can be a powerful tool to improve access to health service and increase use in general, as well as among underserved populations such as youth, women and children. Social marketing can increase availability of health care products at a variety of prices, thus improving choice and accessibility. It also has the potential to reduce burden on the public sector by shifting clients who can pay to the private sector.

The last few years have witnessed a growth in interest, and practice in social marketing by many of nongovernmental organization and health professionals in the country. The Ethiopian government recently support the Social marketing activities in health sector through understanding of the power of social marketing and marketing tools applied to social being used to build public awareness and change behavior. Since then, several social marketing initiatives are taken by different stakeholders such as the organization like DKT Ethiopia, Maries topes International, Population Services International (PSI/Ethiopia),Family Guidance Association (FGA) and others practicing social marketing approaches.

This study will focus on the practice of Social Marketing approaches in one of the above organization; Population Services International Ethiopia.

1.2 Company Overview - Population Services International (PSI/E)

Population Services International (PSI) is a nonprofit social marketing and communication organization in the world and its headquarter located in Washington DC. that addresses the health problems of low-income and vulnerable populations in more than 65 developing countries. Population Services International Ethiopia (PSI/E), founded in 2003, is the local platform of Population Services International and has national programs in malaria, child survival, STI and HIV/AIDS. PSI/E promotes products, services and healthy behaviors by using private sector marketing techniques and innovative communications campaigns to motivate the low-income and vulnerable people to lead healthier lives (PSI/Ethiopia Broachers, 2013).

PSI/Ethiopia works with the commercial sector to increase the availability of health products and services at subsidized prices that are affordable to at-risk and vulnerable

populations. Specifically, PSI/Ethiopia works in the following health areas: PSI/Ethiopia's malaria program markets 3 brands of insecticide-treated bed nets: PermaNet, SafeNite PermaNet and WobaGasha PermaNet. Each net is marketed to different economic groups and some nets are distributed free of charge to vulnerable populations in rural areas and areas affected by emergencies. PSI/Ethiopia also markets a range of pre-packaged STI treatment kits containing appropriate antibiotics, condoms, clear instructions and information on STIs and HIV/AIDS, and messages promoting use importance of HIV testing (PSI/Ethiopia website , 2014).

PSI/Ethiopia responded by launching an innovative range of point-of-use water treatment systems to minimize water-borne diseases. Waterguard (WuhaAgar) is a safe water system developed by the CDC and was launched in Ethiopia in December2005 under the brand name Waterguard, Amharic WuhaAgar. PUR (P&G Water Purification) was developed by Procter & Gamble and has disinfection capabilities comparable to those of the WuhaAgar product, but also works to clear dirty water (PSI/Ethiopia Broachers, 2013).

1.3 Statement of the problem

Social marketing is the planning and implementation of programs designed to bring about social change using concepts from commercial marketing. By employing private sector approaches to promote products and services that are considered to have a public good, this strategy also helps address problems of availability and accessibility for the people who need them most but might not otherwise be able to afford them, making markets work for the poor,(Jacobs ,2003).

There are health intervention programs which is now implementing by different nongovernmental organizations in Ethiopia by addressing the vulnerable groups of population. In Ethiopia, since the social marketing approach is currently applied by very few (not more than three) organizations and there are growing number of different stakeholders such as consumers, trade customers, government officials and partners on the company's social marketing approaches applicability in the health related social issues and these directly reflected in the organization program implementation and marketing design. Among the issues raised by those different stakeholders are about

the applicability and experience of social marketing approaches for health such as; marketing cannot manipulate and thus has no place in the health field, applying marketing will require more resource than are available which will constrain the health programming, it is not clear why NGO engaged in sales of product and service, how the marketing strategies designed for health, and the term products, price, place and promotion sounds more for business sector and for profit than health related programs and for social benefits.

So, this study helps to fill the gap observed from the stakeholders regarding the applicability and relevance of social marketing for the health and related issues. The study also address the issues raised regarding, pricing, impact measurements, strategies design and implementation.

1.4 Research Question

This study is expected to answer how the social marketing approaches is designed, its applicability for health programs and implemented by the organization. The study also addressed the following questions;

- What are the reasons behind engaging in selling and distribution of products and services as a not for profit organization?
- How does PSI manage its pricing strategies related with profit from selling and pricing and measure marketing and sells impacts/results?
- What are the challenges faced in formulating and implementing social marketing Strategies and its similarities with commercial marketing?

1.5 Objective of the Study

The general objective of this study is to assess the practice of social marketing approach in PSI/Ethiopia to marketing of products and services.

Whereas the specific objectives are:

1. To identify the Social marketing process that the company is practicing and its applicability to health programs compared to marketing for business(For profit).

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2. To identify possible areas of improvement for the company by identifying potential challenges and opportunities.
3. To identify methods implemented by PSI/Ethiopia are implementing to measure health impact and social marketing interventions.

1.6 Significance of the Study

The results of this study will benefit to formulate and or revise Social marketing strategy of the organization and may scratch new ways of conducting retail trade business in a way that could enhance efficiency of retail practices while keeping customers satisfied. Such changes if implemented will expectedly have a positive impact on customer loyalty, patronage and competitive advantage of the company which in turn will enhance profitability.

The study is as a result, intended to help the company management to redirect their attention to the challenges and opportunities in implementing the social marketing approaches in their programs. The study will also give a highlight for interested readers to understand the Social marketing Approach practice in the country and nongovernmental organizations and its impact in the market and society at large.

The study will also help other governmental and nongovernmental organizations to revise their strategy considering the social marketing approaches relevance in solving other social problems in the country.

Potential users of the results of this study will be Population Services international/Ethiopia, potential new entrants of the Social marketing implementers, future researchers, existing programs to be engaged in programs needs social marketing approaches and government organization.

1.7 Scope of the Study

The study is limited to only one Social marketing organization to assess the practice of social marketing i.e. Population Services International Ethiopia and addresses the practice of social marketing approaches from the perspectives of the organization in its head office found in Addis Ababa. And the study applies the qualitative and secondary data source to gather data.

1.8 Limitations of the Study

The outcome of the study should be understood having the limitations in mind such as, the study is only focused in one organization and didn't consider other same social marketing organization and different stakeholders like trade customers, consumers, government officials and partners say in this regard..

1.9 Organization of The Research

This research paper organized into five chapters. Chapter one is all about the background of the study, company overview, statement of the problems, research questions and objectives of the research. Chapter two is reviewed the related Literature review and discussed different literatures'. Chapter three is discussed the research approach and techniques which directly employed to gather the information and data necessary to the research questions. Chapter four and five will briefly discuss the findings and analysis of the data, summary of findings, conclusion and recommendations respectively.

<div align="center">**CHAPTER TWO**</div>

<div align="center">**REVIEW OF RELATED LITERATURE**</div>

2.1 Definition of Marketing

Marketing, more than any other business function, deals with customers. Creating customer value and satisfaction are at the very heart of modern marketing thinking and practice. Marketing plays a pivotal role in searching the unmet need and strive to meet that needs, and organization are successful in also creating the need for new products and services with offerings through influencing the behavior of the users. Marketing is the delivery of customer satisfaction at a profit. The goal of marketing is to attract new customers by promising superior value, and to keep current customers by delivering satisfaction, (Kotler,1999). Marketing receives many criticisms from many angles some of them are high price, high costs of distribution, high advertising costs, high markups, and others, (Kotler, 1999)

2.2 Definition of social marketing

Social marketing, like "generic "marketing is theory based and is predicated on "other bodies of knowledge incorporating concepts from psychology, sociology, anthropology, and communications, (MacFadyen ,1999).

The societal marketing concept holds that the organization should determine the needs, wants and interests of target markets. It should then deliver the desired satisfactions more effectively and efficiently than competitors in a way that maintains or improves the consumer's and the society's well-being. The societal marketing concept is the newest of the five marketing management philosophies, (Kotler, 1999).

Donovan & Henley's (2003) define as follows: "The application of commercial marketing technologies to the analysis, planning, execution and evaluation of programmes designed to influence the voluntary or involuntary behavior of target

audiences in order to improve the welfare of individuals and society". This definition tried to describe using the commercial marketing techniques and tricks to convince people and social marketing focus on behavior change to enable people to exercise the promoted thing to come up with changes in their community.

2.3 Use of Social marketing

Broadly social marketing are used for many areas of social problems. Literatures have shown that social marketing are practiced for many years back in many aspects. According to G.S Kindra and Rick Stapenburst social marketing has been used for Public Health campaigns (reduce smoking, reduce alcoholism, encourage physical fitness, discourage use of hard drugs, control overeating, encourage proper nutrition, encourage immunization, encourage sanitation practices, encourage safe sex, eliminate birth defects), environmental campaign (encourage clean air and water, energy and water conservation, recycling, protect plants and animals), Education campaigns to encourage literacy, be better prepared for the work force, retrain for different types of jobs, encourage culture, music, art, etc..., (G.S Kindra and Rick Stapenburst, 1998)

2.4 Key principles and practices of social marketing

Donovan & Henley (2003) propose the following principles and practices of marketing apply to social marketing:

Behavior change focus

Figure 1: Behavior change focus,
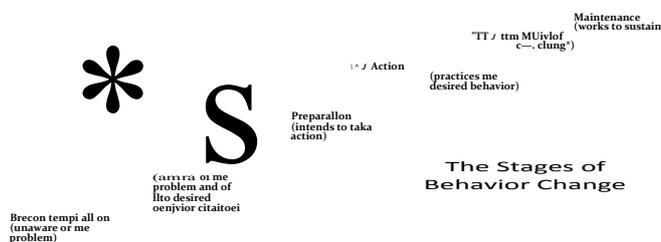
Source: Grimely 1997(75) and prochaska 1992 (148)

As it repeatedly mentioned social marketing includes the idea of behavior change in society or target audiences and that is the base for the better design of any social marketing strategy. This means that all elements of the marketing mix need to facilitate an exchange process taking place,

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as this is fundamental to all marketing strategy (Kotler, 1999).Promotion /communication/ elements in the marketing mix can create positive attitude towards the behavior in the society also has a critical role in the adoption of the behavior and programmes should include strategies to remove those barriers (Donovan, 2003).

2.5 Consumer orientation approach

Weininger (2003) argues that too often the approach taken by public health practitioners is that they know what is best for the public. Contrast this with the consumer primacy approach (consumer orientation) which is the basis of many marketing concepts and is used by social marketing practitioners to achieve social change and obtain social benefits.

To be successful in achieving the goal and vision of the organization or program the marketing concept need to know and understand the consumers or target audiences whose current behaviors are the focus of social marketing efforts, Grier & Bryant, (2005). As it is implied knowing the consumers or target audience is a central of social marketing approach to be successful in changing the behavior and delivering the intended services and product.

Customer Value

The marketing mix of 4 P's: product, price, promotion and place to provide customer value:

Product (functional value)

product Anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a -want or need. It includes physical objects, services, persons, places, organizations and ideas. services Activities, benefits or satisfactions that are offered (Kotler, 1999).

In social marketing, the "product" is the behavioral offer to the target audience that the campaign or program would like the consumers to accept or adopt. The product can be an action (e.g. exercising) or tangible item, programme or service (e.g. needle exchange, condoms, an information service, help line or an idea, belief, attitude or value (Hastings, 2005). The product must be positioned, presented and/or modified in

such a way as to maximize benefits and minimize costs thereby delivering functional value and emotional benefit to the consumer.

Functional benefit is delivered to the consumer by providing evidence of the benefits of the 'product'. For example, people who understand the benefits of condom use. Emotional benefit is also considered as an emotional hook which remain in the minds of consumers that comes first when he thinks of about that brand or product.

Price (payment value)

The amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service (Kottler, 1999). In commercial marketing the definition discussed that it is the money which is going to be pay by the consumer for the product or service in exchange.

In a nonprofit sector when price is indicated it means service charges, contributions, registration and tuition fee etc. When the service is offered to beneficiaries (people in need) it usually is offered at minimum price or free of charge since expenses for service provisioning are subsidized by donors, (Kotler, 1999).

Place

Place can be read as a distribution channel which helps the company to deliver its products to the consumers at their best near places. The distribution channel can be determine based on the features of the product, number of consumers and geographic locations, (Kotler, 1999)

In social marketing this refers to the channels by which the change is promoted and comes from providing locations or channels (availability value) that provide opportunities for the consumer to try and practice the behavior or to experience the service/product (Stead, 2005). When the product is a physical item, it must be easily obtainable by consumers. In terms of an intangible item such as crime reporting it must be 'socially available' i.e. supported within the consumer's social sphere.

Promotion

Promotion describes the marketers' efforts to communicate the behavioral change or ideas to the target audience so that they are aware of the product and its benefit/s, its price and where it is available. The promotional mix can include an integrated

programme of advertising, publicity, public relations, sales promotions and sponsorships. Their purpose is to cultivate with the target audience positive attitudes and intentions regarding the product paving the way for behavior change, i.e. deliver a perception of (communication) value to the target audience. The evaluation of the promotional effort would be the extent to which the change is known and appreciated by the target audience (Hastings, 2005).

2.6 Market Segmentation

Market segmentation is one of the most important principles of marketing (Kotler,1999). In social marketing, marketers segment their market, then evaluate the segments, then select market priorities and then tailor marketing strategies (including products, prices, promotions and placements) that are considered to be the most responsive to the needs of the different target audiences.

2.7 Differential Advantage of Competition

Competition in social marketing is viewed as those behaviors and related benefits that target audiences may prefer over the behaviors social marketers seek to promote; existing behavioral habits; organizations and individuals who counter or oppose the desired behavior (for example in quit smoking campaigns - the Marlboro Man, Kotler and Lee, (2008); MacFadyen, Stead & Hastings, (1999). Other social marketers and even public health practitioners may be in competition with each other to reach similar or related target audiences. This may lead to noise which interferes with the communication process, which making it even more difficult to reach target audiences.

The competition detailed above highlight the need for good assessment and also strategies to manage it. Moreover, social marketers and other public health practitioners should work collaboratively to ensure that their efforts effectively reaching their audiences.

2.8 Use of market research

Social marketing research is needed for the same reasons as in commercial marketing. All social marketing planners should use appropriate and adequately resourced evaluation(s) and monitoring processes. Information is needed to identify and

understand consumer needs, wants, , perceptions and behaviors. Research also provides processes to test social marketing interventions (including new products); advertising and promotion; to measure consumer satisfaction. Research facilitates the development of the most appropriate marketing mix to achieve marketing objectives.

2.9 Budget

Having a detailed plan about marketing objectives, marketing strategies and tactics, marketer in cooperation with other department can easily calculate the marketing budget, as per extant literature is referred to as 'task method' which rarely applies, due to financial constraints that nonprofits face. The usual methods for setting marketing budget are: percentage of last's year donations/sales; percentage of projected budget from donations/sales; matching with competitors budget; and what the organization can afford (Sargeant, 1999).

According to the research done by Idea Research The findings of the research project show that most of the NGOs depend on the traditional methods to market themselves. Like for out of 30 NGOs interviewed, 29 depend on donations. NGOs must learn to devise newer and better ways to market themselves, like associating with Academic Institutes and using the potential of students as volunteers (Marketing Research Used By NGO, Idea Research, 2006).

2.10 Marketing planning process

The application of the marketing mix requires an integrated planning process to ensure maximum use and effectiveness of resources (Donovan & Henley, 2003). Social marketing outcomes are often being realized in the longer long term. This means that the approach that requires commitment. This requires persistence and long-term perspectives rather than short term one off campaigns.

SWOT Analysis
In Marketing in order to be successful in the competitive market first the company should clearly identify the external and internal challenges and opportunities to come up with a competitive advantage. SWOT analysis will simplify this points by answering questions of what is the strength, Weakness, Threat and opportunities of the company.

And the purpose of SWOT is to identify internal strengths, explore internal and external opportunities, avoid external threats and improve weaknesses in order for organizations to establish their competitive advantage (Sergeant, 1999)

2.11 Monitoring and Controlling

Confusion between monitoring and evaluation is common. There is a simple distinction between monitoring and evaluation that may be helpful. National Aids Council (UNAIDS) provide a clear distinction and definition of the two; Monitoring is the routine, daily assessment of ongoing activities and progress. In contrast, evaluation is the episodic assessment of overall achievements. Monitoring looks at what is being done, whereas evaluation examines what has been achieved or what impact has been made, (UNAIDS/02.47E English original, August 2002).

Monitoring and controlling should follow up after every marketing activity and process. Managers should set up controlling mechanisms, to evaluate if marketing and organizational objectives are achieved. If, monitoring and controlling is done correctly/properly it will optimize the utilization of valuable resources, and will hence organizations' reputation, (UNAIDS/02.47E English original, August 2002).

2.12 Difference between social marketing and commercial marketing

The selling of healthier behaviors and the selling of commercial products and services have much in common. However, there are also differences. Donovan & Henley (2003) identifies that the key difference as being: the underlying motivation. He argues that "'the social marketer's goal relates to the wellbeing of the community, whereas for all others, the marketer's goal relates to the wellbeing of the marketer (e.g. sales and profits, members and donations, political representation". Social marketing is often more complex than commercial and not-for-profit marketing. It may take months or years for the health benefits offered in social marketing campaigns to result Indeed, many of the benefits sold are preventive in nature. Product marketers offer benefits that are realized immediately or soon after purchase of the product.

Commercial marketing and non-commercial marketing have a lot in common but at the same time they have some essential distinctions, which depend on type, mission and goals of an organization. Marketing a nonprofit organization takes the need for being innovative and strategic in identifying ways and avenues to market it. It is also important for NGOs to not only satisfy their target group but also the donor's needs (Marketing Research Used By NGO, Idea Research, 2006)

2.13 Marketing challenges for nonprofit organizations

Since nonprofits are not concerned with 'profits' the objectives and the expected result are stated in terms people served (benefited). The "non-financial objective" against which performance is monitored and measured, is a challenge during the process of marketing management. The second challenge is that nonprofits mostly offer services that compared to material goods Zeithaml, (1988), citied by Sargeant, (1999) differ per there: Intangibility; Inseparability; Heterogeneity; and Perish ability. Moreover, attracting, managing and motivating volunteers, who are cause-related advocates like sales agents for business sector, is a great challenge because these people commit their valuable time and knowledge free of charge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study was exploratory and descriptive in nature in order to gain in-depth information about the problem under investigation. It involved a systematic collections and presentation of data to give a clear picture of PSI's social marketing efforts and why these approaches are the most suitable for health programs and products. This is an organizational-based cross-sectional formative assessment that exclusively employed qualitative research methods. It offers the greatest opportunity to describe PSI's social marketing implementation because it allowed targets to express their experiences in their own words.

In line with the above, this study employed in-depth interviews (IDI). Case studies and a SWOT (strengths, weakness, opportunities and threats) analysis and secondary data such as reports, published and unpublished social marketing documents provided a solid foundations for the study and helped predict group dynamics. The interview was unstructured and therefore permitted the respondents to talk at length about the topic of interest. Participants expressed themselves freely about their experience demonstrated by the rich textual data. The individual interviews provided a rich detailed and in-depth understanding of the difficulties and challenges facing social marketing interventions. Additionally, it allowed respondents to explain their beliefs in their own words, without being bound by existing response choices or categories.

3.2 Population and Sampling Techniques

Study Population

The study population included all PSI/Ethiopia staff: around 120 employees working with different programs, projects, technical departments and support functions.

Sampling Technique

Purposive sampling aimed to select elements from the total population mentioned above. The purposive sampling techniques allowed the researcher a chance to incorporate a reliable and professional authority in PSI that can fully answer questions raised, which needs high profile personnel's. The sample included all managers above grade A (PSI distinguishes job grade A as anyone who is a manager, director or higher) and all the staff in the marketing and sales departments. Grade A staff includes a total of 25 individuals, selected based on their direct experiences in program design and marketing strategies, development and implementation in their respective functions, program and projects in the organization.

Inclusion Criteria

Measures were taken to ensure the recruitment process was conducted in a professional manner, to avoid bias. Recruiters were encouraged not to only recruit the people they know. This study followed careful inclusion and exclusion criteria to identify study subjects. The investigator in charge reviewed all screeners and the screened target groups to ensure the appropriate respondents are recruited.

- At least grade A and above according to the organization's human resource policy. These staff members have the knowhow, experience and technical knowledge of the company's social marketing approach and are responsible for design, implementation and challenges.
- All staff members with in the marketing and sales departments, because they have direct experience and exposure to the social marketing implementations in selling, strategy design, distribution and customer management.

Exclusion Criteria

- Staff with less than three months of experience within the organization. The exclusion criteria helped the researcher identify the right respondents who have experience in the organization.

3.3 Data Collection Procedures

In this study, data was collected using qualitative techniques. An interview guide allowed respondents to speak of their experiences freely and privately. Data collectors were trained on how to use an audio recorder and; transcript data from the recorder, and the interviewer produced these transcriptions. The transcriptions include respondents' verbatim responses to questions. The researcher also reviewed necessary and available secondary data and documents related to social marketing books, magazines, research papers, and policy and practice issues. The researcher learned about direct and indirect interview approaches by reviewing secondary data sources and reports of organizations that working on related programs.

3.4 Data Collection Instruments

A separate interview guide was developed to include all the input from, program staff, and marketers. Interviewers also provide their input during the training and after pretesting the research instrument. The interview guide aimed to address the objective of the formative assessment and successfully answer the study objective.

The guide allowed participants to provide information at their own pace and offered interviewers probes to elicit additional detail. Interviewers were instructed to only refer to the guide to remind themselves of topics to address and avoid straying from the task at hand. The guide was written in English.

The interviewer obtained oral informed consent in a private setting prior to all data collection activities. The interviewer read the consent form to the respondents, whereupon the respondents were asked if they agreed to participate. The interviewers were also asked to be audio recoded to capture their responses that took 20 to 40 minutes and only seven of them are willing to be recorded and the remaining nine respondents interviewed and the interviewer taking notes of their responses.

3.5 Actual Data Collection

After recruiting participant following the procedure detailed above, time was arranged that best meet the needs of individual participants, ensuring interviews would not clash with their working time. In all interviews discussions were expected to last 20 to 40 minutes, in order to address important issues. Interviews were conducted in private settings to guarantee participants' confidentiality.

3.6 Data entry and management

After collecting the data, both in note taking and digital audio recordings transcribed and translated (verbatim) by data collectors. The researcher coded the translated data. All of these materials were organized and stored in the computer.

3.7 Data Quality Assurance

Researchers put forth maximum effort to maintain the quality of data by standardizing the discussion guide, carefully recruiting and training data collector and pretesting the research instrument. Efforts were also made to ensure all questions were to-the-point and easy to understand in order for assuring the data quality.

3.8 Data Collector Recruitment and Training

Interviewer were selected based on his professional qualification, language skills and experience or training in conducting qualitative research. Data collector with a degree in marketing were recruited.

3.9 Limitations

Prior to each interview, the research team identified potential limitations and determined measures to prevent or overcome them. The study employed qualitative methods, which provide a large body of in-depth and rich information and also allows interaction among study participants and interviewers.

Bias: - Bias didn't occur during selection or interview session. Due to the sampling techniques of the qualitative study, there may have been selection bias among participants.

Refusal: - Due to the workload and field assignments some respondents refused and were unable to participate.

3.10 In-depth interviews

In total 16 IDIs were conducted. Separate IDI guides were prepared for each study group and translated into Amharic. Half of the discussions (seven IDIs) were audio recorded and the rest of the nine IDI notes were also taken. There was variation in the duration of the IDIs, ranging between 25 and 45 minutes because of the time respondents took to answer question.

Table 1: In-depth Interviews

Target group	Planned No.IDI	Actual No. IDI
Marketing	2	2
Sales and Distribution	13	8
DCP-STI program	2	1
Child Survival Program	2	2
Research Departments	2	1
Communication	2	2
MULU team	2	0
Total FGD	25	16

Table 1 presents the in-depth interviews conducted.

3.11 Data Analysis Method

Anonymous, qualitative data collected from study targets was transcribed and translated into a Microsoft Word file. These qualitative data files were then analyzed and summarized using open qualitative coding processing in Microsoft Word.

CHAPTER FOUR

RESULTS & DISCUSSION

4.1 Historical Development of Social marketing in PSI/Ethiopia

According to PSI global , PSI is the largest social marketing organization in the world, with programs targeting malaria, child survival, HIV and reproductive health in more than 65 countries. Dedicated to working with the public and private sectors and harnessing the power of the commercial markets, PSI remains committed to improving the health of low-income and vulnerable people in the developing world. In concert with partners, PSI provides life-saving products, clinical services and behavior change communications that empower the world's most vulnerable populations to lead healthier lives. One respondents put the establishments of PSI in the following way;

"PSI and DKT were the same organization in the USA 40 years ago, but then a former PSI employee established DKT with similar social marketing and communication activities in very poor, developing and vulnerable societies in the world."

According to respondents, PSI embraces social marketing because it has seen how it provides a unique understanding of the target audience and then offers, promotes and publicizes products, services and behavior choices that maximize the cost-benefit and improve access and accessibility. Around the world, PSI's programs have been highly successful in terms of efficiency, sales and reduction of disease and mortality. I understand that PSI started its operation in 2003 and from the study the first activities done by PSI in Ethiopia put in the following way from one respondents;

"PSI/Ethiopia started its operations in Ethiopia in 2003 by providing branded bed nets and promoting household water treatment systems."

A majority of respondents mentioned that PSI/Ethiopia has encouraged the private sector to engage in the production and distribution of household water treatment systems, thereby significantly reducing diarrhea prevalence in the country. PSI/Ethiopia is currently implementing a high budget HIV prevention program with USAID, and implementing child survival programs like complimentary food programs and iodine deficiency disease prevention efforts.

According to a majority of respondents, PSI's social marketing projects are managed by resident directors and managers and local staff who receive expert training. The country platforms procure products, establish distribution systems, and sell products through wholesale and retail networks, primarily to low-income populations. The products—including condoms, household water treatment systems, contraceptives and insecticide-treated mosquito nets—are branded, attractively packaged, widely marketed, effectively promoted to the selected target groups, and sold at low prices affordable to the poor.

4.2 Social Marketing and Sales in PSI/Ethiopia

Everyone at PSI is expected to speak the same marketing language like a private organization. Both the marketing and sales department are cross-functional and support all programs and functions and managed by the Social Marketing Program Director. The sales and distribution department is responsible for warehouse management and sales and distribution of the organization's products and services. The social marketing function, on the other hand, is responsible for designing marketing strategies, providing technical sales support, training the sales team, and branding, promoting and packaging products.

"The sales team is responsible for distributing and selling all PSI products and services to beneficiaries and trade customers."

"The marketing department designs marketing strategies for all programs and projects."

According to the Sales and Distribution Senior Sales Manager, the sales and distribution team is currently encompasses 15 percent of all staff and the marketing department is only composed of two people.

4.3   Social Marketing, Commercial Marketing and the Total Marketing Approach

According to the United Nations Program on HIV/AIDS (UNAIDS) (1998), the social marketing approach addresses both supply and demand issues. Social marketing programs utilize existing commercial infrastructure to make products available to low income consumers when and where they are needed. The purpose of this case was to clearly answer question regarding the difference among the commercial and social marketing to give clear answers to the reader. The researcher studied that the three marketing approaches are implementing under the total marketing approach but differ from programs to programs. From the respondents the clear difference between social marketing and commercial marketing and one selected remarks on this are;

"I don't think that there is a significant difference between social marketing and commercial marketing. The only difference, in my opinion, is the profit. Commercial marketing is for profit and does not target the poor, but social marketing aims to help poor and vulnerable populations lead better and healthier lives".

Most agree that the major difference between social marketing and commercial marketing is profit, target audience and price. For commercial marketing, profit is the prime motive and the pricing strategy is based on the margin that will generate the most revenue for the owners and shareholders of the company. Regarding social marketing, the prime motives are promoting the well being of vulnerable populations, and providing them products, services and behavior change activities at subsidized prices. The difference between social marketing and commercial marketing lies on price and profit otherwise the two are more or less the same in design and implementations. To strengthening the difference between commercial and social marketing one respondents give two points that mainly segeregate the two approaches apart that are;

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*Two principles set commercial and social marketing apart: the **audience focus**, focusing on the target audience and communicating with them in the most effective ways, and the **exchange principle**, establishing a solid product benefit and giving the audience a good reason to "pay the cost" the new behavior requires.*

According to the Centers for Disease Control's "Social Marketing for Nutrition and Physical Activity" social marketing course, social marketing aims to analyze, plan, execute and evaluate programs designed to influence voluntary behavior change in target audiences in order to improve the personal welfare of that society. Social marketing uses commercial marketing strategies and involves influencing voluntary (not forced or coerced) behavior change (not just increased awareness or increased knowledge). It promotes an end goal of improved personal welfare and the improved welfare of society.

The researcher discovered that PSI first try to understand the behavior gap among the population before designing a marketing strategies. The behavior determinant also helps to determine the type of strategies and the main goal of social marketing is influencing that specific behavior. Social marketers consider product, price, place, and promotion strategies to maximize product use by specific population groups. In the health arena, social marketing programs in the developing world have traditionally focused on increasing the availability and use of health products, such as contraceptives or insecticide-treated nets (United States Agency for International Development, n.d.).

> *"Social marketing uses the same four Ps (product, place, price and promotion) that commercial marketing uses. Sometimes social marketing adds additional Ps, such as people, or purse string, based on the program and project situations."*

The existing marketing plans and other implementation documents didn't show the other Ps involvement so far except the theoretical aspects. Most of respondents agreed that there is no significant difference between commercial and social marketing regarding the approaches used, but there are differences in profit-making motives,

target audiences, price strategies and communication and promotion strategies. In addition, respondents also mentioned that social marketing always focuses on addressing the social problems of vulnerable and poor populations and creating products and services to tackle these issues.

> *"You would not use social marketing to only educate or raise awareness. If the hope is that education or awareness will lead to behavior change, then social marketing is appropriate ".*

The findings proves that not like other non-governmental organizations, PSI works closely with the private sectors like manufacturer, private distributors, wholesalers and retailers to supply and distribute health products. The social marketing approaches doesn't hinder the intervention and relationship with private sectors because the organization implementing the commercial marketing tricks to attract these private sectors through setting lucrative margins for distributors, creating market and demand for manufacturers and facilitate market for other private organizations.

The researcher also studied that PSI also recently start working in the total marketing approaches, which is a combination of the three sectors social marketing commercial marketing, and free/public distribution in specific program. PSI initially plan to facilitate the market for all sectors in order to achieve coverage at scale with equal distributions of health products among high, middle and low income groups to achieve a behavior change. The respondents from the interview put the TMA in this way;

> *"PSI also advocates the total marketing approach, which is helps all sectors-- commercial marketing, social marketing and free distribution--facilitate the market to better serve all the population, thereby ensuring equity, scale and usage"*

Social marketing begins and ends with the target audience. In order to understand why an audience isn't performing a desired behavior, one must first understand what barriers are getting in their way. Commercial marketing begins with profit motives and ends with making a better profit than competitors. The total market approach (TMA) works through the private sector (commercial marketing), social marketing and free

distribution to increase product usage, equally benefit all consumers, increase awareness at all levels of a community, and decrease risks of health problems. Some selected remarks on the above findings are;

> *"The primary aim of social marketing is 'social good, ' while in commercial marketing, the aim is primarily financial. The aim of the total market approach is to facilitate the markets for all."*

> *"The total market approach aims to achieve a marketplace where all segments of society are integrated within one market, reached according to their ability to pay: the poorest through free distribution, the middle through subsidized products, and the wealthier through commercially-distributed products".*

According to PSI's social marketing planning tools (2010), TMA is a step beyond social marketing that integrates the public, private and social marketing sectors within one market, segmented by willingness to pay and affordability. All sectors (including social marketing) work together to achieve a common goal. The relative strengths of each sector are harnessed to maximize efficiency by allowing each sector to target its resources to those most in need. TMA uses a total market lens to make program decisions to improve sector sourcing.

Figure 2 Total Marketing Approach Framework
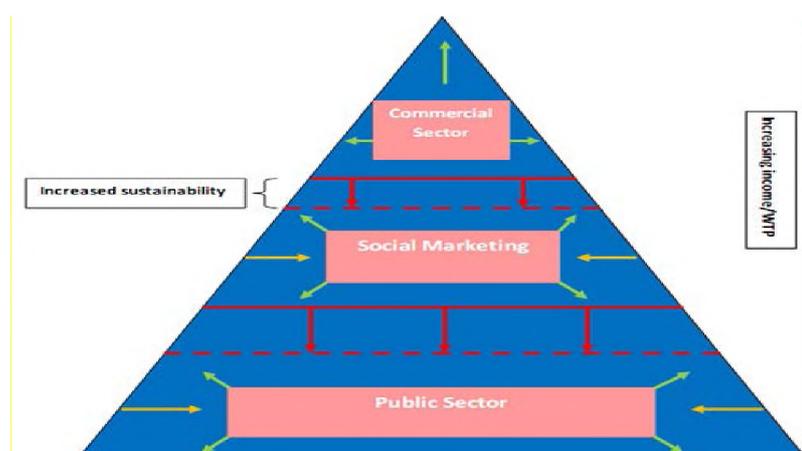
Source: PSI, Marketing Planning tool 2010, P125

The TMA framework reflect that the whole triangle is the general need of specific product or service. And only few of that demand is covered by the commercial sector,

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social marketing and the bottom of the pyramid expects free of the products and service. The aim is after inviting many commercial companies engage in the areas and changing into the income generating mechanisms the opposite will be true; only few are expecting free and majority will get the products from the market.

The above figure clearly shows that PSI would like to promote the TMA in order to ensure the coverage and equality of health services and products among the groups by addressing through those three sectors. The aim of the TMA is to encourage the commercial sectors to engage in the areas at scale and create competition among themselves in order to minimize the cost of goods sold and directly minimize the price to encourage the low income and middle income group to afford it and ensuring the sustainability of the product and/ or the service in the market.

4.4 Social Marketing and Health Program

The effectiveness of such programs in a variety of economic, political and cultural environments has led to an active debate over what constitutes social marketing and what role the programs should play in the public health system. From this study the respondents agreed that the social marketing approach is appropriate to tackle health problems.

According to the Centers for Disease Control's "Social Marketing for Nutrition and Physical Activity" social marketing course, what distinguishes social marketing from other approaches is that social marketing planners take time to learn what their target audience currently knows, believes and does. All decisions are made with the audience's perspective in mind. The health programs are designed to fulfill the audience's needs and desires. The implementer may already know a lot about the audience and have some ideas about the program's activities, but social marketing requires that he or she test those assumptions with a target audience first. One of the respondents mentioned the importance of social marketing to health in the following way;

"Other than selling products and services, social marketing differs from other health interventions program by analyzing the target audience to understand their interest, motives, behaviors and perceptions in order to design a strategy"

"Health programs work to change the behavior of the target group. Social marketing helps one understand this target like a friend or family member, and that in turn helps the marketer design the best communication."

All respondents agreed that social marketing is the right approach to curb health problems in society. Social marketing will help health professionals think innovatively to address population health problems by creating awareness, providing products and services and changing the behavior the target population.

A program developed for the "general public" will not likely be effective for any one person or group. But, by tailoring efforts to a particular segment, one can greatly improve effectiveness by using the programming, communication channels and messages most relevant to that segment. This way, the target is more likely to be reached and more likely to pay attention, creating a more effective program (DELTA Marketing Planning Tool, 2010).

"The problem with social marketing is that behavior change is not like selling a different brand of beer, it is about getting people to do things they are not doing previously, and that may take long time."

The findings reveals that social marketers have become the strongest advocates and practitioners of brands, pricing strategies and distribution networks as core elements of the social marketing approach and in this way the implementers can influence the beneficiaries or target groups to exercise the promoted behaviors through availing supported products and services in their nearby areas. It is like selling Coca Cola to young generation, the coca cola company position its products for youth as a fun and enjoyment by distributing all over the world through building a strong brand loyalty in the world and the same the researcher see in PSI that they build a strong brand loyalty of WuhaAgar and PUR in the country and distribute all over the country.

4.5   PSI's Social Marketing motive

To ensure sustainability in the area of health and other social change intervention should have to be linked to business and taken over by the private sectors. The program or project interventions will end after some time when the donor plugged off the money source and the program will stopped at that point. Most of the respondents reflected that sustainability is PSI's main reason for engaging in the sales and distribution of health products and one respondents reflect that;

"TMA is a key component of sustainable strategies to ensure long term health impact. The outcome of a total market approach is a sustainable and healthy market because it harnesses the public and social marketing sectors to provide scarce donor-subsidized commodities to those who cannot afford to pay commercial prices."

At the same time, the total market approach aims to create opportunities for the existing commercial sector to enter the market with affordable products for wealthier populations. Often, local community members are employed by PSI to serve as peer educators and PSI works directly with local pharmacies, clinics and community organizations. This allows PSI to use existing, sustainable resources to communicate messages and distribute products, while also developing local capacity. The researcher understand that PSI are working with government, entrepreneurs and private organizations to encourage in engaging of production, distribution and selling specially working with entrepreneurs from the local community. Once the market is created, product developed and demand created interested investors will invest in the area that will ensure the sustainability. The respondents strongly disagree with only distributing free products to the community by mentioning like this;

"If you only distribute free products for a specific period of time, the program will not continue after the distribution ends".

"PSI/Ethiopia engages in selling and distributing health goods and services through donor fund subsidizes. After time, social marketing will encourage and support private companies to engage in production and distribution to continue supplying the product.

For example, WuhaAgar was originally the only water purification product in Ethiopia, but now there are a couple ofproducer and importers."

According to respondents, PSI/Ethiopia also takes a comprehensive approach to sustainable development, working to support local governments, ministries of health and local organizations to help reach nationally developed health objectives. Through local collaboration, PSI strengthens the ability of local groups to achieve healthy lives for themselves, enhancing the likelihood of sustainable development with a lasting impact. PSI also encourages collaboration among donors through cost-sharing. Cost-sharing ensures that projects consistently align with country objectives across regions and are sustained over time through a diversified funding base. One of the program manager emphasize the sustainability is the main motives of PSI to engage in social marketing;

"All programs designed in PSI have make a point of ensuring lasting sustainability and involve the private sectors and entrepreneurs."

However, PSI still far behind in applying the TMA approach in existing programs. Existing plans, reports and project documents clearly shows only the promotion and communication aspects address the total marketing approaches.

One of the main questions raised in the problem of statement was that social marketing is very expensive to do. The findings shows there are mixed feelings among respondents. Some respondents think social marketing is very expensive for health interventions because the subsidy is high and there is a need to fund the whole intervention;

"Social marketing is very expensive since we are encouraging behavior change and people need time to believe in the promoted message and change their behavior".

Some respondents also argue that the intervention is resource intensive, but there are ways of doing social marketing in a better that manages scarce resources;

"Many people assume that social marketing is a resource intensive process and that you must have a large budget and many people. This can be true, but it is also possible to use social marketing with limited resources."

But a majority agree that it is possible to conduct a social marketing intervention in a very successful and efficient way to achieve the objectives. People are comparing the amount of moneys invested in the programs not comparing the result specially the impact. Likewise commercial companies see their result by the amount of income they get at the end, social marketing will see the number of lives saved, private organization engaged and generate income from the transaction and creating awareness among the risky groups will make the cost minimal. Some respondents also put the social marketing benefits compared to the resources;

"If you have limited resources or are working with a very small group of people, you can still use the social marketing mindset (thinking about problems and issues from the standpoint of the person who needs to change) for no cost, even if you are not able to complete all steps in the social marketing planning process."

In general, all respondents mentioned that now today's donors are interested in social marketing approaches for health intervention programs for countries like Ethiopia because engaging private and public sectors will ease the effort and ensure sustainability. When people hear the word "NGO," they always associate it with free distribution and aid. When they hear that an NGO is selling products, they complain about buying products that usually come for free.PSI management reflect on this in the following way;

"Our *sales team is facing arrest and physical attack in some rural areas because people think that NGOs only distribute free products and people are selling for their own benefits."*

Here the findings show that PSI didn't do much effort to promote social marketing to government in sufficient way. The researcher studied that PSI are facing challenges in promoting the social marketing to stakeholders and convince them its importance to the community and the country. Almost all respondents agreed that social marketing is still new and unclear in Ethiopia and needs advocacy and awareness creation for all stakeholders, partners and customers.

4.6 Challenges and Opportunities of Social marketing

Most agreed that PSI doesn't want to compete with any organization, whether it is private, commercial or nongovernmental. The very purpose of any social marketing intervention is to encourage people to start using health products and exercise the promoted behavior, and to encourage other private and interested bodies to engage in the manufacturing and marketing of essential health products and services. One of the marketing team put his word regarding the competition like this;

"We *don't want to compete with other private organizations, but we want to create a competitive marketplace for private organizations in order to supply health products and services to vulnerable people at a much cheaper price."*

" *Social marketing helps private organizations engage in profit-making activities so PSI can the transfer a brand and all legality of a product to a private organization, once it ensures the organization is in a good position to supply and market the product to the intended target group. "*

However, PSI still not transferring the household water treatment system products in the market and directly competing with existing private organization in the country.PSI did a nice job in creating demand and establishing brand for these many years back and the private sectors also attracted and opened their own factory, import and distribute privately owned HHWT products in the country and PSI still distributing these products in a highly subsidized price and this discouraging other private sectors in the market.

According to the 2013 PSI/Ethiopia Marketing Plan, in 2003 PSI introduced household water treatment systems to Ethiopia for the first time. In 2009, after five years, new private organizations started to import, sell and distribute other local HHWT products, but today there are still more than 90 percent of households that drink untreated water. Hopefully this will encourage other private businesses to engage in HHWT efforts.

The main challenges that PSI/Ethiopia faces with social marketing, almost all agree is getting the right data and studies on health areas and specific target groups. PSI started gathering information about social marketing design and implementation from available evidence about specific health areas. However, it is difficult to acquire significant amounts of data, so it is equally difficult for the marketing and program teams to determine immediate strategies to tackle problems. From the interview one respondents reflect on the challenges;

"The main challenge of social marketing is data. It is very difficult and expensive to gather data and conduct study in the area. "

The challenges facing social marketing programs are much more difficult than those facing commercial marketing, because social marketing programs focus on very rural, remote and under developed infrastructures areas, and many of the people in these areas are not willing and able to pay for products.

"Commercial companies use already existing distribution channels and systems to reach to their consumers, and they focus only on those who are willing to pay for their products. On the other hand, social marketing may use nontraditional distribution channels and focus more on remote and rural areas."

This formative assessment has identified the main challenges in implementing social marketing. One main challenge is lack of community acceptance and challenges from government officials in different regions, woredas and kebelles. Another is that trade customers refuse to stock PSI products because they only associate them as pharmaceutical or medicinal.

"A challenge is that regional government officials say these products and services are for free and for poor people from donors, so you can't sell them here."

"The distribution channels, specially the FMCGs distributers, are not comfortable stocking the products because they associate them as a medicine only to be sold at pharmacies and drug stores. "

PSI/Ethiopia is currently implementing many advocacy campaigns to government, stakeholder and trade channels to create awareness to tackle these problems.

"I can't say we are doing well in our strategy for trade customers to overcome such challenges, but we are doing some advocacy with the government to create awareness about social marketing."

Most agree that there is more potential in a country like Ethiopia to implement social marketing for many social problems involving the environment, health, education, smoking and driving. PSI currently focuses its social marketing efforts around health areas. The respondents also reflected that there are a lot to do in health areas also using the social marketing approaches only and in that there is a lot to contribute in the income generating activities as well creating an employment opportunities in addition to attract private organizations.

" PSI and only very few are implementing Social marketing in health areas. there are many areas need focus to tackle the social problems in a very innovative way like implementing social marketing".

4.7   Social marketing Strategies

The social marketing principles applied by PSI to health products are also applied successfully to health services. Increasingly, PSI socially markets health services, such as voluntary HIV counseling and testing, reproductive health services and safe water. By tapping into the commercial infrastructure, PSI can reach people in rural areas to provide vital services, interpersonal communication about healthy behaviors and the proper use of products. According to Journal of An integrated Social marketing (2011), An integrated social marketing model has four inter related tasks that revolve around an identified benefit for a target market or priority segment of the population.

Figure 3: An Integrated Model for Social marketing

Desired behavior
• Determinants
• Context
• Consequences

The audience benfit

Essence: behaviors,
products & services (BPS)
• Brand
• Relevance
• Positioning

The marketing mix BPS
• Design and features
Price
• Incentives and costs
Place
• Access and opportunities
Promotion
• Communications and experience
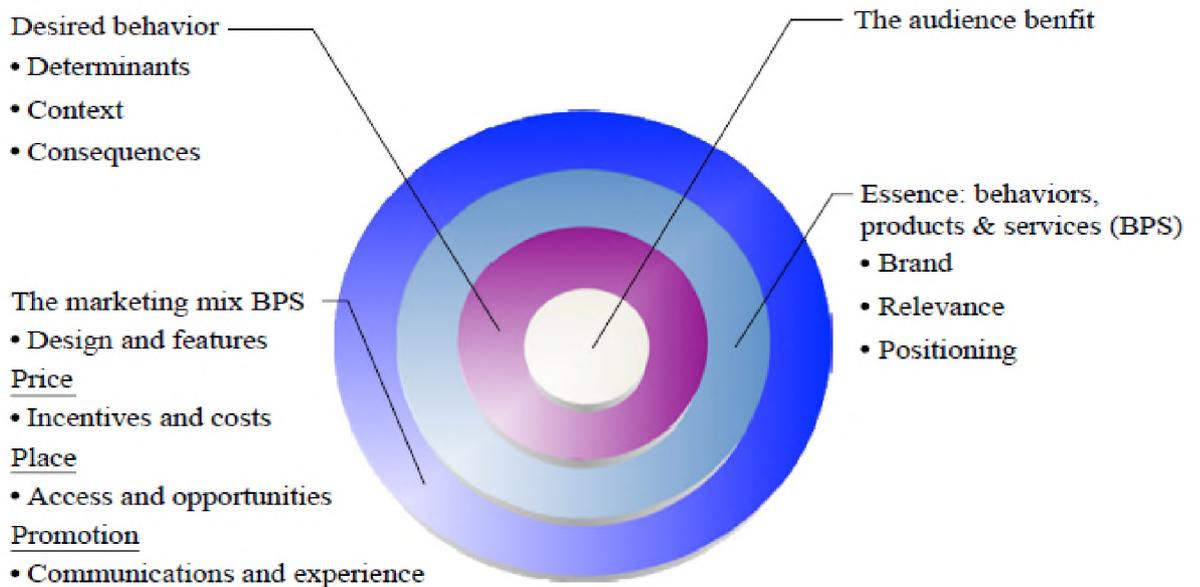
Source: R, Craig Lefebvre. Journal of An integrated Social marketing 2011,P13

PSI globally developed a Social marketing planning tool kit more or less same with other integrated social marketing model. PSI use this marketing planning tool kit to design all the strategy for all programs, Products, Services and behaviors throughout the world.

According to the respondents and DELTA Marketing Planning Tool Kit, (2010), before doing any marketing strategies the research comes first. PSI has its own research and metrics method to conduct any study before design and start programs. The research start with the first step that identify the need by review previous marketing plans or program log frames and meetings with PSI marketers. After identify the need and set research questions, contextualize the research need, develop research objectives and define indicators in order to design the study and complete the overall research for the program and marketing plan inputs, the interview results also indicates that situation analysis is the first activities of all marketing strategies;

"PSI has its own research and metrics method to conduct studies, this tools helps the program people and marketers in the organization to get a good input for the marketing planning design".

On the other hand PSI marketing team not necessarily conduct a studies but they assess and search available data and studies in the areas from other sources. Sometimes doing a study is very expensive and consume more time, so the marketers doing secondary studies to analyze the situation.

" The marketing functions use all the studies from internal and other data from different source on the issues and developed the situation analysis and that is the start of the marketing strategy design".

All the respondents agreed that, PSI is an evidence based social marketing organization and research and other studies are the initial stage before designing any marketing strategies. And the marketing planning tool kit start with analyzing the current situations and this situation analysis are the inputs for the planning session participants to think a new and innovative strategy for the program.' DELTA' is the name PSI gives to its approach to marketing planning. The cornerstones of DELTA are audience insight and brand positioning. Decisions made and insight gathered about audience influence all the other decisions made in the marketing plan.

According to 'DELTA' Marketing Planning Tool, (2010), DELTA marketing plan has four sections
1. Where are we now?
   - Analyze the current situations.
2. Where do we want to go?
   - Specifies the objectives of to be met
3. How do we get there?
   - Identifies the 4 Ps strategies to achieve the objectives.
4. How are we doing?
   - Outlines research and work plans with their budget

Figure 4: PSI 'DELTA' Marketing Planning Tool Framework

Source: PSI, 2010. [e-book]. DELTA Marketing Planning tool, P20

" *The situation analysis simplifies our effort and save time to decide on the type of target groups and get an insight on the target group".*

The social marketing function prepare the situation analysis in advance of the planning sessions using the research results and other secondary data done on the issues. The situation analysis will be presented to the participants during the planning sessions and that gives to the participants to think about the situation and target groups in general. The situation analysis includes the SWOT analysis of the organization and the program in general. The first output from the planning will be the Target groups profile and then the brand positioning.

 "PSI will brand every program intervention , products and services for the target groups"

PSI use the branding strategy to brand its intervention, products, services, and campaigns to easily implement and reach its customers. Some of the branded program

and products are WuhaAgar, PUR, Addis CURE, Addis CURE PLUS, ULCURE and MULU MELA (Program Campaign). The researcher observes that the existing brands in the organization designed in the same manner and procedures mentioned in the planning tool. Even in addition to products and services PSI always name the campaign by putting the positioning statements, brand personalities and brand execution.

This study revealed that product in PSI represents the desired behavior that you ask your audience to do, and the associated benefits, tangible objects, services that support behavior change *and /or* item or concept you are promoting. In general the product strategy includes packaging, attributes, support product/service and quality. The product strategies seems more organized and address all the issues related with products. One of the respondents define product at PSI in the following way;

"At *PSI, 'product P ' strategies refer to products, services or behaviors - anything that PSI is promoting in order to have a health impact"*.

Regarding price PSI consider price as cost (financial, emotional, psychological, or time) or barriers the audience faces in making the desired behavior change. Cost of changing a behavior or using a product; refers to money, effort, energy or time. There may be no money are paying for the product but the consumer may be face a psychological risk to go and access the products or services that are taken as a price for consumer that hinder him/ her from getting the service. However, the pricing strategy seems different from that of commercial pricing strategy and the tool also miss the important points on pricing points. But mentioned some of the consideration that helps to determine the price.

" This is actually the most neglected P strategy in PSI. Often we set the price when we launch the product or service and it remains the same for years without revision"

According to the Marketing Planning Tool Kit, (2010), PSI consider four things when they set price of their products and services. The first is consumer consideration in which they assess the affordability of the price to consumers and the quality of the product compared to the price.

" In our study always assess the willingness to pay (WTP) of our target groups in order to set our price of our products"

The second consideration is cost recovery, PSI revise its price overtime in order to cover some of its costs with four levels of cost recovery. And the cost recovery will ensure the sustain abilities of the products and or services in the market for the long time and to make sure that motivate private organization to enter into the market. The third consideration is trade consideration that address the retailers and wholesalers whether they are adhering the recommended retail price and set the margins that are motivating them to stock PSI's products and deliver services for consumers.

" We always set satisfactory trade margins which is same as commercial margins to motivate the distributers to distribute our products to consumers and we work together with these distribution customers to control the RRP"

The last consideration by PSI to set price is Market place consideration in which compared PSI price to the inflation or changes in consumer income level and other similar products price in the market.

" In PSI still now we don't make profit from our products, because we are selling products and services in a high subsidized price like only we covered 40-60% of the COGS in all our products. We increase price every year to close the gap of subsidy".

From social marketing point of views there are some non monetary costs concept. The most commons are time, effort, psychological risk, and physical discomfort. PSI design strategies as a price for these factors during the planning sessions in order to address related with these ones.

Most agreed that there is a confusion with governments and other stakeholders that since there is sales and distribution there is a profit from that transaction. PSI will cover the subsidy from donor pockets in order to cover some expenses like Sales and distribution, Promotion and communication, and sometimes part of manufacturing costs as well.

Regarding the Place P strategy, PSI is using existing distribution channels throughout the country like other commercial marketing organizations and follows the same trade margin (profit margin for trader) trade to motivate its trade customers. The place in social marketing is where the audience will perform the desired behavior, where they will access the products (PPST Kits, Condoms, WuhaAgar), or where they are thinking about your issue.

During the planning sessions the balance between consumer access to its brands with the trade customers need for profit will address and sometimes the place strategy is highly dependent upon the geographic location in which they are employed because the sophistication of a distribution system vary from areas to areas the respondent try to reflect the challenges of getting the infrastructure for distribution in the following manner;

" Sometimes we are forced to establish nontraditional distribution channels because of luck of the distribution system in the specific areas like rural".

" Since we introduce new Product, Service and ask people to perform what we promote, we are implementing the Push strategies".

Based on the situation and nature of the programs and products and /or services PSI/Ethiopia follow both PUSH and PULL strategies of distribution and selling to make accessible its products and services. Through the Push strategies PSI encourages customers to purchase from PSI and then sell to on to the next link. But PSI long term strategies as an organization is Pull strategies that generates demand from consumers and consumers from trade customers and trade customers from PSI.

However, even the study participant pointed that they are changing their distribution strategies from push to pull, it is clearly seen that the company is implementing the push strategies to all programs and products.

" In order to make long term relationship with our trade customers we work closely to ensure the supply based on the demand, offering competitive profit margin and providing support in point of sales promotion"

Promotion P strategies are the major decisions in the marketing strategies because it took majority of the program costs. PSI gives more time and efforts on designing the

best strategies to reach more audience with minimum cost. To design this strategies PSI promotion marketing planning start from confirming the communication objectives, which is may be same or somewhat different from the overall marketing objectives but in most case both the marketing and communication objectives are the same.

"Before we decide on the messages and determine the communication channels we set objectives and we refine it".

"Stands for communication messages, materials, channels, and activities that will effectively reach your audience. "

According to the 'DELTA' Marketing Planning Tool Kit, (2010), PSI Marketing team follow the six steps to set the communication strategies. Step 1 is confirm the objectives, Step 2 develop a key messages, this messages will be put in all communication channels, Step 3 identify and choose the communication tool (during this step the cost, reaches and frequency considered), Step 4 sync the objectives with the tool, Step 5 develop details strategies and plans for the communication and finally Step 6 develop a communication brief.

" we will consider the type of communication channel based on the reach and depth of our messages require"

Figure 5: Creative Consideration
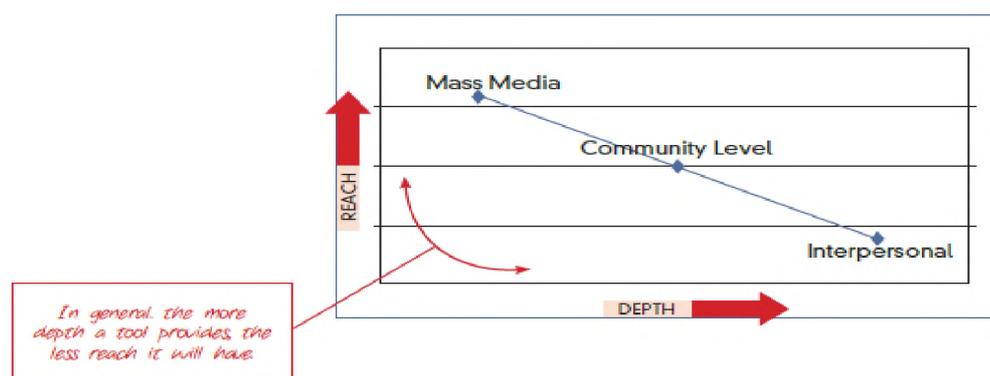
(Source: PSI, 2010. [e-book]. DELTA Marketing Planning tool, P110)

During the Marketing strategy design the final step will be the research plan and Work plan. According to the respondents during the planning sessions all the gaps (information gaps) observed during the planning sessions are taken as a research plan

and the participants and the program owners will decide on how are they going to address the research gap in their research plan. Finally the team will develop the work plan using the Gantt chart that includes all the details activities with respective budgets and responsible person.

" The work plan is the important documents. This document will summarize all the detailed activities and responsible person with budget so we take that documents after approval from the director as a working document throughout the year".

4.8   PSI Partnership and Relationship with External Environment.

PSI works closely with government sectors like Ministry of Health, Education, Agriculture and other regional offices and government offices, Partners like UNICEF, SAVE THE CHILDREN, OXFAM, CARE and Donors in addition to other private organizations like manufacturing companies, trade customers and international organizations like Uniliver and Procter and Gamble. PSI still has some gaps in addressing the questions raised with its social marketing approach from all concerned stakeholders and partners.

The research revealed that PSI major weakness is in promoting the organization to stakeholders and for other external bodies. The organization communication and marketing team focuses on promoting brands and behaviors than promoting the organization as a whole. The organization doesn't have a budget and clear strategies in promoting the organization and among the respondents some reflect the organization weakness as follows;
" Yes I agree that PSI do nothing to promote the organization and most of our partners and stakeholders know more about programs, Products and services than our organization name"

" We do some PR activities among our partners but not in a more structured, organized and targeted way".
The weakness of the organization in promoting the organization and social marketing derived from the budget and donor stands regarding marking and branding. The donors are not willing to promote the organization and give priority for their brand and logo.

PSI need to search to promote and strengthening its relationship with government and other stakeholders to solve the confusion among these groups

4.9 Performance learning and Result Tracking.

Commercial organization track their result and performance based on the profit generate , revenue collected and quantity sold in specific periods of time. Social marketing since it has no profit attached with it the success and result are calculated in different ways like number of people educated on specific areas, product distributed and saved life and reducing prevalence of some diseases. PSI use a kind of different mechanisms to track the result in specific program areas. A respondents answer the questions in this way;

" PSI has its own success measurement like Commercial marketing organization use Profit as a success measure; that is 'DALY'.

According to PSI websites http://dalycalculator.PSI.org. Disability Adjusted Life Years (DALY): The widely used measurement tool is simply called DALY. DALY represents the sum years of life lost due to disability caused by health condition. One DALY equals one year of healthy life lost due to illness or death. A DALY averted equals one year of healthy life saved. DALY was developed in 1990 by World Bank and WHO as way of measuring diseases burden. Since 2006, PSI adopted the DALY as its primary measure of health impact. PSI talks about DALYs averted to describe its health impact. PSI's DALY models estimate the number of DALYs averted by country programs - in other words, the amount of a country's disease burden (measured in DALYs) that PSI's programs have taken away or reduced. The major reasons PSI choose DALY as its primary measure of health impact: DALY has been used and understood by many health agencies and organizations around the world including World Bank, WHO, & US National Institutes of Health. Consistent use of DALYs provides a measure of PSI's health impact on national and regional disease burdens. Cost data and DALYs averted can be analyzed together to estimate the cost effectiveness of PSI's interventions.

"PSI calculates the DALYs averted by its products and services using a series of mathematical models using the DALY calculator."

The model in this site translates the units of an intervention (i.e. the number of products distributed or services delivered) into DALYs averted. It incorporates all the key factors that are related to the intervention and the relationships between these factors.

For Example, It was assumed that PSI can generate 1 DALY by the following options
1 DALY = 100 bottles of Water-Guard or 1 DALY =6000 sachets of PUR

According to the respondents, sales volume trend is another measurement tool. The sales volume trend presented annually in the form of tables or graph in annual marketing plan. The tool shows the sales target by region or by sales person and compares it with the actual sales made during the fiscal year. This tool is also a basis to evaluate performance of PSI sales team and an evidence to provide monthly commission and annual bonus for exceptional performance. For example, PSI distributes and sales 12,520,843 bottles of Water Guard and 51,006,184 sachets of PUR as presented below.

Table 2: PSI SWS Sales History Trend

Products	Water Guard (in Bottle)		PUR (in Sachets)		Total
Fiscal Year	Institutional Sales	Commercial Sales	Institutional Sales	Commercial Sales	Annual
2007	2,454,154.00	469,311.00	6,504,503.00	706,800.00	10,134,768.00
2008	1,368,536.00	1,290,858.00	4,300,925.00	2,175,365.00	9,135,684.00
2009	1,568,542.00	1,229,582.00	8,590,681.00	2,899,034.00	14,287,839.00
2010	1,214,389.00	1,404,665.00	3,297,488.00	5,559,133.00	11,475,675.00
2011	836,159.00	684,647.00	14,482,610.00	2,489,645.00	18,493,061.00
Subtotal	7.441.780.00	5,079,063.00	37,176,207.00	13,829,977.00	63,527,027.00
GrandTotal	12.520.843.00		51.006.184.00		

Source: PSI 2012e cited in Marketing Plan for Waterguard and PUR, P9

PSI manage and measure its performance and program success with the above main measurement tools and these tools is a best tools to report to the donors, stakeholders and partners to see how the program intervention is successful during the intervention.

The DALY system of success measurement seems very vague and unclear on how they track distribution versus consumption. The researcher understand that the DALY only consider the distribution data to calculate the DALY, so the consumption rate will be more lower than the distribution rate.

4.10   The Targets of Social Marketing Program Interventions

PSI all the interventions are targeted and focused in specific target groups. Social marketing planners take time to learn what the target audience currently knows, believes, and does. All decisions are made with the audience's perspective in mind. The program is designed to fulfill the audience's needs and wants. You may already know a lot about your audience and have some ideas about the program's activities. It can be tempting to start planning based on these ideas, but social marketing requires that you test those assumptions with the target audience first. You may be right, but you may also be surprised at what your audience thinks and says.
"understanding your target audience is a must, and that simplifies your effort and minimize costs of marketing and promotion".

According to the respondents of this formative research, any intervention and strategy design they spent much time to know a target groups very well. They got all the necessary data about the target groups from studies like EDHS, secondary data from different research institutes and organization in the areas and from PSI research results. Since the research is very expensive based on the availability of the fund from donors PSI done a research as a baseline to understand a situation in advance. In the situation analysis the team will decide on in which target groups that they are focusing, geographic locations , age group and etc.

" Our DELTA sessions will guide us to determine in which target group to focus and help us to understand the target groups. We picture our target groups like a person, we give that person a name and internalize him/her before designing the strategy for him/her".

" Audience profile is a tool we create a summary of the most important information we have about the target group onto just 1 or two pages".

Currently PSI has more than 10 target groups for all programs, products and services and all these target groups has its own profile and name to make them as a real individual to easily reminded by the program peoples and marketers in order to design whatever marketing strategies innovatively to reach to the mass target.

According to 'DELTA" Marketing Planning Tool Kit, (2010), the importance of the Audience insight is only real insight about audience can help all the marketers and program people to understand how they should position PSI product, service or behavior. It provides the team with the emotional hook upon which they will hang all the marketing strategy and implementations.

CHAPTER FIVE

SUMMARY,CONCLUSION AND RECOMENDATIONS

5.1 SUMMARY

The overall findings of the assessment of the practice of social marketing in
PSI/Ethiopia is summarized in the following paragraphs:

- PSI/E's socially markets health services and products for different social health
  problems. PSI global developed a marketing planning tool to design a social
  marketing strategy called DELTA. All programs and projects in the
  organization are designed using the planning tool, which starts with analysis of
  research, studies or secondary data, and continues to develop the brand, identify
  the target group , set the product price (monitory or non-monetary), and
  determine place and promotion strategies (such as key messages and channel
  selection).

- The overall finding regarding the message below using Social Marketing
  approach sustainability. Finding reveals that free distribution and awareness
  creation alone_ doesn't sustain the behavior change interventions and address
  the social problem.PSI Ethiopia engage in demand creation specially changing
  the need in to demand at the bottom of payment by facilitating the market to
  other interested private sector and stakeholder to assume the sustainability of
  the program and behavior change. By its very nature behavior change needs
  more time to change.

- The main difference between commercial marketing and social marketing is the
  for commercial, it is difficult to get the target group and give prior attention for
  generating profit to the owner and shareholders. Social marketing focused on
  targeted group and it is simple and easy to reach a target group that determined
  by the BoD (Burden of disease) and program intervention. Social marketing is
  very expensive because the intervention in more focused and tapered. The price
  is another differed between the two commercial marketing setting price by
  adding the make up for profit with can setting price considering both
  monitoring Vs non monitoring cost associated with the product service or
  behavior intended to address to social problem. Price is very sensitive but
  neglected in PSI for years and the cost analysis doesn't show either the
  administration and other overhead costs.

- The finding revealed that PSI marketing team are facing a huge challenge in getting the data and studies on the burden of disease and other demographic characteristics of the target groups in order to design an strategy. The research is the starting points in PSI to design and strategy and the analysis takes more time and the strategies.

- PSI/Ethiopia applying the total marketing approach in all its programs and projects. This approach designed in order to address the social health problems a scale and equity.TMA incorporate commercial, social marketing and free/public distribution in order to minimize the risk among the population at scale and facilitate the market for better addressing the social problems in the country.

- PSI use DALY as result tracking health impact measurement tools; by considering all the marketing pieces and distribution data for products and services as an input for calculation. Cost and DALY's averted can be analyzed together to estimates the cost effectiveness of PSI's social marketing interventions. However DALY's only drawbacks is its calculate the health impact using the distribution data and that not reflect the consumption of the distributed products and services.

5.2 CONCLUSIONS

In this study the researcher attempted to assessing the practice of social marketing with regard to primary data obtained through interview and other secondary sources. The following conclusions derived from the key findings of the study:

- The planning tool currently PSI/Ethiopia applying for designing and implementation of marketing strategies not clearly put the pricing components

and calculating methods for the marketers to apply and guide their pricing strategies for the existing products and services.

• The social marketing approach seems interesting and well suit for the health programs and other social problems. The approach invite other interested investors, private sectors, local entrepreneurs and governments to act in different ways to address the social problems. But the approaches not well communicated to the external customers and get the buy in form all to successfully design and implement the programs in the country.

• The approach is the right approach in social change, behavior change and new market and product development to attract more players in the market in order to address the social issues in a more organized way. PSI only focus on the health aspects and there are potential areas of involving and diversifying the approach in different areas.

• The existing methods PSI use to measure the success of health impact by its intervention have some gaps and its only consider the distribution data to calculate the health impacts. The method doesn't incorporate or identified distribution Vs consumption ration to come up with the final health impact number.

• PSI speaks all the marketing languages but lucks more marketing and sales professional. The company are recruiting more health professionals than marketing and sales professionals when new project or program designed. There is a gap observed in this regard that the marketing and sales expertise to address issues like pricing , communication and promotion in avoiding confusions in the markets.

5.3   RECOMENDATIONS

In light of the summary's of the findings and conclusions drawn from, the following recommendations are put forward as strategic priority areas to improve the social marketing intervention at PSI Ethiopia:

- PSI should design the right PR strategies to external stakeholders and should advocate the social marketing approaches to government as a right approach to tackle social issues.

- PSI should also create awareness among the trade customers and set lucrative trade margins/profit to motivate them to stock the company products and services.

- PSI need to work closely and should access data about the target groups to design its intervention and should work closely with other partners and stakeholders in addition to government offices to access secondary data to minimize costs of interventions.

- PSI should revise its product and service price at least once a year in order to cover some of the subsidies and COGS which encourages and attract private organizations and the marketing planning tool also should be revised and incorporate different pricing techniques to ease planning sessions.

- Mechanisms should be there to incorporate consumption data as an input to calculate health impact instead using distribution data.

- PSI should diversify its intervention by looking other social issues in addition to health like environment, traffic, culture, and other.

- PSI/Ethiopia should hire more marketing and sales people who have a commercial market expertise to design a better 4P strategies and implementation for both internal and external.

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ANNEX- A: In-Depth Interview Guide (IDI)

Good morning/afternoon . I am the students in St Mary's University undergraduate currently working on partial fulfillments of the requirements for the Degree of Masters of Business Administration. Accordingly so i have chosen PSI/Ethiopia to undertake this study. The purpose of the research is to gain an in depth understandings of the organization's social marketing practices in regards to the health care products and programs implementations. Your opinions and experiences are important to this study. I want you to be honest and truthful in answering the questions. Your participations in the study is voluntary. Thanks for your cooperation.

Is it ok if we record our conversation? (Make sure you receive verbal consent to record)

Do you agree to participate in the study?

yes └─────┘ (1) (Continue with the interview)

No └─────┘   (2) (Terminate Interview)

Thank you,

Name of the Interviewee_____

Gender of Respondent:_____

Category of respondent:

Marketing and Sales Department |_____| Communication Department

Programs; MULU HIV |_____| Child Survival |_____| DCP-STI |

Finance Departments |_____| Research and M&E |_____|

Level of Educational

How long have you been working in PSI/Ethiopia?

1. Three months or more |_____|

2. Less than three months (not eligible) |_____|

What is your current Position?_____

For how long have you been working in this position?_____

Introduction

1. I would like to learn about your Organization?

- Can you tell me about PSI/Ethiopia?
- How many departments do you have?
- How does your organization understand social marketing?
- What are the existing products, services and behaviors changing activities that your organization currently engaged?.

- How the Marketing and Sales department organized and fit in the organization structure?

- How many people directly involve in the marketing and Sales departments?

Social marketing Approach

2. Now I would like to know more about Social marketing?

- What do you mean by Social marketing from the PSI point of view?

- What components should be considered in Social marketing? What are the pillars of the Social marketing

- What do you think is the main difference between Social marketing and Commercial marketing?

- How do you see Social marketing and Health? And How this two things go together?

- Why PSI engaged in Social marketing and what is the reason behind in engaging in selling products and services?

- Why the organization named non government but engaged in sales? and where the profit goes from the sales of the products and services?

- Tell me how you manage competition in the market? What are the competition challenges in the market from the private sectors?

3. How do you develop Marketing Strategies?

- What are the pillars of the marketing strategies? Why?

- What factors you considered during your strategies design? Why these factors?

- How do you design and relate Societal health needs into marketing's strategies?.

- What do you think the challenges related with strategies design?

- What are the key difference with commercial marketing strategies design?

- How do you fit the 4p's into the health contexts?

4. How does the organization manage the 4p's and implement the Social Marketing strategies?

- How do you reach your customers and consumers?

- How do you make sure that the products and services are delivered to consumers?

- What are the communication and promotion channels you implement to reach your target groups?

- Who promote the product?

- Is the price affordable to the consumer? And how does the targets see accessibility and affordability? Why?

- How do you measure affordability of the price and What mechanism you follow to revise the price?.

- Why trade customers are important to Social marketing activities? And how PSI manage trade customers?

5. What are the challenges in designing and implementation Social Marketing approaches?

- What do you think is the challenges of Social marketing in PSI/Ethiopia?

- What is the challenges social marketing face compared to commercial Marketing activities (Private sectors). Why?

- How do you manage confusion from external stakeholders that Selling products and services and being the nonprofit organization?

- How do you manage the relationship with private sectors, who doing same activities?

- How do you work with other NGO, private sectors, and government organization?

Health programs and Social marketing Approach

6. Now I would like to know more about the health programs and social marketing approaches?

- What do you understand by social marketing, Total marketing and commercial marketing? what are their similarities and differences?

- In your opinion do you think Social marketing is the right approach to meet your objective in your health programs?

- What components should be considered in Social marketing to address the health needs? What are the pillars of the Social marketing?

- How do you see Social marketing and health? And how this two things go together?

- Why PSI engaged in Social marketing and what is the reason behind in engaging in selling products and services?

- Is the social marketing approach for health intervention expensive? Why? Why not?

- Tell me how you manage your donor relationship related to social marketing of the programs?

7. What are the methods PSI/Ethiopia implements to measure results?

- How do you measure success from the marketing and Sales of Health products and services?

- How do you manage the profits from sales and distribution of health care products and services?

- How the margin from the marketing and sales of products manage? And how the organization determine margins?

8. Please tell me about the major challenges that your organization faces in implementing Social marketing?

- What are the basic problems in implementing social marketing?

- What did you do to cope up these challenges?

- What could help better manage this challenge?

9. What are the opportunities that your organization has in implementing social marketing?

10. What are the challenges in designing and implementation Social Marketing approaches?

11. I would like to talk to you more generally about your thoughts and experiences relating to address societal problems?

- Who are your targets? Why you target these populations?

- Tell me about your target in details?

- How many targets groups do you have? where they are located?

- How do you determine your target groups? what are the criteria to select the target groups?

Relationship with other stakeholders?

12. How do you promote your social marketing interventions to external stakeholders?

- Do you think external stakeholders well understand your social marketing programs?

- What do you think their thinking about engaging in sales and distribution?

- What actions you are taken so far to promote your activities for other stakeholders?

- What challenges you face in your relationship with partners and stakeholders related to social marketing? what measure you taken to tackle this?

Thank You!

DECLARATION PAGE

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **Temesegen Belayneh (PHD)**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name   **Signature and Date**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor   **Signature and Date**