

So in the marketing of goods and services, which for 106 years has been the daily business of the J. Walter Thompson Co., they have developed a plan for the production of communications which help solve a client's marketing problem. This is called the "T" plan and consists of five steps.

The "T" plan process contains no magic. It is simply organized commonsense, a method designed to help arrive at an accurate fact base and to help avoid operating under false assumptions. It involves the posing and answering of five very basic questions, questions designed to focus and concentrate thinking where it will be most productive. And though I will list these questions in a certain order during the development process, as the environment changes or new information becomes available, we will backtrack, reasking and reanswering certain questions. It is, in short, a fluid process that we can never assume is finished. And even when success is achieved, continual pressure must be used to maintain that degree of success.

In attempting to motivate people, in making a deliberate attempt to influence change and not just passively react to events, we need the best planning possible. In answering the following questions, we make important strides toward that end. Those questions are:

Where are we and why are we there?

Where do we want to be?

How do we get there?

Are we getting there?

And should we change direction?

In the application to social problems of the principles I have described, coupled with the asking and answering of the questions I have just posed, is what we describe as "social marketing." Social marketing is defined as the design, implementation, and control of programs, calculated to influence the acceptability of social ideas. It involves considerations of program or product planning, pricing, communication or education, distribution, and marketing research. And these marketing techniques serve as the bridging mechanisms between the simple possession of medical or health knowledge and the socially useful implementation of what such knowledge allows. So that in the hands of its best practitioners, "social marketing" is applied behavioral science.

I would now like to describe how the technique of social marketing would be applied to solve a major current medical problem involving a type of drug use, and the case in point is the necessity to immunize almost 200 million Americans against swine influenza before a new flu season begins this fall. A related and also urgent problem is the need to raise the present dangerously low immunization levels of many American children to the recommended levels for the common childhood diseases. Now without use of these social marketing techniques it is unlikely that success in either area will be achieved since both problems are much more complex than they would appear to be at first glance, and both will require wide public understanding, acceptance, and support if we are to succeed.

So the first question posed in such a program would be where are we and why are we there? And we find that posing the question in this problem seems simple, but the intelligent answering of the question will probably require the employment of a number of dif-