

At any rate, in final conclusion, the health establishment does have a "product," and it is a worthy one at that. And that product is information—vital, lifegiving information. But the lifegiving capacity of those data are often aborted in the absence of a determined and effective effort to make them heard and heeded.

The application of the techniques of social marketing will be necessary for the technology transfer that NIH and FDA and others are required to accomplish, and to impact on the prevention, early diagnosis of, and appropriate and timely therapy of disease. That will involve communicating with the public and the health professions in such a way as to bring about appropriate attitude and behavior changes.

At this point, it might be useful to recount some real life examples of social marketing in several other countries.

In Great Britain, we happened to undertake a 2-year educational effort to prepare the entire population for the changeover from pound-shilling to decimal currency. We believe that this represents the most intense and successful social marketing campaign ever undertaken. And this necessarily involved not only the comprehensive promulgation of somewhat technical data to a wide variety of publics—consumers, merchants, bankers, teachers—but also the cultivation of attitudes favorable to cooperating in the effort. After all, they were phasing out a custom and habit of 400 years' standing for the nation, and of perhaps 60 or 70 years' standing for many individuals. But the campaign was professionally wrought, governmentally financed, and publicly respected. It was effective beyond the most optimistic expectations.

The Harvard Business School has happened to develop a case study on that which is being used now for teaching, and Mr. Chairman, I would like to include that in the hearing record.

Senator NELSON. We will receive it for the record.¹

Dr. SIMMONS. The same was true for an antidrug program in West Germany, directed primarily to potential teenage abusers. Once again, the professional marketing communicators employed their unparalleled understanding of their audience and of how communications might be used to effect real social change. They avoided mistakes made by other well-intended but less astute antidrug campaigns, and the project appears to have rendered a demonstrable public service in the eyes of the government of West Germany.

And I believe there are areas where we must now bend to our own ends the competence of professional communicators, in a deliberate stroke of public policy, to accomplish widely desired health benefits. Such a policy is prefigured in other areas of public priority; the military, for instance. All of the United States armed services routinely engage in the use of marketing communications and paid media to ensure fulfillment of their recruiting objectives. And surely the objectives of the National Institutes of Health, FDA, and innumerable other health agencies are no less worthy.

Every public agency which is party or privy to the development of technology has an obligation, it seems to me, to actively foster the fruitful application of that technology. It is clear that information dissemination alone does not necessarily bring about appropri-

¹ Material not available at time of going to press.