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Fall 12-13-2013

Social Marketing and California High-Speed Rail: A Framework for Behavioral Change Towards Sustainability

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Social Marketing and California High-Speed Rail: A Framework for Behavioral Change
Towards Sustainability

An Analytical Paper Presented to the Faculty of the College of Arts and Sciences
University of San Francisco

In Partial Fulfillment of the Requirements of the Degree of
MASTER OF PUBLIC AFFAIRS

by

Spenser Leland Dill

November 2013

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Under the guidance and approval of the committee, and approval by all the members, this

analytical paper has been accepted in partial fulfillment of the requirements for the degree.

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Abstract

In this analytical paper, I advocate for the use of social marketing techniques in a campaign targeted towards Central Valley communities with the primary objective of reducing this population's opposition to the state's High-Speed Rail project. A secondary objective is to use this strategy to promote positive attitudes towards sustainable practices in general. The goal is to stimulate a change in regional culture, which will support the behavioral changes needed to protect California's natural resources and reduce our state's contribution to climate change. I argue: 1) creating a sustainable transit infrastructure with high-speed rail as its centerpiece will reduce harmful carbon emissions while simultaneously boosting the state's struggling economy, 2) California High-Speed Rail Authority (CHSRA) has a vast budget that is not being used properly for community outreach and communication, and 3) the use of social marketing techniques will produce positive results in both the short and long term. My findings are based on a review of academic and grey literatures, as well as personal communication with staff, policy makers, and communication specialists at the California Governor's Office of Planning and Research. I suggest the next step for the CHSRA would be to design a project with social marketing at its center. The project should use multiple benchmarks to facilitate a comprehensive evaluation of the efficacy of social marketing as a tool for government outreach.

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Executive Summary

The construction of a high-speed rail (HSR) system is imperative for California's future. Creating a sustainable transit infrastructure with HSR will reduce harmful carbon emissions while simultaneously boosting the state's struggling economy. California does not have the means to create adequate roads and runways to support our growing population, and cannot afford the cost of the wide-range of environmental impacts they would cause. Simply put, there is no reasonable alternative to HSR.

The California High Speed Rail Authority (CHSRA) aims to transform how Californians travel throughout the state. The rail system will eventually include 800 miles of track and up to 24 stations that will put California on a statewide modernization plan while investing billions of dollars into local communities (Terplan & Gao, 2012). The CHSRA has proposed a plan in which the rail system's design, construction, and daily operations have been created and coordinated specifically to promote sustainable growth. Moreover, officials carefully considered the social, economic, and environmental impacts associated with the project, and the plan protects the interests of the communities most affected by the rail line. The Initial Operating Section (IOS) will be the first step in constructing a rail line that will connect Los Angeles with San Francisco. Although Californians have already approved a measure to fund the construction of the rail line in 2008, there remains significant resistance to the project, especially in the Central Valley. The first section of the HSR will run from Merced to Palmdale directly through the Central Valley and in order for the system to avoid the costly delays fueled by citizen opposition, support from these communities is essential (Terplan & Gao, 2012).

A social marketing campaign focused on the promotion of HSR presents a unique opportunity to engage and stimulate citizen action towards more sustainable practice.

Traditional top-down, one-message campaigns can backfire by disengaging citizens and producing the opposite of the intended result. Whereas social marketing is an interactive process that engages citizens in a customer-centered way, which opens the door to future action. The end result of this campaign will produce a positive relationship between those who were non-adopters and HSR, while stimulating willingness on their part to adopt future action resulting in sustainable practices.

In this paper, I advocate for the use of social marketing techniques in a campaign targeted towards Central Valley communities with the primary objective of reducing this population's opposition to the state's HSR project. A secondary objective is to use this strategy to promote positive attitudes towards sustainable practices in general. The goal is to stimulate a change in regional culture, which will support the behavioral changes needed to protect California's natural resources and reduce our state's contribution to climate change. The campaign targets Central Valley communities because the first sections of the railway will be built there and a significant number of citizens of this region have expressed resistance to the project (Elkind, 2013).

Chandrasekar (2010) explains how social marketing employs strategies and tactics used by traditional consumer based marketing campaigns in order to increase the acceptability of a proposed social idea. Pioneers of the concept of social marketing, Phillip Kotler and Alan Andreasen, define social marketing as "differing from other areas of marketing only with respect to the objectives of the marketer and his or her organization. Social marketing seeks to influence social behaviors not to benefit the marketer, but to benefit the target audience and the general society" (Chandrasekar, 2010, p. 468). In other words, unlike conventional marketing strategies, social marketing focuses on the consumer's needs as a member of the public, rather than selling them on the idea of what they need to generate profit for a private company. The process,

however, remains the same. Social marketing is a long-term plan focused on future behavioral tendencies. In this proposal, I suggest that it is not sufficient to convince communities that HSR will benefit them in the immediate future, but rather, the long-term goal should be to create a campaign that aims to enact cultural change that will affect the behavior of these communities for generations to come. I will draw from examples of social marketing to highlight ways in which a campaign for HSR will be both feasible and successful.

This paper is a preliminary investigation of the potential usefulness of social marketing techniques to support the implementation of HSR in California. It outlines a framework that proposes a five-part plan that could be used as a guide for a future project proposal. Part of my analysis includes hypothetical examples to provide context. I present an idea or concept and apply it to different scenarios that might appear within a full-fledged social marketing campaign focused on HSR. These hypothetical contexts will not be analyzed as thoroughly as would be the case in an actual social marketing campaign proposal. Rather, they are meant as examples to demonstrate how social marketing techniques function. With that in mind, I focus on how social marketing can be applied as a tool to plan an effective outreach and communication campaign aimed at promoting HSR as central to a sustainable approach to California's transportation infrastructure.

<div align="center">Background</div>

On November 4th 2008, the voters of California passed Proposition 1a, or the *Safe, Reliable High-Speed Passenger Train Bond Act for the 21st Century*, authorizing the California Transportation Commission (CTC) to begin statewide improvements to California's rail system. Included in this Proposition was the allocation of $9.95 billion, upon approval from the legislature, for the purpose of constructing the HSR system in California (California

Transportation Commission, 2013). Over the next forty years, California's population growth

will quickly overwhelm the current transportation infrastructure. The roadways and runways

presently in place cannot withstand the state's estimated future population of 50 to 60 million

people. California's HSR system will offer the only feasible alternative for creating a sustainable

transportation system (Terplan & Gao, 2012).

The CHSRA reports that 18.7 billion dollars is depleted each year from the state's

economy due to the effects of auto congestion (Terplan & Gao, 2012). In addition, California's

interstate capacity cannot sustain the elevated rate of travel in which there are projected to be 5

times as many cars as added roads. The CHSRA asserts that to successfully meet the demands of

the growing driver rate, California would be forced to invest more than double the estimated cost

of HSR on constructing additional transportation routes between San Francisco and Los Angeles.

Flights between the two cities already account for the busiest short-haul route in the United

States, and the emissions caused by our current transportation system will ultimately become

detrimental to the economy, as well as to the health of the citizens of California (California

High-Speed Rail Authority, 2013a). CHSRA estimates the environmental benefits as 320 billion

fewer vehicle miles traveled (VMT) over 40 years, and 237 million gallons of auto fuel saved

annually, which would result in a significant reduction in carbon dioxide released into the

atmosphere (Terplan & Gao, 2012).

By 2029, the HSR system will run from San Francisco to the Los Angeles basin. The IOS,

which will travel from Merced past Palmdale stopping in Fresno, Kings/Tulare and Bakersfield,

is projected to be operational by 2022. The project is estimated to create over 20,000 jobs in the

next five years for the Central Valley cities, whose economies are still struggling to provide

stable jobs. In addition to the jobs created by the construction, maintenance, and operation of the

line, local small businesses will benefit from the train stations' presence in their towns. HSR will provide a more efficient travel option between the major regions in California creating a more vibrant and connected economy (California High-Speed Rail Authority, 2013b).

Even with the added benefits of a modernized transportation system and a lack of feasible alternatives, the Public Policy Institute of California (PPIC) found that a majority of Californians are still wary of the project, specifically citing the cost (Barbour, 2006). The statewide campaign to inform residents about the project has fallen short for various reasons. Those reasons include lack of funding and willingness to spend local dollars to promote HSR. After the economic downturn, local and county governments were left with little expendable resources and what remained was not being spent on outreach programs of any kind. The Cities of Fresno and Merced are slated to receive funding from the CHSRA to implement an outreach program for station area planning, but other local cities have not yet taken the opportunity to include themselves in this process (Elkind, 2013). From the outset of the HSR's campaign in the Central Valley, the Authority sent engineers from the project to engage Central Valley communities. This effort was an attempt to provide transparency in the process and result in greater oversight and accountability. However, when the representatives held town hall style meetings, they were met with a great deal of resistance. Local residents complained that the representatives would not address their concerns and could only respond to the technical aspects of the project (Wood, 2011). As a result, a barrier of distrust was established between CHSRA and local residents. While both the local governments and the CHSRA can share blame, a new approach must take effect if these local communities are to be included in the process rather than being the last to be consulted. This increase in funding, and therefore participation, will create the groundwork needed for a social marketing campaign.

Social marketing offers a unique process that aims to change the attitudes of identified communities by employing marketing techniques and practices. Unlike conventional marketing strategies, which sell consumers on the idea of what they need in order to generate profit for a private company, social marketing focuses on addressing the needs of the consumer as a member of the wider public. Another difference is that informational campaigns, like the current one publicizing HSR, generally deploy one message to inform an undifferentiated audience (i.e. state citizens) about the potential benefits of whatever they are promoting. In contrast, social marketing techniques are specifically designed to deliver a message that resonates with distinct target audiences within diverse populations.

<div align="center">Primary Conclusion</div>

There are no feasible alternatives to creating a sustainable network of transportation in the state of California without HSR. California's population is expected to exceed 50 million residents by 2050, putting tremendous strain on the transportation infrastructure (California Department of Finance, 2013). California cannot uphold the current pace of air and road travel without significantly increasing green house gas emissions. Moreover, the state cannot afford to build the roads and runways needed to accommodate projected increases in population growth The overall estimated cost of the HSR is $98.5 billion over 22 years, and the overall estimated cost of building the amount of roads and runways necessary to provide adequate infrastructure would almost double that amount. New infrastructure costs would exceed $170 billion, which would be needed to add 2,300 lane-miles of freeway, four additional airport runways, and 115 airline gates (Goll, 2011).

Despite the compelling nature of these facts, there is confusion in many Central Valley communities about the benefits and the necessity of HSR, and these misunderstandings have led

to delays. As mentioned above, HSR will proceed regardless of whether or not the communities

in the Central Valley approve of the project because California voters, the legislature, and the

Governor, have all approved this project (Siders, 2012). However, creating HSR advocates out of

Californians who are currently opposed to HSR will not only protect against costly delays, but

also create a policy window for the introduction of more ideas for why our state must enact

sustainable practices. In addition, by linking the campaign to HSR, project staff would have an

already identified pilot community of non-adopters to work with. With HSR, California has a

unique opportunity to test a strategy to affect positive change that could significantly shape

sustainable behaviors, not only in California, but also throughout the U.S.

The intention of this paper is to explore a strategy that goes beyond ensuring that HSR is

implemented. The ultimate goal is to stimulate culture change that will support the replacement

of behavioral patterns that cause irreparable harm to California's economy and environment with

locally appropriate and sustainable practices. Green house gas (GHG) emissions pose an

impending danger that will degrade California's natural environment, the state's greatest

attribute. The path we are on now is untenable. But it is not adequate to simply build the rail

system or any other sustainable transportation method, we must attempt to change the behavior

of Californians who drive cars and fly planes in overwhelming numbers (Barbour, 2006). If the

proposed campaign successfully engages non-adopters who live near HSR hubs, and discovers

how locally appropriate commercial and transportation projects might link to these hubs, the

social benefit of HSR could be significantly magnified, which would contribute to the hope for

culture change. As argued above, working with non-adopters as a pilot group serves two

purposes: 1) making advocates out of non-adopters will reduce the costly delays associated with

political resistance, and 2) non-adopters provide an excellent pilot group for the study of social marketing as an effective tool for government outreach campaigns.

Social marketing employs a comprehensive method. Traditional outreach and communication plans often disseminate a blanket statement without considering differences within their target audience. In contrast, social marketing utilizes a systematic plan that deconstructs the target audience and the behavior or actions of its members. This process, called segmentation, breaks the customers/citizens into as many demographic categories as is necessary. In CHSRA's current practice, a representative is charged with using traditional communication strategies to reach out to communities on behalf of their campaign. In this scenario, the representative may know the issue well and be present in the community, but would not be authorized or equipped to craft a message specifically tailored to his or her target audience. Social marketers conduct due diligence to ensure they are aware of differences within their target audience and segment to control the output of the message, while including the audience's input. This process can only be fully realized if careful analysis, both quantitative and qualitative, is exercised.

During the research portion of this Capstone project, I held a Fellow position at the Governor's Office of Planning and Research (OPR). The main function of OPR is to assist state and local agencies and governments with various issues, such as land-use, California Environmental Quality Act (CEQA), and climate change (Governor's Office of Planning and Research, 2013). Although California created the CHSRA, OPR was still involved with the development of HSR, giving me unique access to the process. During an informational meeting with different department and agency directors, members of the CHSRA communication team voiced their concerns about how this issue was being viewed in the Central Valley. The team

reported that their efforts were not penetrating the collective consciousness. As a result, I decided

to examine alternative strategies to guide outreach for projects such as HSR. It became clear to

me that while the strategy being employed by the communication team might be effective

enough for HSR to function, it was not enough to put Californians on a more sustainable path.

Californians must do more than recognize our behaviors as unsustainable—in order to mitigate

the effects of the environmental disasters our unsustainable practices have set in motion, we need

to enact change. The majority of Californians are aware of the problems we face, and the cause

of those problems, yet continue to act in a manner that is antithetical to that reasoning (Kurani

and Turrentine, 2002, p. 5). The evaluation and analysis of a social marketing campaign designed

to accompany the launch of HSR will build a public knowledge base on how to engage non-

adopters, and very likely suggest new ideas of how to connect with late adopters as well.

     Social marketing combines a practical approach with theory to form a strategy to address

this contradiction between our behaviors and opinions. In the following section, I discuss some

of the literature on social marketing and focus on aspects I consider most relevant to a

hypothetical social marketing campaign for HSR.

<div align="center">Detailed Examination</div>

     In this detailed examination, I describe a five-point process, developed by the National

Social Marketing Centre (NSMC), that provides the actual framework from which any social

marketer can design their campaign. This guide is not intended to be used as a checklist followed

in numerical order, but instead should be implemented as an integrative process. I provide

hypothetical scenarios and anecdotes to showcase how I might apply this process to promoting

behavioral change with regards to HSR.

Clear Behavioral Goals

At the center of any social marketing effort is the macro goal of changing behavior in individuals for the greater good of society. Although there may be several definitions of the concept of social marketing, most definitions will clearly state that behavioral change must be the main goal in any successful social marketing campaign. The mechanisms to achieve the goals of a social marketing campaign were introduced in the early 1970s. Kotler and Zaltman in 1971 first introduced the concept of social marketing as a way to combine business practices with behavioral change aimed at achieving a benefit for both the individual and social good**.** Alan Andreasen (1994) proposed a new expanded definition that referred to behavioral change as the bottom line. Andreasen writes that social marketers often lose sight of the "bottom line" and merely conduct informational campaigns, which fail to achieve the overall goals (Andreasen, 1994, p. 110).

Dr. Doug McKenzie-Mohr (2011) highlights a multitude of studies that have found that information-based campaigns that focus on imposing "knowledge" onto individuals in their attempt to influence attitudes are ineffective in changing actual behaviors (p. 2). For instance, McKenzie-Mohr (2011) found that those who strongly support energy conservation were no more likely to conserve energy than other study participants (p. 4). These authors are considered to be authorities on the subject and practice of social marketing, and while they disagree as to the methods that shape a social marketing campaign, they do agree that specific behavioral changes should be the ultimate goal. For this reason, I have decided to begin the five-step process with the establishment of clear behavioral goals. Without clearly defined and appropriate goals, the campaign would be in danger of losing focus.

In order to understand how a social marketer engages with an individual's behavioral

tendencies, we must first define behavioral change. According to the NSMC, operating out of the United Kingdom, behavior is simply defined as, "a pattern of actions over time; the action or reaction of something under specific circumstances" (Hopwood & Merritt, 2011, p. 46). Stephan Dann (2011) introduces a new definition wherein social marketing facilitates social change by producing alterations in individual's preferences, such as driving a car as opposed to using public transportation (p. 147).

The varying definitions presented above highlight the lack of a consensus on a single definition or theory that explains social marketing and the mechanisms used to create behavioral change. Instead, these varying theories create a broad framework from which a social marketer can draw from and use depending on the situation or context. If the social marketer is to effectively focus on the individual or customer in their campaign, they must analyze the situation and tailor their campaign accordingly. I will expand on this notion in following sections.

<div align="center">Customer Orientation</div>

Once a social marketer has a clear behavioral goal set, their attention must turn to the customers of the project. To traditional marketing campaigns, the customer is the central focus. To be a successful marketer is to understand the needs and wants of the customer and deliver goods that will satisfy them. Similarly, social marketers should be concerned with the specific desires of their customers. The NSMC refers to this process as "customer orientation" (Hopwood & Merritt, 2011, p. 48). The Centre describes this orientation as focusing on your customer or audience's currently held beliefs, attitudes, and behaviors. Through a process of analyzing and carefully examining data, a social marketer should be able to determine the context in which the customers are living. Traditional structure associated with solving social issues assumes a top-down approach. That is, the problems are often viewed from the perspective of policy makers or

the governmental body. This approach neglects the customers' perspective (Hopwood & Merritt, 2011, p. 48).

The concept of "closeness to the customer" is a marketing tool that has been subscribed to by many marketing firms. The concept infers that the better you know your customer, or the closer you are to them, the better your marketing strategy will become. Business management research has proven to give an initial edge over the competition, as well as create a pathway to a more sustained campaign. The end result that marketers hope for is to create satisfaction among their customers and therefore foster a lasting relationship. The successful outcome of this relationship generates avenues for the customer to use the product, again, with the possibility of growing the product brand because a satisfied customer is likely to recommend it to others. It is more cost effective to develop a lasting relationship with the customer than it is to win over new ones (Trommsdorff, 1998). For these reasons, it is important that marketers orient themselves and correctly evaluate the customer.

For the purposes of this Capstone, we should consider Central Valley residents as the customers and HSR as the product. Central Valley residents have an attachment to their cars. Although this is a generalized, blanket statement, the social marketer must begin to break down the customers into their needs and wants. One might surmise that those who own cars would not want to be told they should not drive, nor would they want to be "informed" about the socioeconomic and environmental benefits of HSR. A social marketer would evaluate the context and the attachment to cars to formulate a campaign. Instead of pitting the owners of cars as bad citizens who pollute every time they drive their vehicles against those who will ride HSR, a social marketer would create a campaign that would focus on the customer who owns the car and the value associated with that vehicle. It would be difficult to say exactly what those

residents' attitudes would be without examining the data, but a campaign that highlights the costs

of the daily wear and tear associated with operating the car as compared to the savings realized

by using HSR for work and preserving their cars for social events, might resonate with this group

of customers.

<center>Theory</center>

Human behavior is very complex and behavioral theory is needed to help guide a social

marketer as they attempt to understand their customers. In this section, I review specific theories

that will be useful in this process. Because there is a large body of literature on behavioral and

psychological theory relevant to social marketing, I chose to highlight a few that will pertain

specifically to the campaign of HSR, as opposed to attempting to summarize the entire history.

Jeff French, Blair-Stevens, McVey, & Merritt (2010) present a comprehensive summary of many

of the leading theories that social marketers should consider. I have selected five theories to

further expand upon.

Cognitive Dissonance Theory explores the tension that is created when our behavior

conflicts with our beliefs. The theory attempts to explain, or at least investigate, how we create

sub-systems of beliefs and how we re-invent those systems to fit our behavior. This theory also

explains how individuals process information. For instance, if the new information presented

conflicts with their current beliefs, it is unlikely that that the individual will process the

information. A social marketer working on the HSR campaign might be faced with this problem

and would be keen to understand the foundation of the individual's system of beliefs. If residents

in the Central Valley prefer driving cars for their primary mode of transportation, the theory

presumes that any new information would not permeate the belief system of the residents. A

social marketer would recognize this and address the problem with a more appropriate, client-centered strategy (French et al., 2010, pp. 54-55).

Social Cognitive Theory (SCT) is another theory that concentrates on how people develop their behaviors and the process of learning those behaviors. SCT proposes that there are three main factors that account for people's behavioral development: environmental, personal and behavioral, and that these three factors interact with each other to form our actions (French et al., 2010, pp. 59-60). For instance, environmental factors might consist of how your community or peers will react to your decisions and therefore influence your behavior. Our personal beliefs or tendencies construct another aspect of our behaviors that interact with our environment. This information is then coded and stored in our mind. This process will inform how we use our experiences to guide our actions or reactions in certain situations.

A social marketer can use this insight to their advantage. Individuals apply their cognitive functions to conduct cost-benefit analyses of certain situations. If a social marketer can influence and understand those functions, they will be able to create a strategy that will modify their customer's behavior. The CHSRA should analyze these three factors in the Central Valley communities to understand the formation of behaviors and how to influence those behaviors. For example, if driving a car is an important status symbol in these communities, then the CHSRA might devise a branding strategy that promotes the use of HSR as an indicator of high social status. A social marketer would suggest creating a strategy that does not attack that relationship, but rather finds the link in the social environment and use it to positively influence their behaviors associated with HSR. In other words, deconstruct how that relationship was established to recreate those conditions to influence their behavior towards HSR.

Diffusion of Innovations Theory contemplates how new ideas or innovations are spread through a society. Innovative ideas are not just accepted because they are new or a variation on current ideas, and mass media campaigns that promote these new ideas are not automatically embraced either. Rather, the theory promotes the notion that new ideas are spread by particular individuals whose actions influence others' adoption of the innovation. This process is classified under five different headings:

1. Innovators: They are the risk-takers that present new ideas for the general public to endorse or not.

2. Early Adopters: It is most likely that these people are financially stable and well educated, which make them slightly risk adverse.

3. Early Majority: This group will not take the risk of adopting an idea that they consider likely to fail, but are an early group to buy into lower risk schemes.

4. Late Majority: After the innovation has caught on in some form or fashion, the late majority will buy in to the idea making it available to the public at large.

5. Laggards: Lastly, and sometimes not all, the laggards who have been skeptical during the whole process accept the innovation (French et al., 2010, pp. 56-57).

In the case of HSR, it would be fair to argue that a majority of the first two groups have adopted the idea. However, the subsequent two headings are the groups that the CHSRA will need to promote sustainable practices for future projects. The theory presents a framework for the dissemination of new ideas that must be recognized by social marketers.

Protection Motivation Theory examines how people can be influenced to adopt behaviors that reduce risk. For instance, in a campaign that aims to influence smokers to quit cigarettes, a social marketer might consider fear tactics about the negative effects of smoking. This theory

says that there are two reactions, positive and negative, that a smoker might experience as a result. The campaign will either cause the smoker to adopt healthier practices or cause them to rebel against it, resulting in the continuation of the unhealthy behaviors (French et al., 2010, p. 58).

This theory, if applied correctly, will lead social marketers to react to either situation that might occur and therefore amend their campaign to address the issue. Factors such as perceived threat, or vulnerability of the individuals, if identified by the social marketer, would provide a way to address those factors.

Social Capital is defined as the links that provide connections within social networks in a community. French et al. (2010) describe these links as resources and assets that can include communal understanding of societal norms, for example, the belief that reducing carbon or racial inequality is positive. Even when a community is comprised of different sub-sections, the social capital theory can visualize the connections between those groups at a community level (French et al., 2010, p. 59). By understanding the society at the level of a community, the social marketer can understand or predict how they might react to certain policies. If it is determined that the links are strong within the community, the social marketer might seek to influence from a top down approach, understanding the links already in place will be able to successfully carry the message. However, if the links are weak, the social marketer will need to try and affect change from an individual level.

HSR will travel through many different communities, all with differing opinions. For instance, Fresno has been an area that has spawned much debate over the impact of HSR. In many ways, Fresno is a microcosm of how HSR is being debated in communities across the state. Part of the construction plan is for the CHSRA to buyout landowner's parcels throughout the

Central Valley in order to make way for the IOS rail. The CHSRA does have the authority to force some of these landowners to give up their land and some landowners are willing to take the payout (Associated Press, 2013). However, the CHSRA would be wise to consider the different sub groups that comprise Fresno and how the IOS will affect them. By understanding the social dynamics in the community, the CHSRA can devise a strategy to include those landowners who are interested in a buyout, and by highlighting the potential positive economic impact HSR will have on their community overall. This hypothetical strategy is of course dependent on the social marketer's particular understanding of the community.

The Transtheoretical Model provides five stages of change for an individual to pursue when committing to a new behavior in their life. This process encourages the person to successfully adopt the change, but is dependent on their motivation and readiness to embrace the behavior they are striving for. French et al. (2010) list the five stages of behavioral change as pre-contemplation, contemplation, preparation, action, and maintenance.

1. Pre-contemplation: the individual is not yet thinking about implementing a certain behavior and are seemingly unaware of this impending change.

2. Contemplation: the person has now begun to understand that adopting a behavior is a real possibility and could start to find more information on initiating the process.

3. Preparation: the person is considering making a commitment to accepting a desired behavior.

4. Action: the individual is ready to assume a particular behavior.

5. Maintenance: there is sustaining effort to manage the energy put forth in embracing the behavior. It is important to note that the person may resort to previous behaviors while maintaining these new changes (pp. 64-65).

While these five stages of change illustrate the means in which an individual attains new behaviors, not all people navigate these stages in the same manner or at equal amounts of time. Balance of the positive and negative aspects of a behavior can affect the person's motivation in following through with the steps needed to achieve these changes. Also, the individual's self-efficacy influences the confidence that is needed to ultimately adopt the desired behavior.

There are numerous theories that could influence anyone intent on shaping behavior for the social good. Combined, the theories presented above create a general framework that I suggest should be implemented by social marketers. A common theme that evolved through my summation of these theories is the recognition of the different levels of a community and how they influence behavior both on an individual and societal level. Our behaviors are created over our lifetimes and become engrained in our day-to-day practices. It is not easy to amend them and change our actions to fit those changes. If a social marketer is to be successful, an understanding of these theories and how they apply to different communities is essential, and should influence their strategy at every level.

<div align="center">Exchange</div>

Many decision-making processes involve an exchange. When we exchange something, we give it up for something in return. In a capitalist market place, the consumer exchanges money for a product, and the amount of money exchanged will set the market worth for the product. In the case of luxury items, the consumer might pay more than the market value of a similar product in exchange for the acquiring a luxury brand and the social benefits that come with it. In either case, the consumer is making a decision on the worth of the exchange by weighing the cost and benefits of the product. If the consumer views the exchange as the cost

outweighing the benefit, then most likely the consumer will not participate in the exchange. This concept applies in the same way to social marketing. That is, the social marketer views citizens as a type of consumer (Centers for Disease Control and Prevention, 2013). The customer will take the current information and weigh their options: will the benefit of HSR outweigh the cost?

Richard Bagozzi (1975) describes his theory of exchange as a type of human behavior that combines tangible cost-benefit analyses performed by a rational being with intangible psychological analyses of symbols, "In short, human behavior is a conjunction of meaning with action and reaction" (p. 35). Bagozzi (1975) conceptualized this theory into three categories of exchange: utilitarian exchange, symbolic exchange, and mixed. Utilitarian exchange fits into a traditional sense of cost-benefit decision-making process. There is an understanding between the two parties that there will be an exchange of goods for money or other goods. This first category is premised on the assumption that the "economic man" is a rational being who makes rational decisions that are motivated by a desire to get the most out of an exchange (Bagozzi, 1975, p. 36). This theory posits that our actions are based on this rationale, and that the better the benefits the more likely it is the customer will be involved in the exchange. If this theory of the rational actor was applied to a citizen's attitude towards HSR, it would presume the issue as whether or not the positive economic and environmental benefits of HSR would outweigh the potential negative impact associated with the large public investment in the project. Does the rational actor believe that HRS will increase the potential for her business to grow? Does she believe that she will benefit from its positive impact on the environment? Or does she view HSR as a project that will not positively impact her livelihood and therefore oppose the project?

In contrast to the "rational actors" maximization of profit, symbolic exchange refers to the intangible elements of a cost-benefit analysis, that is, a psychological or social exchange. In

this exchange, people choose to buy products because of the meaning associated with the product. The psychological or social impact the product will have on an individual is weighed in this reckoning. Similar to the impact that a luxury brand can have on a consumer's decision-making process, HSR has the potential to become a brand that customers could positively associate with economic progress and modernization. Central Valley residents could react positively to this association and view HSR as a link to their region becoming a hotbed of economic development.

Humans' decision-making processes are the result of both rational and symbolic elements. Social marketers are familiar with these theories as a foundation for interpreting the process of exchange. They understand that humans do not always act rationally and that symbolic exchanges are sometimes assigned a great deal of weight in decision-making processes. HSR will have a direct economic impact on communities, as well as a psychological and social one. Therefore, social marketing techniques are an appropriate choice for this government outreach campaign.

Segmentation

Market segmentation is the method of breaking down and analyzing the social marketers' intended audience. I have referred to understanding the audience in previous sections and will now expand on the notion of segmentation as a tool to be used for the benefit of a social marketing campaign. Market segmentation is the process of identifying and demarcating subgroups of citizen/customers into target groups. These groups are then identified and organized into further divisions that share some aspect or demographic features. This process, as defined in traditional marketing, aims to use a company's resources in the most efficient manner. This strategy will enable a social marketer to segment a large group into more specific subgroups, thus creating a new target audience and providing a more defined focus for the campaign (Tyran

and Drayton, 1987, p. 302).

The subgroups can be broken down into several intangible categories, including attitudes

and motivation, or more tangible categories such as race, family size, and income. Other

segments include: geographic, psychographic, social class, epidemiological (risk factor status)

and readiness stage, which are the stages designed by Proshaska that I refer to in the exchange

section of this paper above. Once population segments have been identified, social marketers can

apply this to the data and analytical model known as TARPARE. The TARPARE model

categorizes segments based on the following criteria: T: The Total number of persons in the

segment; AR: The proportion of At Risk persons in the segment; P: The potential for target

audience to be persuaded; A: The Accessibility of the target audience; R: Resources required to

meet the needs of the target audience; and E: Equity, social justice considerations (Donovan,

Egger, & Francas, 1999, p. 281).

In order to highlight the potential benefit of employing the TARPARE model on data

from the HSR campaign, I provide an example using a particular segment of the population

drawn from demographic information for the City of Fresno. In this case, the segment is defined

as unemployed citizen/customers.

T: Total number of people in the selected segment. According to the 2010 Census data, 8.8% of

Fresno residents are unemployed.

AR: This section includes those who are considered "At Risk." This model has traditionally been

used for the promotion of health behavior changes, however it can be applied to different

contexts including this example of expanding a transportation infrastructure. In this case, the "At

Risk" segment of people living in Fresno are unemployed citizen/customers, who could

experience increased employment possibilities due to the job opportunities associated with HSR.

P: The likelihood of the target audience being persuaded: How feasible would it be to change the behaviors of the unemployed? Assuming, for this example, that preliminary research confirms that the most important issue for unemployed citizen/customers is whether or not HSR will provide jobs, then for this segment, the HSR campaign would emphasize the number and type of jobs created by the project. Moreover, because a high level of unemployment creates ripple effects across entire communities, the positive attitude of the new adopters could have a residual effect on the rest of their community.

A: The accessibility of the target audience: This section refers to the ability for the social marketer to reach out to those who are unemployed. The campaign would need to develop an outreach plan to connect with as many unemployed citizen/customers as possible. They could first identify the high unemployment areas within the city and then advertise the potential for jobs and the economic benefits of HSR throughout those specific zones.

R: Resources required to meet the needs of the target audience: This section evaluates the current structural resources in place. This process might include an evaluation of the unemployed population's skill set to see if additional training facilities might be needed to provide opportunities for furthering the skills needed for upcoming jobs.

E: Equity, social justice considerations: This section refers to the equity of resources in terms of the community. With the example of HSR, what are the social justice considerations related to the unemployed population of Fresno and the economic impact of the transportation system?

Segmentation and the application of the TARPARE model are social marketing techniques that would be especially useful for identifying the socio-cultural attributes of citizen/customers who are opposed to HSR. Given that information, it would be easier to design persuasive campaigns for those segments of the population.

Conclusion

Throughout this analytical research paper, I have outlined a proposal for the application of social marketing techniques in a campaign targeted towards Central Valley communities with the primary objective of reducing this population's opposition to California's HSR. A secondary intention is to promote sustainable practices in general with an ultimate goal of stimulating a regional level of culture change towards these practices.

In order for the HSR social marketing campaign to be successful, CHSRA must commit to the strategy I have outlined in this Capstone. This campaign will span many years and will require significant resources. These resources will include personnel to implement the first stages of the campaign, which would be to gather demographic information for the Central Valley residents and begin to analyze those findings. Once that data can be fully understood, the campaign will begin to segment the demographic groups and start to engage Central Valley residents. The processes, which I have highlighted throughout this paper, are meant to be interactive parts that influence the entirety of the campaign. Once the goals of the campaign are established, it is incumbent upon the social marketer to seek the most effective path forward using all the elements of the process, and to reevaluate the campaign to accommodate changing circumstances.

For these reasons, it may be difficult to convince the CHSRA to adopt this long term and expensive approach, especially since the construction of HSR is inevitable. It is also possible that this citizen engagement could yield results that will not satisfy the management of the CHSRA or the California public at large. However, a strong, effective social marketing campaign should successfully steer the public towards the desired goals.

A project of this magnitude needs to incorporate a comprehensive plan to address the diverse demographic landscape of the Central Valley. Communication staffs from the CHSRA and the California Governor's Office of Planning and Research have reported that Central Valley residents have not responded well to campaigns that focused entirely on informing the residents about the upcoming construction plans. The message that HSR will benefit Californians has failed to resonate in this region. Citizen resistance to this project will result in costly delays, so it is imperative that the state government does its best to create a critical mass of enthusiastic stakeholders, particularly in the Central Valley, where the IOS will be built.

A change in behavior must occur as Californians adopt more sustainable environmental practices, including flying and driving less, in order to reduce harmful carbon emissions. An effective social marketing campaign for HSR can be the catalyst that propels Californians to protect the environment in the future.

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