



Effective Communication  
in Outbreak Management for Europe

## **STELA**

### **Social Marketing Planning Tool**

This tool is designed to assist with the development of a systematic pandemic communication and behavioural programmes. This planning model has been endorsed by the European Centre For Disease Prevention and Control (ECDC).

**Online version available at:**  
**<http://www.stelamodel.com/>**

Developed by Strategic Social Marketing Ltd



**Erasmus MC**



## **STELa; Four Step Micro Social Marketing Planning Guide.**

On line version available at: <http://www.stelamodel.com/>

STELa stands for: Scope, Test, Enact, Learn and act.

The four stages of any effective social marketing plan aimed at influencing behaviour before, during or after a pandemic event are set out in this guide. This guide will help those responsible for planning effective marketing and communication interventions in support of pandemic management programmes. The plan has four main steps: Scope, Test, Enact, Learn and act. , these four steps are captured in the title STELa.

The European Centre for Disease Prevention and Control (ECDC) has endorsed the STELa planning framework and has issues its own more detailed version of this guidance together with a comprehensive additional tool kit to support programme planning using STELa. The ECDC guide is available at: <http://www.ecdc.europa.eu/en/Pages/home.aspx>

# **STELa**

## **Stage One: Scoping Stage and scoping report:**

### **1.0 The Rationale:**

- Sets out why action is needed on the identified social issue, the target audience and why they have been selected. Sets the action in the relevant policy context and within the overall strategic objectives of the project sponsor /s.

### **2.0 Situation Analysis**

- SWOT: Organizational Strengths & Weaknesses and Environmental Opportunities & Threats.
- Competition analysis/ Force Field analysis: List and assign weight to factors influencing adoption of the behaviour including positive enabling factors and barriers to change.
- Literature review, what we know about how to tackle the issue.



- Environmental scan of programmes focusing on similar efforts: activities & lessons learned
- Asset mapping: recording of all social assets including: social networks, community assets, stakeholder analysis.

### **3.0 Target Audience Profile**

- Size of target audience.
- Primary audience (First priority, secondary audiences and tertiary audiences (These can often be intermediaries).
- Data analysis including : service up take data, demographics, geographics, relevant behaviours (including risk),
- Target audience insight, developed from qualitative and quantitative target audience research and psychographics.

### **4.0 Intervention Proposition**

- Set out how the intervention which might be a message , product or service will be positioned to influence behaviour change with the target audience, also set out how the benefits of taking the desired action will be maximized and how constraints, barriers and costs to undertaking the behaviour will be reduced .
- In the case of non-rational choice situations set out how the choice environment will be structured, or what, policy or service transformation be introduced.

### **5.0 Initial Marketing Objectives**

- Cognitive objectives: measuring knowing.
- Affective objectives: measuring beliefs and attitudes.
- Psychomotor: measuring behaviour.

NOTE: OBJECTIVES SHOULD BE: **SMART: Specific, Measurable, Achievable, Relevant, Time bound**

## Stage Two: Testing:

### 6.0 Marketing intervention Mix Strategies

- Which combination of the five intervention types will be used: 1 Inform, 2 Educate, 3 Support, 4 Control, 5 Design and how the 4 P's of marketing will be applied:
- Also set out what 'Form' of intervention will be used:
  - **Hug:** High cognitive choice with a positive reward.
  - **Nudge:** Low cognitive engagement with a positive reward.
  - **Shove:** Low cognitive engagement with a penalty.
  - **Smack:** High cognitive engagement with a penalty.
- It can also be useful to think about: Product: the actual benefit people get from adopting the behaviour and also the physical objects or services offered to assist adoption. Price: Costs that will be associated with adopting the behaviour and how they will be reduced and what Incentives and Disincentives will be used. Place, ensuring convenient access, opportunities to engage and attractiveness. Promotion, how the desired behaviour will be promoted and through which channels.

### 6.2 Pre testing and piloting

- Methods used to test the interventions & timetable and plan for the pilot.

### 6.3 Report on the impact of the pilot programme

- Reporting on impact, outcome, return on investment and efficiency.

### 6.4 Full business plan setting out

- Final SMART objectives for the programme
- Recommended intervention and marketing mix
- Anticipated impact over designated time frame
- Resources required from main sponsors , partners and stakeholders



- How the budget will be applied
- How stakeholders and partners will be engaged
- Programme management and governance

## Stage three: Enact

### 7.0 The implementation plan for the programme should include:

- Programme time frame and key mile stones
- Recommended intervention mix and marketing mix
- Resources allocation to elements of the intervention and marketing mix
- Stakeholder and partner management plan
- Programme management and reporting plan
- Evaluation and monitoring pal

## Stage Four: Learn and Act

### 8.00 Evaluate and report

- Report to sponsors, stakeholders and partners
- Report to target audiences
- Report to professional audiences
- Record learning and share findings
- Review and build in learning to next wave of implementation



## ***STELa Social Marketing Plan Template***

This planning template can be used to note and record your plan based on the stages set out above.

### **Scoping Stage:**

#### **1.0 The rationale:**

**Why action is needed**  
(Problem statement)

**Target audience selection (Why selected)**

**Need / Problem to be addressed**

**Seriousness**

**Social, economic, health, wellbeing drivers**

**Policy driver**

**Ability to intervene**

**Numbers involved**

## 2.0 Situation Analysis

- SWOT: Organizational Strengths & Weaknesses and Environmental Opportunities & Threats

**Strengths** in dealing with the issues

**Weaknesses** in dealing with this challenge

**Opportunities** that may arise

**Threats** issues that may make the situation worse

**Competition / Force Field analysis**

(List possible factors, individual, organisations that may be promoting the problem behaviour or not supporting the positive behaviour you want to encourage, and then set out possible strategies for reducing this influence)

**Competitor**

**Possible action to reduce influence**

**Factors influencing the behaviour:**

**Barriers**

**Enabling factors**

(Give a weighting of 1 low – 5 high for each)

**Literature review and field experience.**

(Summary of what is known from the literature about effective interventions).

**Asset mapping**



List all current resources that could be brought to bear on the behaviour including organisations, individual's physical assets, services, budget, research capacity etc.

### 3.0 Target Audience Profile

**Size of target audience**

**Primary audience**

(The behaviour you wish to influence)

**Secondary audience**

(People who directly influence the primary target audience behaviour)

**Tertiary audience**

(People who indirectly influence the primary or secondary audience behaviour)

**Summary of key available data**

(Demographics, service use, uptake, risk taking etc.)



**Target audience insight**  
(Derived from qualitative and quantitative research about beliefs, attitudes and knowledge)

**Primary audience**

  
  

**Secondary audience**

  
  
  

**Tertiary audience**

#### 4.0 Intervention Proposition

**How the exchange will be positioned with the target audiences**

(How the benefits will be set out and how the costs will be reduced)

**Benefits** (How they will be reduced or increased)

**Costs** (How they will be reduced or increased)

**Non rational choosing**

(In the case of non-rational choice situations set out how the choice environment will be structured or what policy or service transformation will be introduced.

**5.0 Initial Marketing Objectives**

**Cognitive objectives ( What target groups need to know or understand)**

Target group 1

Target group 2

Target group 3

**Affective Objectives (What target groups need to believe and feel)**

Target group 1

Target group 2

Target group 3

**Psychomotor Objectives ( What target groups need to do)**

Target group 1

Target group 2

Target group 3

NOTE: OBJECTIVES SHOULD BE: **SMART: Specific, Measurable, Achievable, Relevant, Time bound**

## Test and Report:

### 6.0 Marketing intervention Mix Strategies



**Set out which combination of the five intervention types will be used and which of the four forms of intervention will be used (Nudge, Hug, Smack, and Shove)**

**Inform (Nudge, Hug, Smack, and Shove):**

**Educate (Nudge, Hug, Smack, Shove):**

**Support (Nudge, Hug, Smack, Shove):**

**Design (Nudge, Hug, Smack, Shove):**

**Control (Nudge, Hug, Smack, Shove):**

**Set out how the marketing mix will be used to help change behaviour:**

**Product**

The actual benefit people get from the change in behaviour. Product can also include the vaccinations, safety products or services offered to assist behavioural compliance.

**Price**

The costs that will be associated with adopting the behaviour and how they will be reduced and what incentives and or disincentives will be used.

**Place**

Ensuring convenient access, opportunities to engage and attractiveness.

**Promotion**

How the desired behaviour will be promoted, what channels and methods will be used.

**6.1 Pre testing and piloting**

**Methods that will be used to test the interventions**

(Include timetable and plan for the pilot)

1

2

3

**6.2 Report on the impact of the pilot programme**

**How the pilot programme will report on impact, outcome, return on investment and efficiency.**

1
2
3

**6.3 Set out a full business plan**

<b>Final SMART objectives for the programme:</b>		
1		
2		
3		
<b>Recommended intervention and marketing mix:</b>		
1		
2		
3		
<b>Resources required from main sponsors, partners and stakeholders:</b>		
1		
2		
3		
<b>How the budget will be applied:</b>		
<b>Intervention</b>	<b>Time frame</b>	<b>Budget</b>



**How stakeholder and partners will be engaged**

**Programme management and governance methods that will be used**

## **Enact**

### **7.0 Plan for Implementation of the programme**



**Programme timeframe and key mile stones**

**Final intervention mix and marketing mix**

**Resources allocation to elements of the intervention and marketing mix**

**Stakeholder and partner management plan**

**Programme management and reporting plan**

**Evaluation and monitoring plan**

## **Learn and Act**

### **8.00 Evaluate and report**

**How and what you will report back to sponsors, stakeholders, partners and to target audiences**

**How and what you will report to professional audiences**

**How and what you will record learning and share findings**

**How you will review and build in learning for the next wave of implementation**



**Additional notes**