

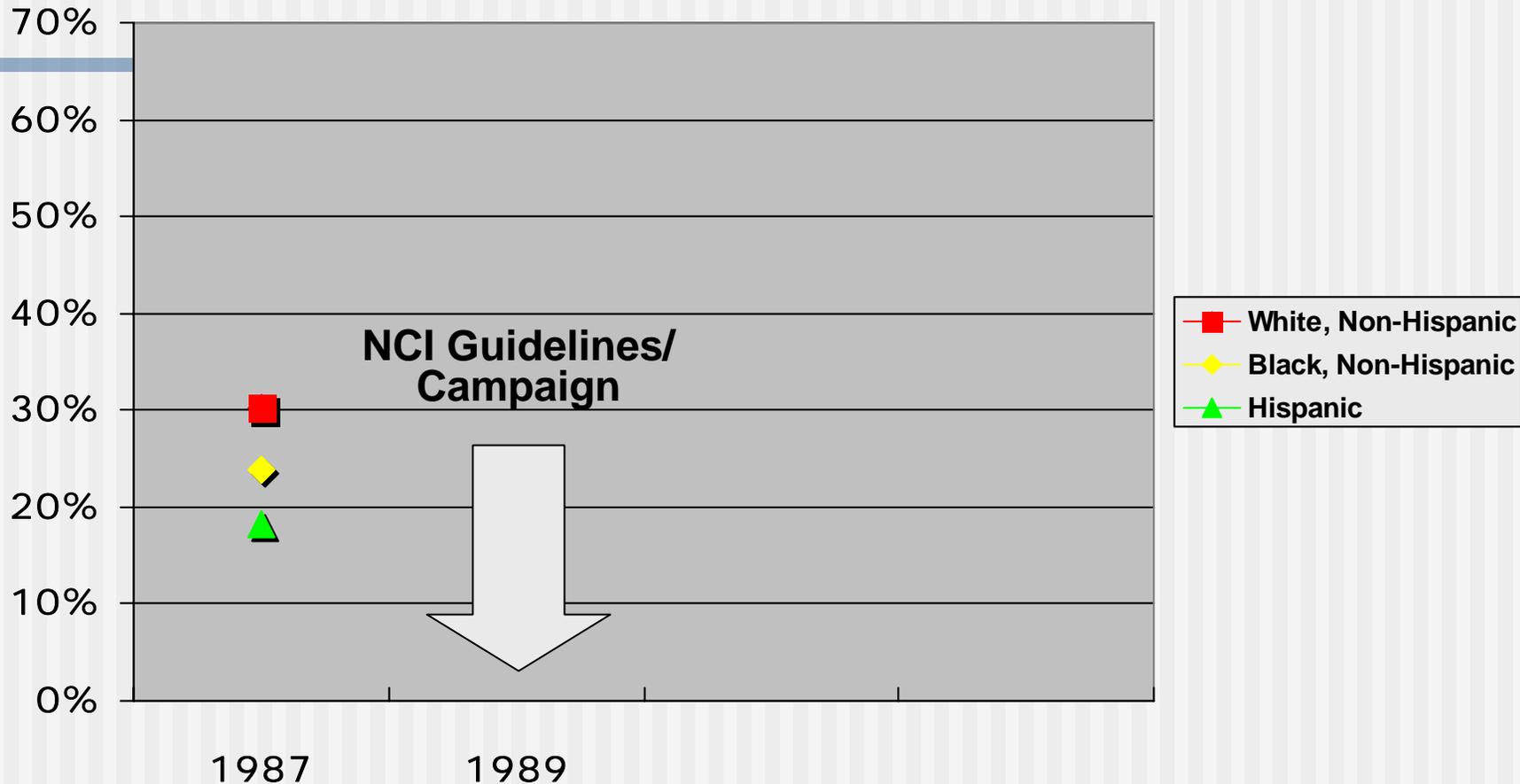
# Evaluating Partnerships – Social Marketing Perspective

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# Mammography Rates

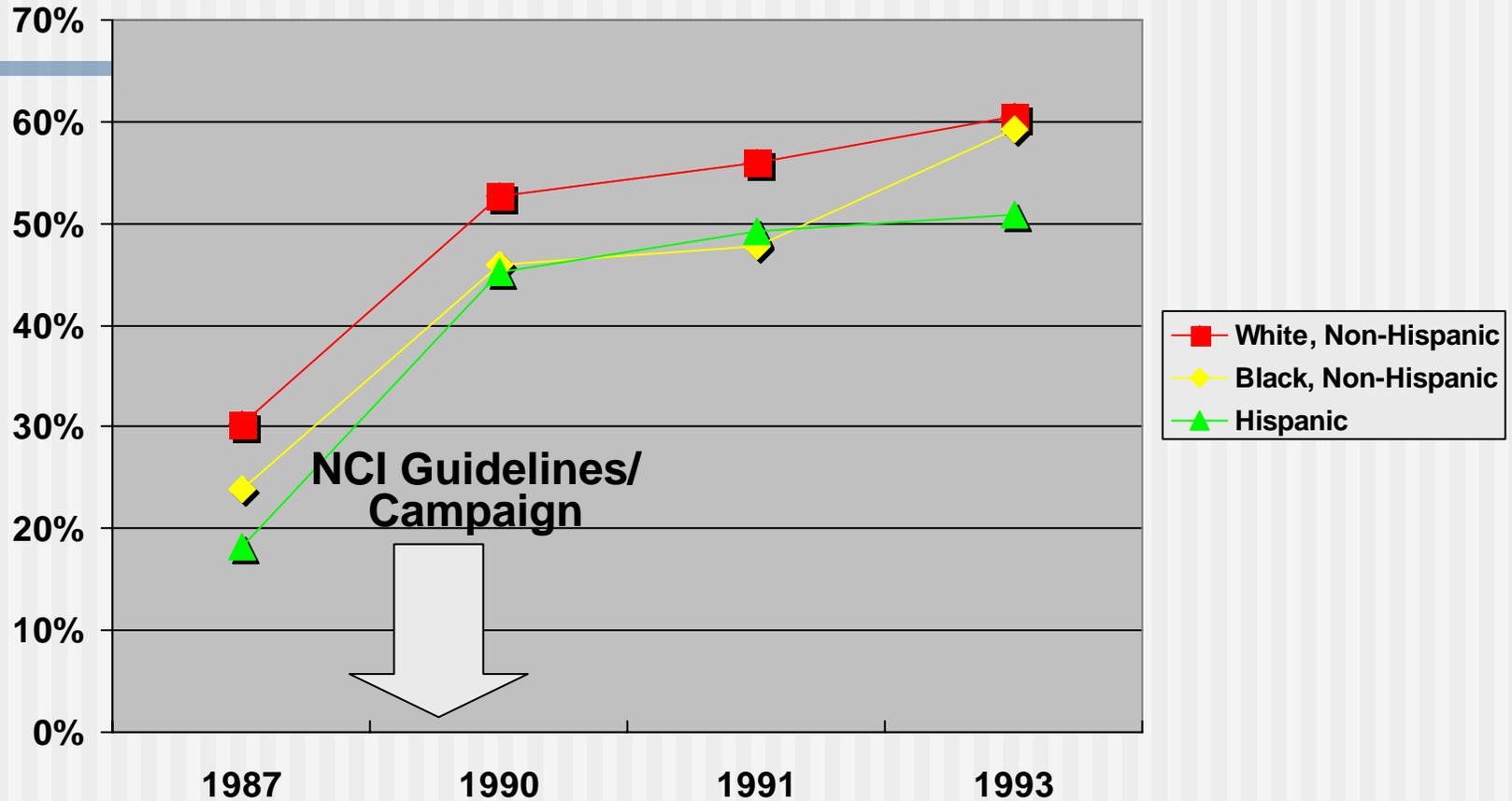


Percentage of women 50+ who have had a mammogram  
Source: Institute of Medicine, Speaking of Health, 2002

**Mammography:  
Once a Year  
for a Lifetime**

- *Partnerships/TV shows*
  - *Revlon*
  - *Avon*
  - *NBC*
  - *Univision*
  - *NBA*
- *Komen - PSAs -TV & Home Videos*
  - *Race for the Cure*
- *White House Summits*
- *CDC/YWCA/AVON/NCI Project Awareness*
- *CMS/Medicare - Insurance coverage*
- *ACR - Standards for mammography*
- *AARP - Member Education*
- *ACOG - Regulatory changes for self-referral*
  - *Malpractice for failure to diagnose*
- *NABCAM - Breast Cancer Awareness Month*

# Mammography Rates



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# Evaluating Partnerships

## - Social Marketing Perspective

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- A key aspect of social marketing programs is often the development of partnerships. However development of partnerships should not be taken lightly. While there may be benefits to partnerships there are also significant costs. Clear analysis of what the partnership can offer to achievement of the social goal and associated costs is necessary. A review of partnership outcomes within the social change environment can show the following misconceptions:
  - There is a belief in the non-profit/public sector that groups sharing common goals should work together.
  - Successful partnerships are based upon shared goals & objectives.
  - Promotion of the shared social goal will attract the strongest partners.

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- On face value these propositions seem self-evident however, often the opposite is true. Research has shown that many partnerships are initiated in response to funding opportunities that require partnership among community organizations. The assumption, that partnerships will offer efficiencies, greater resources and reach, is often unfounded. This reasoning does not take into account the resources & requirements actually needed to produce an effective partnership – time, staff, cooperation/loss of autonomy, and shared decision-making process to name a few. These necessities can easily make the partnerships more costly than the benefits derived. This is reflected in the ultimate measure of a partnership's success – whether it is sustained after the outside reward/requirement is gone.

# Evaluating Partnerships

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- Whereas one would assume that shared objectives would be the foundation for good partnerships – shared objectives also mean competition – for resources, attention and credit. Organizations with “complementary” goals, needs and markets often are more productive in the long run since each partner’s success can be independent of the others.
- Since many organizations in the non-profit/public sector are run by those who are believers in their cause for personal reasons, they can perceive that the impact on the social good is reason enough to draw the support of others. It is imperative that there are rewards attached to partnership activities that are beyond the social benefit. There must be significant individual and organizational rewards that are motivating and sustaining.
- The reliance upon “fuzzy goals” and the ability to adapt to the needs of partners are key elements of successful partnerships and social change. In the end it must be remembered that partnerships are a “tool” for strategy implementation – rarely a strategy in themselves.