Stakeholder Engagement Model - Social Marketing strategies to improve student's eating behaviour

Liliana Ferreira [1,2], **Beatriz Monteiro**[3] , **Mafalda Nogueira** [3, 4, 5], **Sandra Gomes** [3, 4, 5]

1 - Faculdade de Ciências da Nutrição e Alimentação, Universidade do Porto, Porto, Portugal
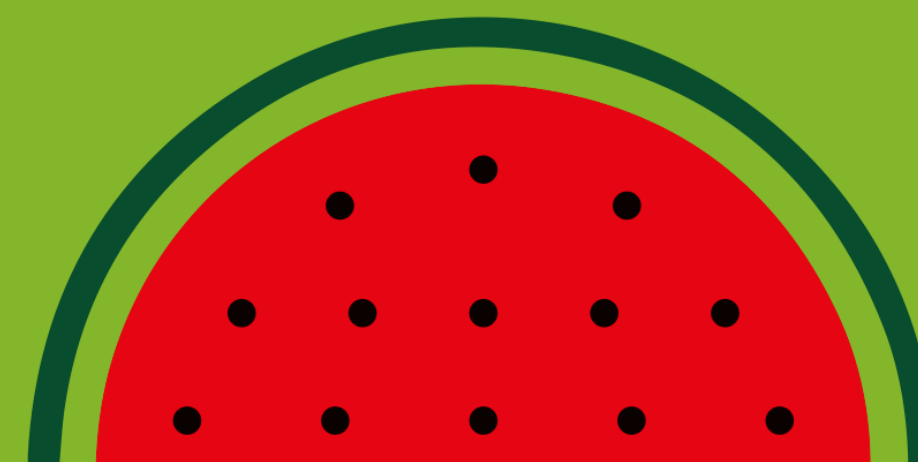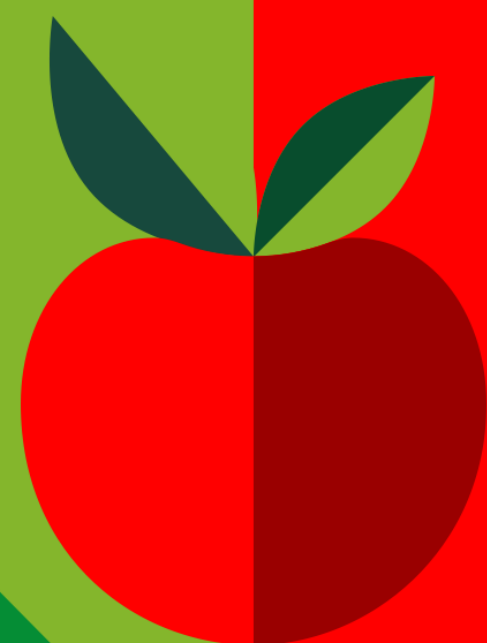2 - GreenUPorto, Sustainable Agrifood Production Research Center, Porto, Portugal
3 - IPAM Porto
4 - UNIDCOM
5 - CETRAD

EAT LOCAL
EAT SEASONAL
EAT REAL

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Liliana Ferreira, Nutritionist

INTRODUCTION

SOCIAL MARKETING

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- "Social Marketing seeks to **develop and integrate marketing concepts** with other approaches to influence **behaviours that benefit individuals and communities** for the <u>greater social good</u>"

INTRODUCTION

SOCIAL MARKETING

- Empirically verified strategies **designed to promote behaviour change** within an integrative framework

- With **contributions to health** and adopted by previous studies to investigate **change behaviours towards healthier eating habits**

Andreasen A, 1994; Domegan C et al, 2021

INTRODUCTION

SOCIAL MARKETING

- Recognizes that **behaviour change occurs at multiple levels** (individual, community, organizational and societal)

- Identifies opportunities for **intervention across the different levels** to create **meaningful impact**
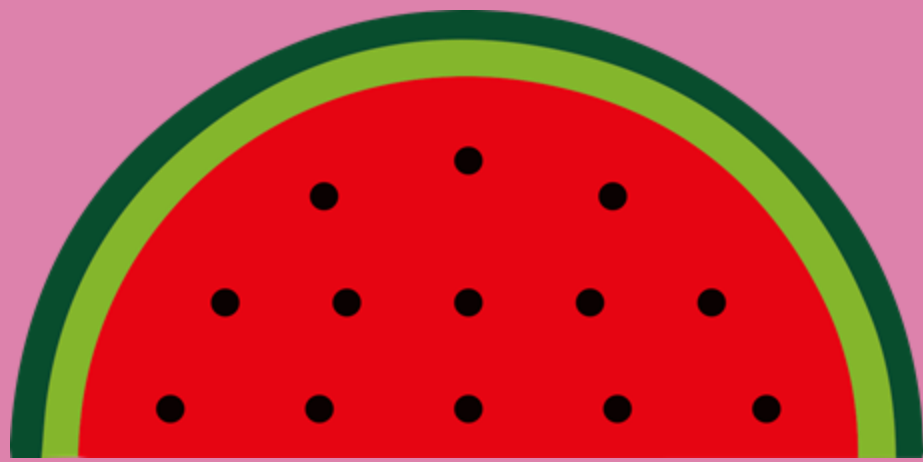
Kemper JA et al, 2020

INTRODUCTION

STAKEHOLDER's ENGAGEMENT MODEL

⬇

- Underscores the **importance of correctly identifying and engaging key stakeholders** in complex decision-making

- Evidence revealed that **is not enough to create a single stakeholder** engagement model throughout the Social Marketing plan

- **Behavioural change** demands a **systematic and holistic approach**, able to engage a **diverse range of stakeholders**

Buyucek N et al, 2016; McHugh P et al, 2018, Hodgkins S et al, 2019

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METHODOLOGY

Development of a **stakeholder engagement model,** to better craft social marketing strategies aligned with stakeholders' needs

- **1st step**: **identification and segmentation** by groups of the main stakeholders in higher education institutions (HEI)

- **2nd step**: exploratory interviews (n=30) to identify priority stakeholders and definition of a **priority matrix**

- **3rd step:** definition of the **stakeholder engagement model** *per si*

RESULTS

1) IDENTIFICATION OF THE MAIN STAKEHOLDER'S IN HEI

		Portugal (PT)	Turkey (TK)	Croatia (CR)
Total number of stakeholders		**29**	**26**	**29**
Number by segments	Upper level	4	8	7
	HEI	8	4	5
	Students	6	4	4
	Canteens	2	4	4
	Nutritionists	2	3	3
	Other	7	4	7

- **TK and CR:** more stakeholders at a upper level

- **PT** seems to have a more decentralized management of HEI food offer

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RESULTS

2) PRIORITY MATRIX

Stakeholder	Dependence			Influence			Main contribution expected in engaging with this stakeholder
	1 Low	2 Medium	3 High	1 Low	2 Medium	3 High	
…	….	….					

- **DEPENDENCE:** how much the project depends on the stakeholder's resources, support, or engagement to achieve its goals and objectives

- **INFLUENCE:** measure the stakeholder's ability to affect the project activities, decision-making processes and reputation
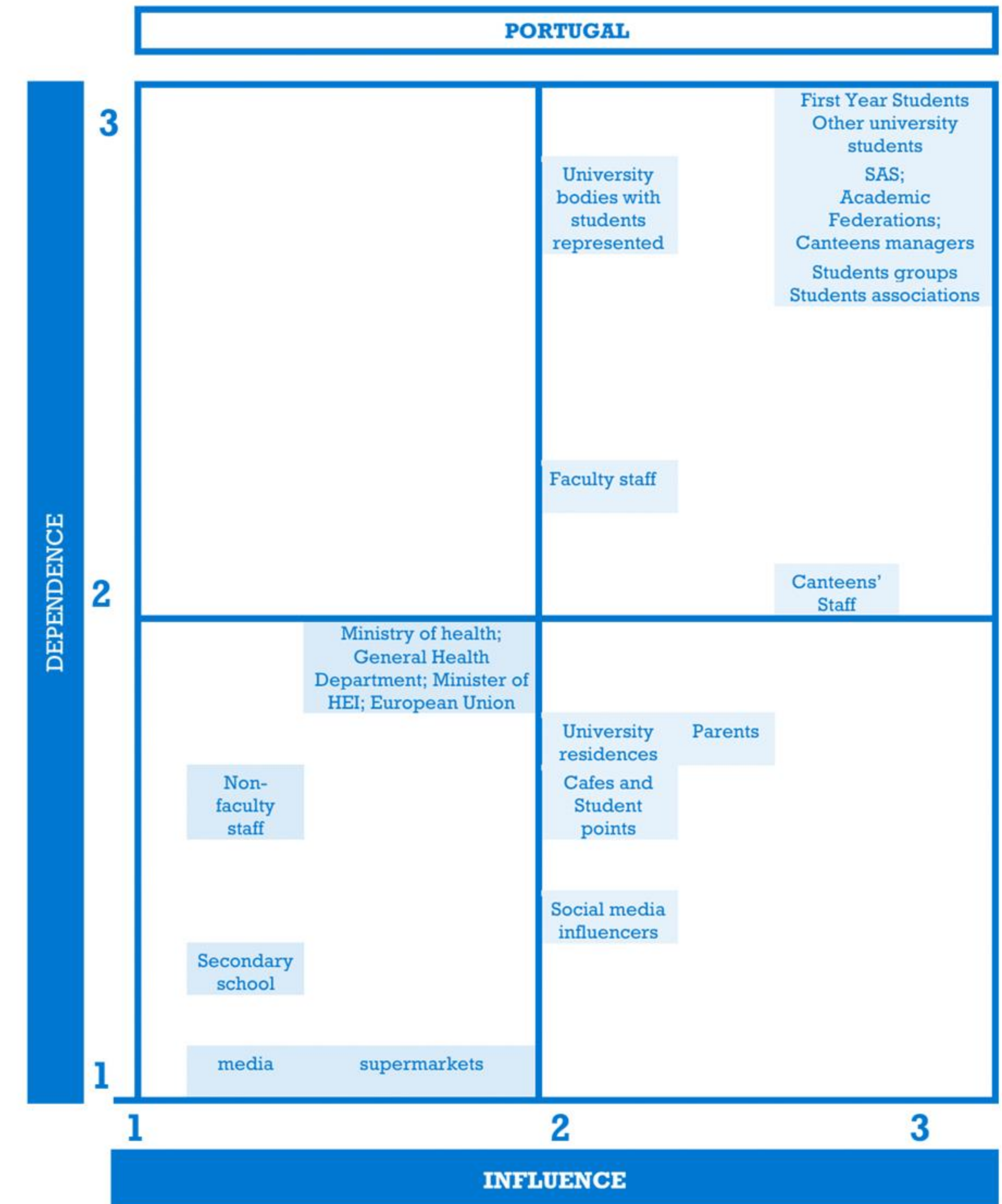
RESULTS

2) PRIORITY MATRIX

- Definition for each country

- Identification of **4 different levels of prioritization**

PORTUGAL

DEPENDENCE (vertical axis, 1 to 3)
INFLUENCE (horizontal axis, 1 to 3)

- First Year Students; Other university students; SAS; Academic Federations; Canteens managers; Students groups; Students associations
- University bodies with students represented
- Faculty staff
- Canteens' Staff
- Ministry of health; General Health Department; Minister of HEI; European Union
- University residences; Parents
- Cafes and Student points
- Non-faculty staff
- Social media influencers
- Secondary school
- media
- supermarkets

RESULTS

3) STAKEHOLDER ENGAGEMENT MODEL

Type of engagement	Phase Social MKT Plan		Engagement Tools
1- Inform/Communicate	1. Diagnostic	4. Implementation	Emails, Survey, interview, Consultant panel/Advisory Committee; Conference/Seminar, Press Releases, Partnership, Social media ...
2- Consultant	2. Objectives	5.Final evaluation	
3- Dialogue (Consultation panel	3. Preparation	6. Dissemination	
4. Partnership			

Organisations / Individual	Function / Job Description	Why are stakeholders?	Type of engagement	Engagement tool	When (Phase of Social Marketing Plan)	Reason to engage

- Defined by **type of engagement**, in **which phase of the Social Marketing Plan** they will be considered and what are the **engagement tools to use**

RESULTS
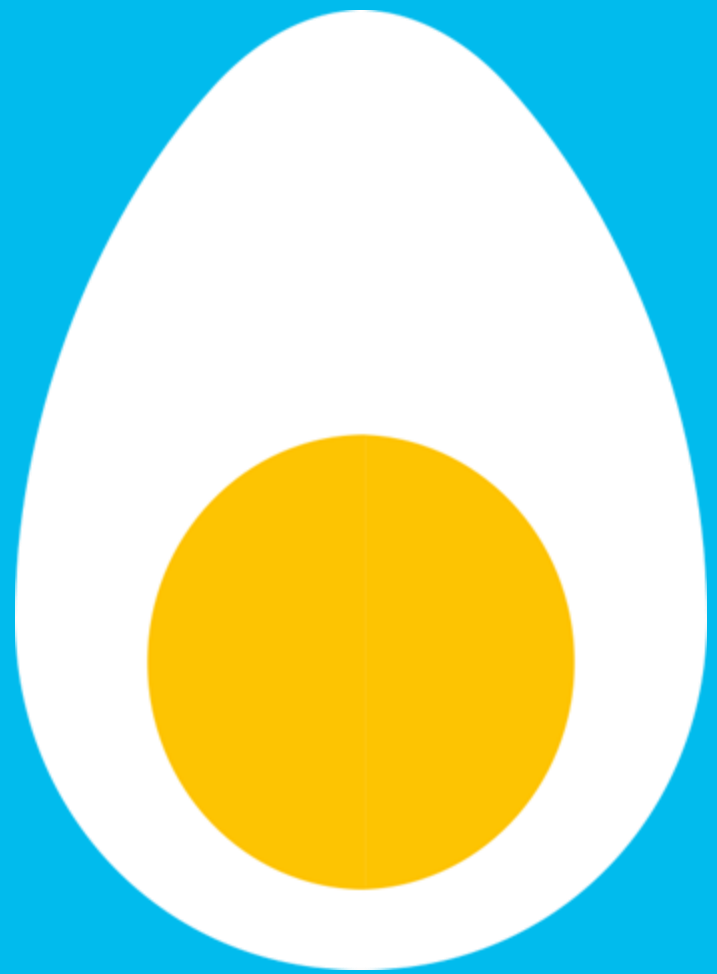
3) STAKEHOLDER ENGAGEMENT MODEL

Type of engagement				Phase of social marketing plan			
	Portugal	Turkey	Croatia		Portugal	Turkey	Croatia
1-Inform	15	14	14	1-Diagnosis	20	11	14
2-Consultant	9	0	8	2-Objectives	17	7	8
3-Dialogue	5	2	3	3-Preparation	17	12	13
4-Partnership	7	9	2	4- Implementation	17	13	9
				5-Final evaluation	17	8	12
				6-Dissemination	26	22	21

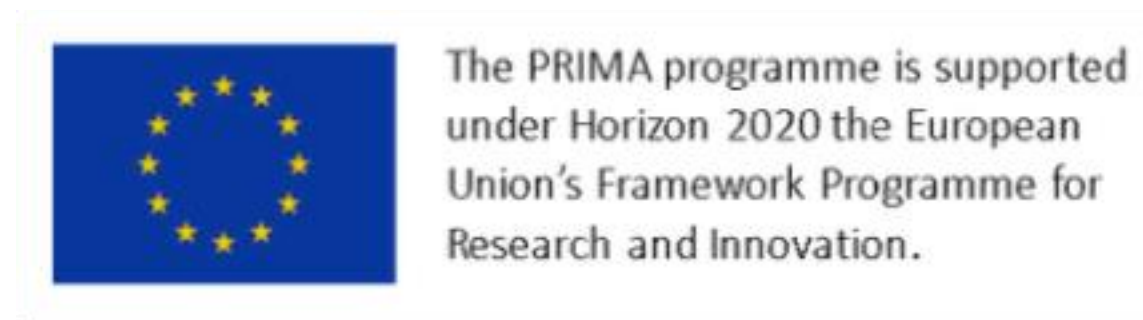*Table 8: Stakeholder engagement model: frequency counting per country*
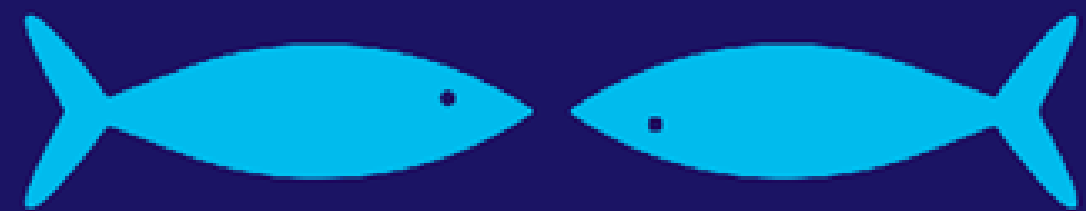
CONCLUSIONS

- An **effective stakeholder engagement model** → **to develop a social marketing strategy** aimed at changing food habits at HEI

- Different sociocultural, economic and political landscapes → **identification of different priority stakeholders and levels of dependence and influence**

- **Differences between the food offer management in HEI** → different perceptions about **who should be considered a key stakeholder** and **how**

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Acknowledgements