

SROI and CBE: An introduction

Presented by:

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SOCIAL MARKETING @ GRIFFITH



ACKNOWLEDGEMENT OF COUNTRY

Griffith University acknowledges the people who are the Traditional Custodians of the land. We pay respect to the Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.



Together, Sid Domic

Today's session

Social Return on Investment (SROI)

- Why impact matters
- Valuing impact through SROI
- SROI Case study

Co-create-Build-Engage (CBE)

- CBE – a roadmap for change
- Applying CBE and the 8 social marketing principles
- From telling to selling using HITS
- CBE Case Study

What this course covers

Throughout the next few weeks, you will learn about:

- Moving programs from awareness to change
- Mapping pathways from activities to real-world impact
- Evaluating outcomes and demonstrating value using Social Return on Investment (SROI)
- Applying Co-create, Build, Engage (CBE) and HITS frameworks to drive sustained change

Let's begin!

Impact and Social Return on Investment (SROI)

Why impact matters

Moving our focus from **activity** (what we do) to **impact** (what changes as a result) is ensures we are focused on achieving meaningful, lasting outcomes

Organisations working on complex climate, health, and social issues are no longer judged on what they deliver, but on the **change they create**



Why impact matters

Impact does not happen by chance. It occurs when:

- people adopt and sustain new behaviours
- systems are designed to support those behaviours
- outcomes are measured, valued, and continuous improvement used to optimise them.

You are not just delivering **projects** — you are designing **conditions for change**.



From Outputs to Outcomes

Earth sadly lost his Mum after she was hit by a car.

He was only 5-6 months old, weighing in at a tiny 250-400 grams.

❄️ With winter on the way, the days are getting shorter.

🚗 That means we're often still driving to, or from, work at a time when wildlife is moving about.

⚠️ Wildlife have little awareness of how dangerous a busy road can be.

We can help make roads safer for wildlife by:

- 🚗 Slowing down from dusk to dawn
- 👁️ Looking out for wildlife when driving
- 🚗 Using high beam lights mindfully when driving at night

🐾 If you see injured wildlife - 🛑 Stop, 👁️ Look, if you live on the Gold Coast call [@wildcareaustralia](https://www.wildcareaustralia.com.au) on 07 5527 2444.

Video credit

[@currumbinwildlifehospital](https://www.instagram.com/currumbinwildlifehospital)

[#wild](#) [#wildanimals](#) [#drive](#)



INSTAGRAM

Reach: 1,050,083

Plays: 1,517,060

Engagement: 32,634

Eng. Rate: 3%

Media Value: \$7,397

[LINK](#)

FACEBOOK

Impressions: 537,304

Reach: 403,111

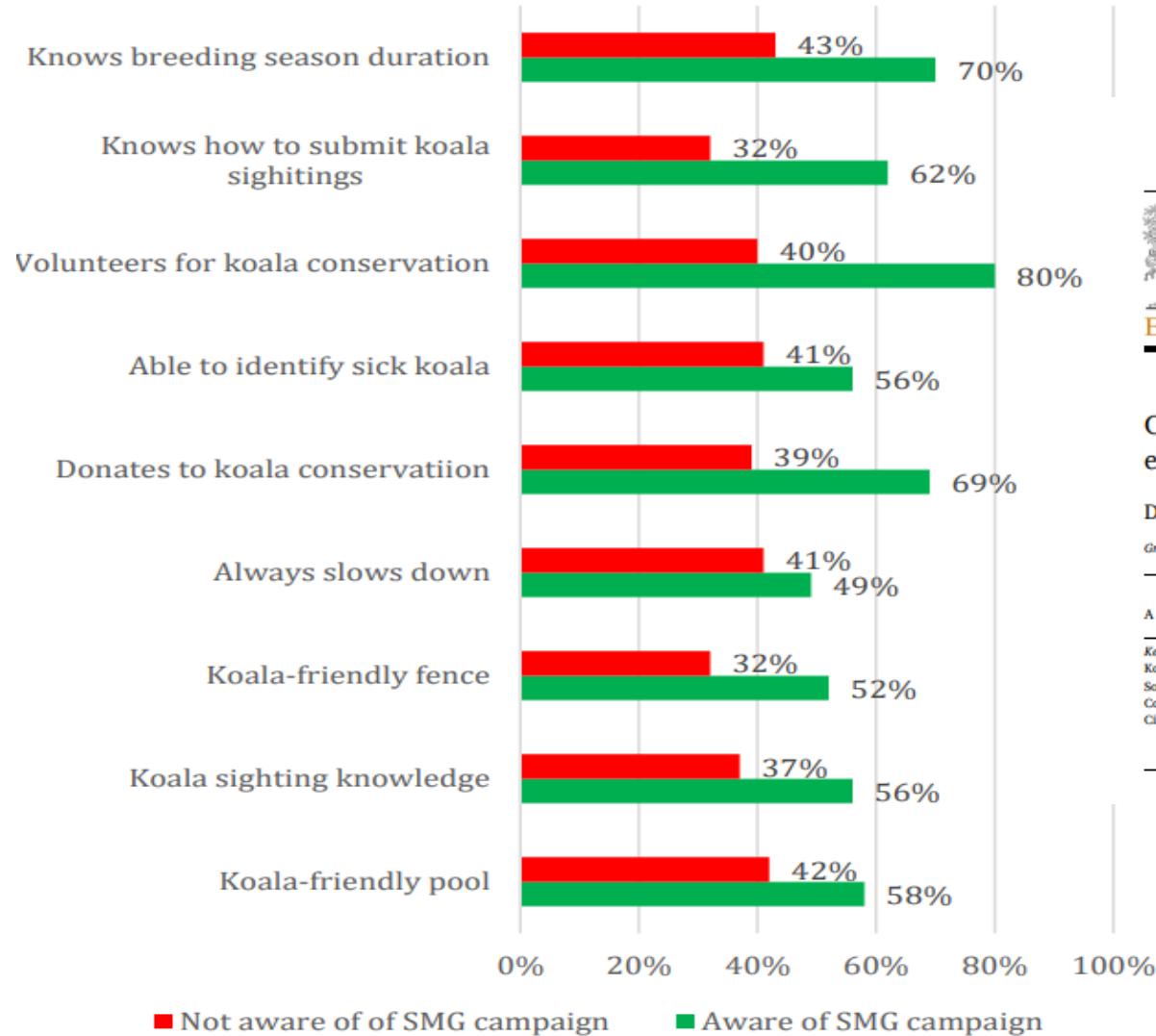
Engagement: 13,614

Eng. Rate: 3%

Media Value: \$6,116

[LINK](#)

From Outputs to Outcomes



Societal Impacts 1 (2023) 100008

Contents lists available at [ScienceDirect](#)

Societal Impacts

journal homepage: www.journals.elsevier.com/societal-impacts

Conserving koalas: Outcomes and impact following a two-year community engagement campaign using CBE™

David Fechner^{*}, Sharyn Rundle-Thiele

Griffith University, Australia

ARTICLE INFO

Keywords:
 Koala conservation
 Social marketing
 Community engagement
 Citizen science

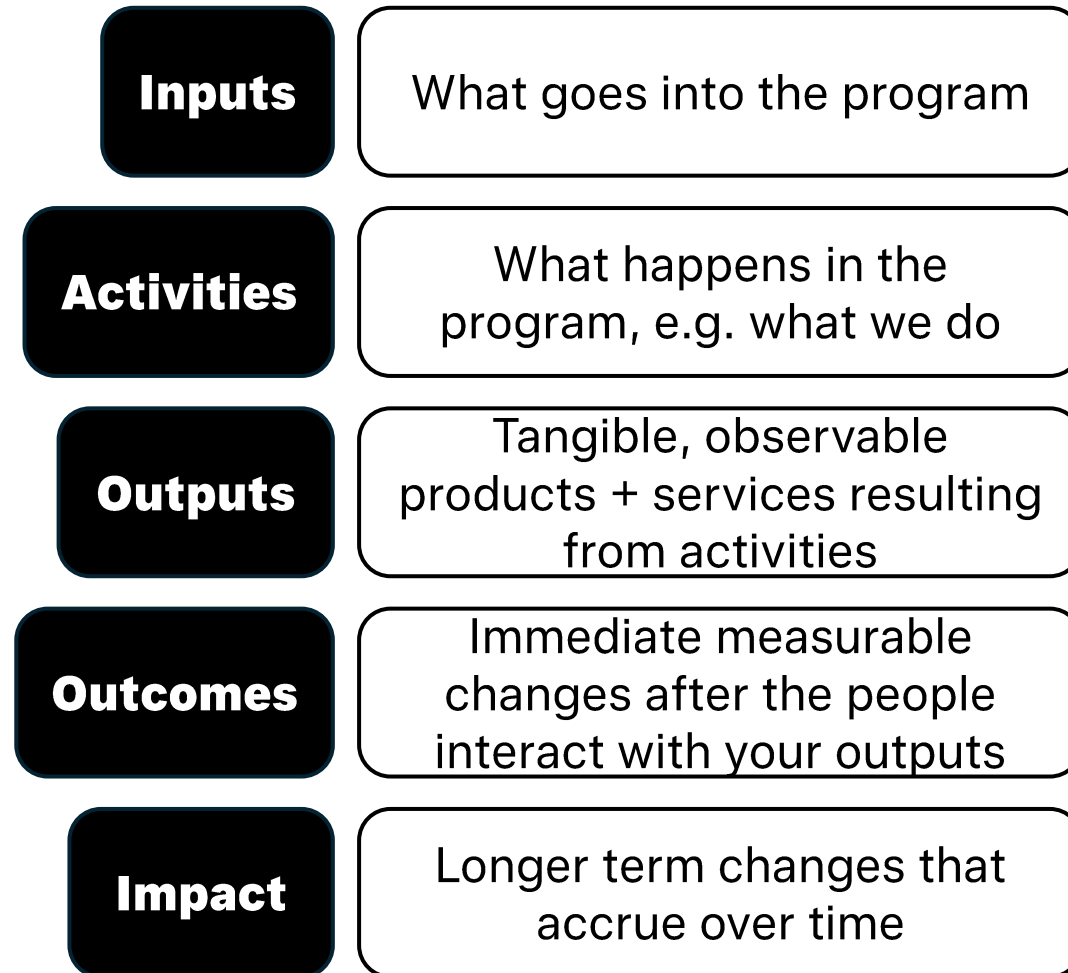
ABSTRACT

This case study outlines how local governments have partnered with scientists and professionals who are funded by state government to directly contribute to koala conservation. This paper explains an approach that can be deployed across different local government areas to deliver societal impact. Specifically, we provide a brief overview on how using the co-design, build, and engage framework can lead to measurable koala conservation outcomes such as increased koala sighting submissions reporting the results of two-years of campaign work in the Logan City Council local government area.

Mapping the pathway to impact



An Impact Chain



Refocusing marketing effort to support net-positive social impact

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European Journal
of Marketing

Received 12 June 2023
Revised 19 March 2024
23 July 2024
Accepted 31 July 2024

Abstract

Purpose – Social impact research remains in its infancy. The purpose of the paper is to build on Keeling and Marshall's (2022) "Call for impact" paper and develop a comprehensive social impact pathway (SIP) framework. The aim is to encourage marketing researchers, non-profits and corporations to pursue impactful work that is valued, planned, monitored and evaluated.

Design/methodology/approach – The conceptual paper explores the complexities of estimating social impact drawing from a range of illustrative cases.

Findings – The paper identifies a lack of clarity in the understanding and application of impact and presents a pathway aimed at increasing focus on social impact across future work to deliver the net-positive changes that are needed to reverse biodiversity decline, climate change and social and health inequalities that continue to persist and be experienced by so many planet wide.

Research limitations/implications – This paper contributes a pathway forward to encourage and support increased utilisation of the framework in future marketing research.

Practical implications – Mapping and measuring SIPs are concerted efforts directing understanding towards identifying the activities that are contributing to the delivery of outputs that can achieve intended outcomes. The measurement of impact directs investment towards activities that ensure net-positive gains are achieved.

Social implications – Ever growing social inequities, health disparities, loss of biodiversity and environmental degradation occur when practices are left unchecked. A focus on impact avoids greenwashing practices, ensuring that an understanding of what has changed because of the work is transparently reported.

Originality/value – This paper aims to encourage marketing researchers to engage in social change projects, rather than solely disseminating academic findings. Emphasising the importance of an outside-in approach, this paper highlights the necessity of showcasing accumulated outcomes to demonstrate impact.

Keywords Impact, Net positive, Impact framework, Social value, Social impact pathway, Non-profit organisations, Research outcomes, Social purpose

Paper type Research paper



An Impact Chain

<<- Happens inside your organisation

Engagement

Happens after people successfully interact with your organisation>>

Inputs

Investment or resources that are used to pursue impact objectives

These resources are used to create...

Activities

Actions or tasks that are undertaken in support of specific impact objectives

...these activities which result in qualifiable numbers of...

Outputs

Tangible, immediate practices, products and services that results from the activities undertaken

...these outputs, which within them, or because of them, change occurs...

Outcomes

Changes, or effects on the individuals, that follow the delivery of the products, practices or services

...which are reflected in these outcomes...

Impact

Changes in society that follow from the outcomes that have been achieved

...which in time will manifest into these impacts

SUfR Impact Chain

<<- Happens inside your organisation

Engagement

Happens after people successfully interact with your organisation>>

Inputs

- Donations
- State govt. funding
- Bequests
- Volunteer time

Activities

- Recruiting staff and schools
 - Planning
 - Meetings
- Building modules, websites
 - Coordination
 - Budgeting
 - Booking meetings
- Event planning
 - Liaison with partners
 - Contracts

Outputs

- Checklists for schools
- Downloadable assets
 - Stand Up for Respect Modules
- Playground Club
 - Management dashboard
- Stand Up for Respect High Vis Vests
- Teacher sessions

Outcomes

- Increases such as:
- I recognise bullying behaviours
 - I can ask for help when I see bullying
 - Reports of bullying
- Decreases such as:
- Ignoring behaviour
 - Name calling
 - Taking other students things
 - Physically hurting

Impact

- Improved mental health
- Reduced domestic violence

STAND UP FOR RESPECT CHECKLIST

Using the following checklist, participating schools will meet with Life Ed’s Learning and Development Coordinator to identify activities within the Stand Up for Respect program that enhance the school’s existing bullying prevention initiatives.

- All classes receive two Stand Up for Respect sessions delivered by Life Ed Queensland
- All classroom teachers deliver two bullying prevention lessons
- All classes display one or more posters: What is Bullying, Types of Bullying, We Don’t Bully Here or How to Be an Upstander
- All classroom teachers collect an Upstander Pledge, signed by each student and their parent or guardian
- All classroom teachers attend MATE bystander training
- Nominated school staff attend a Stand Up for Respect network meeting
- The school has a Life Ed Playground Club 1 – 2 times each week
- All classroom teachers wear Stand Up for Respect high-vis vests on playground patrols
- The school informs parents about the opportunity to attend a Stand Up for Respect Parenting Seminar or a Webinar for parents who can’t attend face-to-face
- The school provides bullying prevention information to families through school newsletter articles and social media posts

STAND UP FOR RESPECT PROGRAM INITIATIVES



STAND UP FOR RESPECT MODULES

Two memorable and fun learning experiences delivered by Life Ed that empower students to understand what bullying behaviours are, and to practise standing up for themselves and others in bullying situations.

TEACHER-LED LESSONS

With easy-to-use resources provided by Life Ed, the classroom teacher leads two lessons, giving students the tools to recognise bullying behaviours and to act if they see or experience bullying.



SCHOOL COMMUNITY ACTIVITIES

Parents and school staff play an important role in bullying prevention, as does keeping kids positively occupied on the playground.

Supported by Life Ed’s Learning and Development Coordinator, the school adopts a selection of activities to complement existing bullying prevention efforts, including:



Playground strategies:

- A Life Ed Playground club with fun activities for students to do, including games and arts and crafts.
- Stand Up for Respect high-visibility vests for teachers.



Walking into the Life Ed Centre right now is an emotional experience. Every wall is covered in heartfelt messages from children - 5,500 of them to be exact. It takes your breath away. ...more

The Courier-Mail

NEWS 33



Charlotte Ford, Francesca Novak, Kisty Glen, Ella Marshall and Sam Loncar pledge to be kind as part of Life Ed Queensland's anti-bullying campaign. Picture: Supplied.

It's cool to be kind



OUTCOMES

| | Pre | During | Post |
|--|----------------------|------------------|------------------|
| | Mean (SD) | Mean (SD) | Mean (SD) |
| | N=479 | N=268 | N=557 |
| Student confidence to intervene in bullying* | 3.8 (0.7) | 4.0 (0.8) | 4.0 (0.9) |
| Student experience of victimization* | 1.1 (0.7) | 1.0 (0.8) | 0.9 (0.7) |
| Student self-reported perpetration | 0.4 (0.5) | 0.4 (0.5) | 0.4 (0.5) |

* Significant at the $p=0.05$ or less level.

Impact (SROI Valuation)

Evidence shows:

- Bullying victims are 31% more likely to experience domestic violence

Psychological Science
Volume 24, Issue 10, October 2013, Pages 1958-1970
© The Author(s) 2013, [Article Reuse Guidelines](#)
<https://doi.org/10.1177/0956797613481608>



Research Article

Impact of Bullying in Childhood on Adult Health, Wealth, Crime, and Social Outcomes

Dieter Wolke¹, William E. Copeland², Adrian Angold², and E. Jane Costello²

Impact (SROI Valuation)

Evidence shows:

- The cost of domestic violence to society is \$22 million per year
- SUfR involved ~2,000 children
- Generated \$36,000 in value to society



The cost of violence
against women
and their children
in Australia

Final Report

This Final Report has been prepared for the
Department of Social Services

CBE:

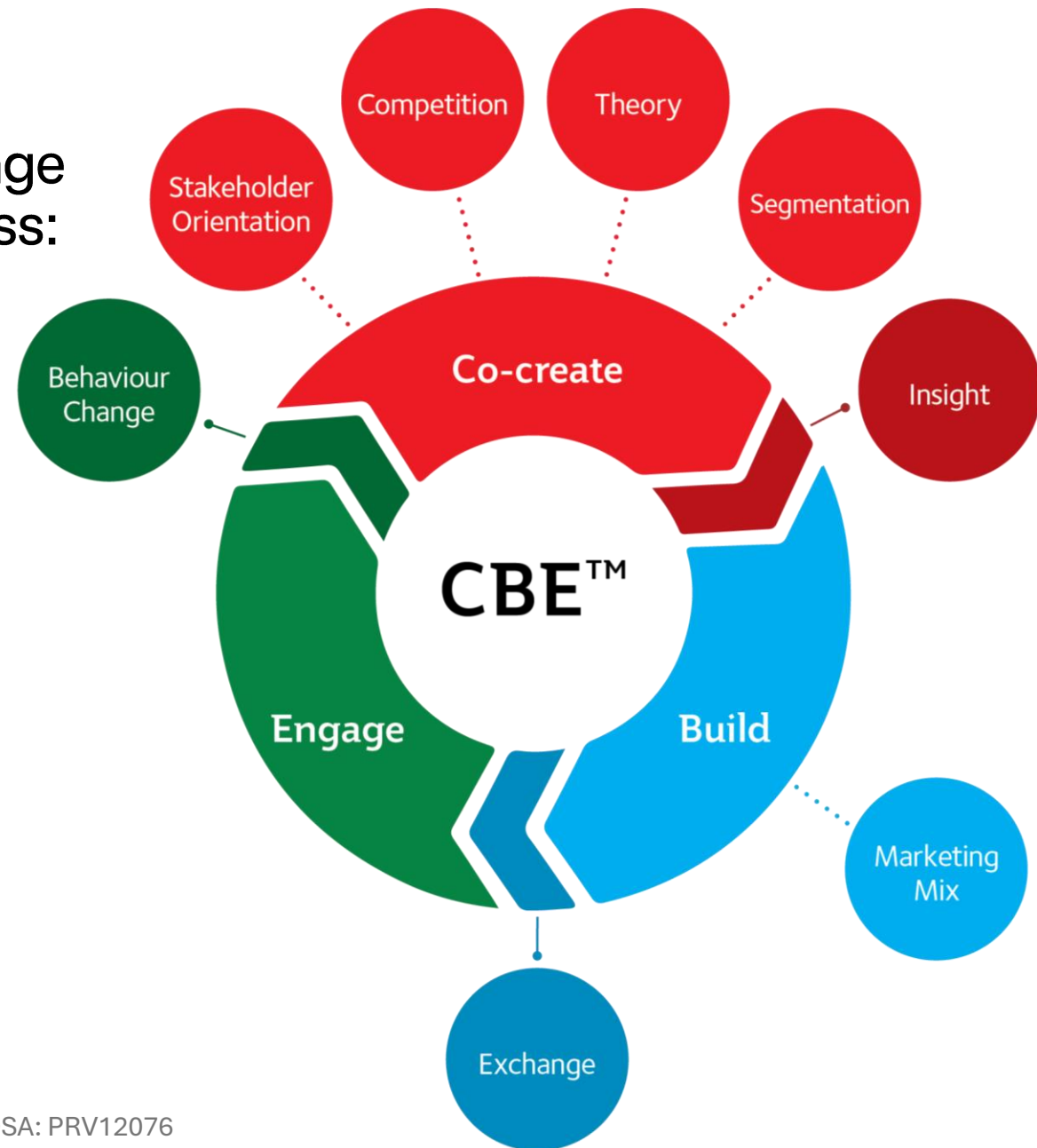
A roadmap for change

Social Marketing

Social marketing generates positive change that benefits people and the planet, across:

- diverse issues (public health & safety, community and social issues, environmental protection)
- individuals, communities, and organisations
- many countries all around the world

(Truong, 2014)



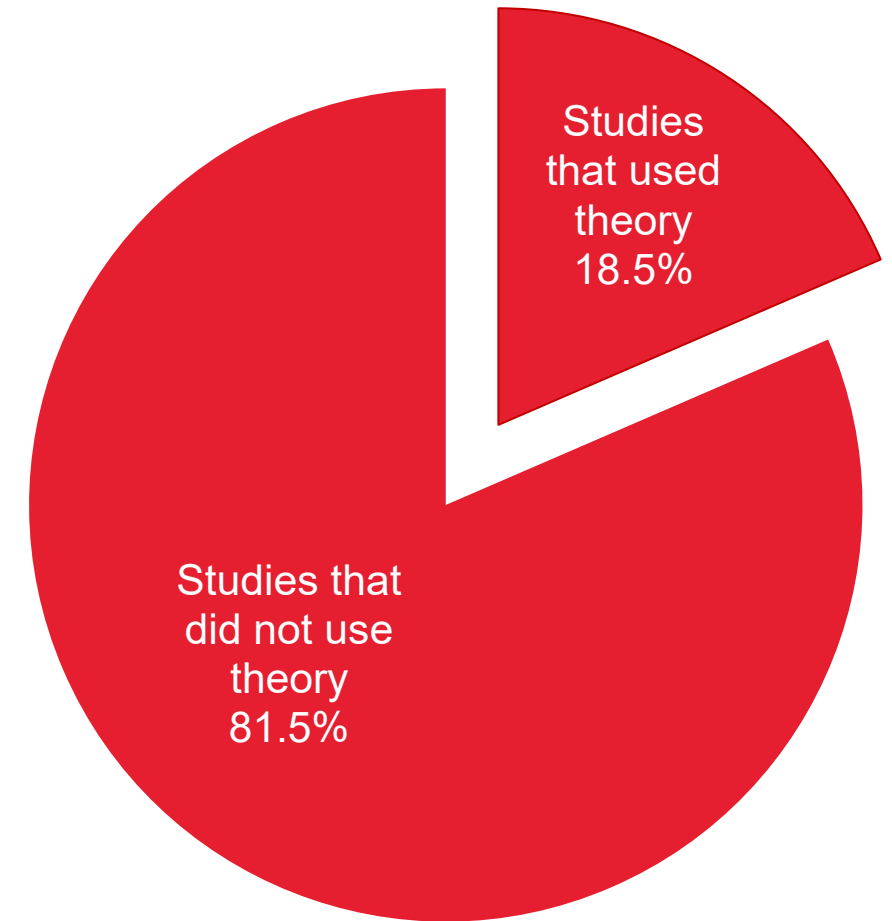
Theory use

Practitioners report finding theory confusing and intimidating (creates underutilisation)

Underutilisation reduces the potential for interventions with the greatest possible impact (Davidoff, Dixon-Woods, Leviton, & Michie, 2015)

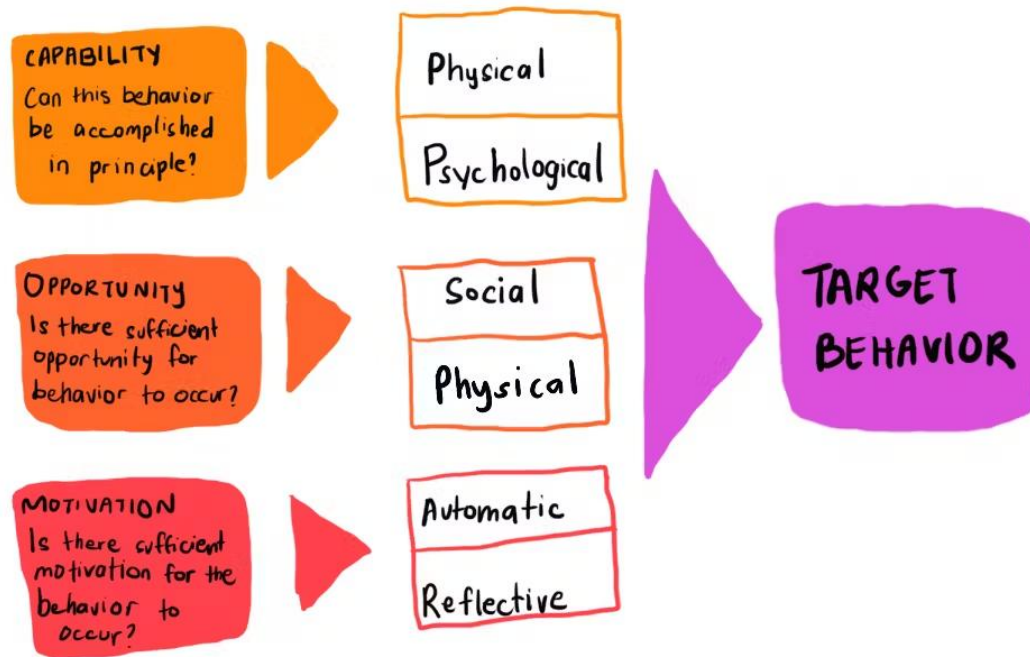
Over-reliance on individual focussed theories creates consumer myopia (Brennan et al., 2016)

Actions of others are often **ignored**, which when examined, explain program failure (Roemer et al., 2021)



N= 867 (Truong, 2014)

Harness Behavioural Science



Systematic literature review of best practice in food waste reduction programs

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Sharyn Rundle-Thiele

Department of Marketing, Griffith Business School, Griffith University, Gold Coast, Australia, and

Kathy Knox

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Food waste reduction programs

447

Received 15 May 2019
Revised 29 July 2019
Accepted 29 July 2019

Abstract

Purpose – Food waste is a systemic problem, with waste occurring at all stages in the supply chain and consumption process. There is a need to unpack which strategies, approaches and tools can be applied to reduce the amount of food wasted. Understanding the extent of social marketing principles used offers insights into the additional means that can be applied to increase voluntary behavioral change.

Design/methodology/approach – Following preferred reporting items for systematic reviews and meta-analyses guidelines, a systematic quantitative literature review was undertaken focused on outcome evaluation studies conducted since 2000. Six databases were examined, and cross rating was used to identify previous programs tackling food waste behavior at a household level. A total of 23 programs were analyzed against 8 social marketing components.

Findings – Overall, only 2 out of 23 food waste programs self-identified as social marketing programs. A lack of application of social marketing elements was observed across all studies, indicating a tendency to implement non-voluntary change approaches. The most commonly targeted behaviors were source-separation. Personal interaction involved the distribution of information in person (typically through door knocking). Personal interaction strategies were identified as the most effective program techniques. Program effectiveness was greater when the social marketing components of behavioral change, theory and marketing mix were used, indicating the potential for voluntary approaches to be applied more in the future.

Originality/value – To the best of the authors' knowledge, the current study was the first systematic literature review to examine the extent of social marketing application in food waste programs reported in peer-reviewed academic literature using eight components of social marketing. The study revealed behavioral change was more likely when more social marketing components were used. Future research is recommended to consider the application of full range of social marketing elements to extend beyond involuntary approaches, which can be subjected to criticism from community.

Keywords Social marketing, Environmental sustainability, Benchmark criteria, Food waste, Programme

Paper type Literature review

Introduction

The Food and Agriculture Organization of the United Nations (FAO, 2015) estimates one-third of edible food, equivalent to 1.3 billion tons, is lost or wasted annually. Increased



Journal of Social Marketing
Vol. 9 No. 4, 2019
pp. 447-466
© Emerald Publishing Limited
2042-6702
DOI: 10.1108/JSM-06-2019-0074

E-waste barriers and enablers

JSOCM

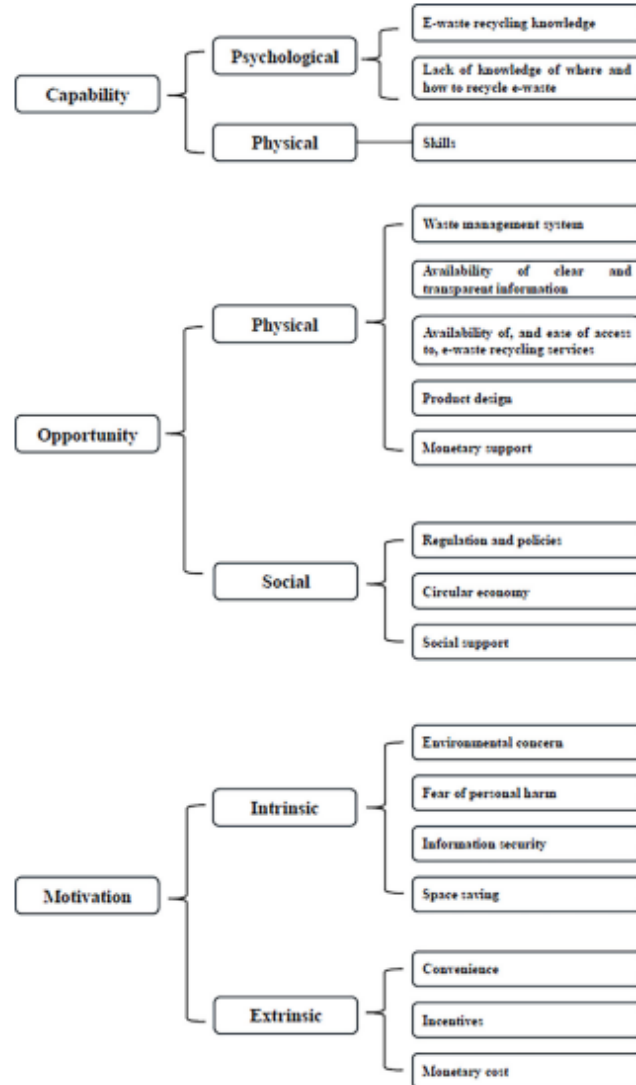


Figure 2. COM-B conceptual framework-E-waste recycling
Source: Authors' own work

Identifying e-waste recycling solutions: a theory-guided approach

Yue Xi, Sharyn Rundle-Thiele and Carina Roemer
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Journal of Social
Marketing

Received 31 August 2023
Revised 12 April 2024
19 November 2024
13 February 2025
16 March 2025
Accepted 27 April 2025

Abstract

Purpose – This study responds to calls for increased theory use, higher levels of theory application and utilisation of approaches that extend beyond how individuals think and feel in social marketing. The capability, opportunity, motivation, behaviour theory was selected for this depth interview study that aimed to identify barriers and enablers towards e-waste reduction.

Design/methodology/approach – Following ethical clearance, semi-structured in-depth interviews were conducted in Australia with 19 people, including experts, people working in the e-waste management industry and consumers. A data dictionary was developed and used by coders. High inter-coder reliability was achieved.

Findings – A total of 18 influences were identified. Opportunity was the strongest category with eight environmental influences and a combined ten individual influences (capability and motivation), which demonstrates the importance of extending understanding beyond individual factors. Opportunities to support individuals to reduce e-waste include providing an e-waste management system, providing clear and transparent information, availability of and ease of access to e-waste recycling services, improved product design to support e-waste recovery, monetary support, regulation and policies, circular economy and social support.

Research limitations/implications – In total, 18 influences offer an understanding of the many ways that a complex problem like e-waste can be alleviated in Queensland, Australia.

Originality/value – This paper contributes a detailed application of theory demonstrating how a theory can be applied to identify influences to inform intervention planning.

Keywords E-waste, Social marketing, Theory, Behaviour change, Recycling

Paper type Research paper

Funding: The authors confirm that there has been no significant financial support for this work that could have influenced its outcome.

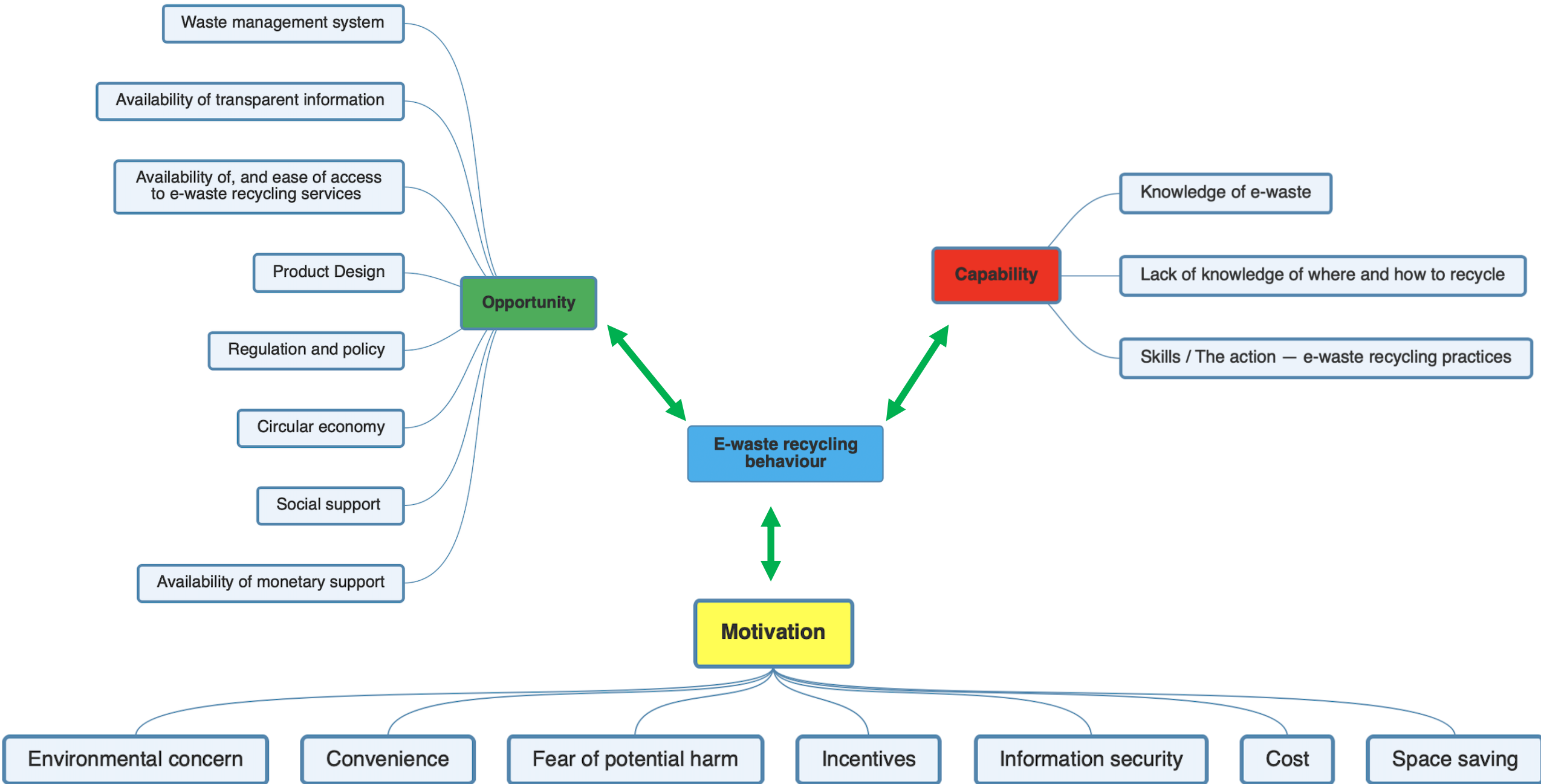
Potential conflicts of interest: The authors confirm that there are no known conflicts of interest associated with this work.

Data: Data is available on request.

Authors' contributions: Yue Xi and Carina Roemer conducted data collection. Yue Xi was actively involved in all stages of research and wrote most of the manuscript. Sharyn Rundle-Thiele and Carina Roemer were actively involved in all stages of research design, data analysis and provided critical feedback on and assisted in drafting the manuscript. Jeawon Kim and Sunil Herat provided advice and assistance in research design, as well as the final review and editing.



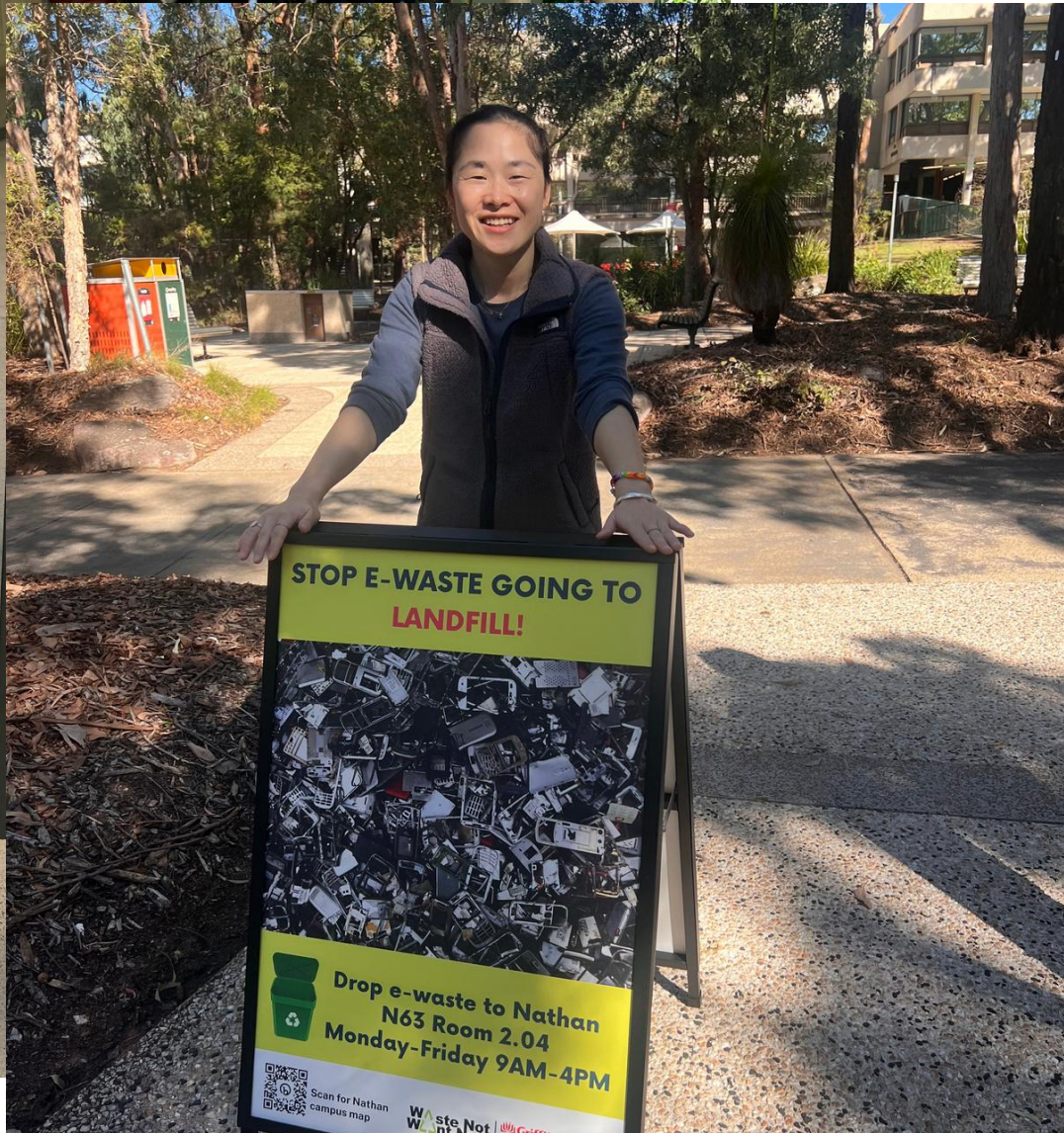
Journal of Social Marketing
© Emerald Publishing Limited
2024-07-03
DOI: 10.1108/JSOCM-08-2023-0178



Griffith University 6-week pilot campaign

- Removing e-waste reduces the risk of toxic metal leaking (91.3%)
- 60.1% of participants store e-waste at home
- Removing e-waste can help save space (92.2%)





Sunshine Coast Safe Battery Disposal Campaign

- Batteries cause fires
- Never bin your batteries
- Give batteries a new life
- Save space
- Get rid of leaky batteries
- Keep our drivers safe
- 40+ drop off locations available on the Sunshine Coast

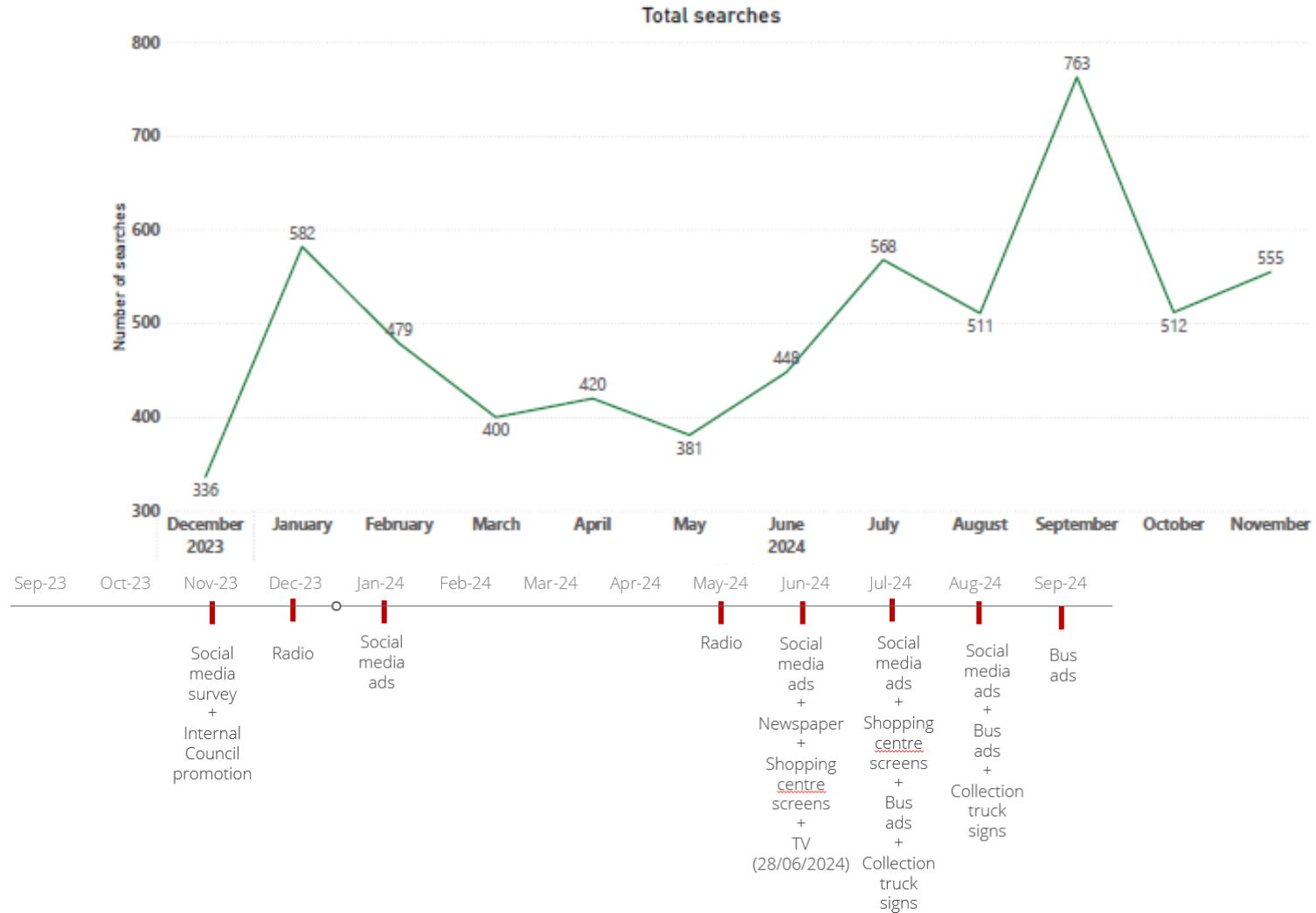


Sunshine Coast Safe Battery Disposal Campaign

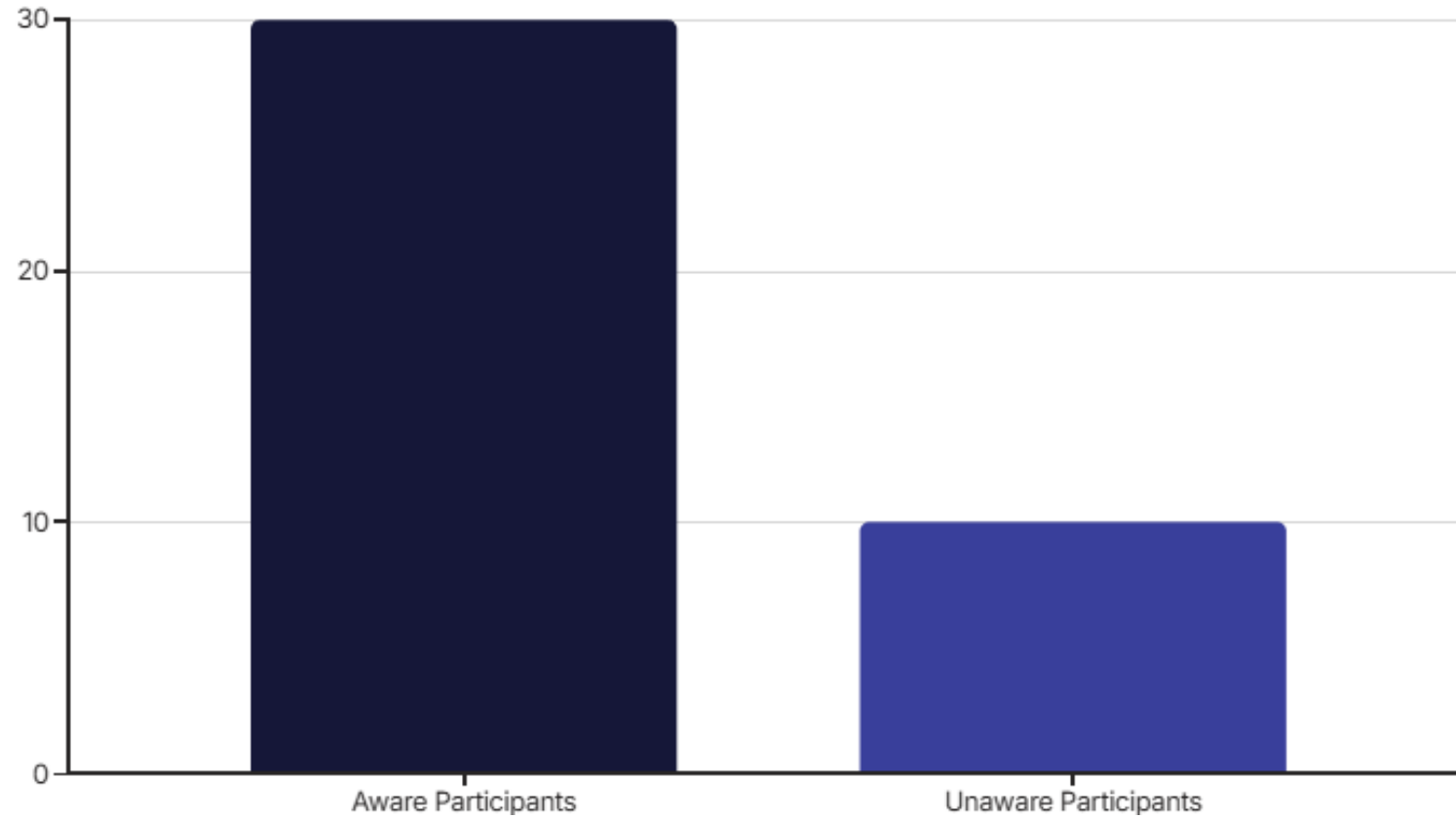
- TV
- Radio
- Print
- Social media
- Shopping centre digital screens
- Transit buses
- Waste collection trucks



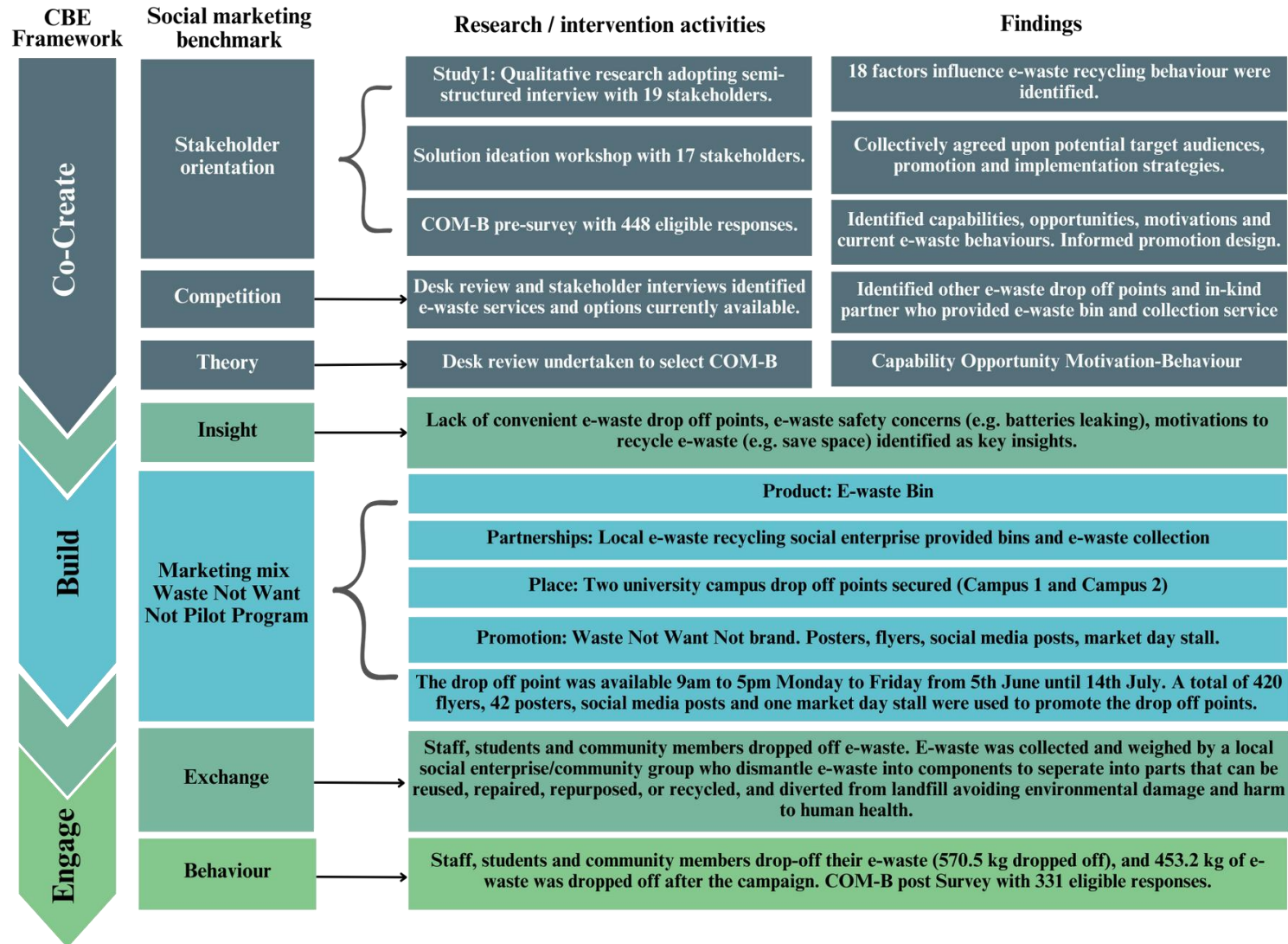
Recycle Mate Search



Campaign Outcomes



CBE + Behaviour Change Principles



Research and Evaluation

CBE: A Framework to Guide the Application of Marketing to Behavior Change

Social Marketing Quarterly
1-20
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sagepub.com/journals-permissions
DOI: 10.1177/1524500211021643
journals.sagepub.com/home/smqr
SAGE

Sharyn Rundle-Thiele¹, Timo Dietrich¹, and Julia Carins¹

Abstract

Background: This paper aims to extend the application of social marketing to social and environmentally beneficial behavior change providing a three-step process—Co-create-Build-Engage (CBE). The key strength social marketing brings to the social change space is the development of something of value that moves and motivates people to voluntarily change their behavior; in turn benefiting themselves, the planet and society at large.

Method: Using a case study method, this paper identifies how up to eight marketing principles, initially penned to distinguish social marketing from public health, are applied in the three step CBE process, using first time program development and implementation examples. First, programs are co-created (C) with people at the heart of the problem and built (B) to create and embed lasting solutions and finally communities are engaged (E) to partake in these programs. This linear process is applied in first time program development and stages blur following first time implementation as CBE steps become continuous when programs are embedded into communities. This paper outlines four cases demonstrating when and where key marketing activities were applied to co-create, build and implement social marketing programs that achieved behavioral change.

Results: Included is a roadmap of the activities that occurred in first time program development and implementation across each stage of the three step CBE process. During co-creation competition is assessed and groups are identified (segmentation). Formative research programs are theoretically underpinned and human centred (customer orientation) and solely aimed at identifying insights to guide program build and engagement. Elements of the marketing mix focus program build ensuring that a valued exchange offering is built. Engagement represents the initial implementation phase and encompasses the set of activities that focus on ensuring people are aware of and can adopt the program.

Recommendations for Research or Practice: Many of the foundational techniques that distinguish social marketing from other behavioral science approaches are not widely adopted. This paper offers a roadmap to demonstrate how and when core social marketing activities can be applied to effect voluntary behavior change. Volitional change avoids stigmatization, alienation, reactance and community divides, which occur when behaviors are mandated or when people are told what to do. The CBE process provides a process, outlining social marketing's key principles and the set of activities that are applied to build more effective marketing programs.

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Email: tdietrich@griffith.edu.au

The HITS Framework

Provide improved access and support to facilitate the intended behaviour

Information ensuring people know what they should and shouldn't do

Equipping people with the skills they need to perform the intended behaviour

A thing that motivates or encourages people to perform the intended behaviour

H

I

T

S



The Leaf Collective



Initiative of



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leafcollective.com.au



HITS



Initiative of



leafcollective.com.au



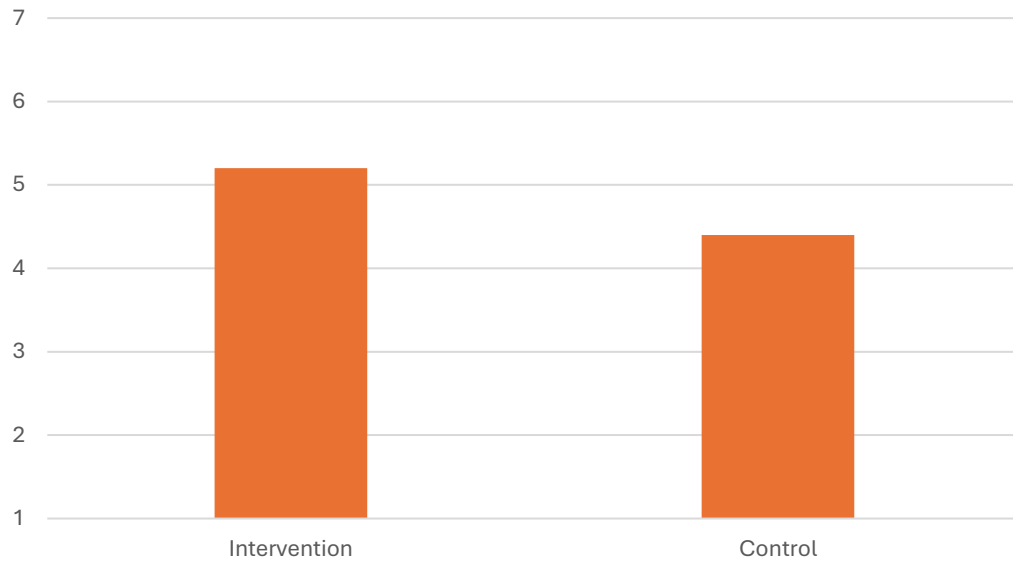
Help





Inform

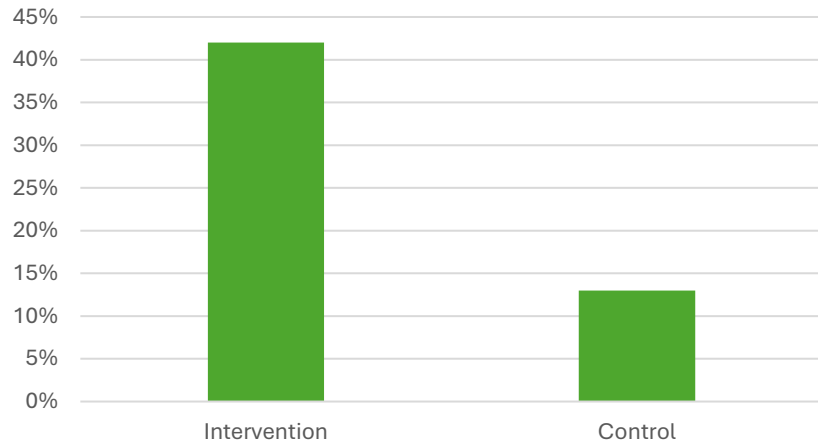
Leaves are a garden resource





Train

Compost Leaves



How to make a garden basket

[Read more](#)

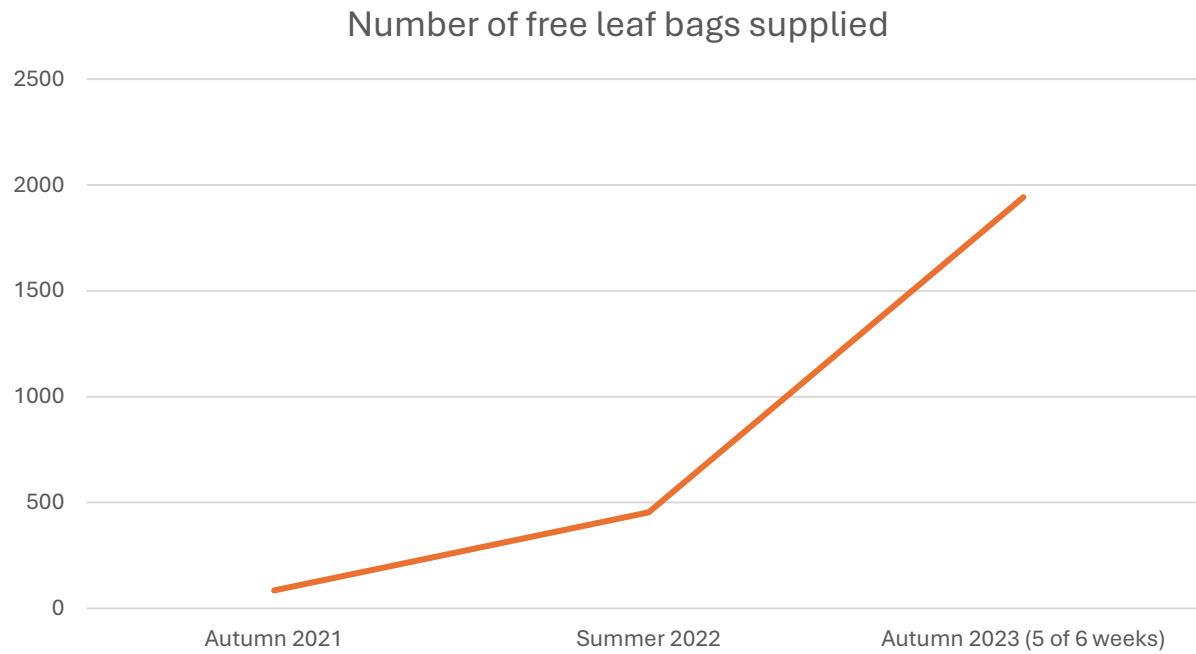


How to create your own leaf mould cage for healthier soil

[Read more](#)



Sell



Questions

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Social Marketing at Griffith



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