

1 *Conceptual Paper*

## 2 **Upstream Social Marketing for Implementing Mobile** 3 **Government**

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12 **Abstract:** The article analyses the main aspects of upstream social marketing for implementing of  
13 mobile government (MGov). The methodology of current research is based on the systematic  
14 literature review in the fields of MGov and social marketing. According to our findings, most  
15 researchers investigated MGov from the side of citizens (consumers) and emphasised the benefits to  
16 them while changing their attitudes and behaviours in employing mobile applications. However, as  
17 there is a lack of the researches from the side of governmental bodies, in this paper, we were contrary  
18 looking for new meanings, attitudes and values from their perspective. Limitations of employment  
19 of MGov occur due knowledge gap among decision makers and public policy formers (upstream  
20 audience). Therefore, we argue that upstream social marketing for the upstream audience would  
21 bring the success in faster MGov implementation. Specific social marketing would be mostly valuable  
22 on the municipal level that is the closest substance to the society. Thus, in our paper we emphasise  
23 the benefit of the MGov for the local upstream audience and propose possible external marketers as  
24 well as the motivating theses based on these 7P of marketing mix for the successful MGov on  
25 municipal level.

26 **Keywords:** upstream social marketing; mobile government; marketing mix; public services; public  
27 administration; behavior

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### 29 **1. Introduction**

30 Evolution of mobile technologies influences all public areas in both developing and developed  
31 countries. Rapid changes in market of mobile technologies have turned to creation of new abilities in  
32 both e government and e participation. Connectivity of mobile phone and internet has developed the  
33 phenomenon of m-government that fostered transformation of public services [1]. The authors [2], [1],  
34 [3], [4] revealed many advantages of mobile government (later in this paper - MGov) such as better  
35 and faster availability, more personalization and democracy, real in time dialog, cost effectiveness and  
36 simplicity, corruption prevention, emergency response, efficiency, etc.

37 MGov influences improvement of e - government and requires some specific adaptation or  
38 rebuilding to mobile applications such as website design, layout, content, etc. The mobile  
39 communication is used as a complementary perspective to explain user acceptance of MGov services  
40 [5].

41 MGov user base is comprised of all classes of people as it requires little technological knowledge  
42 [6]. MGov creates and/ or extends ability for the remote citizens to accept public services and public  
43 information as well as to solve their everyday life problems within their municipality or even  
44 nationally. New mobile applications make public servants as well as citizens to permanently learn and  
45 innovate in order to participate in a public life.

46 Local governors, while receiving on time announcements on important local issues (i. e., rubbish,  
47 road accidents, etc.) from the citizens, may react faster or in other words, to increase the quality of  
48 public services and thus achieve higher quality in the particular living environment. This active  
49 collaboration may develop and strengthen local governance (*de facto*) which is meant as a prerequisite  
50 for happier society. Therefore, we argue that MGov would play a significant role (especially on the  
51 level of municipal governance) bringing the benefit to both citizens and local public authorities.

52 Agreeing to [7] (p. 104) who state that „services should be delivered in ways with which the public  
53 is already familiar and/ or in which users are actively engaged“ we argue that MGov is closely related  
54 to learning (or gaining the new knowledge) that leads to the changes in individual, social and public  
55 attitudes, understanding and behaviour. It means that the learning (or gaining the knowledge) about  
56 MGov should occur in all levels of the municipal structure.

57 Most papers of MGov are grounded on the behaviour theory and analyse mostly the issues of  
58 attitudes and behaviours of the general public, individuals and society (see in [5]; [6]; [4]. Therefore,  
59 [8] emphasize the role of public authorities, stating that the primary responsibility of government is  
60 both to deliver essential community services and to provide information access to citizens while using  
61 technological tools.

62 We argue that it is not enough only for the society members to be aware in mobile applications.  
63 Contemporary IT knowledge and skills as well as the attitudes, understanding and behaviour of public  
64 authorities seem to be much more important for the effective and high-quality government processes.  
65 In other words, we argue that public leaders should be more concerned about developing MGov.

66 Shareef [6] (p.126) state that in many countries „public- service systems enjoy a monopoly and  
67 suffer no competitive pressure to achieve efficiency and effectiveness “. But on the contrary,  
68 democratic world with its directives makes changes of social environment trying to engage private  
69 sector in public service systems for higher competitive pressure and therefore for higher service  
70 quality. Thus, for instance, in EU (that is democratic in its origin) we probably deal with some other  
71 issues in the MGov field. Pilot research of websites of Lithuanian municipalities revealed that only 33  
72 of all 60 have been adopted to mobile applications. We perceive that the main issue of such situation  
73 is a gap in specific knowledge and skills of local public leaders both in mobile applications and MGov.  
74 It is worth to remind that Lithuania stands on the leading position in EU considering the IT network  
75 and speed of the internet.

76 Therefore, we deal with the problem question: how to foster the knowledge about and improve  
77 the skills of mobile applications among the public leaders for more effective MGov? That would lead  
78 to more active m participation.

79 The authors of [5], [9] emphasize social marketing as a useful tool for correction or change of  
80 society 's behaviours and attitudes towards innovations and solution of modern problems. They  
81 propose to apply marketing communication to service acceptance.

82 Three levels of social marketing are defined (see in [10]) to be used for the different stakeholders.  
83 *Downstream* social marketing is directed to the individuals, *mid - stream* social marketing - to the social  
84 groups and *upstream* social marketing - to the decision makers, politics and administrators. While  
85 agreeing to the above statements we argue that upstream social marketing would foster local public  
86 authorities to gain the specific knowledge and skills and after to influence the employing of mobile  
87 applications for MGov in municipalities, as these locally governed territories are mostly related to the  
88 governance concept.

89 Thus, in our paper we revealed the benefit of the MGov for the local upstream audience and  
90 proposed the theoretical model of upstream social marketing for the successful MGov on municipal  
91 level. The model distinguishes to important aspects: i) possible external marketers (those from IT  
92 business) and ii) marketing content (motivating theses) categorized by 7P marketing mix.

## 93 2. Materials and Methods

94 Our study contributes to the upstream social marketing by building on the new proposals for  
95 mobile government. Systematic literature review in the fields of *mobile governance* and *social marketing*  
96 was used in this paper. In the first subsection we firstly proposed categories of mobile governance and

97 after that defined its benefit linking to each category. In the second subsection we revealed important  
98 aspects of social marketing.

99 Mid - stream and upstream marketing levels have been neglected by social marketers in general  
100 [10] therefore, we supposed to have similar situation in MGov marketing field. We decided to shed  
101 light on the upstream social marketing for MGov on the municipal level as municipalities are the most  
102 important substances for the welfare of society. and predict the following:

103 **Hypothesis 1 (H1).** For success of MGov its benefits need to be aware not only for individuals or  
104 society members (down and mid- stream audiences), but also for policy formers and other decision  
105 makers (upstream audience).

106 **Hypothesis 2 (H2).** Upstream social marketing is important and should be used to foster MGov  
107 on municipal level by the upstream audience.

108 **Hypothesis 3 (H3).** Marketers of IT business may play role as upstream social marketers while  
109 fostering MGov with a specific theses categorized by 7P marketing mix.

110 We not only presented the theoretical model for the fostering MGov on the local level of public  
111 leaders (upstream audience) but also proposed both responsible actors and possible marketing content  
112 (theses) based on the theoretical arguments. The marketing content for promoting the innovation was  
113 constructed on the frame of 7P marketing mix that is very appropriate for all services including public  
114 ones. Characteristics of each of 7P dimensions as well as the marketing theses were constructed on the  
115 analysed theories and systemized in relation to the concept of benefits of MGov. The theses we have  
116 proposed emphasize the exceptional benefit of MGov for upstream audience.

### 117 3. Results

#### 118 3.1. Mobile Government for More Effective E Government

119 The scientists analysing the contemporary trends of m-government development through the  
120 world have identified a number of advantages in this area. Most papers researched the phenomenon  
121 from citizens 'perspective emphasizing change of their behaviour and attitude towards MGov.  
122 However, what is less touched by researchers is the MGov perspective from the point of view of the  
123 government. What are the advantages of the MGov for a government as a whole? Why is it important  
124 for the government to start use the MGov tools? In this paper, we contrary are looking for new  
125 meanings, attitudes, values and emotions as engines for changes, sharing experience of the effective  
126 MGov for a government.

127 Analysis of scientific literature allowed us to admit that most authors do not differentiate the m-  
128 government advantages into categories. However, our analysis proposed the possibility of  
129 categorizing them into *function-driven advantages of m-government for the government*. Here we highlight  
130 and further describe interrelated major function-driven advantages: i) mobility of government, ii)  
131 carrots, sticks and sermons, iii) encouraging coproduction, iv) digital administration, v) non-  
132 constrained infrastructure.

133 *Mobility of government.* Since the beginning of the New Public Management, it has been argued  
134 that government should delivery public services by using flexible, transparent, customer-oriented,  
135 access free, managerial approaches (contracting-out; public services one-stop-shops). Indeed, mobile  
136 technologies allow the government to provide the services 24/7, battery-power permitting, internet-  
137 enabled device [11]; [12]; [13]. MGov creates conditions to move the service together with the customer,  
138 contrary in the past the service points moved to reach the clients (remote workplaces; services centres  
139 in rural areas, etc.).

140 *Carrots, Sticks and Sermons.* According to the [14] a government has capacity to choose among  
141 three public policy instruments in the implementation of the policy: economic means (carrots);  
142 regulations (sticks) and information (sermons). Indeed, the mobile government may enjoy the  
143 possibility to use all three-policy instruments too. Carrots in case of m-government can be understood  
144 as *economic means in kind* that according to [14] is perceived as provision of goods and service. The  
145 capacity to provide services through the smart phone applications, GPS service has been explained by  
146 many researchers in the field [15]; [16]; [17]; [12]. The regulatory power of m-government is interlinked

147 with information provision to the residents. Different government programmes may be equipped with  
 148 opportunity to spread information about the programme existence and meanings through the smart  
 149 phones. That allows the government to save time while passing information [1]. From one hand, m-  
 150 government can effectively communicate with residents through their smart phones in case of urgent  
 151 messages, crisis management, educating and informing about benefits [18], [19]. From the other hand,  
 152 the residents always have the smartphones close to them therefore Mgov can “keep in touch” residents  
 153 by providing on time information regarding different regulations, describing required actions or  
 154 appropriate behaviours of individuals. In other words, the government is now able to correct or  
 155 influence the behaviour and attitude of the society very fast. Even the trust in technology is growing  
 156 [20].

157 *Encouraging co-production.* Government has financial resources, power and influence for  
 158 encouraging co-production of the public services. According to [21], co-production is a process in  
 159 which input (staff, infrastructure, resources) is used for the production / provision of goods and  
 160 services. This process involves individuals who are not public employees. Ostrom [21] notes that all  
 161 public goods and services are potentially provided through regular service providers and customers.  
 162 Ingrams [13] argues that m-government „can boost coproduction and citizens participation“, that according  
 163 to [15], [2], [22], [1] allows to become cost-effective by saving resources on data gathering, sending  
 164 stamped letters, decrease data entry errors, faster and less erroneous processing of data. Citizens’  
 165 engagement in the delivery of the public services through the MGov makes public servants’ everyday  
 166 work more effective.

167 *Digital administration.* Authors depict MGov as the core of the *new digital administration* of m-  
 168 government. Szabo [12] provided an example that there is no need for the new digital administration  
 169 to sit daily in the office. According to the author: „even a committee meeting can be held either on a train  
 170 with mobile devices“ [12] (p. 73). The authors of [17], [22], [23], [13] argue, that coordination of data and  
 171 branches, communication between different layers of government and internal processes become  
 172 better due to MGov potential. Direct access to databases, protocols, registers [15] (that was challenging  
 173 even in the time of the diffusion of one-stop-shops centres development) become available in the case  
 174 of better delivering of the public services.

175 *Non-constrained infrastructure.* One of the issues most often raised by researchers is the  
 176 infrastructure constraints for the countries with poor wired infrastructure [2]; [17]. The investment into  
 177 the MGov serves for better connectivity (i.e., wireless) that creates more equal conditions to provide  
 178 public services and allows to reach remoted territories [2]. Delivery of e-public services through mobile  
 179 devices eliminate access restrictions and ensure services that are demand-driven.

180 Definitions above may be systemized to the possible benefit of MGov (see Table 1). The  
 181 government in general and the municipal government (that is in the closest engagement with society)  
 182 in particular somehow need to be informed about that benefit.

183 **Table 1.** Benefit of MGov for the government

Category	Benefit
Mobility of government	Ability to be flexible, transparent, customer – oriented for access- free governance; ability to improve managerial approaches
Carrots, Sticks and Sermons	Satisfaction of ability to variate between policy instruments: economic means in kind, regulatory power and information provision effectiveness (saving time)
Encouraging coproduction and citizen engagement	Cost effectiveness by saving resources; faster and less erroneous everyday work
Smart administration	Ability to coordinate data and branch network horizontally and vertically

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Non-constrained infrastructure	Ability to eliminate access restrictions and ensure services that are demand-driven
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184 3.2. *The Main Aspects of Social Marketing for MGov*

185 Kotler P. is famous as an originator of marketing theory who later also developed a phenomenon  
 186 of social marketing. According to the marketing theory the main goal of business marketing is to  
 187 increase business market or to sell more goods and services in order to fulfil interests of shareholders  
 188 and consumers. Therefore [24] point out that business use the marketing technics to benefit a company  
 189 and its stakeholders.

190 Social marketing in opposition to business marketing develops fundamental concepts to solve the  
 191 social problems [24]. This kind of marketing is directed to the welfare of society while changing or  
 192 improving social environment.

193 The discourse of social marketing has been analysed in various papers (see in [25]; [10]). The  
 194 authors revealed that social marketing has a profound positive impact on various social issues: i.e.,  
 195 public health, injury prevention, environment, community involvement, financial well- being [26],  
 196 public infrastructure, physical activity, water quality, substance misuse, use of non- custodial  
 197 sentences [27], etc.

198 The authors argue that to do social marketing is more difficult than commercial one. For instance,  
 199 provided (marketed) goods look cool and tasty for consumers satisfying their needs. While efforts  
 200 (social marketing) to make changes in the consumption habits or change the attitude towards the  
 201 harmful, addictive behaviour usually is a big challenge. There is rare one who is eager consciously and  
 202 voluntary to give up an addictive behaviour, change a comfortable life style, establish new habits, learn  
 203 a new skill, etc.

204 Systemized definitions of social marketing (see definitions in [26] revealed the *phenomenon being*  
 205 *the sustained over time process, activity, planned approach or a way to use commercial marketing strategies,*  
 206 *marketing principles and techniques for social innovations or modern solutions that may overgo the barriers and*  
 207 *improve social well-being.* It is used by governments and non-profit organizations in order to engage and  
 208 empower the individuals, target audiences for the positive changes.

209 Despite the originating roots of social marketing in early 1970s, [26] ( p.2) ensure that the term is  
 210 still “a mystery to most”, thus we decided to make emphasis on some important aspects of this  
 211 phenomenon as well.

212 Examples of goals of social marketing in various papers allow to divide them into two main  
 213 groups related to the behaviour (voluntary or involuntary) change: i) goals to fostering the new type  
 214 of positive behaviour for saving the lives, preventing health, etc.; ii) goals to stopping harmful  
 215 behaviour that leads to negative outcomes for the individuals or even society (see Table 2). In many  
 216 cases social marketing stands against and tries to withstand the business marketing in order to either  
 217 to release or re - influence the behaviour and attitude both of individuals and society, that has been  
 218 formed under the influence of business marketing.

219 **Table 2.** Goals of social marketing (samples)

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<b>Fostering a new positive behaviour (attitude)</b>	<b>Stopping harmful behaviour in order to prevent negative outcome</b>
Wearing a bike helmet	Reduce tobacco use
Increase recycling	Prevent infant mortality
Job training for homeless	Stop spreading of HIV/AIDS
To license the pets	Prevent malaria
To be eco- friendly pet owner	Prevent injury
Transportation demand management	Prevent public health
Smoke free venues	Eradicate polio
Sexual responsibility	Decrease littering

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Pollution ethics	Stop bullying
To enhance sustainable consumption	Stop drunk driving
To improve sustainable lifestyles	Reducing fatty acids in the food
Changing to socio structural environment	Drug/ alcohol abuse
Consumers ethical decisions	Reducing consumption

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221 The authors of [10], [27], [24], [26] differentiate target audiences for practicing the social marketing  
 222 into three levels: i) downstream marketing audience; ii) mid- stream marketing audience and iii)  
 223 upstream marketing audience. The authors point out different influence goals associated to these  
 224 audiences. The selection of a target audience is based on different criteria including prevalence of the  
 225 social problem, ability to reach the audience, readiness for change and other factors (see Table 3).

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**Table 3.** Definitions of social marketing levels, audiences and goals

Marketing level	Audience	Influence goals
Downstream marketing	Individuals ( <i>those who are influenced</i> )	To adopt recommended behaviours, to change individual's behaviour
Midstream marketing	Family, friends, neighbours, health care providers, teachers, organizations, community leaders ( <i>those who are influenced and who may influence individuals</i> )	To engage influential and relevant community members in the process of identifying problems, mobilizing resources, planning and implementing strategies, and tracking and evaluating progress toward objectives and goals. To build target community
Upstream marketing	Decision makers and opinion formers, policy makers, public administrators, political leaders, politicians, lawmakers, educators, managers ( <i>influencers</i> )	To change behaviours and attitudes of the decision makers, policy formers, legislators. Factors affecting positive social change: laws, public policy, rules and other social norms, built environments, school curricula, community organizations, business practices, celebrities, media

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228 According to [26], [27] in most cases, social marketing principles and techniques are used by those  
 229 who are responsible for influencing public policy, rules, behaviours or to improve public health,  
 230 prevent injuries, etc. In other words, it is mostly used (or intended to be used) by the government,  
 231 administrators or other decision makers (*upstream audience*), who apply social marketing directly to the  
 232 individuals (*downstream audience*) or social groups (mid -stream marketing). But the authors also state  
 233 that these upstream persons are not social marketers by their profession or they even may not have  
 234 appropriate knowledge on the specific marketing topic. For instance, [8] remind that the primary  
 235 responsibility of government is both to deliver essential community services and to provide  
 236 information access to citizens while using technological tools. But these authorities or some of them  
 237 may not be aware of the principles, adaptation or profit of particular technological tools (MGov in our  
 238 case). Therefore, we recognize a lack of guidance for successful upstream social marketing, and more  
 239 systemic approach that could alter the structural environment in which pro social change is sought  
 240 [27]; [10].

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Due these arguments we agree with [24], that social marketing should focus much more on upstream audience in an attempt to influence policy makers, public administrators, political leaders and other public decision makers. And argue that in case of MGov, upstream marketing, principles and techniques firstly should be focused on changing understanding, attitudes and behaviours of those in front lines.

246 We agree that this indeed should be challenging, as according to [27] (p. 1529) upstream social  
247 marketing not only involves different techniques but researchers also “may be reluctant to enter the  
248 socio-political arena”. If to follow social marketing relations to other scientific fields [26], [27], we  
249 would point out that for the effective outcome of upstream social marketing for MGov, the subject  
250 might be also associated with public sector marketing (that is most often counted on to support  
251 utilization of governmental agency products and services and increase compliance with policies) and  
252 with education (because social marketers may use education as a tactic focusing on increasing  
253 awareness and understanding) as well as utilising theories and models from other disciplines. But  
254 further research should be done to practically prove these associations.

### 255 3.3. Upstream Social Marketers for Municipal MGov

256 Al Thunibat [7] reminded that services should be delivered in ways with which the public or  
257 society is already familiar (in other words the audience of all three levels should have appropriate  
258 specific knowledge). It means that individuals, social groups and public decision makers somehow  
259 need to learn about MGov or to gain the new knowledge. We mean that someone who already has the  
260 knowledge about MGov should appear on the “government’s stage” and in some way share that  
261 knowledge, that finally could serve as a stimulant or influencer for MGov innovation in a particular  
262 territory.

263 Hung [5] proposed the marketing communication to be applied to service acceptance. Several  
264 studies based on behavioural theories for MGov revealed that change of behaviour is influenced by: i)  
265 self-efficacy (individual attitude, personal needs, etc.) and/ or ii) facilitating conditions (external  
266 influencers, marketing communication, etc.)

267 Kotler [9] emphasized social marketing to be very useful for correction or change of society’s  
268 behaviour and attitude towards innovations and solution of modern problems. MGov as the  
269 contemporary innovation (or in other words higher level of e government) requires change of the  
270 attitude of all individuals, societal groups and policy formers in order to improve co-production and  
271 corporate social responsibility [24] that leads to the public well-being. Therefore, we argue that social  
272 marketing is a very useful technique (the way or tool) for promotion and facilitation of MGov among  
273 society in a particular territory for more active m - participation.

274 Agreeing to [27], [10] that social marketing is more focused on individuals we argue that  
275 individuals have already enough knowledge and skills to use mobile applications and would employ  
276 them for MGov if only such ability existed. Therefore, the main concentration for the benefit of MGov  
277 should be both on the upstream audience who are responsible for this innovative ability to come to  
278 the reality and the upstream social marketing that would foster the MGov learning, knowledge and  
279 skills.

280 The authors of [28], [29], [30],[31], [32] emphasized the importance of local authorities in the public  
281 welfare. That allows us to state that governance is most effectively and efficiently applied on the  
282 municipal level. Upstream social marketing for MGov could change the attitudes and behaviours of  
283 policy formers, public decision makers towards both MGov and therefore more effective local  
284 governance.

285 The authors of [26] pointed out *public sector agencies* (i.e., WHO<sup>1</sup>, ministries, state sectoral agencies,  
286 departments, non - profit organizations) who usually manage social marketing and act as external  
287 professionals in a public area, but do it in not always consciously coordinated way. The authors also  
288 distinguished the role of professionals working in for profit organizations in the positions of corporate  
289 philanthropy or corporate social responsibility as useful partners for social marketing.

290 Gordon [27] reminded the argument of both social cognitive and social learning theories which  
291 state, that the change of attitude and behaviour is governed by the immediate environment and the  
292 wider social context. In the case of MGov the external influencers (i.e., marketers) acting on the  
293 particular territory may do impact on the upstream audience of this territory accordingly, if only both  
294 sides are in good relationship or co-operation (i.e., the model of public private partnership). Especially

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<sup>1</sup> World Health Organization

295 this model would be beneficial for the public sector where there is no tradition to employ social  
296 marketing in the structure.

297 Remigijus Simasius, a mayor of Lithuanian capital Vilnius, has expressed his thought about the  
298 partnership in the field of smart city, telling that experimenting in local government is a little  
299 dangerous thing, but to allow business to experiment in the city is very important for the contemporary  
300 city development (see in [33]<sup>2</sup>). This allows us to treat business, that is engaged in technological  
301 development of the city, as the possible external influencer or a marketer for upstream MGov that may  
302 both manage business marketing techniques and do social upstream marketing motivating upstream  
303 audience.

#### 304 3.4. Content of Upstream Social Marketing for Municipal MGov

305 We suppose that to find the right content to be marketed would be some challenge for the external  
306 managers as there is no practical experience.

307 In the first part of this paper we systemized the theoretical aspects and defined the benefit of  
308 MGov (see Table 1). Therefore, we suggest that these beneficial aspects may be transformed into  
309 motivating theses for upstream marketing (as a content) and used by external influencers (i.e.,  
310 marketers) for the change of behaviour of upstream audience towards MGov. According to [27], [34]  
311 traditional marketing mix (4P: Product, Price, Place, Promotion) may not work on an upstream level:  
312 marketing principles may be applied not in a comprehensive manner. The authors insist on that  
313 alternative marketing and wider use of tools (i.e., media advocacy, relationship building, stakeholder  
314 engagement, creation of motivational exchanges, promotion, public relations, etc.) is required.  
315 Agreeing to the authors, we decided to construct the marketing theses on 7Ps marketing mix that was  
316 accepted by Kotler P. and Keller K.L. (see in [34]) and that is very appropriate in the field of services  
317 (see Table 4).

318 **Table 4.** Marketing of MGov for upstream audience in the context of marketing mix

Dimension	Characteristics	Marketing theses
Product	Intangible MGov (as a result of behaviour change); tangible (mobile application and IT platform)	Flexible, transparent, customer oriented, demand - driven
Price	Costs of the product and its enforcement as well as of changing legislations	Access free, economic means in kind, cost effectiveness by saving resources
Place/ physical evidence	Location associated to the particular MGov; look and feel of the structural service environment	Ability to eliminate access restrictions and ensure services that are demand-driven
Promotion/ information	The tools that can be employed in upstream social marketing (active dissemination of research articles and reports, media advocacy, stakeholder and political engagement, public relations, lobbying, etc.)	information provision effectiveness (saving time)
Participants/ people	Stakeholders, educators, media advocacy, policy forums, service providers	Ability to coordinate data and branch network horizontally and vertically, variation between policy instruments,

<sup>2</sup> <https://www.youtube.com/watch?v=mZ7QUj7kgSs>



Processes	Selection, training and supervision of the service providers, supported by data management based on information technologies	Faster and less erroneous everyday work
Political power	Political directives of higher boards as starting point, legislation	improvement of managerial approaches, governance, regulatory power

#### 319 4. Discussion and Conclusions

320 Authors should discuss the results and how they can be interpreted in perspective of previous  
 321 studies and of the working hypotheses. The findings and their implications should be discussed in the  
 322 broadest context possible. Future research directions may also be highlighted.

323 Mobile government has evolved due technological innovations, and social marketing may be a  
 324 very useful technique (the tool) for promotion and facilitation of that innovation among different  
 325 audiences of the society in a particular territory for more active m - participation. The main  
 326 concentration for the benefit of MGov should be done both on the upstream audience, who are  
 327 responsible to create this innovative ability, and the upstream social marketing.

328 The cities and municipalities play important role in the context of governance, therefore the  
 329 success of MGov is more aware on this level. However, policy formers and decision makers are not  
 330 marketers by profession and there is usually no tradition to employ marketers in the public systems.  
 331 Hitech business marketers then may act as external influencers or social marketers for MGov if only  
 332 both sides are in good relationship or co-operation. The model of Public Private Partnership (known  
 333 as PPP) may work in this case. But this model has restrictions to be applied in many countries, even  
 334 democratic (e.g, Lithuania).

335 The social marketers also should be ready for some challenges that may occur while  
 336 implementing MGov marketing strategy to political leaders and motivating them to accomplish a large  
 337 social change, if to agree to [10].

338 It has been proven in number of researches that MGov provides many benefits for the citizens.  
 339 Authors argue that MGov should become also the goal for each modern government. However, for  
 340 the government in general the use of the MGov as the continuous process is usually ignored at the  
 341 scientific discussions. According to our findings there are five function-driven advantages of MGov  
 342 that make government flexible, transparent, customer-oriented, cost-effective, coordinating, demand-  
 343 driven and powerful. Indeed, the list of benefits is not exhaustive, thus further literature analysis may  
 344 reveal more of them.

345 Social marketing in most cases stands against the business marketing and serves for the society  
 346 wellbeing. The techniques of this marketing are used for change of attitudes and behaviours of  
 347 different audiences in a public life. In the context of marketing these audiences are categorized into  
 348 downstream, mid- stream and upstream audiences. Different audiences mean differentiation in social  
 349 marketing content and its' strategical application. Upstream social marketing is least analysed by  
 350 researchers because, as they say, it is challenging to research the socio – political field and policy  
 351 formers from outside the field. Nevertheless, upstream audience plays a very important role in a  
 352 modern public life. Therefore, open discussions of scientists alone or together with the political  
 353 partners on how to tackle these challenges would be very useful for further development of the topic.  
 354 Systemic approach of upstream social marketing would be then developed for the structural  
 355 innovative changes of the social environment.

356 Motivation of upstream audience to foster the MGov on the territory they govern should be based  
 357 on the marketing mix strategy based on the 7Ps. Indeed, further research is necessary to practically test  
 358 the ratio of each "P" both *per se* and in any unique territory (municipality) before developing the  
 359 specific upstream social marketing mix strategy for MGov.

360 **Author Contributions:** V.B. suggested the initial research idea, performed the literature review, designing and  
 361 data systemizing on social marketing, deigned the structure of the study, supervised writing and will be the  
 362 primary party to handle review process. J.D. and M.D. performed the literature review, data systemizing and

363 designing on mobile government. V.B. and J.D. developed hypotheses. J.D. systemized benefit criteria of mobile  
 364 government. All three authors worked on preparation of 7P model for upstream marketing of MGov; prepared  
 365 original draft, read and approved the final manuscript.

366 **Funding:** This research received no external funding.

367 **Conflicts of Interest:** The authors declare no conflict of interest.

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