Upstream Social Marketing for Implementing Mobile Government

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

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

1. Introduction

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

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

MGov user base is comprised of all classes of people as it requires little technological knowledge [6]. MGov creates and/ or extents ability for the remote citizens to accept public services and public information as well as to solve their everyday life problems within their municipality or even nationally. New mobile applications make public servants as well as citizens to permanently learn and innovate in order to participate in a public life.
Local governors, while receiving on time announcements on important local issues (i.e., rubbish, road accidents, etc.) from the citizens, may react faster or in other words, to increase the quality of public services and thus achieve higher quality in the particular living environment. This active collaboration may develop and strengthen local governance (de facto) which is meant as a prerequisite for happier society. Therefore, we argue that MGov would play a significant role (especially on the level of municipal governance) bringing the benefit to both citizens and local public authorities.

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

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

We argue that it is not enough only for the society members to be aware in mobile applications. Contemporary IT knowledge and skills as well as the attitudes, understanding and behaviour of public authorities seem to be much more important for the effective and high-quality government processes.

In other words, we argue that public leaders should be more concerned about developing MGov.

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

It is worth to remind that Lithuania stands on the leading position in EU considering the IT network and speed of the internet.

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

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

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

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

2. Materials and Methods

Our study contributes to the upstream social marketing by building on the new proposals for mobile government. Systematic literature review in the fields of mobile governance and social marketing was used in this paper. In the first subsection we firstly proposed categories of mobile governance and
after that defined its benefit linking to each category. In the second subsection we revealed important aspects of social marketing.

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

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

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

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

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

### 3. Results

**3.1. Mobile Government for More Effective E Government**

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

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

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

**Carrots, Sticks and Sermons.** According to the [14] a government has capacity to choose among three public policy instruments in the implementation of the policy: economic means (carrots); regulations (sticks) and information (sermons). Indeed, the mobile government may enjoy the possibility to use all three-policy instruments too. Carrots in case of m-government can be understood as **economic means in kind** that according to [14] is perceived as provision of goods and service. The capacity to provide services through the smart phone applications, GPS service has been explained by many researchers in the field [15]; [16]; [17]; [12]. The regulatory power of m-government is interlinked
with information provision to the residents. Different government programmes may be equipped with opportunity to spread information about the programme existence and meanings through the smart phones. That allows the government to save time while passing information [1]. From one hand, mgovernment can effectively communicate with residents through their smart phones in case of urgent messages, crisis management, educating and informing about benefits [18], [19]. From the other hand, the residents always have the smartphones close to them therefore Mgov can “keep in touch” residents by providing on time information regarding different regulations, describing required actions or appropriate behaviours of individuals. In other words, the government is now able to correct or influence the behaviour and attitude of the society very fast. Even the trust in technology is growing [20].

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

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

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility of government</td>
<td>Ability to be flexible, transparent, customer – oriented for access- free governance; ability to improve managerial approaches</td>
</tr>
<tr>
<td>Carrots, Sticks and Sermons</td>
<td>Satisfaction of ability to variate between policy instruments: economic means in kind, regulatory power and information provision effectiveness (saving time)</td>
</tr>
<tr>
<td>Encouraging coproduction and citizen engagement</td>
<td>Cost effectiveness by saving resources; faster and less erroneous everyday work</td>
</tr>
<tr>
<td>Smart administration</td>
<td>Ability to coordinate data and branch network horizontally and vertically</td>
</tr>
</tbody>
</table>
3.2. The Main Aspects of Social Marketing for MGov

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Fostering a new positive behaviour (attitude)</th>
<th>Stopping harmful behaviour in order to prevent negative outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wearing a bike helmet</td>
<td>Reduce tobacco use</td>
</tr>
<tr>
<td>Increase recycling</td>
<td>Prevent infant mortality</td>
</tr>
<tr>
<td>Job training for homeless</td>
<td>Stop spreading of HIV/AIDS</td>
</tr>
<tr>
<td>To license the pets</td>
<td>Prevent malaria</td>
</tr>
<tr>
<td>To be eco-friendly pet owner</td>
<td>Prevent injury</td>
</tr>
<tr>
<td>Transportation demand management</td>
<td>Prevent public health</td>
</tr>
<tr>
<td>Smoke free venues</td>
<td>Eradicate polio</td>
</tr>
<tr>
<td>Sexual responsibility</td>
<td>Decrease littering</td>
</tr>
</tbody>
</table>
Pollution ethics
To enhance sustainable consumption
To improve sustainable lifestyles
Changing to socio structural environment
Consumers ethical decisions

Stop bullying
Stop drunk driving
Reducing fatty acids in the food
Drug/alcohol abuse
Reducing consumption

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

<table>
<thead>
<tr>
<th>Marketing level</th>
<th>Audience</th>
<th>Influence goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downstream marketing</td>
<td>Individuals (those who are influenced)</td>
<td>To adopt recommended behaviours, to change individual’s behaviour</td>
</tr>
<tr>
<td>Midstream marketing</td>
<td>Family, friends, neighbours, health care providers, teachers, organizations, community leaders (those who are influenced and who may influence individuals)</td>
<td>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</td>
</tr>
<tr>
<td>Upstream marketing</td>
<td>Decision makers and opinion formers, policy makers, public administrators, political leaders, politicians, lawmakers, educators, managers (influencers)</td>
<td>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</td>
</tr>
</tbody>
</table>

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

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

3.3. Upstream Social Marketers for Municipal MGov

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

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

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

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

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

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

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

\(^1\) World Health Organization
this model would be beneficial for the public sector where there is no tradition to employ social marketing in the structure.

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

3.4. Content of Upstream Social Marketing for Municipal MGov

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

In the first part of this paper we systemized the theoretical aspects and defined the benefit of MGov (see Table 1). Therefore, we suggest that these beneficial aspects may be transformed into motivating theses for upstream marketing (as a content) and used by external influencers (i.e, marketers) for the change of behaviour of upstream audience towards MGov. According to [27], [34] traditional marketing mix (4P: Product, Price, Place, Promotion) may not work on an upstream level: marketing principles may be applied not in a comprehensive manner. The authors insist on that alternative marketing and wider use of tools (i.e., media advocacy, relationship building, stakeholder engagement, creation of motivational exchanges, promotion, public relations, etc.) is required.

Agreeing to the authors, we decided to construct the marketing theses on 7Ps marketing mix that was accepted by Kotler P. and Keller K.L. (see in [34]) and that is very appropriate in the field of services (see Table 4).

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Characteristics</th>
<th>Marketing theses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
<td>Intangible MGov (as a result of behaviour change); tangible (mobile application and IT platform)</td>
<td>Flexible, transparent, customer oriented, demand-driven</td>
</tr>
<tr>
<td><strong>Price</strong></td>
<td>Costs of the product and its enforcement as well as of changing legislations</td>
<td>Access free, economic means in kind, cost effectiveness by saving resources</td>
</tr>
<tr>
<td><strong>Place/ physical evidence</strong></td>
<td>Location associated to the particular MGov; look and feel of the structural service environment</td>
<td>Ability to eliminate access restrictions and ensure services that are demand-driven</td>
</tr>
<tr>
<td><strong>Promotion/ information</strong></td>
<td>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.)</td>
<td>Information provision effectiveness (saving time)</td>
</tr>
<tr>
<td><strong>Participants/ people</strong></td>
<td>Stakeholders, educators, media advocacy, policy forums, service providers</td>
<td>Ability to coordinate data and branch network horizontally and vertically, variation between policy instruments,</td>
</tr>
</tbody>
</table>

² https://www.youtube.com/watch?v=mZ7QUj7kgSs
4. Discussion and Conclusions

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

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

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

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

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

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

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

Author Contributions: V.B. suggested the initial research idea, performed the literature review, designing and data systemizing on social marketing, deigned the structure of the study, supervised writing and will be the primary party to handle review process. J.D. and M.D. performed the literature review, data systemizing and...
designing on mobile government. V.B. and J.D. developed hypotheses. J.D. systemized benefit criteria of mobile government. All three authors worked on preparation of 7P model for upstream marketing of MGov; prepared original draft, read and approved the final manuscript.

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