

Macro-Social Marketing

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Defining Macro-SM

- Wymer (2011) has defined macro-social marketing as government led social marketing, while Domegan (2008) defined the term as the use of social marketing by those who shape the social context and seek societal level rather than individual level change.
- Kennedy and Parsons (2012) add that macro-social marketing is about systemic change rather than individual change. If it is undertaken by governments, then it may consist of systematic sabotage of the elements of the traditional marketing mix for products which support a harmful behaviour (Kennedy and Parsons 2012).

Wicked Problems and Macro-SM

- **Wicked Problems** are societal problems such as environmental degradation, obesity or workers rights in developing economies, which are multifaceted and highly complex (Commonwealth of Australia, 2007; Kennedy and Parsons, 2012).
 - Their complexity goes beyond the realms of social marketing because they are perpetuated by institutionalised behavioural norms, reflecting society's value and belief systems.
- Macro-social marketing seeks to bring about system wide change through changing the institutional norms that perpetuate the problem (Kennedy and Parsons 2012; Domegan 2008).

Micro-Social Marketing

- Social Marketing can be defined as:
 - “the adaptation of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the behaviour of target audiences in order to improve their physical and mental wellbeing and or that of the society of which they are a part” (Andreasen 1993, p. 1).
- This includes social ideas that benefit society (Bloom and Novelli 1981). Social marketing can be undertaken by non-profit, profit, and government organizations.

Limitations of Micro-SM for Wicked Problems

Social marketing, along with other government or community interventions, is most often used to try to effect individual level behaviour change.

- Assumes individual responsibility (Hoek and Jones 2011; Wymer 2011).

But it has been argued that they do not actually have full information or lack the processing capability in certain situations to make those logical choices such as for wicked and addictive behaviours (Wayne et al 2004).

- Instead needing a more holistic view of the broader environmental and contextual perpetuating factors (Hoek and Jones 2011), and system wide change (Kennedy and Parsons 2012).

Hastings (2003) and Dibb (2014) note that social marketing should look beyond individual behaviour change to the social and environmental factors that create and perpetuate that behaviour. For instance with more holistic, macro levels of intervention, cross boundary and cross sector interventions (Dibb 2014).

- Macro-social marketing has been posited to do this (Kennedy and Parsons 2012).

Downstream, Mid and Upstream SM

- Downstream social marketing is at the individual level or within communities (Carroll, Craypo and Samuels 2000) and it is most effective to ground the social change or attitude change not just within individuals, but those who influence them as well, such as their community (Cronin and McCarthy 2011).
- Upstream social marketing looks at structural change and environmental context change with lobbying for changes in legislation etc (Clemens, Gernat and Gernat 2001; Moraes, Carrigan and Leek 2010; Hastings 2012).
- However it has been acknowledged that down, mid and upstream social marketing need to work in tandem for social change to be effective (Dibb 2014). In a more strategic, long sighted way, such as with the use of macro-social marketing.

Systems Social Marketing

- Systems social marketing is a related concept that has been outlined by Hastings and Domegan (2014) and Domegan, Collins, Stead, McHugh and Hughes (2013).
- They advocate social marketing interventions which are co-created with the targeted community using value co-discovery, design, and delivery.
- Such community social marketing however focuses more on the value or benefit of the intervention than the social norms and institutions of macro-social marketing and looks at the knock on effect of individual level change for society.

Marketing Systems

- Layton (2007) defines a marketing system as:
 - “a network of individuals, groups, and or entities linked directly or indirectly through sequential or shared participation in economic exchange that creates, assembles, transforms and makes available assortments of products, both tangible and intangible, provided in response to customer demand.” (p. 230)

Gap

- While the first mentions of macro-social marketing were a number of years ago (Domegan 2008; Wymer 2011), the concept has not been conceptualised adequately.
- Kennedy and Parsons (2012) use an example of the Canadian government's anti-smoking campaigns to relate the traditional marketing mix to the concept. However they focus on the use of macro-social marketing by governments and do not provide theoretical explanations of how or why macro-social marketing can lead to systemic change.

Overview

- Thus the objective for the rest of this article is to discuss the broader system goals of macro-social marketing and the process of change, which occurs in order to provide a solid conceptual foundation for this relatively new concept.
- Institutional theory is used to explain why and how macro-social marketing works within a systems thinking framework for wicked problems.
- The article then moves to specific tools for macro-social marketers, broadening current conceptualisations from Kennedy and Parsons (2012) to add People, Policy and Partnership to the traditional marketing mix, as suggested is suitable for social marketing (Krisjanous 2014; Gordon 2012; Hastings 2003).

Institutional Theory

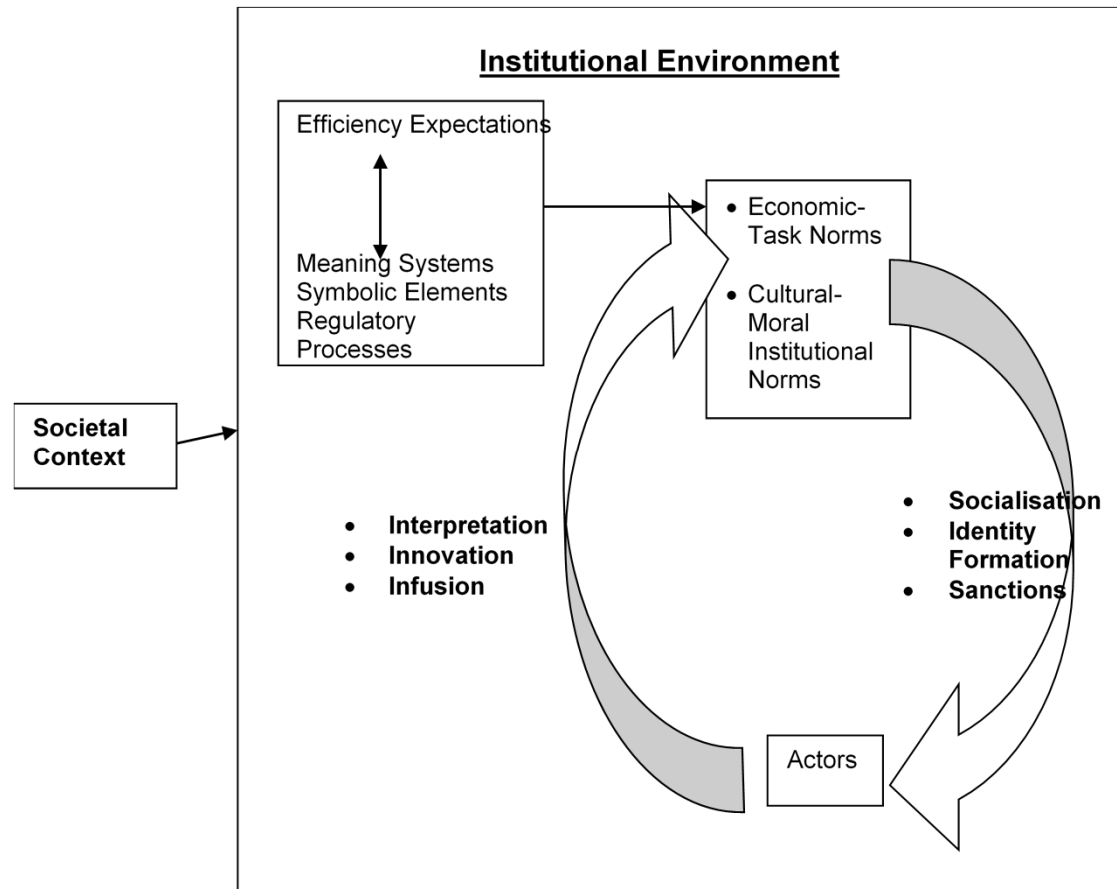
- Institutionalisation is the process by which people create a shared reality complete with an agreed set of rules and social norms of behaviour (Scott 1987; 1994; DiMaggio and Powell 1991; DiMaggio 1988).
- Institutionalisation occurs in each social system including religion, family, and work, with each having its own sets of codes, norms of behaviour, and meaning construction (Hughes 1939; Scott 1987; DiMaggio and Powell 1983; Meyer and Scott 1983).
- As Dixon (2002) points out, the market is a social institution much as religion, science, and education are institutions. Though meaning systems are not always agreed upon by all members of the society, and disagreement may occur regarding which actors certain aspects apply to (Friedland and Alford 1987).

Link between Institutionali- sation and Macro-SM

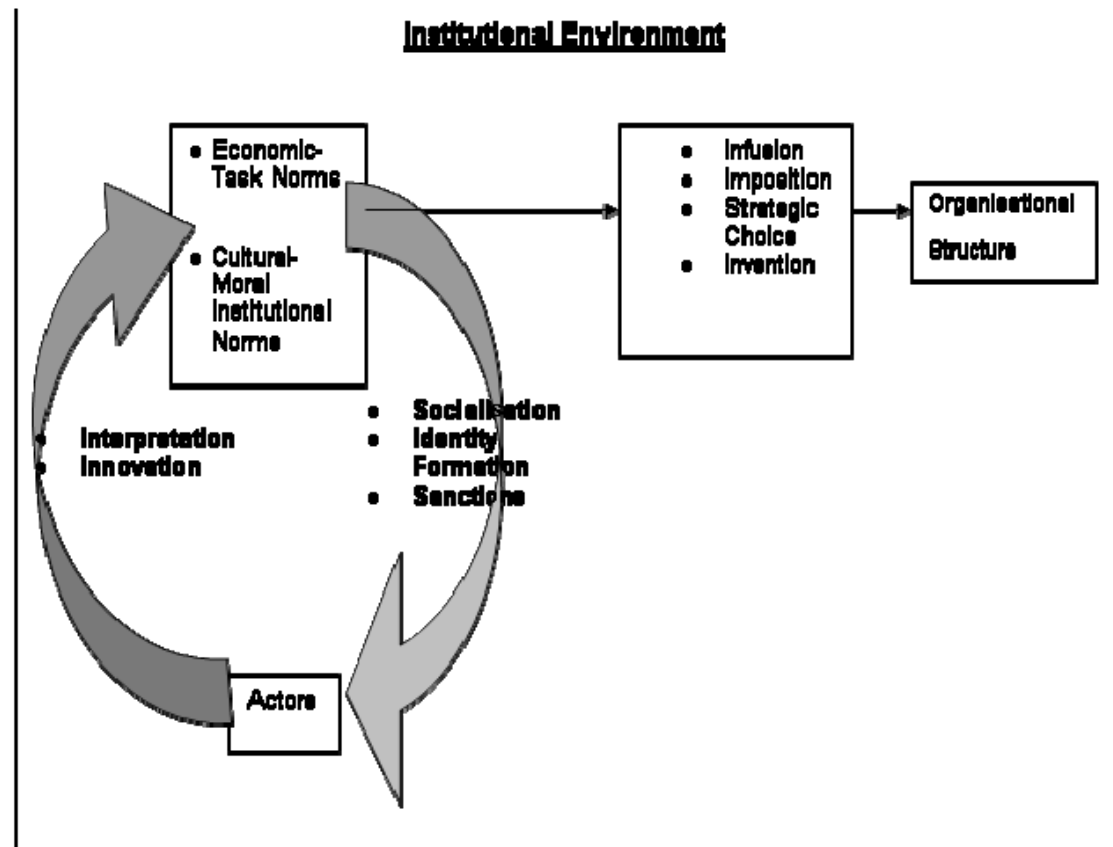
- So where regular micro-social marketing seeks to create behaviour change in individuals, macro-social marketing seeks to institutionalise long-term societal behavioural change, that is, macro-social marketing seeks to create different system wide normative frameworks.
- Marketing influences institutions in the cultural system and for the material environment, influencing values too (Dixon 1984).

The Creation of Norms in the Institutional Environment

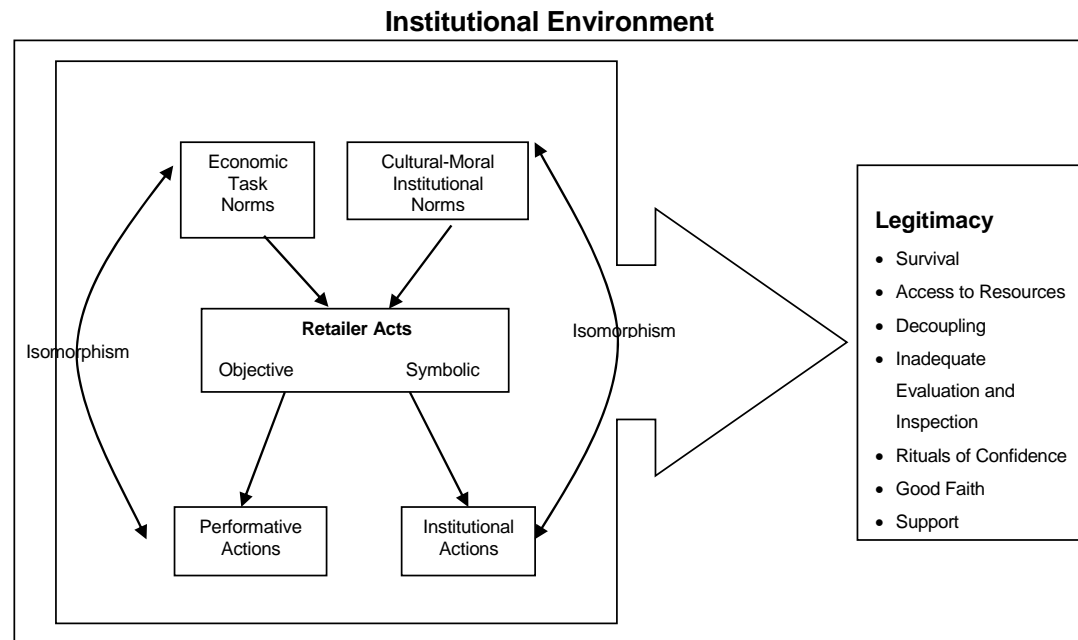
(Adapted from Meyer and Rowan 1977; Scott 1987)



The
Incorporation of
Norms into
Organisational
Structures
(Adapted from
Meyer & Rowan,
1977; Scott,
1987; Berger &
Luckmann,
1966).



The Transfer and Communication of Norms (Arnold, et al., 2001 which is based on Meyer & Rowan, 1977; Scott, 1987; Berger & Luckmann, 1966)



Macro-SM Tactics

- Macro-social marketing can drive institutionalisation of norms through the use of the concepts of product, place, price, promotion, people, partnership and policy (Stead, Gordon, Angus, and McDermott 2007; Donovan and Henley 2010; Krisjanous 2014).
- This happens in three stages: the pre-institutional, semi-institutional and full institutional stages.

The Stages of Institutionalisation

- In the *pre-institutional stage*, initial efforts are to **habitualise** a new behaviour as a response to an issue. Adopters are seen as **homogenous** and so only **imitation** rather than internalisation of the behaviour's is sought (Berger and Luckmann 1967; Kuhn 2005).
- In the *semi-institutional stage*, macro-social marketers seek to objectify behaviours as existing in and of themselves, **beyond the individual** (Kuhn 2005). For this to occur, there needs to be some kind of **agreement** between the actors on the issue and on appropriate responses (DiMaggio 1988). It is here that adopters of the behaviours are seen as **heterogeneous** (Berger and Luckmann 1967), which may be seen in the broadening of target markets and contexts.
- At the *full-institutional stage* the behaviours are internalized. That is, they become an expected **normative response** to the codified situations outlined in the semi-institutional stage (Kuhn 2005). Such sedimentation is where the norm is accepted throughout the organisational field and is present for an extended period of time (Tolbert and Zucker 1999).

Product

- Macro-social marketing can use the product concept in three ways:
 1. to increase the usage of a product (e.g. fair cost clothing),
 2. to decrease the use of a product by limiting the tactics of offending marketers (e.g. sourcing of products), or
 3. to support the adoption of the sought behaviour through the creation of auxiliary products (e.g. games, pins, helplines, education and programs).

(Kotler and Zaltman 1971; Lefebvre 2011; Kennedy and Parsons 2012)

Place

- The place concept can be used in macro-social marketing to:
 1. increase the effectiveness of distribution for the products to be adopted (e.g. fair cost clothing),
 2. decrease the effectiveness of distribution for an offending product (e.g. by increasing regulations on their import),
 3. increase the availability of supporting, auxiliary products that help behaviour change (e.g. information, education, hotlines and programs), or
 4. increase the number of contexts for undertaking the sought behaviour and for externalising the value (e.g. purchase of goods, support of stores, wearing of clothes, introducing the slow fashion principles such as swapping etc).

(Peattie and Peattie 2003; Bloom and Novelli 1981; Lefebvre 2011; Kennedy and Parsons 2012; Kotler and Zaltman 1971; Stead et al. 2007; Ertekin and Atik 2015)

Price

- So options for using the concept of price in macro-social marketing are:
 1. to decrease the monetary, social, functional, emotional and temporal costs of products that are to be adopted (e.g. fairly priced clothing),
 2. to increase the monetary, social, functional, emotional and temporal costs of obtaining offending products (e.g. fast fashion),
 3. to increase the cost of not undertaking the behaviour (in normative controls) or provide rewards for undertaking the behaviour (eg awards and other public recognition).

(Peattie and Peattie 2003; Bloom and Novelli 1981; Lefebvre 2011; Smith and Colgate 2007; Hastings and Domegan 2014; Kennedy and Parsons 2012; Kotler and Zaltman 1971; Berger and Luckmann 1966)

Promotion

- Thus, the promotion mix can be used in macro-social marketing:
 1. to sell a product (e.g. fair price clothing)
 2. to communicate the norms (e.g. living wage)
 3. to decrease the effectiveness of an offensive product's use of promotion by regulation (e.g. for fast fashion).
 4. to sell auxiliary products (hotlines, programs) and their acceptance, and
 5. in support of the other parts of the extended marketing mix.

(Peattie and Peattie 2003; Kennedy and Parsons 2012; Kotler and Zaltman 1971; Hughes 1939; Berger and Luckmann 1966; Arnold et al, 2001, Suchman 1995)

People, Partnership and Policy

- While policy has been discussed through each of product, place, price and promotion, people refers to the community and is especially important in the semi-institutional stage (Donovan and Henley 2010).
- At the semi-institutional stage, the behaviours that have been suggested and imitated in the pre-institutional stage now need to exist outside of the actors.
 - One step to this is through actor 'buy in' through community projects and bottom up interventions – such as with systems social marketing (Hastings and Domegan 2014; Domegan et al. 2013).
- Partnership refers to the multiple groups that are involved in such a process and speaks to the challenge of changing a system. Macro-social marketers are not the only group to facilitate change, and thus other groups need to be brought in.

Summary

- In summary, macro-social marketing's goal is to change the institutional norms surrounding an issue so that systemic change may take place.
- This requires a holistic, system wide view of the issue and is most suitable for wicked problems.
- This article's objective was to provide a conceptual theoretical basis to macro-social marketing in order to explain why and how it can bring about system wide change.
 - It has done that using systems thinking and institutional theory. It is hoped that such a conceptual basis will encourage further empirical work in the area.

Future Research

- This article has provided some examples of its application, but it is noted that the examples are not exhaustive and deserve future research.
- As macromarketers, we also must be wary of the implementation of macro-social marketing. Thus, it is still the role of macro-marketers to do as Dholakia (1984) did and assess the 'social, legal and political rationality' behind macro-social marketing interventions as well as their processes for arriving and obtaining outcomes (Chaganti 1981) and any unintended effects.
- Gurrieri, Previte and Brace-Goven (2013) find that social marketing is able to transmit dominant ideologies such as those associated with body image and discussed the potential for negative outcomes of these transfers of norms.
- Specifically, macro-marketers must be wary of macro-social marketing being part of social engineering (Kennedy and Parsons 2014).
- Thus future research looking into the measurement of aspects of the full-institutionalisation stage and weighing the ethics of such a process by a governing body is also encouraged.