

(SOCIAL) MARKETING MYOPIA

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Marketing
=
Democracy

What is Marketing?

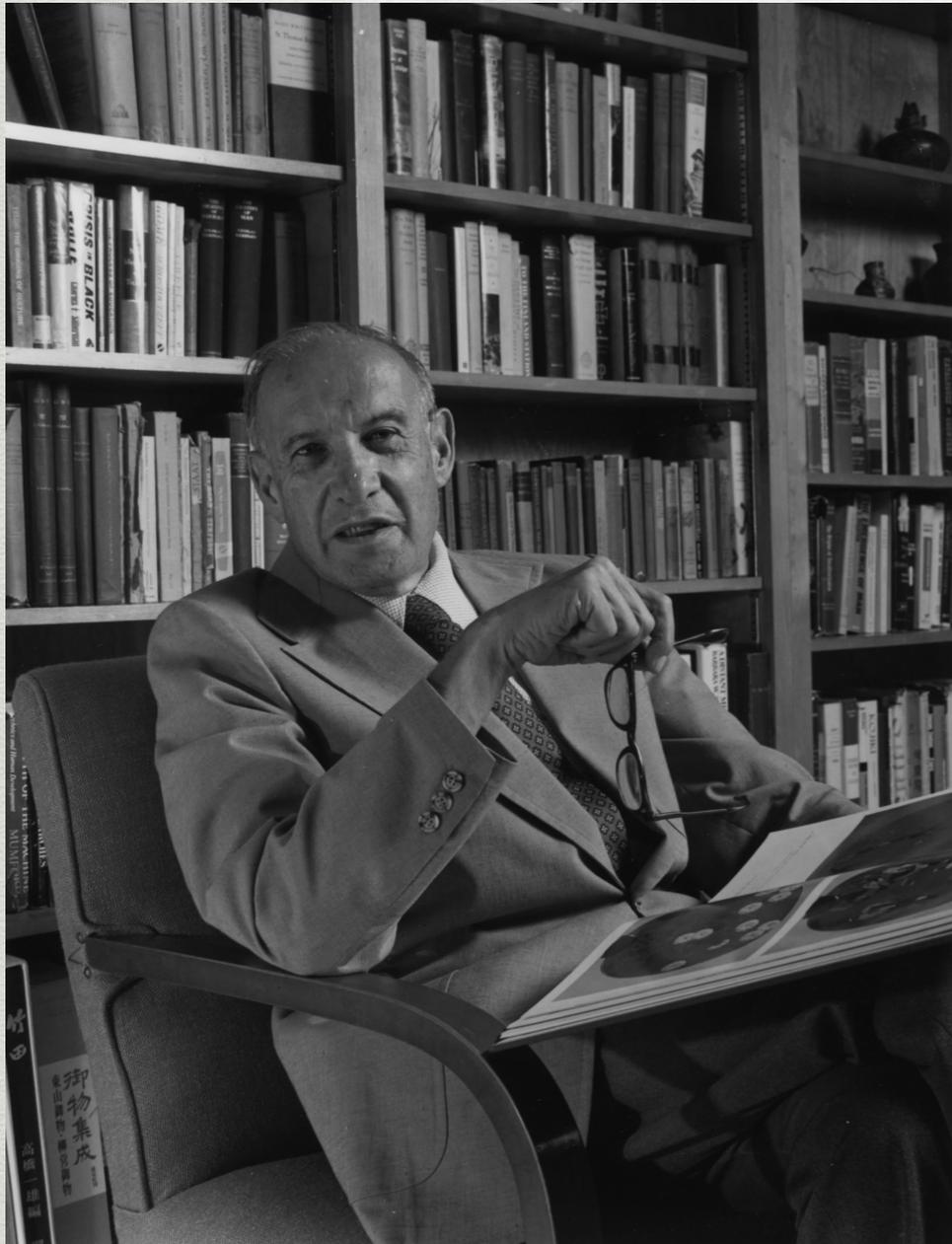
Management <— Marketing —> **Philosophy**



or?



Empathy



“The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.”

~ Peter F. Drucker

Social marketing orientation

- talk with the citizen, not at the citizen
- co-create policies with the citizens
- effective policies
- efficient usage of scarce public resources
- result-driven
- evidence-based
- progress tracked

Social marketing revolution?

Policy-driven social marketing

- information campaigns as social communication + social advertising > social marketing, social marketing research
- 76.2% public health interventions using exclusively downstream marketing (Truong, 2014)*
- segmentation and marketing research is scarcely used
- measuring efficiency and effectivity of the interventions would benefit from standardisation
- short-term campaigns
- lack of testing once project is already in the process of delivery

* Source: Truong, V. D. (2014). Social Marketing: A Systematic Review of Research 1998-2012. *Social Marketing Quarterly*, 20(1), 15-34.

“Which resources and competences public authorities possess that might be of value when developing and conducting social marketing campaigns?”

Source: Aschemann-Witzel J, Perez-Cueto FJA, Niedzwiedzka B, Verbeke W, Bech-Larsen T (2013) How acceptable is social marketing for more healthful eating? Selected findings from an expert interview study. *Ernaehrungs Umschau international* 60(11): 188–193

(Strengths)

- easy access to statistics and research on citizens, which can be used as a basis for target group research,
- superior credibility compared to commercial organisations, and a
- better sense of the “common good”

(Aschemann-Witzel et al, 2013, p. 191)

Source: Aschemann-Witzel J, Perez-Cueto FJA, Niedzwiedzka B, Verbeke W, Bech-Larsen T (2013) How acceptable is social marketing for more healthful eating? Selected findings from an expert interview study. *Ernaehrungs Umschau international* 60(11): 188–193

“Which resources and competences do public authorities need to conduct social marketing campaigns?”

Source: Aschemann-Witzel J, Perez-Cueto FJA, Niedzwiedzka B, Verbeke W, Bech-Larsen T (2013) How acceptable is social marketing for more healthful eating? Selected findings from an expert interview study. *Ernaehrungs Umschau international* 60(11): 188–193

(Weaknesses)

- more often than not, statistics and research at hand is **not fully exploited**,
- policy makers lack **incentives to conduct target group research**,
- strategic decisions in public information or social marketing campaigns are **not based on evidence** but led by other interests or simply gut-feeling,
- decision makers know **too little about the current needs** and trends among citizens,
- at times **too many decision-makers** are involved in the layout of a campaign and coordination between public entities is lacking
- **heterogeneous approaches**, depending on the disciplines prevailing in various ministries, make it **difficult to coordinate efforts**
- **political views might influence decisions** against better judgement; in fact interest in **transparency** gained by improved evaluation efforts **might not be desirable**

(Aschemann-Witzel et al, 2013, p. 191)

Marketing Myopia

Theodore Levitt, 1960



Levitt, T. (1960). Marketing Myopia. Harvard Business Review, 1960 (July-August), 45-56.

"The railroads did not stop growing because the need for passenger and freight transportation declined. That grew.

The railroads are in trouble today not because the need was filled by others (cars, trucks, airplanes, even telephones), but because it was *not* filled by the railroads themselves.

They let others take customers away from them because they assumed themselves to be in the railroad business rather than in the transportation business.

The reason they defined their industry wrong was because they were railroad-oriented instead of transportation-oriented; they were product oriented instead of customer-oriented."



The Lesson: Perception

How the marketer sees itself,
and how the process is perceived by the target audience.

p.s.: Customer (citizen) doesn't care about the process, she cares about her problem being solved,
not how that is going to be done.

Characteristics of Marketing Myopia (Levitt)

1. “the belief that growth is assured by an expanding market and more affluent population“

~ **saturated market is very difficult to change + people don't really understand what we do**

2. “the belief that there is no competitive substitute for the industry's major product”

~ **railroads, postal service, movie industry - our product or service is so complex that it's very difficult for a competitor to make, therefore we have a “free monopoly” over producing it; but by focusing on the process (cause), they failed to see that other companies can produce the (need, desired result of the process)**

3. “too much faith in mass production and cost-reduction per unit”

~ **we need to produce more of our product at the lowest cost possible, and then have people to buy it - sales orientation**

4. “too much focus on the product that lends itself to carefully controlled experimentation, improvement, and manufacturing cost reduction”

~ **focus on the technical process of making the product, but forgetting why we made it in the first place - making the product for the sake of making it**

Characteristic of a Public Policy Social Marketing Myopia

1. Prevailing mindset that social change occurs **only** if demos changes its behaviour **downstream** (individualism, rational choice, paternalism? etc.). ~ Forgetting about the totality of the environment(s) and choice spectrum individuals have in which they make decisions - forgetting about the P as Place.
2. Belief that producing behavioural change is solely in the domain of governments - forgetting about internal (psychological barriers that produce different than desired behaviours) and external competition (private sector, commercial marketing, NGOs; and culturally and socially conditioned motivations that incur certain (perhaps undesired behaviours) ~ Focusing solely on the internal processes, the aim gets lost on the way, and competition for citizens' behaviour gets snatched away by other social entities
3. Underused marketing toolbox. Predominantly in the form of social communication, often not based on market research, segmentation etc. ~ A product is produced (policy, campaign), before it is being consulted with the end-user (citizen). "If we inform, we change."
Knowledge-attitude?-behaviour?
4. Focus on the product, focus on the process; lacking focus on the target audience. Making the campaign and/or policy, just for the sake of making it, because "it's fun to do". Without the clear objective, aims, measurements, evaluation etc. ~ Focus on the process of solving an issue, whilst forgetting to focus on solving the actual issue.

Democracy 2.0?

