Rethinking Social Marketing and Behavioural Change in Times of Covid-19 Pandemic

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Abstract

Covid 19 pandemic has clearly demonstrated the kind of social tragedies that occur as a result of the failure to impact positive behaviour change on the individuals. The misconducts during the epidemic forced the use of more effective tools for the creation of the desired behaviour of target groups. Social marketing is an approach that develops the planned behaviour more easily by identifying and removing the barriers to human behaviours. In this approach, monitoring and identifying the target group is very important to understand the barriers to behavioural change. In addition, social marketers using stakeholder theory are more likely to gain the support of the business world, who possesses great financial power and qualified human resources. However, in order to increase this possibility, the idea of creating social value in connection with Marketing 3.0 should be embedded within the mission and vision of the companies.

Covid-19 Salgını Döneminde Sosyal Pazarlamayı ve Davranış Değişimini Yeniden Düşünmek

Özet

Covid-19 salgını bireylerde pozitif yönde davranış değişimi ortaya çıkarmaktaki başarısızlığın ne tip sosyal trajediler yaşattığını bizlere çok çarpıcı bir şekilde göstermiştir. Salgın sürecinde ortaya çıkan umursamaz davranışlar, hedef gruplarda davranış değişikliği ortaya çıkarmada daha etkili araçların kullanımını zorunlu kılmıştır. Sosyal pazarlama, davranışların önündeki engelleri tanımlayarak ve kaldırarak planlanan davranışı daha kolay geliştiren bir yaklaşımdır. Bu yaklaşımda davranışın önündeki engelleri anlamak adına hedef grubu izlemek ve tanımlamak çok önemlidir. Bunun yanında, paydaş teorisini kullanan sosyal pazarlamacılar için, özellikle büyük mali güç ve nitelikli insan kaynağı ile iş dünyasının desteğini kazanma olasılığı daha yüksektir. Ancak bu olasılığı artırmak için de Pazarlama 3.0 ile bağlantılı olarak sosyal değer yaratma fikrinin şirketlerin misyon ve vizyonu içine yerleştirilmesi gerekmektedir.

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Introduction

The Covid-19 epidemic, which started in China at the end of the 2019, spread rapidly all over the world, caused loss of many lives and economic gains at the international level (Cilizoglu, Dondurucu and Cetinkaya, 2020). Social distance and isolation measures taken by the states have caused the recession of almost every sector, especially services. Unfortunately the estimation of the end date of outbreak is constantly being extended.

As a result of Covid-19 pandemic, the world is going through unprecedented challenges with a period of rapid change. The economic crisis that emerged with the epidemic led to an increase in poverty and unemployment rates. Many sectors affected heavily by the pandemic, such as electronics, furniture, real estate, tourism and transportation (Deloitte, 2020). Surprisingly, Western nations were more severely affected than the countries where the epidemic first appeared and spread, such as China, Japan and South Korea. Economic support programs have been launched and implemented in almost every country to reduce the effects of the economic crisis created by the virus. Pandemic has not only affected the economy, but also the lives of people. To what extent the changes in consumer spending trends caused by Covid-19 will continue; and the productivity of the workforce, R&D activities, human capital investments in the medium and long term have been driven into an environment of uncertainty (Baker, Bloom, Davis and Terry, 2020). "Digital consumption" has been highly accelerated. For example, among the national market chains, those who made early investments in e-commerce and digitalization areas stood out compared to discount markets, especially in the beginning of the epidemic (Deloitte, 2020). The system is currently evolving faster from the mechanical world to the digital world, and IOT, machine learning, block chain and e-commerce applications affect the behaviour of manufacturers and consumers more intensely.

The acceleration experienced in digitalization in the Covid-19 outbreak require reconsidering the marketing process. Macroeconomic and cultural transformations change the behaviour of consumers and this leads to the evolution of marketing transactions. In this context, it is important to continue both product / service promotion activities during the Covid-19 pandemic period and to design the strategy / tactics and message attractiveness used in advertising depending on the crisis situation (Cilizoglu et al., 2020).

In the last seventy years, there has been a development from "product-centric marketing" (marketing 1.0) to "consumer-centric marketing" (marketing 2.0) and from there to "human-centric marketing" (marketing 3.0) (Kotler, Kartajaya and Setiawan, 2010). As seen in the George Floyd protests, governments and enterprises face great challenges in today's rapidly developing, serious social problems. In this dynamic environment, enterprises face the reality of providing solutions to people's problems, even if their main purpose is not to do so.

Covid-19 has shown us very vividly the kind of tragedies that occur, as a result of the failure to reveal positive behaviour change on the individuals. During the epidemic, public displayed major negligence in the implementation of social measures administered by authorities around the globe. Asymptomatic individuals, had a significant adverse effect on the spread of the epidemic when they did not comply with the rules. These tragedies lead to the conclusion that persuasive communication is an important core competency for not only business and marketing world but also wider stakeholders such as local authorities, ministries, states and NGOs.

The Covid-19 pandemic showed us that we need to re-evaluate whether we will be able to manage the social transformation we experienced by utilizing the tools within human-oriented marketing and social marketing strategies for the sake of humanity. How can the marketers, who are in close contact with the consumers in the enterprises, generate profits and deliver solutions to people's problems persuading them towards adopting behaviours? How can the enterprises increase their brand values and compete with the competitors who do not bear social responsibility costs? How can governments and NGOs encourage desirable behaviours amongst public to address social problems? In our study, these questions will be answered from the perspective of social marketing.

Social marketing is a widely researched and adopted approach in marketing to support the solutions of social problems over the last sixty years (Kotler and Keller, 2012). However, "Community Based Social Marketing" (CBSM) practices, which are an innovative approach for problems that cause social transformation needs are being implemented in developed, developing and underdeveloped countries from the beginning of the 21st century. This new approach tries to create positive behaviours by removing barriers of target audiences and applications of behaviour change tools to act positively for a sustainable future (McKenzie-Mohr and Smith 1999; McKenzie-Mohr 2000). After the Covid-19 outbreak, it will be possible for the parties working for a healthier, safer and lovable world to perform more effective and successful activities with CBSM strategies. As a result of CBSM provides very important program activities with its tools and techniques to organize the behaviour change, regardless of the information gathering processes in the traditional commercial marketing area.

1. Social Problems and Crisis

Today, human beings face many social problems besides health problems. In many fields from racial discrimination to access to education, income inequality to environmental problems, humanity has to deal with important challenges. It is essential for a sustainable world to know these fields of struggle and to solve them by addressing them thematically. Therefore, it is necessary to create social awareness and motivate all relevant parties to take action. In this context, the business world, which has a large financial resource and qualified manpower, has important duties.

1.1. Healthy Lifestyles

Covid-19 epidemic brought the issue of health to the forefront among social problems. The findings that the healthy body reduce the risk of death, reveals the importance of healthy life. Many issues such as malnutrition, unbalanced diet, obesity, formlessness cause an unhealthy body and increase risks such as intensive care and death. The interesting thing is that these ailments are caused by a wrong but preventable lifestyle. For example, 45 percent of early deaths in the USA are caused by obesity, lack of exercise and smoking (Kotler et al., 2010). This lifestyle also puts a heavy burden on the economies of countries. Therefore, creating a positive change in people's lifestyle will not only relieve public health, but also the economy. As mentioned above, social problems should be handled thematically, and the interest and support of the business world should be provided. For example, the retail chain "Whole Foods" that advocates organic foods for healthy nutrition and "Subway" that struggles with obesity use some of its resources for the benefit of society (Kotler et al., 2010). As the sensitivity about healthy lifestyles increases in a certain sector, competitor companies also have an

interest in the subject. The increase in the number of such enterprises is very important for the emergence of the behaviour change expected from the society.

1.2.Education

Education has a primary role in coming up with solutions to structural challenges of today's society. New generations need to solve the problems faced by human beings with innovative and creative thinking skills (Chen and Chen, 2019). For this reason, 21st century skills which are developed for problem detection, analysis and solution are an important field of study (exp. Fauziah, Marmoah, Murwaningsih and Saddhono, 2020; Planna, 2019). While more retail food, frozen food and pharmaceutical companies carry out social responsibility activities in the field of health, it is seen that more information and technology companies show interest in the field of education. For example, IBM mobilizes its specialized human resources to transform the education system in many parts of the world to meet the needs of the future (Kotler et al., 2010). In this way, IBM is already investing in education to train the qualified human resources it will need in the future. The giant GSM Company Turkcell from Turkey carried out a project to increase the school enrolment rate of girls in rural areas that is called "Snowdrops Campaign". Turkcell used this social campaign to increase its brand image and also invested in new generations that can use IT products and services (Orcan, 2007).

1.3.Climate Change and Environment

One of the most known problem titles in today's world is the climate crisis and environmental problems. The warnings made by Greta Thunberg in her famous speech have turned on the warning lights of the upcoming disasters for many people. However, sufficient efforts have not yet been made to direct governments, companies and consumers towards environmentally sound actions. However, some companies, such as DuPont, Timberland and Wal-Mart, felt the pressure for better corporate strategies in areas of sustainability and the environment. These companies turned the process into competitive advantage by marketing environmentally friendly products and services in an aggressive manner before becoming publicly embarrassing (Kotler et al., 2010). Some Western countries, especially Germany, is a good example in leading the world in investing more than 50% of their electricity generation from renewable energy sources (Senturk, 2015). In order to realize the higher price consumer acceptance of this "green energy", distribution companies in these countries engaged in social marketing activities (Menegaki, 2012). Although further steps need to be taken to ensure a more sustainable environment, good examples have started to emerge in almost every environmental subtitle in recent years.

1.4.Social Injustice

Another topic that needs to be addressed in terms of social problems is social injustice. In this context, one of the most prominent subtitles is income inequality. According to the statistics of the World Inequality Database (2015), 10% of the world population constitutes rich people and achieves 52.2% of the total welfare. In other words, 90% of the world population shares only 47.8% of total welfare. This existing inequality is one of the biggest dilemmas that capitalism faces. Many other problems such as empowering families and women, promoting access to jobs, equality before the law, access to health services engage governments, companies and the general public and these problems are awaiting solutions. In this context, social entrepreneurships are implemented in many geographies of the world in order to find solutions to social problems and to create employment and economic growth (Senturk, 2019).

However, all of the above mentioned efforts and examples of good practice is still not sufficient considering the magnitude of problems. The state of "inertia" existing in governments, companies and general public continues.

2. Behavioural Change and Persuasion

Mankind interacts not only with its own species but also with all living things in the earth. Behavioural mistakes, both against his own kind and other beings, return to him as a reaction. This reaction sometimes manifests in the form of George Floyd protests, sometimes social movements towards climate change, sometimes wars, and sometimes rapidly spreading outbreaks, as in the case of Covid-19.

The phenomenon of civilization is undergoing a continuous transformation with economic and technological developments. This transformation in the civilization front shows itself in the behaviours and lifestyles of generations and different social segments. Shopping is now done through shopping malls rather than street stores. Although classical trade continues to exist, e-commerce channels are growing very rapidly. It is much more difficult to get the attention of the generation Z that is accustomed to watching the content for a minute on Instagram during the seminars or lessons. The share of digital crimes in total crime numbers is constantly increasing. Now, cyber wars and cyber-attacks have become one of the most important area in countries' security strategies.

In an era where transformation is gaining momentum with digitalization, it is also difficult to convince the public to pursue right kinds of behaviour. The main challenge here is that the parties who want to create a positive transformation are themselves experiencing the adverse effects of such transformation. Thus, failing to create adequate responses in a timely manner. This struggle includes both understanding the transformation created by digital civilization such as social media and e commerce. In this regard, a social campaign that ignores social media does not have any relevance in today's world. However, in order to use social media effectively, it is necessary to be supported by volunteer young people from the generation Z in social campaigns. Likewise, it is vital to get the involvement of strong foundations and especially the business world for financial support.

In today's world, companies need to address social problems and become involved in searching for solutions (Nalbantoglu, 2018a). The first reason for this is that consumer expectations direct companies to business ethics (Nalbantoglu, 2018b) and social responsibility today (Rundle-Thiele, 2009). The second reason is that companies are strong in terms of both financial and human resources. These powerful resources have a decisive role in the solution of social problems. The dynamism, expertise and money required to create positive behavioural change in society are available in the business world. In order to activate these resources on behalf of both the society and the company, it is necessary to switch to a human-focused marketing approach, namely marketing 3.0.

A study by Gallup in the USA revealed that a significant number of people support social activities even during the economic recession (Kotler et al., 2010). While the society is mobilizing to a great extent for social support in economic difficulties, it expects the same from the business world (Cone, 2008). According to a worldwide study, eighty-five percent of consumers prefer socially responsible brands, seventy percent say they will pay more for such brands, and fifty-five percent of them say they will recommend the brand (Kotler et al., 2010).

Although consumer expectations lead companies to deal with social problems and persuade people for positive changes, the effectiveness of the campaigns is an important discussion topic. Many studies conducted to date show that campaigns that transfer information to the society and focus on creativity do not reveal the desired behaviour change in individuals and efforts remain at the level of awareness raising (exp. Bickman, 1972; Geller, 1981; Geller, Erickson and Buttram, 1983; McKenzie-Mohr, 2000). The effect of public spots and campaign videos cannot achieve the level of influence in commercial advertisements.

For example, engaging in a new activity, such as making people walk or cycle to work, is much more difficult and complicated than making people buy something by means of advertising. There are obstacles to this new activity, such as time anxiety, security, weather conditions and road availability. The diversity and coercion of these obstacles will not likely cause sustainable behaviour perception and a real behaviour change (Celik, 2016). A different perspective and approach is required to achieve social goals. Kotler and Zaltman (1971) proposes the concept of "social marketing" to realize "planned social change". The authors suggest that marketing analysis, planning and control can be applied to find solutions to social issues. It is suggested that marketing concepts and techniques can be used effectively to solve the problems caused by the need for social change.

3. Social Marketing

Social marketing (SM) is a social change approach used to make changes within the social system and we are witnessing an increase in its application across various actors and sectors (Pykett et al, 2014). From the work of Kotler and Zaltman (1971), social marketing proposes to focus more on social benefits in marketing studies. Most definitions in that area state that what distinguishes SM from conventional marketing is that SM pursues the benefit of society (Kotler and Zaltman, 1971). In this context, it contains important similarities with the marketing 3.0 approach based on a people-oriented philosophy. "Marketing 1.0" was built on goods/services and was called "Product-Oriented Marketing". "Marketing 2.0" was built on clients and called "Consumer-Oriented Marketing". "Marketing 3.0"was built on the people's souls and was called "Value-Oriented Marketing". Each phase has its own goals, strengths and values. The purpose of 1.0 was to market goods and emerged by the "Industrial Revolution" at "Functional" value; The purpose of 2.0 was to "satisfy and retain consumers" and emerged in "functional and emotional" values by "Information Technologies"; and 3.0's purpose was "to make the world a better place" and emerged in "functional, emotional and spiritual" values by "new wave technologies" (McKie and Willis, 2012).

Although there is no complete consensus on the definition or conceptual explanation of social marketing, its features are more prominent. It is possible to list the basic characteristics of social marketing in terms of influencing behaviour, making the systematic process with marketing methods useful, adapting to the primary target of the users, offering positive benefits for the society by the means of cognitive campaigns, action campaigns, behavioural campaigns and value campaigns (Kotler and Keller, 2012).

It can be said that three different literatures are oriented towards social change: "social entrepreneurship", "community action research" and "social marketing" (Hamby, Pierce and Brinberg, 2017). Although these actions have a common aim to create social change, each discipline plan its actions from a different perspective. Innovative and creative problem solving approaches are needed in all countries. Social marketing as a social change

methodology including the campaigns such as breastfeeding and nutrition programs of young women (Parkinson, Russell-Bennett and Previte, 2012); reducing baby swaddling (Peattie, Peattie and Thomas, 2012); reducing alcohol use (Buyucek, Kathy and Rundle-Thiele, 2018; Duong, Brenna, Parker and Florian, 2015; Tapp, Pressley, Baugh and White, 2013; Hyman, Shabbir, Chari and Oikonomou, 2014) and fighting against AIDS (Low-Beer and Stoneburner, 2003) applied in a wide range. These big social problems require detailed behavioural change programs aiming individual and society. In this framework, the social marketing approach needs to be defined with the correct criteria for social change. Andreasen (2002) listed six criteria used to define an approach that can be called social marketing as follows:

a. The target is voluntary behaviour change.

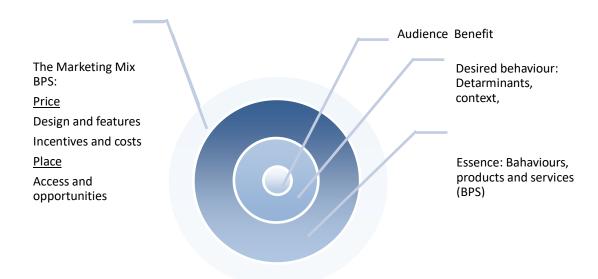b. Projects consistently conducts target audience research.

c. A careful division is made for the target audiences.

d. The central argument for each impact strategy involves the attraction and motivation change with the target audiences.

e. The strategy basically uses all 4p components of marketing. It is not only content and advertising.

f. Attention is paid to the fight against the desired behaviour.

With these six criteria in mind, an "integrated social marketing model" that has four components can be apply to a target community or priority segment of the population (Figure 1).

The Marketing Mix BPS:
Price
Design and features
Incentives and costs
Place
Access and opportunities

Audience Benefit

Desired behaviour: Detarminants, context,

Essence: Bahaviours, products and services (BPS)

Source: Manikam and Russell-Bennett (2016).

Figure 1: An integrative social marketing model

Andreasen (2002) points out that social transformation efforts do not have to include all six criteria under the heading of social marketing. However, activities that consist only of communication campaigns are not social marketing. As Hastings (2003) and Desai (2009) stated, just as the commercial form of marketing has a critical role in conventional and generic marketing, it has the same critical role in social marketing. As stated in the definition of Kotler

and Zaltman (1971) for the first time, while social marketing creates social change, it uses the product, price, promotion and distribution functions in the conventional marketing mix, conducts market research, plans, implements and controls marketing programs (see Table 1 to clarify the differences).

Table 1. Comparison of Conventional Marketing Mix and Social Marketing Mix

Traditional Marketing Mix (7p)	Social Marketing Mix (8p)
1. Product/Service: Diversity, quality, design, size, brand, packaging, warranty cover etc.	1. Product/Service: Offer (Activation for social benefit)
2. Price: List price, discounts, maturity options, payment conditions etc.	2. Price: Relationship Cost (in terms of time, effort, psychological barrier and disturbance)
3. Distribution: Sales channels, transportation, logistics activities etc.	3. Location: Channels to reach to the consumers for information and education
4. Promotion: Sales promotion, advertisement, PR, personal sales, internet etc.	4. Promotion: Social communication, visible and measurable results for trust building (applications such as a mayor's letter, use of local press, telephone messages)
5. People: Participants, personnel, customers, co-creation etc.	5. Public Opinion: Target audience, secondary target audience, policy makers, social networks, citizen participation, word of mouth communication, support of celebrities, politicians, focus groups and common analysis.
6. Physical evidence: Service environment, sound, appearance, smell, touch, taste.	6. Partnerships: Inviting successful businessmen, government, local governments and universities.
7. Process: Service plan, process design, CRM technologies, online services	7. Policy: Legislation and institutional framework, access to information and support.
	8. Money control: Funds will come from supports, donations and purchasing volunteers.

Source: Developed from Menegaki (2012).

Various marketing programs are designed in Social Marketing studies. Integrated social marketing communication is one of them and is carried out within the framework of three principles named as consistency, integration, and emphasis on change in the behaviours (Alden, Basil and Deshpande, 2011; Nair and Nair, 2012). In these principles, the practitioners use different communication tolls such as round tables, meetings, visits, multimedia channels first to disseminate their message permanently; promotion is combined with the other "Ps" of the marketing mix (product, price and place). In the third phase, target group motivation actions puts on practice. In social marketing campaigns, using integrated behaviour change

communication (IBCC) has more effect on the outputs. Moreover, IBCC increase the effectiveness of campaign messages (Nair & Nair, 2012).

Traditional promotional efforts are often insufficient in behaviour change targeted for the society. Researchers state that knowing the benefits of an activity and its effectiveness is not enough to change the behaviour of individuals (Buyucek et al., 2018; Key and Czaplewski, 2017). Social marketing allows to understand what motivates people to start an activity that develops based on many factors rather than just change in the attitude and tries to uncover potential obstacles.

Traditional marketing techniques are used to inform the public in social marketing. The aim is to achieve a socially beneficial behaviour change, such as nutrition education (Gregson et al, 2001) and reduction of alcohol consumption (Buyucek et al., 2018). Socially responsible enterprises, non-governmental organizations and governments frequently focus on these issues (Kotler et al, 2010). A social marketing program should have bigger goals than marketing the organization itself. The main goals here are to influence the behaviour of individuals or society and to create positive behaviour change. Conventional social marketing programs, which mainly concentrate on multi-media use, can be effective in explaining issues related to sustainable behaviour development and raising awareness, but it has a limited effect in creating behaviour change (Key and Czaplewski, 2017).

Although social marketing grows as a discipline and is increasingly supported in the academic and public dimension, it creates confusion for its position and role, it is open to wrong applications and has problems in terms of achieving behaviour change goals. Common criticisms of social marketing (Buyucek et al., 2018; Brennan et al., 2015; Key and Czaplewski, 2017; McKenzie-Mohr, 2000):

a. Poorly designed campaigns

b. Lack of theoretical foundation,

c. Not to engage in extensive consumer and market research prior to implementation,

d. There is a gap between the goals and the success of social marketing practices.

In order to eliminate the criticism given above, researchers have recently been focusing on the approach of "Stakeholder Theory" with "Community Based Social Marketing" (CBSM) and emphasizes that social marketing implementation stages should be designed correctly. The target in these new approaches and effective intervention design suggestions is to eliminate the four main criticisms brought in the literature and to create an application formula that will reveal the desired behavioural change.

4. Social Marketing and Behavioural Change

Social marketing is a marketing concept that aims to raise awareness of the society. It aims to create attitude and behaviour change in the target audiences in order to deal with the problems encountered in areas such as education, health, culture, addiction and security (Coskun, 2012). However, reaching these goals by using the knowledge and experience in commercial marketing is not as easy as making the consumers purchase the products. When it comes to behavioural changes, there are many internal and external obstacles (McKenzie-Mohr, 2000). Overcoming these barriers is about changing habits and improving environmental conditions and often requires long-term action. The Covid-19 outbreak once again demonstrated this

reality to researchers. Even epidemic deaths and health system crises in many parts of the world have not been sufficient for some social groups to act in harmony with governments. For example, ultra-orthodox Jews in Israel have developed a negative reaction to the use of social distances and masks. In Turkey, opposition groups launched a twitter campaign called "#zirnikyok" (not even a penny's) against the economic support campaign conducted by the government for the people had economic damage.

Within the framework of social marketing activities, new approaches are developed or recommendations are made from existing theories in order to overcome the difficulties in gaining social support and realizing the desired behaviour change (see Buyucek et al., 2018; Brennan et al., 2015; McKenzie-Mohr and Smith, 1999; McKenzie-Mohr, 2000). One of the most effective approaches proposed to identify and overcome these challenges is McKenzie-Mohr and Smith's (1999) "Community-based Social Marketing" (CBSM) approach. The authors proposes to use the social psychology literature to achieve success in behaviour change within the framework of his proposed approach.

Community-based Social Marketing is defined as "Social Change in Marketing" (Andreasen, 2002). In traditional social marketing, attention is concentrated on social goals and ideas rather than commercial goods and services. In this concept, it is aimed to create awareness and inform the society on various topics. CBSM has emerged as an alternative to traditional knowledge-based campaigns in recent years (McKenzie-Mohr 2000). Sometimes, many good causes and factors for change can be considered, but informing people is not enough to achieve desired results. Community Based Social Marketing is a program that goes beyond education. It starts with identifying and removing benefits as well as defining obstacles to change, thus enabling an easier behaviour change (Noiseux and Hostetler, 2007, in Celik, 2016).

A marketing mix of CBSM can also be mentioned to guide the desired social change. As with general product marketing, CBSM tries to understand both the needs and wishes of the target audience and the obstacles to satisfying the community's needs and demands through intensive research. These research results are used to form the basis of the social marketing project. This plan is designed based on the social-based social marketing mix (Table 1).

Table 1. Marketing Mix of Community Based Social Marketing

Mix	Description	Important Questions
Product	Organized goods, services, behaviour or program	Which product exactly meets the needs or wishes of the target audience?
		Is the product suitable to meet the specific needs of the community or target audience?
Price	The cost of using the product / service to the target audience	Does it cover direct monetary costs?
		Do they have associated non-monetary costs (such as time and travel)?
		Does it include social costs (such as stamps and labels)?
		Can these different costs provide program effectiveness?
Place	Distribution channels of the product, warranty services purchased by target group, concrete products and related information mechanism	What is the most effective distribution mechanism?
		Where is the most effective physical distribution location (in the case of concrete products)?
Promotion	A mix of activities involving communicating with the target group and persuading them	What is the best communication tool (one-to-one relationship, advertisement, promotion)?
		How to achieve the most effective positive communication?
		What are the most effective media tools (multimedia, printed materials, internet)?

Source: Farmer, et al., 2002; in Celik, S. 2016. A new method of social marketing: Community based social marketing". *Journal of Human Sciences*, *13*(2), 3057-3072.

The author made two important contributions to CBSM's social marketing approach. First, he said that social marketing campaigns are mostly based on information and showed that such campaigns have a very limited effect on bringing about change. Secondly, he proposed methods on how to identify the needs and wishes of communities and the obstacles they face. The campaign stages McKenzie-Mohr and Smith (1999) recommends to social marketers are as follows:

a. Choosing the desired behaviour,

b. Defining the barriers to behaviour and the benefits of behaviour,

c. Developing strategies

d. Pilot implementation,

e. Wide application and evaluation.

In the CBSM program, first the desired behaviour should be studied. Once this behaviour has been identified, the target audience needs to be fully understood and known. In this program, the desired behaviour is selected and then the obstacles to people's positive behaviour are identified. Strategies are developed to provide more effective program effectiveness to overcome the benefits and obstacles to be achieved through change. Behaviour change tools are used to ensure the effectiveness of the change in behaviour and to be applicable. In the next stage, the strategy is used, that is, a pilot implementation is carried out. Finally, a community strategy is implemented and measurable results (such as decrease in alcohol consumption, tobacco use and increase in financial resources transferred) are collected (Kennedy, 2010; McKenzie-Mohr, 2000).

The effectiveness and power of the Community Based Social Marketing approach, which moves through these stages, can be addressed under four headings (Tabanico and Schultz 2007, in Celik, 2016):

a. The decisions made at each stage of the program development process, starting with the design, are based on empirical data. This situation is not based on excessive intuition and offers the opportunity to make existing data efficient and to establish solid foundations for effective program development.

b. This program can be tested with a small scale pilot application before performing a large scale application. Pilot implementation offers the opportunity to work as a cost-saving mechanism. Therefore, there is an opportunity for working teams to develop by trying different approaches until the reliability of the work is assured.

c. The CBSM approach measures program evaluation. Solid data is obtained to prove the effectiveness of the program by continuing to evaluate until the program is concluded.

d. CBSM focuses on behaviour. In recent years, studies focused on intent and attitude rather than behavioural results. However, there are findings that attitudes and intentions can change without a change in behaviour, and attitudes are more flexible in activating the messages than behaviours.

Although mass media are used effectively in social marketing approach, these tools may not always be used to change behaviour. Time, information, target audience and cost factors can limit applications. CBSM has been developed to overcome these restrictions. With CBSM tools and techniques, program effectiveness can be provided to organize behavioural change regardless of information gathering environments in the traditional commercial marketing area (Pickens 2002: 19).

The pragmatic approach of modern social marketing campaigns facilitates behaviour change compared to traditional education methods (McKenzie-Mohr and Smith, 1999). The primary advantage of CBSM is to start with human behaviour and to choose appropriate tactics accordingly. It is seen that Community-based Social Marketing has successfully closed the gap between knowledge and action. Brennan et al. states in their study, *"Strengthening Social Marketing Research: Harnessing Insight Through Ethnography"* (2015) that the research method using ethnography will provide an important benefit in the Community-based Social Marketing approach. The authors underline that ethnography discipline offers a deeper view of understanding human behaviour.

According to researchers, the research repertoire of social marketers has to go beyond scientifically proven data, population charts and studies on focus groups. The authors state that social marketing as a discipline is constrained by scientific hypotheses whose validity is questionable and therefore misses the goal of creating an effective social change. According to Brennan et al. (2015), having ideas about human behaviour needs investigation tools that examine the deep ecological context of human actions. According to the authors, ethnography may produce wide sociological insights that capture the public area through the perspective of the consumer, but to date, efforts to utilize ethnography in social marketing have remained very weak. However, ethnography offers an important social marketing research method for deep understanding of social and cultural experiences that are the manifestation of human existence and provides a meaningful interaction. This method offers a useful method for identifying the obstacles to the behaviour in CBSM and determining the benefits of behaviour change. Therefore, social marketers can use the ethnography discipline as suggested by Brennan et al (2015).

Social marketing as a social change methodology targets the solution of many social problems from nutrition programs that support young women breastfeeding their babies (Parkinson et al., 2012); drinking (Buyucek et al., 2018) and reducing alcohol use (Duong et al., 2015; Tapp et al., 2013) to preventing child abuse (Hyman et al., 2014). All of these problems are big issues that show behaviour change interventions need to go further targeting the individual and consider the social system in which behaviour occurs. The basis of the achievement of a SM program lies in the strategic integration of deep cultural research and social response program planning, based on the social reality of the target group (Brennan et al., 2015).

In the meantime, the social change plan should go further individual behaviour change under limited conditions. Researchers should focus on the social system at the regional level and the larger picture showing the society. In this respect, the ethnography discipline offers beneficial research perspectives and techniques to social marketers. The discipline in question observes real behaviour and then helps to understand the underlying causes of this behaviour (Agafonoff, 2006). Ethnographic techniques are used to analyse the internal mechanisms of the social network in which behaviour occurs. Thus, marketers and social researchers have a tool that eliminates uncertainties and designs a unique strategy for behavioural ecology.

Another important factor that should be emphasized by the actors who aim for behavioural change in social marketing is stakeholders. Stakeholders refer to the parties that affect the activities of a firm or institution or are affected by the related activities (Freeman, 1984). Stakeholders play an important role generating (product), financing (price), dissemination (place) and awareness (promotion) of the ideas that create behavioural change. Underlining the important roles that stakeholders can undertake in achieving their social marketing activities and their contributions, Buyucek, Kubacki, Rundle-Thiele and Pang (2016) proposes the use of "Stakeholder Theory" in SM. The purpose of the stakeholder theory is to gain the support of the target stakeholders in order to maintain its competitiveness through understanding the "needs and concerns" of that groups (Buyucek et al., 2016). The stakeholders support helps to increase the performance of the firm and its sustainability.

There are many stakeholders that affect the survival of a company and affected by a company's survival. Stakeholders' concerns about participating in the planned activities can lead to poor performance and even failure. For this reason, successful companies tend to consider stakeholders in the decision making process (Kotler et al., 2010). Stakeholder engagement is a

very important factor in social marketing as well as in the business world. In implementation phase of social marketing programs, marketers face hard problems defined in the management literature, such as time, finance, human resources and natural resources constraints. These restrictions limit the ability of social marketers in practice. Therefore, there is a need for stakeholders to support the elimination of these constraints. Each SM program has its own targets, context, human and financial resources. Therefore, participation in social interventions should be taken into account and defined depending on the availability, access and opportunities of stakeholders.

Social marketing approach always force implementers to interact with multiple stakeholders. The benefits of gaining support of different stakeholders in SM interventions can be listed as follows (Buyucek et al., 2016; Kotler et al., 2010):

a. Including different stakeholders can increase loyalty to behaviour change,

b. In an era where consumers are no longer in isolation and interact with each other through digital media, volunteer participation in actions can be increased.

c. The network strength of the stakeholders can support the promotion and awareness activities.

d. Financial and human resource needs can be met.

e. Support of public authority at local and national level can be provided.

Along with these benefits, Hastings (2003) draws attention to the difficulty of determining which stakeholders will be prioritized and how these stakeholders will be evaluated. The author states that the behaviour change did not happen overnight, thus requiring long-term planning. In this framework, stakeholder theory provides the necessary support for the determination and management of communications and relationships among multiple stakeholders that play a role in SM programs.

Given that behaviour is effected by many environmental factors that can be shaped by different stakeholders, efficient coordination is needed to achieve synergies between different stakeholders. However, participation of stakeholders in SM programs poses several challenges. Considering that implementers are under high pressure of financial resources for limited time and interventions, careful stakeholder management practices are needed (Buyucek et al., 2016). Understanding which stakeholders should be involved in the process and at which stage these stakeholders should support the SM process (e.g. formative research, implementation and evaluation) can give an idea of why some interventions have changed behaviour (and why others have not changed). Formative research, implementation and evaluation stages are defined by leading SM academics as key levels in the SM process. Therefore, if social marketers determine the stakeholders they will include in these stages in advance and actively involve them in the activities related to each stage, the behaviour change they want will be easier to achieve.

Finally, it should be noted that social marketing should not act only for the function of bringing stakeholders together for a specific social purpose. Social marketing should go beyond this and strive for each stakeholder to follow and appreciate social value creating practices in their own sector and in different sectors. For example, it is very important that a business, NGO or government agency is able to appreciate good practice examples of a competitor or partner working in the same field. This mental transformation is essentially a behaviour that glorifies

the appreciating party not the opposite side. Because the institutions that congratulate and appreciate their opponent or partner will increase their brand values and images by revealing that they value social enterprises. These positive messages will also create an atmosphere of co-operation on social issues and the possibility being of stakeholder will be strengthened. It is better understood how sensitive and valuable human life is during the Covid-19 outbreak. For this reason, it is now time to implement a general mentality transformation with approaches such as social marketing and marketing 3.0.

5. Conclusions and Discussions

During Covid-19 outbreak, governments, companies, NGOs and the rest of the interest groups should understand that their institutional values have positive effects on the life of the human beings. In addition, they should pay attention to the business and marketing ethics because of the growing demand from the consumers (Nalbantoglu, 2018b). Creating intellectual development focusing on human development is the responsibility of social marketing. In this framework, conventional social marketing aims to inform the community about different societal issues and create awareness about them. However, Community-based Social Marketing is developed as an alternative to the awareness campaigns and developed the effectiveness of the social marketing.

The recent researches on social marketing reveals that informing people is not enough for the behavioural change in individuals. Many investigations prove that the information and creativity either has a weak effect or no effect on behaviour (Celik, 2016). Community-based Social Marketing is an approach that goes beyond the education and develop the planned behaviour more easily by describing and lifting the barriers to the behaviours as it determines the benefits. In this approach, monitoring and describing the target group is very important to understand the barriers to behavioural change. Therefore, it is very valuable for social marketers to use ethnography.

Marketing mix of (4P) CBSM is seen as an important tool to achieve desired goals and may be used for social marketers in the campaigns. Community-based Social Marketing is a very effective method for the change to create new social (McKenzie-Mohr, 2000). These new social norms will create a collective consciousness and cultural change in target communities. The support of stakeholders in the development of this cultural change will have an accelerating effect. Consequently, time, information, target audience and cost factors may limit applications. It will be easier to eliminate constraints if local and national public authorities, strong foundations, political parties, associations working on the same theme and especially the business world participate as stakeholders in the social marketing programs. This solidarity will create a multiplier effect for the social marketing goals.

It is very important to gain the support of the business world as a stakeholder for social marketers. In this framework, corporate social responsibility actions might be seen as support tool. However, corporate social responsibility is not enough to meet the social needs required by society (Rundle-Thiele, 2009). Because in this approach, executives see social cases as a responsibility, not an opportunity to grow and differentiate. If companies really want to create social benefits, they have to cooperate with competitors, shareholders, channel partners, employees and customers. The approaches and theories proposed to manage the relationships among the stakeholders described above are relationship marketing, community-based social marketing and social cognitive theory (Buyucek et al., 2016). Although these theories have

been used to date, limited attention has been paid to analysing and managing relationship paradigms in social marketing interventions. Stakeholder theory which is used in business management discipline, though, may provide a new perspective to coordinate those relationships to enable the desired outcomes and to facilitate sustainability in behaviour change. Social marketers using stakeholder theory are more likely to gain the support of the business world, who possesses great financial power and qualified human resources. However, in order to increase this possibility, the idea of creating social value in connection with Marketing 3.0 should be incorporated within the mission and vision of the companies. Managers, who embed creating positive social impact in their business models, will become the most important actors in realizing desired behaviour changes among target groups for social marketers.

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