

Marketing Communications Management in the Public Administration System

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Abstract: The issues of building effective marketing communications systems at the level of public administration are discussed in the article. Most marketing communications research focuses on the private sector. Marketing communications in the public sector are comprehensive and multi-functional. So, marketing communications in public administration are considered not only as a complex of information and communication mechanisms. They also include political, social, economic and cultural aspects. The marketing communications system should be formed both on the domestic market (provision of administrative services to the population and formation of a positive image of state power) and external (establishment of cooperation with international partners and conduct of international policy). According to statistics, the system of information support of public administration is considered relevant by more than 60% of the population of Ukraine. Therefore, given the relevance of this issue, it is useful to determine its practical significance. The establishment of a marketing communications system in public administration should provide the population with mobile provision of administrative services of high quality, the creation of systems of democratic civil society through the development of electronic petitions, the formation of a favorable image of the state to ensure high support for the processes of state creation among the population and at the international level to attract additional investments and ensure tourist attractiveness. Among the current directions of development of marketing communications of public administration are advertising, PR-technologies, image and brand construction, fight against "negative" and fake information, provision of electronic management and provision of administrative services online. However, providing the population with access to the Internet also remains an important issue, as it is this resource that is the main one for the introduction of digitization and digitalization processes in the country.

Keywords: State administration, marketing communications, administrative services, information support.

INTRODUCTION

With the active development of information technologies and the transition to digitization of various processes of economic development and life activity of citizens, the issues of providing the population with information and formation of loyalty to state structures and systems of provision of administrative services are becoming increasingly urgent (Ivanov *et al.* 2015). While the provision of a quality service was previously sufficient to meet the needs of the population, today the formation of human values is multi-functional, combining an increasing number of factors. The marketing communications system is aimed not only at providing information support of operational processes and processes of strategic development in the system of public and private sectors. Today, communications act as a means of forming public opinion, the attitude of the population towards a particular type of provision of services, forming even before the moment of receipt of the service a certain attitude to the system of its provision, which in the future can affect the direct

impression of the person from obtaining the service or even the result of the provision of this service (Akbarov *et al.* 2018; Bayboltaeva *et al.* 2018; Dunaieva *et al.* 2019; Sabirova *et al.* 2018a; Sabirova *et al.* 2018b).

Thus, the role of marketing communications is significantly increasing in modern society, even in the field of state administration, which is essentially a monopoly state system. Despite monopolism of a system of providing administrative services, for today state policy has to be directed to formation of the positive relation of the population to performance by bodies of the state, regional power and local governments (as most often citizens do not divide the system of provision of services on hierarchy of bodies of their granting and their belonging to a particular branch of the power) (Baymuratov *et al.* 2018). Such an approach is a question of political stability, the formation of a positive attitude towards power, contributes to the development of the processes of the state, the democratization of society and the development of social activity. Receiving administrative services by the population in the system of command economy and an authoritarian political order came down to directly granting an opportunity to receive such service. Quality, time spent by a person to receive a

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service, his impressions after receiving a service were not taken into account. With the transition to competitive market relations, the issue of satisfaction of the population with the provision of administrative services has moved to the economic and political plane (Bulychev *et al.* 2019a; Bulychev *et al.* 2019b; Melnichuk *et al.* 2020; Rozhnova 2019; Samarin *et al.* 2019; Zhuravel and Kerikmäe 2019).

The development of society was aimed at informatization and increasing the role of communication in ensuring social, economic and political processes. Such trends have been identified among the priorities for the provision of administrative services along with their quality and speed, the next criterion – the level of awareness of the population about the possibility of obtaining administrative services, automation of their receipt, openness, accessibility and transparency, as well as the creation of a common positive image from the provision of this service (Gorbas *et al.* 2015). The development of marketing communications in the private sector system is implemented according to the scheme: attractive offer – consumer value – communication. The public administration system is less flexible in the formation of the proposal, as it is directly related to the change of legislative provisions, but the system of communication can and should be transformed in accordance with the requirements of modern society (Karagussov and Kostruba 2019; Mansurova *et al.* 2018; Mishchenko 2009; Yuilin *et al.* 2019).

TRENDS IN THE DEVELOPMENT OF MARKETING COMMUNICATIONS IN PUBLIC ADMINISTRATION

The key task of marketing communications in both the public and private sectors is to meet the needs of the population by determining their value from obtaining a certain type of service and creating an effective system of information and communication support of these processes. Marketing communications today should not only provide consumers with information about the provision of the service, they should form trust, loyalty, commitment of consumers, especially in the modern political and economic situation in the country. So, the issue of determining effective mechanisms of marketing communications implementation in the public administration system in order to ensure sustainable social, economic and political development of the state is relevant. The issue of building the system of establishing marketing communications is relevant. However, most research focuses on the specifics of marketing management in

the private sector. The following authors investigated the construction of the marketing communications system of public administration: K.M. Romanenko (2010), D. Kislov (2013), Ye. Romat and Ye. Havrylechko (2018), I. Chaplai (2014), K. Kandagura (2011), V.T. Shatun and I. Zosimova (2016).

With the active development of digital technologies, many aspects of the development of marketing communications in the public administration system remain unresolved yet, which requires further research. The purpose which is to establish certain mechanisms for the effective introduction of marketing communications in the public administration system to ensure the social, economic and political development of the state was formed based on the relevance of the subject under study. For the purpose of research, the following tasks have been formed and implemented:

- definition of the concept of marketing communications taking into account the specifics of public administration;
- substantiation of relevance and practical significance of development of mechanisms of marketing communications realization in the public administration system;
- determination of directions of marketing communications realization in the public administration system;
- development of proposals for improvement of marketing communications system in the public sector.

With the accelerated development of the information society, significant changes are taking place in the systems of information exchange, information support and even normal communication of people, which is an undeniable trend of the last decade. The development of digitalization processes, the dissemination of the Internet and the increased activity of social networks have changed the way in which people can obtain information through such media as television, newspapers or magazines. The speed of communicating information to the consumer has increased significantly (Beljatynskij *et al.* 2010; Mishchenko *et al.* 2016; Mishchenko *et al.* 2018). Newspaper, magazine articles and news releases once a day can no longer meet people's information needs. Information is disseminated very quickly, which means articles prepared for traditional media can interest consumers only when they have analytical value. The

development of social networks and Internet resources has made it possible to disseminate information more rapidly. Modern management approaches are characterized by the search for effective technologies for the selection, assessment, analysis, processing and use of information. The problems of management of information lie in the plane of development of the marketing system. State administration, as an industry involving large numbers of people and having important social, economic tasks, should understand the role of information in making management decisions and building the consciousness of the population to solve certain problems of public development (Romanenko 2010, Kislov 2013; Alpysbayev *et al.* 2020; Dunets *et al.* 2019; Grinyaev *et al.* 2019; Koban 2019; Krayushkina *et al.* 2019; Tashpulatov *et al.* 2020; Varych 2019; Zhilavskaya 2019).

The system of state administration focused on the development of social and economic indicators has the following specifics of the formation of marketing communications: internal communications are aimed at the establishment of social and psychological communications, and external ones are oriented towards the provision of marketing (Kislov 2013). In a broad sense, a marketing communications system can be called an information and psychological relationship between communicators (usually representatives of the commercial environment) and consumers in order to disseminate information. The main functions of communication are as follows (Romat and Havrylecho 2018): information – provision of information on the primary object; exchange – establishment of information flows between subjects of a certain activity; motivational – encourages consumers of information to certain actions (purchases, voting, support, etc.); emotional – formation of certain kind of emotions in response to goods or services that are provided; conciliation – establish links between partners through communication (Hladky 2019; Kostruba and Schramm 2019; Moldagozhieva *et al.* 2017; Muza 2019; Rabinskiy *et al.* 2019; Starikov *et al.* 2011; Timkina *et al.* 2019).

Defining the marketing communications system from the point of view of management and concerted activity, it can be said that it is a complex of info-analytic, financial, material and technical, organizational resources aimed at establishing communication with the public taking into account changes in the competitive environment (Chaplain 2014). Traditionally, marketing communications systems are investigated using private enterprises as

an example. The development of marketing communications system in the public sector has been poorly explored, as the mechanisms for its effective implementation. Today, in Ukraine, in the context of digitisation reforms, high attention of the authorities of different levels has been paid to the marketing communications system. It is not correct to say that such a system is established at the level of the state with a ramified hierarchy from the regions to the individual territories. However, attempts to establish automated communication systems to meet the basic social, economic needs of the population have already been made (Amirgaliyeva *et al.* 2016; Barashkin and Samarin 2005; Naumenkova *et al.* 2020; Rabinskiy 2019; Stepanchuk *et al.* 2017; Zykova *et al.* 2021).

Examples of successful marketing communication are the development of amalgamated territorial communities, which receive information support not only through direct communication, but also through the use of modern communication platforms, including those created by public organizations. Centres for the Delivery of Administrative Services, fully digital, are actively developing. The “State in Smartphone” system, an information and analytical center aimed at providing various types of administrative and social services in “one click” and forming a personal information database in a separate application, is beginning to develop. However, in conditions of low level of information security and congestion of media space with anti-state content, much attention should be paid to the formation of positive image and loyalty through the marketing communications system of the population in order to ensure the qualitative process of the state creation and support reforms and transformations by the public. Such a marketing communications system at the state level should meet the needs of society at this stage of development (Bespalov *et al.* 2019; Egorova *et al.* 2019; Kryvonos *et al.* 2017; Sobczak-Kupiec *et al.* 2012; Talaspayeva *et al.* 2017; Vavzhenchuk 2019; Voitenko *et al.* 2019).

MECHANISMS FOR MANAGING MARKETING COMMUNICATIONS IN THE FIELD OF ADMINISTRATIVE SERVICES

In a context of high activity of transformations in marketing systems, the emergence of new forms and methods of establishing communications, the state apparatus should be more flexible to change and mobile with regard to decision-making. Today, the existing system of state administration cannot keep up with changes in the external environment, therefore it is

impossible to create a quality marketing product that would be competitive in the market among private structures, which are more mobile and adaptive, under these administrative conditions. We will define the tasks of the state administration system in preparing the marketing communications of public administration (Chaplai 2014; Kandagura 2011; Shatun and Zosimova 2016): formation of a new perception of the national system of public administration as a human-centric model of social and economic development; establishing communication links between state, regional and municipal authorities and the public; ensuring effective methods of publicity and transparency in the public administration system (Bieliatynskiy *et al.* 2018; Bulychev and Rabinskiy 2019; Kuprikov *et al.* 2019a; Kuprikov *et al.* 2019b; Pashtetskiy *et al.* 2020; Pukhkal *et al.* 2016; Smiyan *et al.* 2018; Tashpulatov *et al.* 2018a; Tashpulatov *et al.* 2018b; Kaplina 2019).

Thus, the complex of marketing communications at the level of state administration should become an effective mechanism for ensuring the interests of the population and establishing a dialogue between the authorities and the public in the direction of solving the main social and economic issues of the state's

development. Without an effective marketing communications system, no reform can be effective, because the public just will not receive information about the results, or will receive information that does not fully reflect or distort these results at all. We will analyze the range of mechanisms for establishing the system of marketing communications, which is used in Ukraine (Table 1).

Thus, the system of marketing communications in public administration is a complex multi-functional process of providing information support, creating a loyal attitude and is an element of promoting political, social, economic and other interests of the state both on the domestic and international markets. The last trend in the development of the marketing communications system in Ukraine is the creation of digital spaces for the provision of state administration services and information support for the public administration system. In particular, the chronology of the development of systems of digitalization and digitization of public administration processes is as follows (Bronkivska 2011; Boichuk 2019; Barabanshchikov *et al.* 2016; Smiyan *et al.* 2020):

- 2014 – creation of the State Agency for Electronic Administration of Ukraine with the aim

Table 1: Analysis of Mechanisms of Marketing Communications Used in the Public Administration System of Ukraine (Romat 2012, Bronkivska 2011)

Mechanism of marketing communications	Scope of application	Advantages	Disadvantages
Advertising	Information and communication mechanisms aimed at the addressee of administrative services for the purpose of informing, creating a positive image and loyalty to the public administration system as a whole or a separate service or event.	Big coverage. Social importance of advertising. Profile of target audience selection.	It is difficult to predict the behavior of consumers of information of public administration products.
PR	A set of information and communication mechanisms aimed at building relationships with public administration stakeholders.	Establishing links and image creation facilitate participation in globalization processes and have social, economic impact.	Implementation processes require a clear understanding of the set of stakeholders for establishing links, which is difficult in hybrid warfare and external impacts.
Creation of image	A set of mechanisms for the formation of a positive image of the state, both inside and in the international arena, including information, political, cultural, social, economic and other measures.	Image creation supports the state administration system and power ratings, ensures the attention of the international community, including investors and tourists to the country.	Image creation is a complex process that cannot be provided only by information and communication means, so the state must take into account the influence on its own image in making management decisions.
Branding	Development of the state brand as a leader in a certain sector of the economy.	Forms attention to certain products of the state on world markets	Applies more to the private sector
Fight "with a negative"	Development of a system of rapid response to information and provocative activities of competitors.	Forms a positive image and responds to information challenges.	The process is complicated by insufficient information security.

of automation and computerization of administrative services;

- 2018 – opening of the first Centre for the Delivery of Administrative Service in the amalgamated territorial community (Vinnychyna);
- 2019 – creation of the Ministry and the Digital Transformation Committee in Ukraine;
- 2020 – presentation of the online platform “State in smartphone “Diia”” (currently, such systems operate in the application: Digital driver’s license, Digital certificate of registration, BankID).

These transformations helped to achieve the following: to reduce the time required to provide administrative services; to create online registration systems; to create digital database to provide administrative services; to create systems of electronic petitions to influence the management decisions of authorities of different levels, as well as to form their own proposals for the development of the state, region, territory; to develop and involve the population in the digital literacy project; thanks to digitization of processes of public administration and creation of conditions for doing business in the information space, the share of IT companies in the domestic market has been increased. Resources for informational support of innovation in popular social networks Instagram, Facebook, Telegram were created, the website of the specialized Ministry is actively promoted. In order to further improve the system of marketing communications in the public sector, it is appropriate to turn to the development of scientifically based and analytically confirmed proposals formed by determining values for the population of each public service and to establish a system of appropriate mechanisms for

providing these values (Bogaevskaya *et al.* 2020; Goloshchapova *et al.* 2018; Hryshchuk 2019; Kurbanova *et al.* 2020; Prentkovskis *et al.* 2010; Prentkovskis *et al.* 2009; Prentkovskis *et al.* 2012; Shakbutova *et al.* 2020).

For further analysis we turn to statistical data characterizing the interest of the population in the e-government system, which are determined by the results of the sociological study of the Razumkov Center (Evaluations of the activity...2015). In general, more than 40% of respondents noted that the development of digitization and digitalization in the public administration system is a positive factor and has high relevance. Twenty four per cent of citizens use the format of electronic petitions to influence the decision-making of one or another authority. During the survey questionnaire, the first criterion of assessment was to determine the level of satisfaction with the information content of the provision of administrative services (Figure 1) (The concept of development...2019). Also, the degree of satisfaction with information cards of services of centres for the delivery of administrative services to the population was determined (Figure 2).

CONCLUSION

So, as a result of the analysis carried out, it was found that the marketing communications system in public administration is complex and multi-functional. Its formation is influenced not only by information and communication factors, but also by state policies, social, economic development, cultural relations and so on. The formation of a positive image of the state in the domestic market (population) and the external market (international partners) is aimed at realizing the main social, economic functions of ensuring development. It is difficult to form a marketing communications system

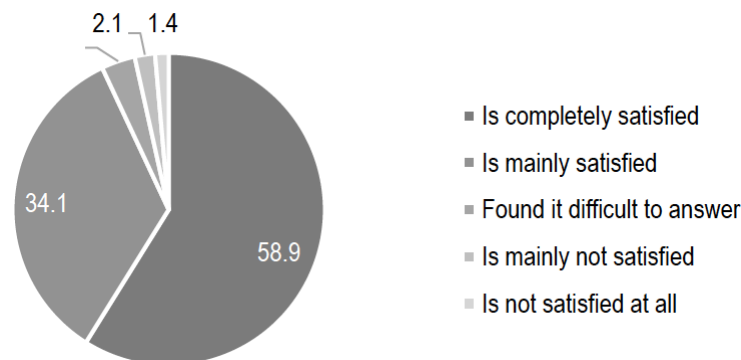


Figure 1: Determination of the level of satisfaction with information content on the provision of administrative services (based on “The concept of development of the digital economy and society of Ukraine for 2018-2020” (2019).

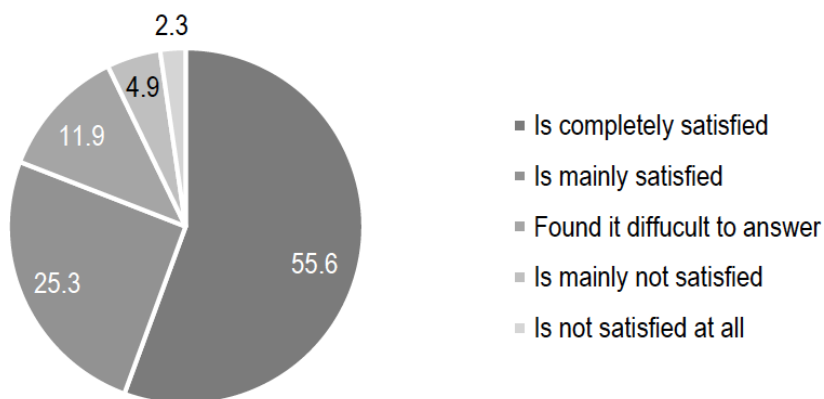


Figure 2: Determination of the degree of satisfaction with information cards of services of centres for the delivery of administrative services to the population (based on “The concept of development of the digital economy and society of Ukraine for 2018-2020” (2019).

in public administration processes of open access to information combined with a low level of information security, which does not protect the communicator from “emissions” of fake or compromising information, the falseness of which is then difficult to refute.

It can be noted that the attention and satisfaction of the population with the provision of administrative services are high. However, the uneven development of the territories remains a significant problem. In particular, the dynamics of the share of households with access to the Internet in Ukraine, although is constantly growing, has coverage from 40% (Khmelnytskyi region) to 62% (Chernivtsi region). The largest coverage is in the Kyiv – 81.2%. So, an important aspect in the construction of the marketing communications system at the state level and the formation of processes of digitization of the provision of administrative services is also the development of projects to provide resources for the ability of the population to consume these information products.

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