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Wang Zhengyang

MARKETING IN THE SPHERE OF PUBLIC ADMINISTRATION

The article reveals the relevance of using marketing tools in the field of public administration. The concept of «marketing» is analyzed, the approaches of modern scientists to this concept are considered. Today, there are about 2,000 definitions of the concept of «marketing», in which the main tasks, processes and concepts of marketing are reflected in various combinations. A significant impact on the variety of definitions of marketing was made by the variety of points of view on the goals, objectives and content of marketing and marketing activities. Quite often, definitions of marketing are based on concepts of an economic nature (for example, profit maximization, increasing income, market, competitiveness, etc.), on management concepts (planning, regulation, organization, etc.). Emphasis is placed on a large number of derivative concepts of marketing, including «state marketing», «territorial marketing», «regional marketing», etc.

It is indicated that marketing in the field of public administration is, first of all, an approach in public administration that puts the satisfaction of consumers and producers of public services in a prominent place, which acts as a specific form of marketing implementation. More specifically, this is the marketing activity of management bodies and/or their representatives who act as producers, consumers or intermediaries (suppliers) in the processes of exchange of goods, services, ideas and other values.

The tools of state marketing were proposed, and the results of the use of the tools were analyzed. An analysis of the main types of marketing in the field of public administration was carried out: macro-marketing; direct state marketing; state internet marketing; de-marketing. This classification is generally correct, as it takes into account the subject composition and various goals of marketing in the field of public administration.

It has been proven that marketing in the field of public administration is based on real mechanisms of market functioning, and is also focused on achieving the maximum social effect from increasing the degree of satisfaction of the needs of the country's population. It is proven that the state uses marketing tools in its policy. However, so far it has a single character, and the use of such tools should be systematic. The application of marketing in the field of public administration and the activities of public bodies can be a means of achieving and increasing the competitiveness of both the national economy and the entire national state.

Key words: *marketing, public administration, state marketing, de-marketing, macro marketing, internet marketing.*

Statement of the problem in a general form. The main criterion for the activity of any state is the level of well-being of citizens. In this regard, one of the main functions of the state is the provision of public services that are important for the entire population, including those services that neither the private nor the non-commercial sector is willing or able to provide to the population, for example, due to the lack of sufficient resources. The state as a subject of economic activity, on the one hand, and state institutions acting as producers of goods and services, on the other hand, should use similar methods when working with the population. Modern socio-economic processes in society are quite complex and contradictory. Decisions made by state bodies without objective and reliable information, broad discussion and consultation in society often cause significant resonance and dissatisfaction of certain social groups. These processes push for reforming and modernization of the sphere of public administration, namely the provision of public services, increas-

ing importance of a client-oriented approach and ensuring a high level of services provided. This can be confirmed by transformational processes in the sphere of public administration in most modern states. This is a prerequisite for the introduction of a marketing approach in the field of public administration, which has already proven its effectiveness and efficiency in the private sector. Such a circumstance actualizes the need for adaptation of marketing tools in the field of public administration, since in order to effectively solve various complex tasks facing the state, it is necessary to combine the application of the obtained achievements of all branches of science, where a special place is given to marketing. In addition, the effective use of marketing in the field of public administration will contribute to the improvement of the results of the activities of state institutions, especially in the conditions of the military crisis and the pandemic, which significantly affected all spheres of social activity. It is during this period that the actions of state authorities to overcome crisis phenomena become particularly important. As a result, the state government with the help of state marketing can promote the development of the sphere of public administration.

The existing experience of using marketing in the public administration of foreign countries shows its high efficiency, which justifies the need to use marketing in the field of public administration. Thus, according to the positive experience of highly developed countries, marketing occupies an important place in the field of public administration. However, for most modern states, the use of marketing in the field of public administration is quite new. Accordingly, from a theoretical point of view, the concept of marketing in the field of public administration is underused or insufficiently developed, which emphasizes the relevance of the study. Therefore, there is a real need to determine the prospects for the use of marketing in the field of public administration.

Analysis and research of publications. Marketing, as a science, is somewhat young, since its formation in an independent direction of research took place in the USA at the beginning of the 20th century, with the beginning of focusing on such tasks as the organization of sales, trade and advertising. The American Marketing Association provided the following official definition: «marketing is the activity and system of cre-

ation, distribution, delivery and exchange based on market prices of supplies for customers, employees and society as a whole» [27]. Interest in marketing is actively gaining momentum, and in 1948, its definition began to be considered as «business activity, which in turn is directly related to the promotion of goods or services from the producer to the buyer». The next step, already in the late 1960s, began to change the approach to marketing as a distribution system. The marketing process begins to represent a system in which the basis of economic decision-making is market information, and its validity is checked during the sale of goods. Marketing begins to form the attitude of identifying the customer's need, this activity allows the organization to understand, create and imagine the product or service it needs. Already in the 1970s, trade turnover began to grow actively. And it is at this moment that interest in the analysis of the company's relationship with the market begins to increase, and, as a result, the role of strategic planning increases. Here, the function of marketing management begins to emerge, through strategic planning, which is still perceived as a separate direction of company management. «Marketing is a social process aimed at satisfying the needs and desires of individuals and groups through the creation and offering of goods and services that have value and their free exchange», this definition was proposed by leading marketer F. Kotler [13]. It defines marketing as an activity aimed at satisfying customer needs through the production and exchange of goods. The client's interest is the leading link in the company's activities.

In order to achieve the desired results in the company, a regular analysis of competitors is necessary. In general, the issue of competition is considered the main driving force of marketing. Thus, in the 1980s, the theory of competition was presented in detail in the works of M. Porter. He influenced the reorientation of the essence of marketing in achieving competitive advantages, highlighting the main difference is the independence of the enterprise under the conditions of a market economy. In this case, under constantly changing conditions, the organization aims to obtain a positive effect due to its foresight and flexibility [19].

Since the 1990s, marketing has been viewed as a market-oriented management theory. At the stage of formation of marketing, financial,

socio-demographic, technological, ecological trends of its further development are formed. Therefore, many authors, in their definitions of marketing, indicate its organizational and technical, managerial, financial and social aspects. Today, there are different approaches to defining marketing. For example, according to some researchers, marketing is the process of matching the company's capabilities and consumer requests. Marketing (in a broad sense) is a social-management process by which individuals and groups of people, through the creation of products and their exchange, get what they need [19]. With this approach, the main focus is also on satisfying the client's needs. A similar definition was presented by the author J. Lamben, in his opinion, «marketing is a social process aimed at satisfying the needs and desires of people and organizations by ensuring a free competitive exchange of goods and services that are of value to the buyer» [2].

It is worth mentioning the value-oriented marketing concept proposed by P. Doyle. In his opinion, «marketing is a management process, the purpose of which is to maximize shareholder income by developing and implementing strategies for building trusting relationships with customers valuable to the company and creating sustainable distinctive advantages» [22]. Based on his point of view, this concept plays a key role in marketing management. The basis of the concept is the maximization of return on shareholders' investments, to which business management should lead. Business growth is directly related to marketing strategies, which in turn are aimed at creating sustainable competitive advantages [23].

Other researchers believe that marketing is «the formulation of appropriate marketing strategies by enterprises or individuals based on market demand and competition through market research, market analysis, and market forecasting, as well as through product research and development, brand building, channel expansion, and advertising» [26]. In addition, marketing can be «business behavior and management activities that use other means to achieve the marketing goals of an enterprise or an individual» [26]. According to some researchers, marketing is «identification and satisfaction of human and social needs», and the most concise definition of marketing is «cost-effective satisfaction of

needs» [27]. Having considered the above concepts, we can come to the conclusion that different variations of the definition of marketing have the same key points, namely: the management process, the possibility of exchanging goods and services, forecasting and meeting the needs of the client, making a profit.

It should also be noted that the definition of «marketing» is very closely related to the definition of «marketing activity» [19]. For example, the definition presented by some authors says that «the marketing activity of an enterprise is a creative management activity, the task of which is to develop the market for goods, services and labor by assessing the needs of consumers, as well as to carry out practical measures to meet these needs. With the help of this activity, the possibilities of production and distribution of goods and services are coordinated, and it is also determined what steps need to be taken in order to sell the product or service to the end consumer» [6]. Marketing activity is presented here as a type of management activity. This gives an accurate understanding in whose interests the marketing activity is carried out.

In addition to marketing activities, in modern science more and more attention is paid to such tools of policy regulation as «state marketing», «territorial marketing», «regional marketing» [1]. For example, some researchers believe that «regional marketing», acting as a component of regional economic policy (including regional industrial policy), is aimed at solving the problems of the region and its territorial entities; includes the development and implementation of a long-term concept of comprehensive development of the economy (including industry) and the social sphere of the territory, the gradual elimination of negative phenomena and the solution of complex socio-economic problems. Other researchers operate with the concept of «regional marketing», that is, marketing for the benefit of the region, its internal and external subjects who are interested in the region. Researcher F. Kotler understands territorial marketing (or, as he calls it, «place marketing») to design a place (territory) to meet the needs of target markets. It takes place successfully when residents and business entities of the territory meet the needs of the local community, and the expectations of visitors and investors are met [2]. In other words, we can talk about regional marketing as the practice

of applying marketing theories and methods in regional development.

Currently, more and more often in publications, we can observe a growing interest in public marketing or the use of a marketing approach in the field of public administration [16]. State marketing, as a type of non-commercial or social marketing, is considered as «marketing activity with the help of exchange, which is carried out by a state administration body and is aimed at meeting the needs of creating favorable external conditions for the formation of competitive advantages of legal entities and improving the quality of life of the population» [4]. His task is to satisfy interests:

1. consumers (increasing the competitiveness of business entities and the quality of life of the population);
2. state administration body (increase of revenues in the revenue part of the relevant budget);
3. society (neutralization of negative consequences of economic activity).

The complex of state marketing is understood as a set of such controlled factors as structural policy, tax policy, assistance in the formation of sales channels of economic entities, communication [4].

Analysis of the opinions of specialists regarding the use of marketing approaches in public administration allows us to distinguish three approaches in understanding this issue:

- state marketing as a concept of the state, which is a service organization and focused on the consumer;
- state marketing, as a market approach to modern administrative modernization of the state [24];

state marketing is considered as the implementation of marketing approaches to the regulation of relations between the state and the population, the state and business at the modern scientific and practical level, that is, with the use of marketing research and technologies, etc. [25].

As a result, most researchers realize that increasing the effectiveness of public administration without the use of such a science as marketing is unlikely. The variety, sometimes contradictory, of market processes taking place requires the intervention of the state, therefore, in marketing, it

is necessary to single out «state marketing». Some scientists believe that state marketing should be perceived as one or more auxiliary functions in the practical activities of executive authorities (analytical, prognostic, image, etc.), which is practically unacceptable, since at the same time the problem of a comprehensive analysis of the inter-conceptual basis of state marketing is ignored. According to other researchers, the basis of state marketing is the adaptation of the marketing paradigm for the management needs of state authorities. This interpretation, firstly, ignores subject-object relationships in state administration; secondly, it actually says nothing about the social orientation of the use of marketing tools in public administration [15]. The point of view of some researchers who believe that public marketing is one of the types of non-commercial marketing is appropriate, in which the nature of the relationship between its object and its object is based on the free exchange of intangible, moreover, non-commercial resources, provided that the most important principles are observed of marketing and which sets the main goals of its activities:

- formation of behavioral models of citizens' behavior that will contribute to the implementation of national goals to the greatest extent;
- achievement of harmony (or at least balance, or interconnection) between the needs of citizens and the results of the activities of state authorities regarding their satisfaction;
- minimization of negative attitudes and resistance in society, which prevent the realization of the goals of state administration subjects, etc. [18].

The main achievement of this definition is the optimal degree of ordering of all its components by establishing interrelated provisions for general and multiple use in solving actual or possible tasks in the state administration system [15], and the state occupies a special place in market processes as an intermediary between the seller and the consumer. As a result of the action of supply and demand mechanisms, the needs of the population are met, at the same time, the state, without directly interfering in these processes, should regulate this process and contribute to the most effective achievement of the agreement of interests with the least costs to society. At the same time, one of the main goals of the

state is the effective functioning of the entire national economy as a whole and every economic agent on the market, every citizen, providing public goods and services of a non-economic nature. That is, the state must achieve a balance both in the development of the economy and in the social sphere. Achieving such a balance is the main problem of all countries. The above circumstances indicate the need to ensure a marketing approach to public administration both in general and during individual events, regardless of their scale.

Marketing in public administration is determined by the specifics of the object, which is usually represented by public services provided by a given sector and subject, i.e. public administration bodies. Thus, according to some researchers, marketing in public administration is, «first of all, an approach in public administration that puts satisfaction of consumers and producers of public services as a basis, which acts as a specific form of marketing implementation» [5].

The following are also marketing objects in the state administration:

- goods and services necessary for the functioning of organizations and industries financed from the state budget, as well as goods and services for the needs of state administration bodies, enterprises, organizations and institutions that are state-owned for the performance of tasks financed from the state budget;

- social institutions important for the state;
- rights, duties and functions of citizens and organizations, significant for the existence and development of the state and society, processes of consumption of public services, payment of taxes, participation in elections, performance of military, judicial and other civil duties and functions.

- Public norms and rules of behavior, values, ideas, programs, measures, and information occupy a special place in the composition of marketing objects.

The goal of state marketing should be first and foremost the maximum satisfaction of citizens' needs (material and spiritual) within the limits of allocated and possible public costs. State marketing should study needs and interests, that is, their essence, structure, priority, factors and development trends. According to F. Kotler, in the public sector, the

basis of marketing is value for the population and satisfaction of societies needs [20]. Marketing involves the use of a client (citizen)-oriented approach, that is, an approach that helps to respond to a client's complaint, change his perception of the state, and improve work results.

The main tasks to be solved by marketing in public administration are also:

- market analysis, its structuring, analysis and forecasting of public demand for goods and services;
- increasing the competitiveness of own producers and protecting the domestic market;
- formation of a positive image of the state;
- assistance to domestic enterprises to enter foreign markets;
- conducting advertising events at the state level (social advertising), etc. [10].

The use of state marketing tools is also connected with globalization processes taking place all over the world. The most important policy direction in the development of the national economy is the development and support of competition and ensuring a high level of competitiveness of national producers. The enterprise does not have sufficient resources and capabilities to solve such complex tasks on its own. As a result, this function is taken over by the state. The state has effective tools at its disposal to ensure the necessary level of competition. They can be divided into indirect and direct, aimed at regulating the volume of production, export and import of goods, etc. It is the marketing approach in public administration that will ensure high-quality and effective identification, formation and satisfaction of the needs of the population. Considering the above, we can talk about the division of marketing in public administration into several types, namely:

- macro marketing;
- direct state marketing;
- state internet marketing;
- de-marketing.

These types differ among themselves primarily in the objects to which marketing mechanisms are directed and the tasks that the management entity sets before itself. It is worth considering each type in more detail.

As for macro-marketing, it is an economic instrument of state regulation that creates a favorable external environment for enterprise management [7]. Speaking about macro-marketing as a tool of state regulation, first of all, it is worth highlighting the creation of marketing centers as state institutions performing functions related to the provision of marketing services, including in the field of the market for industrial and technical goods, as well as the improvement of marketing education. Thus, in the state universities of individual countries, marketing in the field of consumer goods is studied in most cases, while in the context of industrial policy, it is necessary to eliminate the shortage of qualified marketing managers not only in the market of consumer goods, but also in the market of production and technical products. The use, in fact, of marketing measures by the authorities at all levels of management helps to increase the competitiveness of the industries in relation to which they are conducted. Thus, there are many examples of the use of marketing tools by state authorities for the purpose of developing certain branches of industry: advertising of certain enterprises and types of production, lobbying for their interests at the international, state, regional, and municipal levels. There are known facts when representatives of state authorities used this tool for the purpose of development, creating the image of individual companies, etc. Similarly, support (promotion) can be provided to other types of production. Evidence of the influence of such actions on the part of the state can be an indicator of the stock market – the value of shares of corporation's changes depending on the effectiveness of the state's measures regarding their advertising, as well as the trust given to them. In addition, the state protects during the conclusion of international agreements and attraction of investments in domestic industry. It is known that state authorities can facilitate the conclusion of many international agreements, which provide for significant investment infusions into the domestic industry. Various international exhibitions and presentations of domestic and foreign industrial products, etc., can also be used.

If we talk about macro-marketing as an activity in the field of public administration, we can consider it in several aspects:

- from an economic point of view, macro marketing is a mechanism of economic interest in curtailing the production of some goods and

increasing the production of others (definition of policy, formation of programs at the level of the national economy);

- from a socio-political point of view – it is a mechanism for establishing standards of social behavior, forming the representation of political parties in the structure of various branches of government (political technologies, election campaigning, helping the needy, charity, etc.);

- ideological – promotes the spread of a certain ideology (the spread of ideas, concepts, programs, doctrines, etc.);

- from educational and educational – promotes the dissemination of new knowledge, inculcates various practical skills (changes in behavior and attitude to certain phenomena and processes);

- from a psychological point of view, the role of macro-marketing consists in the formation of psychological attitudes, self-esteem, nature of reaction, psychological climate, etc. [7].

So, macro-marketing is a whole set of controlled factors that can change, the totality of which can be used to develop and make a decision based on marketing in the field of public administration.

The next type is direct government marketing. According to some researchers, state marketing is a type of non-commercial marketing, which is defined as the integral activity of its subjects (state authorities) in the context of their interaction with subjects of the national market, aimed at meeting the needs of the management object based on the identification, creation and changes in the national product in order to ensure the sustainable development of society and the quality of life of the population [16]. Direct marketing is any marketing that relies on direct communication or distribution to individual consumers rather than through a third party such as the mass media [9]. Direct marketing generally eliminates intermediaries such as advertising media. The direct influence of the state on consumer demand is carried out through state procurement, state orders, use of state property, etc. [12]. There are known examples when representatives of state authorities conduct direct negotiations with potential consumers of domestic products. The specifics of this approach is that sometimes the state can own part of the property of one or another company, that is, in fact, it pursues the interests of the seller.

State Internet marketing. According to some researchers, Internet marketing is «a new type of marketing that involves the use of traditional and innovative tools and technologies on the Internet to determine and satisfy the needs and demands of consumers through exchange or other benefits» [8]. In general, we can implement Internet marketing with the help of its tools: advertising, content marketing, social media marketing, email marketing, SEO search engine optimization, etc. [11]. It is known that modern official Internet resources of state authorities are created not only in state, but also in some foreign languages (mainly English). By posting links to measures in the field of one or another type of industrial production, not only direct, but also indirect information about the enterprise, holding, which can improve their image, the state increases the competitiveness of selected objects of industrial policy. Regarding the listed examples, it is worth talking about the use of separate marketing tools (advertising, direct marketing) at the state (or municipal) level [16]. It is worth emphasizing that the use of Internet marketing requires increased attention, as it allows authorities and public organizations to interact with the public, inform citizens about decisions and services, attract citizens to participate in various programs and initiatives, as well as improve access to information, increase the level of citizen participation in the management process. However, it is necessary to take into account the transparency and security of data processing of citizens when using digital tools in public administration [11].

Finally, the last type of marketing is de-marketing. De-marketing is a strategic approach aimed at reducing or limiting the demand for a certain product, service or resource [21]. While marketing seeks to stimulate demand and create a positive perception of a product, de-marketing goes in the opposite direction and purposefully reduces interest in it. When it comes to de-marketing, critics condemn the tool for many reasons. They argue that de-marketing can limit consumer choice, and this can lead to a shift from a market economy to a regulated one. Often the state intervenes in the regulation, and sometimes this intervention is too strong. At both the government and business levels, de-marketing creates opportunities for corruption. However, just like marketing. So, in any case, there is a risk of limiting certain sections of the population. For example, re-

strictions and price increases for certain goods can harm low-income citizens. If we speak from the side of marketers, then de-marketing is quite difficult to predict the effects. The results may be unexpected. De-marketing may be less effective than expected if consumers find ways around the restrictions. In addition, this is a full-fledged marketing intervention in the market. It requires no less expenditure of resources.

The general perception of de-marketing depends on context and specific goals. It can be a useful tool for solving a range of social and environmental problems, but it can also be controversial and cause resistance from those who see it as an unnecessary intervention.

De-marketing helps to fight social problems, reduce negative impact on the environment and improve the quality of life. However, its use should be carried out carefully and taking into account all possible consequences. In addition, the purpose of de-marketing is to advise or persuade target groups not to use former government programs, organizations, etc. For example, as part of the reform of the housing services market, the government is conducting a marketing program in which it calls for rejecting the use of housing and operating offices, instead creating an association of co-owners of an apartment building or using the services of private companies in this market [14].

Based on the above examples, it can be concluded that the state uses marketing tools in its policy. However, so far it has a single character, and the use of such tools should be systematic. The application of marketing in the field of public administration and the activities of public bodies can be a means of achieving and increasing the competitiveness of both the national economy and the entire national state. When used in its activities, the state will be able to solve the following tasks:

- effectively set goals and objectives for the development of society and achieve them;
- to form a positive image of the state and achieve high authority among the world community;
- analyze the market, carry out its structuring, forecast its development and conjuncture;
- regulate import-export with the help of marketing tools, track the state and take timely measures to change the state of foreign and domestic markets;

- provide assistance in achieving the competitiveness of national producers, while protecting the domestic market;
- to achieve optimal cross-industry and regional proportions, development of competition, etc.

Conclusion. Thus, marketing in the field of public administration is a specific form of marketing implementation, one of the tools of public management, which sets the main task of satisfying the interests and needs of citizens. Marketing in the field of public administration has a number of significant differences from classical marketing as a result of the specificity of objects and subjects of implementation. Ambiguous theoretical approaches to the concept and content of marketing also play an important role in this. Common to the concepts is a change in conceptual approaches to them, associated with the features of the transformation of the state and the sphere of administration, the development of civil society, and changes in the interests and needs of citizens. Conceptual changes lead to the emergence of new derivatives (state marketing, territorial marketing, regional marketing) and new types of marketing and marketing activities (macro marketing; direct state marketing; state Internet marketing; de-marketing), which gradually affects the sphere of public administration. These derivatives do not exist separately; they are interconnected and interdependent, complementing each other.

From the above, it can be concluded that marketing in the field of public administration is a set of state measures aimed at creating the necessary conditions for the development and functioning of all spheres of life in society and the country, identifying and forming certain needs of the population, as well as implementing measures for their effective implementation and increasing competitiveness national economy. State marketing is an integral part of the sphere of state management of socio-economic and political processes of the country under market conditions.

МАРКЕТИНГ В СФЕРІ ДЕРЖАВНОГО УПРАВЛІННЯ

У статті виявлено актуальність застосування інструментів маркетингу в сфері державного управління. Проаналізовано поняття «маркетинг», розглянуто підходи сучасних вчених до цього поняття. На сьогодні існує близько 2000 визначень поняття «маркетинг», в яких у різних комбінаціях знаходять відображення основні завдання, процеси та концепції маркетингу. Суттєвий вплив на різноманітність визначень маркетингу справило різноманіття точок зору цілей, завдання й змісту маркетингу та маркетингової діяльності. Досить часто визначення маркетингу, засновані на поняттях економічного характеру (наприклад, максимізація прибутку, збільшення доходу, ринок, конкурентоспроможність тощо), на управлінських поняттях (планування, регулювання, організація тощо). Наголошено на великій кількості похідних понять маркетингу, зокрема «державний маркетинг», «територіальний маркетинг», «маркетинг регіону» тощо.

Вказано, що маркетинг у сфері державного управління – це, перш за все, підхід у державному управлінні, що ставить на чільне місце задоволення споживачів і виробників державних послуг, що виступає як специфічна форма реалізації маркетингу. Більш конкретно, це маркетингова діяльність органів управління та/або їх представників, які виступають виробниками, споживачами чи посередниками (постачальниками) у процесах обміну товарами, послугами, ідеями та іншими цінностями.

Запропоновано інструменти державного маркетингу, проведено аналіз результатів застосування інструментів. Здійснено аналіз основних видів маркетингу в сфері державного управління: макро-маркетинг; прямий державний маркетинг; державний інтернет-маркетинг; демаркетинг. Така класифікація в цілому є слушною, оскільки враховує суб'єктний склад та різні цілі маркетингу в сфері державного управління.

Доведено, що маркетинг у сфері державного управління ґрунтується на реальних механізмах функціонування ринку, а також орієнтований на досягнення максимального соціального ефекту від

збільшення ступеня задоволеності потреб населення країни. Доведено, що держава використовує маркетингові інструменти в своїй політиці. Однак поки це має одиничний характер, а використання таких інструментів має відбуватися системно. Застосування маркетингу в сфері державного управління та діяльності державних органів може бути засобом досягнення та підвищення конкурентоспроможності як національної економіки, і всієї національної держави.

Ключові слова: маркетинг, публічне управління, державний маркетинг, демаркетинг, макромаркетинг, інтернет-маркетинг.

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Відомості про автора / Information about the Author

Ван Чженьян, аспірант Навчально-наукового інституту публічного управління та адміністрування Чорноморського національного університету імені Петра Могили, Миколаїв – Пекін, Україна – Китай. E-mail: phdstudy_zywang@163.com, orcid: <https://orcid.org/0009-0003-6061-5787>.

Wang Zhengyang, PhD-student of the Educational and Scientific Institute of Public Management and Administration of the Black Sea National University named after Peter Mohyla, Mykolaiv – Beijing, Ukraine – China. E-mail: phdstudy_zywang@163.com, orcid: <https://orcid.org/0009-0003-6061-5787>.

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