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FOREIGN EXPERIENCE OF USING MARKETING TOOLS IN THE PUBLIC ADMINISTRATION SYSTEM

The article reveals the relevance of using marketing tools in the activities of a modern state. Today, under the conditions of long-term reform and modernization of the public sphere, namely the processes of providing public services, the importance of a customer-oriented approach is growing, the main requirement of which is customer orientation, identification of their needs and ensuring a high level of services provided. These processes of reform and transformation require the public administration system to increase the effectiveness of management activities, and therefore to search for new innovative management tools that will meet the requirements of the time regarding the quality, effectiveness and customer-oriented activities of public authorities.

The concept of «marketing» and the possibilities of its application in the public administration system are considered. It is emphasized that marketing in the context of public administration is a set of actions aimed at meeting the needs of citizens, increasing the efficiency of state bodies and improving the quality of life of the population. It includes studying the needs of target audiences, developing and implementing relevant services and programs, as well as their effective communication and promotion. It was found that in addition to this term, a number of synonymous concepts are used, and given the current state of development of the science of public administration, it should be noted that research

on this topic not only does not lose its relevance, but also needs to be continued, since the concept of «marketing in the public administration system» is at the stage of its initial development.

State marketing tools are proposed, in particular: advertising, market analysis, development of a marketing strategy, communication campaigns, public relations, reputation management, conducting research, development and implementation of programs, public involvement, and others. These tools are aimed at forming a positive image of the state, promoting its interests and attracting investment. An analysis of the results of using such tools in the public administration system of foreign countries was conducted. It was emphasized that marketing in the public administration system is a complex system that requires an integrated approach and the use of various tools to achieve the set goals.

Keywords: *marketing, public administration, territorial marketing, state support, marketing tools, marketing programs.*

Statement of the problem in a general form. The modern system of public administration of most countries of the world, given the complex processes in the world, is undergoing a stage of necessary transformation. The need to make the transition from the existing system of public administration to best practices is still an unfinished process, and given the transformations of the world community, it generally requires a significant revision. That is why, given the lack of effective mechanisms for managing transformation processes, the interconnection of the public administration system with the public sector to ensure monitoring and control processes, the search for optimal approaches to forming a system for providing necessary public services at a qualitatively new level is not being implemented quickly enough, and transformation processes in general are occurring too slowly. As a result, the question arises of finding effective mechanisms and management tools at the state level as a priority task for ensuring sustainable socio-economic development and positioning the modern state on the world stage as a full member of a democratic society, a competitive and competitive subject of all

world processes. Studying and using the best world experience in the development of public administration processes in accordance with their adaptation to the specific conditions of development of modern society and its needs is an effective mechanism for the development of modern statehood. It is also worth emphasizing the expediency of highlighting the importance of increasing the effectiveness of management activities and finding new innovative marketing management tools that will meet the requirements of the time in terms of quality, effectiveness and customer-oriented activities. After all, this is a necessary prerequisite for the implementation of a marketing approach in the public administration system, which has already confirmed its own effectiveness and efficiency in the private sector. This state of affairs actualizes the need to adapt marketing tools to the sphere of public administration.

Results and Discussion. Today, the concept of «public administration» is used in many sciences, but there is no single definition of this term as interdisciplinary yet. At the same time, there are several interpretations of the category of «public administration»:

- management of society by the state;
- management of the state by society [5].

The presence of such a dual interpretation of the concept of «public administration» is explained by the presence of the «public» component in it and the need to control social and political processes in the state.

Transformational changes in modern society and the state have led to the need to rethink management processes in general, and public administration in particular. As a result, the concept of «public administration» begins to be interpreted as – «the influence of a management subject on society (social processes, relationships) in accordance with the socially significant functions and powers assigned to it; the interaction of the state apparatus and society when making decisions important for the country or society» [3]. We can argue that public administration is «management of society together with society» [10].

It is worth noting that most studies by both Ukrainian and foreign researchers characterize the concept of «public administration» from different points of view, in particular as [4]:

- «professional activities of public servants, which include all types of activities and are aimed at implementing government decisions»;
- «study, development and implementation of the main directions of state policy»;
- «forms of implementation of public administration, carried out by the relevant representative bodies of democratic governance with the help of their own executive structures»;
- «technical component of governance (implementation of public policy), which should be carried out on a professional (non-political) basis and, the further, the more resort to the involvement of non-state partners in joint solutions to problems arising in the field of administrative activity» etc. [4].

In other words, public administration is «a mechanism for improving internal coordination, management of human, financial and material resources and communication and information systems, as well as management that is interconnected with the provision of public (state and municipal) services» [5]. In addition, public administration has «a power-managing influence on the objects of management (social relations and their participants, processes, phenomena, etc.), which are implemented by the subjects of such management, that is, the state and its authorized bodies and officials» [1]. We emphasize that according to some researchers, «public administration is the management of the organization and direction of human and material resources to achieve the desired goals» [15].

Thus, in a general sense, the concept of «public administration» reflects «an integrated system mechanism, the subsystems and elements of which are political program guidelines and priorities, regulatory regulation, procedures financed by the state or local self-government bodies, centralized and decentralized organizational and management structures and their personnel at the national, subnational and local levels» [9].

As for the public administration system, it is represented by a «multi-level character (state, regional, local, corporate) and functions taking into account the regulatory legal acts regulating the activities of public administration entities» [19]. As a result, the public administration system is endowed with a number of features, in particular:

- «public administration is implemented within the framework of the implementation of public policy taking into account the peculiarities of the socio-economic development of the country;
- decisions made in the process of implementing public administration are based on the opinion of the expert community in a particular field, as well as representatives of the public;
- the subjects of the public administration system are authorities, business entities, non-governmental organizations and associations;
- the activities of authorities are controlled and accountable to society;
- public authorities are decentralized» [8].

Given the above, we can argue that the public administration system is aimed at meeting the needs of the population for certain types of goods and services. The general state of development of society and the country's economy as a whole depends on this. Under such conditions, the importance of using marketing in the public administration system increases from a practical point of view. It is worth noting that marketing plays an important role in the effective functioning of the state, in particular:

- promoting economic growth;
- forming a positive image;
- promoting investment;
- improving the quality of life of citizens, etc. [19].

In addition, it is marketing that helps the state to effectively interact with citizens and business, ensuring transparency and trust. Therefore, marketing is «an important tool for a modern state that can be used to achieve a wide range of goals, including economic development, the formation of a positive image, improving social welfare and strengthening democracy» [6].

We emphasize that regardless of the scope of application, marketing involves the mandatory use of the «philosophy of marketing», according to which marketing must fundamentally adhere to the principle of «customer orientation», that is, focus on the consumer and his desires and needs [7]. In fact, the modern consumer, his desires are the determining factors of what exactly should be the management services provided by

public institutions and public authorities [17]. Given the above, it is worth focusing on the peculiarities of interpreting the concept of «marketing» in the public administration system. For example, according to some researchers, marketing in the public administration system is «the use of marketing concepts, mechanisms, and tools in the public administration system» [30]. Others believe that marketing in this area is «a mechanism of public administration of a non-commercial nature, designed to facilitate the implementation of a certain public decision through the use of various tools of certain types of marketing» [12]. It is worth mentioning the approach according to which marketing in the public administration system is «a system of using the management concept and practical marketing tools by the relevant subjects of management activity, which is implemented by satisfying social needs or individual groups of it through the mechanism of mutual exchange of certain actions and resources, which contributes to the improvement of communication policy and organizational principles of management activity» [17]. Researchers also emphasize that marketing is «a system of using the management concept and practical marketing tools by subjects of public management activity, which is implemented by satisfying the basic needs of society or its individual groups using the mutual exchange of certain actions and resources» [13]. Let us also recall the approach according to which marketing is «the management activity of public institutions, the main content of which consists, on the one hand, in the information and analytical study of existing problems of territorial communities, identifying current and forming prospective needs, and on the other, in the application of marketing methods and tools in order to contribute to meeting the needs of the community, increasing the competitiveness of the territory, ensuring fruitful interaction between the authorities and the public» [7]. It is quite interesting to define that marketing in the public administration system is «a type of public marketing, which, in order to gain and maintain control over the market, uses forms, methods and technologies of research, design and implementation in socio-political practice:

- 1) procedures for regulating the socio-political, socio-economic and socio-cultural market;

2) special information operations to influence public consciousness, techniques of persuasion, persuasion and motivation» [18].

That is, marketing in the public administration system can be aimed at:

- identifying the needs of market entities;
- providing an assessment of the market situation and analyzing trends in its further development;
- ensuring the promotion of goods and services to the consumer;
- selling the relevant goods and services [30].

In other words, marketing in the public administration system is aimed at solving existing problems and meeting the needs of society, individual groups, associations, communities. However, no less important is the presence and adherence to the strategic direction of marketing efforts, taking into account external environmental factors, in particular, increasing competitiveness by forming sustainable long-term competitive advantages [7].

Thus, marketing in the public administration system has its own specifics, which are determined by the following main features:

- specific market relationships;
- the scale of marketing activities in areas of action, which is designed for a long period and takes place in the presence of certain stable conditions and is attractive, primarily, to entrepreneurs;
- a significant part of the activity takes place in the form of participation in various competitive procedures (auctions, tenders, auctions, purchases, etc.);
- the need for effective implementation of higher than in the commercial sphere, openness and control by society;
- the presence of a high dependence of the market of state customers on the provisions of regulatory acts, decisions made by government bodies, political conditions, etc. [33].

Given the above, we can argue that increasing the efficiency of public administration «without the active use of marketing is quite problematic, and the complexity of market processes and the peculiarities of state participation in them currently require the allocation of such a type of marketing in the marketing system as public marketing» [32]. In our

opinion, public marketing is a strategy for promoting goods, services or ideas aimed at the general public, often using the media and public events. It is worth noting that the state, as a marketing entity, performs a specific role along with sellers and consumers. Without directly satisfying the needs of consumers, it must regulate this process and contribute to the effective achievement of a compromise of interests with minimal costs to society. This is due to the need to consider economic and social processes in unity and interaction. At the same time, the state, unlike a separate enterprise, is interested in the effective functioning of the economy as a whole. On the other hand, the state can be considered from the point of view of providing citizens with important social services (education, security, environmental protection, etc.). The above indicates the need to ensure a marketing approach to public administration, both in general and during the implementation of individual reforms in the state. The implementation of this approach is possible through the use of effective marketing tools, which are various methods and means used to promote the necessary goods or services, attract customers and increase sales. Given the availability of best practices for using marketing tools in the public administration system, we can state the presence of generally accepted tools:

- territorial and local branding is a set of measures aimed at forming a unique image and positive image of a particular city, region or country. It includes the development of visual, communication and strategic brand elements that emphasize the unique cultural, economic, tourist or social features of the territory, forming its attractiveness for tourists, investors and citizens;

- strategic marketing of territories is the process of long-term planning of the development of the territory, taking into account its potential and competitive advantages. It involves the creation of comprehensive marketing strategies, determining priority areas of economic and social development, forming a vision of the future and developing measures to support key sectors of the economy and the social sphere [36];

- public-private partnership in the field of marketing development of territories involves joint work of authorities and business on the implementation of projects aimed at the development of the economy,

infrastructure, tourism and other priority areas. Such partnerships allow combining resources, expertise and innovations to achieve sustainable development of the territory;

– investment marketing is a set of measures to form attractive investment proposals and actively attract investors. It includes the organization and holding of exhibitions, forums, presentations, the creation of agencies for the development of investment activities, as well as the promotion of the territory as a promising business and investment environment;

– marketing tools in the field of public administration include PR campaigns of authorities, active information of citizens through social networks, web portals and the media, in particular in crisis situations. They provide reputation management, support of citizens' trust and transparency of the activities of authorities;

– digital marketing and Smart technologies allow analyzing the needs of the population, creating electronic platforms for citizens' participation in decision-making, implementing chatbots, mobile public services and other innovative solutions for effective management of territories;

– public participation marketing is aimed at actively involving citizens in the formation of strategies for the development of territories, participation in public initiatives, petitions and other mechanisms for influencing decision-making, which increases social responsibility and community involvement;

– cluster marketing involves the promotion and development of regional clusters – associations of enterprises in a certain industry, which contributes to strengthening the competitiveness of the region at the national and international levels, organizing promotional campaigns and positioning clusters in a global context;

– diplomatic marketing is focused on the active promotion of national companies in international markets, their participation in exhibitions, trade missions, the activities of trade and economic departments of embassies and other international events, which strengthens the country's economic presence in the world [2];

- social marketing in public administration is aimed at popularizing changes in behavioral patterns, such as a healthy lifestyle, environmental awareness, safety, as well as supporting and disseminating state social responsibility programs;

- marketing tools for auditing territories allow for a detailed analysis of the competitive advantages of the territory, assessing the needs of the population, the effectiveness of public policy and development programs, which provides a basis for making strategic decisions and improving territorial management [26; 31; 35].

In our opinion, it is worth dwelling in more detail on the main aspects of these tools. First of all, it is worth mentioning advertising, since it occupies an extremely important place among marketing tools, since its effectiveness has been repeatedly confirmed by practice in achieving the set goals. In the field of public administration, advertising has always played a special role: it was aimed not at making profits, but at implementing socially significant tasks, in particular: informing citizens, forming public opinion and supporting important social projects. The main goal of advertising is to ensure interaction between the state and citizens, raising awareness and promoting positive changes in society. In addition, in the context of the field of public administration, advertising can be a fairly effective means of achieving the set goals, in particular:

- properly informing the population about important events and changes, in particular regarding the provision of relevant information about new regulatory and legal norms, state reforms, social programs or security measures;

- formation and correction of public opinion, since it is thanks to advertising that one can achieve the formation of responsible behavior of citizens, increase the level of trust in state institutions or contribute to the solution of urgent social problems;

- support and popularization of social initiatives, since the state can use advertising to draw special attention to extremely important social problems or to involve people in charitable or volunteer projects;

- promote law-abiding behavior and respect for human rights, since it is such advertising that helps to increase the level of legal culture and make citizens aware of their own rights and obligations [34].

The experience of Great Britain is an illustrative example of the effective use of advertising in the field of public administration. In particular, the government actively «uses advertising in social networks to inform citizens about employment opportunities» [36]. Such advertising campaigns are aimed at disseminating up-to-date information about the labor market, available vacancies throughout the country and programs to support the unemployed. This allows citizens to quickly navigate employment opportunities, and the state to more effectively address employment issues.

The role of advertising was particularly evident during the Covid-19 pandemic. Official government pages and social networks posted advertising materials urging citizens to adhere to quarantine measures and social distancing, informing about the rules of safe behavior, and disseminating information about vaccination and the procedure for its implementation. Thanks to this, advertising performed an important social function – the formation of conscious, responsible behavior of citizens during a crisis situation, contributed to reducing the risks of spreading the disease, and increased trust in state institutions.

Thus, the British experience demonstrates that advertising in public administration can be an effective tool both for informing the population and for shaping public sentiment and supporting socially significant initiatives. It allows the state to «achieve specific social goals without having a commercial purpose and is aimed exclusively at the benefit of society» [16; 28].

It is worth focusing separately on the experience of the United States, which is «one of the world leaders in the field of state and social advertising» [20]. The USA has accumulated significant practical potential in using advertising tools to influence social processes and shape public consciousness. Social advertising is considered here as an integral part of public policy and an important mechanism for interaction between the state and citizens.

Researchers identify several key features of modern American social advertising:

- the state acts as the main initiator and customer of social advertising campaigns. Some researchers believe that such a practice

is a manifestation of responsible public administration: the government demonstrates concern for the population, promotes the development of social stability and supports citizens in solving socially significant problems;

- the use of a wide range of information channels, taking into account the specifics of the target audience. For example, social messages are distributed through television, radio, Internet platforms, social networks, billboards, public transport, etc. The channels are selected so that advertising is as accessible and relevant as possible for different groups of the population – young people, the elderly, military personnel, parents, drivers, etc.;

- an orientation towards creativity and psychological impact. American social advertising is known for its bright images, non-standard solutions, emotional slogans and a high level of visual execution. It is creativity that allows you to achieve a strong emotional response and stimulate behavioral changes;

- high susceptibility of the population to such campaigns. US citizens are generally open to social appeals and are ready to reconsider their attitude to certain problems. This is due to both cultural characteristics and the long tradition of state educational campaigns that have been present in the country for over a century;

- emphasis on responsibility, civic duty and ethical norms. The content of most social advertising is dominated by themes of personal responsibility, the importance of law enforcement, respect for the rights and freedoms of other people. Such campaigns are often imperative in nature and appeal to universal human values – justice, equality, dignity, respect for one’s neighbor and the importance of conscious choice [24; 25].

Examples of successful advertising campaigns in the US include:

- programs to combat drug addiction («Just Say No»);
- campaigns on road safety («Drive Sober or Get Pulled Over»);
- advertising aimed at combating smoking and alcohol consumption among young people;
- campaigns on equal rights, non-discrimination and tolerance;
- social advertising aimed at supporting veterans and military personnel [29].

Thus, the American model demonstrates the high efficiency of advertising as a tool of public administration. Its effectiveness is due to both the historical heritage that contributed to the formation of a culture of social communications and the modern awareness of the role of advertising in the development of civil society. The USA considers social advertising not simply as an information resource, but as an important element of a state strategy aimed at forming a responsible, informed and socially active nation.

Secondly, in addition to advertising, it is worth paying attention to the methods of program-targeted management, which are widely used today in the development of comprehensive programs for the socio-economic development of territories. Their main purpose is to form strategic goals aimed at identifying, strengthening and promoting the competitive advantages of a particular area, as well as increasing the level of economic security and stability. Achieving these goals is determined by the effective use of internal resources, the potential of communities and the opportunities of local markets.

An important element of such practice are organizational structures that directly implement program-targeted methods. In some countries, these functions are concentrated at the regional level. For example, in the USA, a significant part of the work on strategic planning of territorial development is carried out by state administrations. It is they who determine priority areas, develop programs to support business, innovation and infrastructure projects. For example, in the state of California, there are special economic development offices that coordinate investment programs and cooperate with local communities to support high-tech clusters (for example, in Silicon Valley) [22].

In most European countries, on the contrary, the formation and implementation of socio-economic development goals is entrusted mainly to local governments - municipalities. This provides greater flexibility and compliance of policies with the real needs of territorial communities. An illustrative example is the example of Great Britain, where the concept of the so-called «local imperative» is actively being implemented. It is based on the idea that economic growth is most effectively ensured through local development, and not through external redistribution of resources and

activities. This means the need to bring decision-making mechanisms as close as possible to the local level. Hence the intensification of the role of local councils, the development of local partnerships between business, educational institutions and public organizations. For example, in many British cities, local enterprise zones are being created (Enterprise Zones), where municipalities independently determine incentives for investors, support start-ups and form employment programs [27]. This approach demonstrates that focusing on the internal potential of territories and transferring management powers to places can significantly increase the effectiveness of socio-economic development [21].

Another important marketing tool is the initiation of marketing programs for the development of territories by the business community or the public itself. This approach is based on the active participation of local stakeholders in the formation of strategic development directions, which allows taking into account the real needs and opportunities of a particular area.

An illustrative example is Canada, where economic development corporations operate, created on the principles of public-private partnership. Such organizations unite representatives of business, local authorities and public structures. Their main task is to develop and implement development programs, ensuring the attraction of financial resources from the private sector. For example, in the province of Ontario, such corporations invest in the development of tourism infrastructure, support for small businesses and projects to create a positive image of territories, since active business is directly interested in improving the investment climate of the region [14].

In France, the public also plays a key role in the formation of strategic directions for the development of territories. The country has a widespread practice of creating legal public communes – collective bodies that develop socio-economic development programs and monitor their implementation. It is important that the work of such communes is often based on strong local leadership. They include authoritative public figures, well-known politicians, and honored residents of cities and regions. They act not only as initiators of new projects, but also as “guarantors” or controlling persons who monitor the compliance of decisions with the interests of the community [23].

Thus, the involvement of business and the public in territorial development processes creates conditions for more flexible, proactive, and responsible management, which has a positive impact on the competitiveness and attractiveness of territories.

Today, the best practices of foreign countries are evidence of a wide range of successful approaches to the formation of marketing strategies and programs aimed at the comprehensive development of regions, the activation of key sectors of the economy, and increasing their attractiveness for individual target groups, in particular, investors, tourists, entrepreneurs, or residents. In different countries, these strategies combine territorial branding tools, stimulate innovation, create a favorable investment climate, and develop partnership models of cooperation between authorities, businesses, and citizens.

A feature of foreign approaches is the presence of clearly defined alternative marketing development scenarios that take into account the specifics of the economic potential and socio-cultural context of the regions. Such strategies prescribe in detail the mechanisms of interaction between different groups of stakeholders: authorities, business structures, educational institutions, and public organizations. This makes it possible to form flexible partnership models that support the development of territories on a long-term basis [10].

It is important that such documents are comprehensive and well-structured: they clearly formulate a strategic vision for the development of the territory, identify key tasks, and select a set of practical tools – from communication campaigns and tourist brands to investor motivation systems and infrastructure development. In addition, the strategies prescribe quantitative and qualitative performance indicators, which allows assessing progress and adapting actions in accordance with changes in the external environment.

Thus, foreign experience confirms that the implementation of well-thought-out and institutionally supported marketing strategies is an important element of increasing the competitiveness of regions and creating conditions for their sustainable development.

Conclusion. Thus, it can be confidently stated that marketing tools are gradually becoming an integral element in the field of public admin-

istration. In the context of global competition and dynamic socio-economic changes, the task of the state is not only to regulate and control, but also to create the most favorable conditions for meeting the needs of the population. This involves active support for national producers, the development of the domestic market and strengthening the country's positions in the international economic arena. In this context, it is important to develop a comprehensive strategy and flexible tactics to support national producers both within the country and abroad. Such a strategy should include tools to stimulate innovation, ensure access to financial resources, improve infrastructure, promote exports, create a positive image of domestic products and increase their competitiveness. It is also important to establish communication between the state, business and consumers, ensuring transparency of decisions and taking into account the interests of all market participants. As a result, marketing in the field of public administration appears as one of the key factors influencing economic sustainability, the well-being of citizens and the effectiveness of the development of a modern state. It allows you to form a long-term vision of the country's progress, adapt public policy to changing needs of society and create conditions for sustainable prosperity – both economic and social.

ЗАРУБІЖНИЙ ДОСВІД ВИКОРИСТАННЯ МАРКЕТИНГОВИХ ІНСТРУМЕНТІВ У СИСТЕМІ ПУБЛІЧНОГО УПРАВЛІННЯ

У статті виявлено актуальність застосування інструментів маркетингу в діяльності сучасної держави. На сьогодні, за умов тривалого реформування й модернізації публічної сфери, а саме процесів надання публічних послуг, зростає значення клієнтоорієнтованого підходу, основною вимогою якого є орієнтація на клієнта, ідентифікація його потреб та забезпечення високого рівня послуг, що надаються. Вказані процеси реформування й трансформації вимагають від системи публічного управління підвищення результативності управлінської діяльності, а отже пошуку нових інноваційних інструментів управління, що

задовольнятимуть вимоги часу щодо якості, результативності та клієнтоорієнтованої діяльності органів публічної влади.

Розглядається поняття «маркетингу» та можливості його застосування в системі публічного управління. Наголошено, що маркетинг у контексті публічного управління – це комплекс дій, спрямованих на задоволення потреб громадян, підвищення ефективності роботи державних органів та покращення якості життя населення. Він включає в себе вивчення потреб цільових аудиторій, розробку та впровадження відповідних послуг та програм, а також їх ефективну комунікацію та просування. Виявлено, що окрім цього терміну застосовується ціла низка синонімічних понять й зважаючи на сучасний стан розвитку науки публічного управління, слід зауважити, що дослідження за цією тематикою не лише не втрачають своєї актуальності, але й потребують продовження, оскільки поняття «маркетингу в системі публічного управління» перебуває на етапі свого початкового розвитку.

Запропоновано інструменти державного маркетингу, зокрема: реклама, аналіз ринку, розробку маркетингової стратегії, комунікаційні кампанії, зв'язки з громадськістю, управління репутацією, проведення досліджень, розробку та впровадження програм, залучення громадськості та інші. Ці інструменти спрямовані на формування позитивного іміджу держави, просування її інтересів та залучення інвестицій. Проведено аналіз результатів використання таких інструментів у системі публічного управління закордонних країн. Наголошено, що маркетинг в системі публічного управління є складною системою, яка вимагає комплексного підходу та використання різних інструментів для досягнення поставлених цілей.

Ключові слова: маркетинг, публічне управління, територіальний маркетинг, державна підтримка, маркетингові інструменти, маркетингові програми.

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