

Marketing applications in the public sector. A systematic review

Aplicaciones del Marketing en el sector público. Una revisión sistemática

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ABSTRACT

Marketing in the public sector has a crucial role to play in building trust, enabling efficient communication between the public and the governing body and enhancing socio-economic progress. The objective of the research is to conduct a systematic review of the existing literature on the practical applications of marketing in the public sector. The methodology was descriptive and qualitative conducted through a systematic review. The results allow distinguishing the main contributions and practical applications made by studies on marketing in the public sector. It can be concluded that examining the pragmatic implications of marketing in the sector is of considerable importance because of its ability to revolutionize the delivery of government services. By understanding the demands and trends of the population, public sector entities can strategically design and modify

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their systems to address these needs more efficiently and improve the allocation of limited resources.

Keywords: Contributions, applications, practices, marketing, public sector

RESUMEN

El Marketing en el sector público tiene una función crucial para fomentar la confianza, permitir una comunicación eficiente entre la población y el órgano de gobierno y mejorar el progreso socioeconómico. El objetivo de la investigación es realizar una revisión sistemática de la literatura existente sobre las aplicaciones prácticas del marketing en el sector público. La metodología fue descriptiva y cualitativa realizada mediante una revisión sistemática. Los resultados permiten distinguir las principales contribuciones y aplicaciones prácticas que realizan los estudios sobre marketing en el sector público. Se puede concluir, que examinar las consecuencias pragmáticas del marketing en el sector tiene una importancia considerable debido a su capacidad de revolucionar la prestación de servicios gubernamentales, al comprender las demandas y tendencias de la población, las entidades del sector público pueden diseñar y modificar estratégicamente sus sistemas para abordar estas necesidades de manera más eficiente y mejorar la asignación de recursos limitados.

Palabras clave: Contribuciones, aplicaciones, prácticas, marketing, Sector público

INTRODUCTION

Marketing in the public sector plays a key role in building trust, facilitating effective dialogue between citizens and government, and driving socioeconomic development (Litovtseva et al., 2022).. The adoption of marketing 4.0 models in the public sector can modernize public administration and effectively address obstacles such as politicization, fragmentation and lack of transparency in public systems (Fernández-Villacañas Marín, 2021).. In this context, marketing in the public sector represents an actively evolving

multidisciplinary domain, and that relationship marketing is recognized as the main mechanism to cultivate trust (Matos et al., 2020).

On the other hand, the conceptual framework of marketing in the public sector covers a variety of fields, ranging from education and public health to social economics and urban policy (Kumar and Arora, 2023).. In addition, internal marketing practices implemented by public sector nonprofit organizations, such as police departments, are of paramount importance in fostering employee satisfaction, which, in turn, affects the quality of services provided (Salamoura et al., 2020).. In other words, marketing in the public sector is of paramount importance to enhance citizen trust, increase service delivery, and ensure both employee and customer satisfaction.

In recent decades, there has been a growing interest in the application of marketing strategies in the public sector, an area traditionally associated with marketing in the private sector. This evolving trend can be attributed to the urgent need to improve the efficiency, effectiveness and transparency of services provided by government and public organizations. In addition, the public sector faces a number of challenges, such as the scarcity of financial resources, the presence of diverse stakeholders and the complexity of public policies. It is crucial to understand how marketing strategies can be used to increase communication, citizen participation, satisfaction and efficiency in this context. Therefore, the aim of the research is to conduct a systematic review of the existing literature on the practical applications of marketing in the public sector.

MATERIALS AND METHODS

The systematic review of the literature was carried out in accordance with the PRISMA statement (Kitchenham, 2004, 2007; Moher et al. (Kitchenham, 2004, 2007; Moher et al., 2009; Pardal-Refoyo and Pardal-Peláez, 2020).. Furthermore, it presents a descriptive nature while adopting a quantitative framework.

Research Questions

Q1: What are the main contributions reported by studies that address the study of marketing in the public sector?

Q2: What are the practical implications reported by studies that address the study of marketing in the public sector?

Inclusion/exclusion criteria

The following section proposes the inclusion and exclusion criteria that documents must meet in order to be included in the systematic review:

Only articles that include empirical research will be considered, while review articles, systematic reviews, errata, letters to the editor or papers originating from academic and scientific events will be excluded.

Papers published in the last five years (2018 to 2022) will be included.

Articles that do not refer to the subject of the study will be excluded.

Papers dealing with the practical application of marketing in the private sector will be excluded.

Articles written in languages other than English or Spanish will not be considered eligible for this study.

Articles lacking empirical research or lacking a content validation process by expert judges will be excluded.

Search Equation

The research was conducted in the scientific databases SCOPUS, Web of Science, Scielo. On February 25, 2023, the results were limited to the five most recent years with the intention of collecting data focused on the evaluated topic. The key terms used were: "Marketing" and "Public sector". Thus, the following search string was constructed and adapted according to the advanced search parameters of each digital database: ("marketing") AND ("Public administration" OR "Public sector").

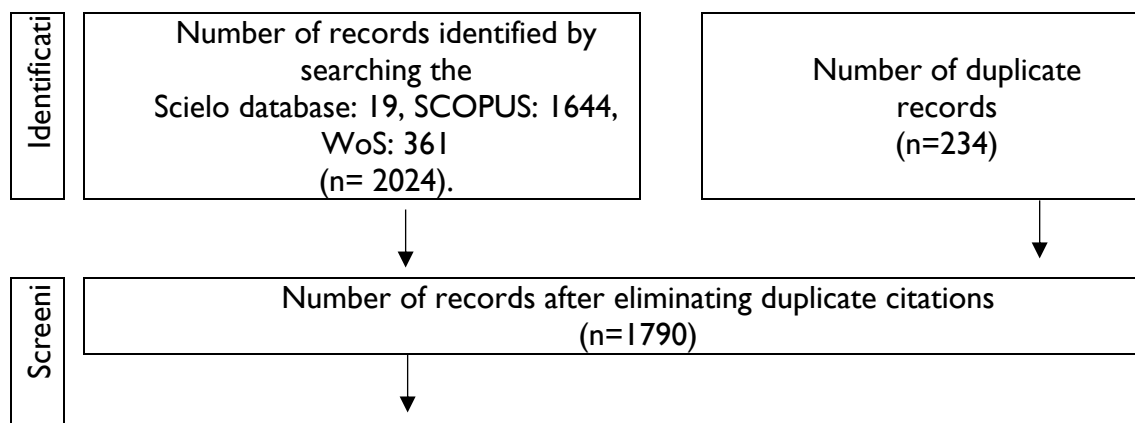
Publication selection process

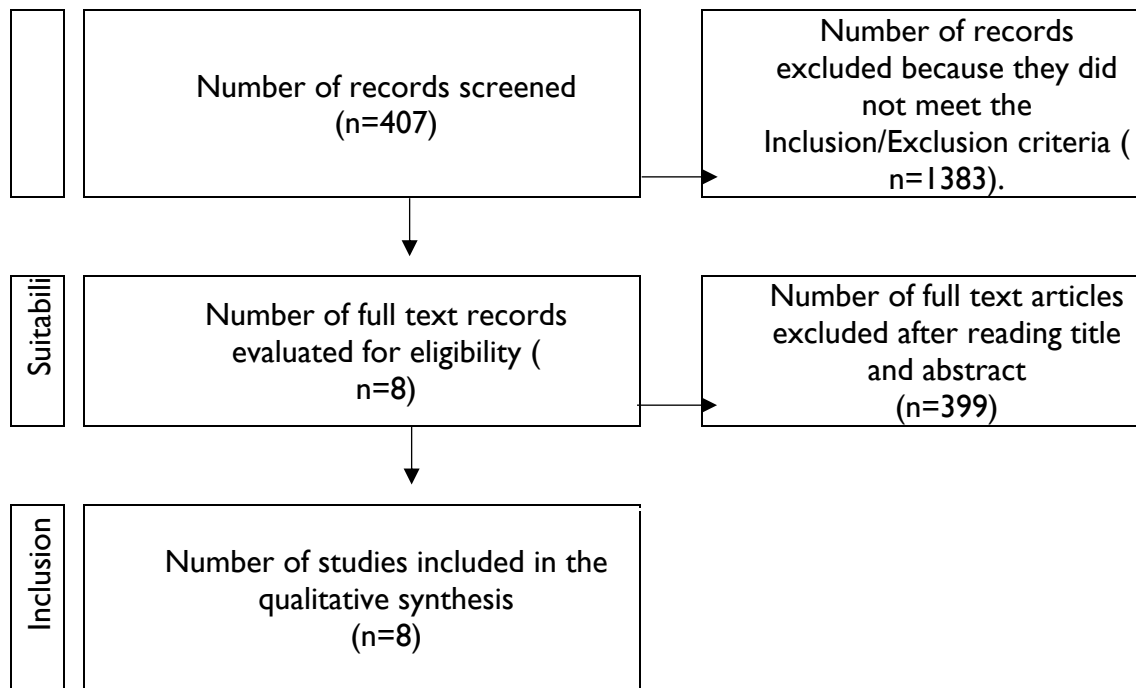
The preliminary investigation yielded a total of 2024 records. Subsequently, after elimination of replicated papers, inclusion and exclusion criteria were used, resulting in a final count of 407. Further review of titles, abstracts and keywords was conducted to determine the relevance of the articles, leading to the selection of 9 papers for inclusion in the study. The manuscripts underwent a thorough evaluation and were reviewed by an expert educator specialized in the respective field and in conducting mapping/RSL research.

RESULTS

Based on the analysis conducted at each stage of the systematic investigation, the final count of selected scientific articles was nine. A graphical representation of the complexities of the study is shown in Figure 1:

Figure 1. Flow chart of the search.





Source: Elaborated from systematic literature search.

Table 1 below identifies the title, authors, date of publication and number of citations of the articles that were included for the qualitative synthesis. It is evident that the SCOPUS database hosts the largest number of publications on the subject, with a predominance of publications in 2020, but the article with the highest number of citations is attached to the Web of Science and covers the implications of Social Marketing in public management.

Table 1. *Articles included in the study*

N ^o	Title	Authors	Year	Quotations	BD
1	Impression Marketing as a Tool for Building Emotional Connections in the Public	Likarchuk, N. Andrieieva, O. Likarchuk, D. Bernatskyi, A.	2022	1	SCOPUS

	Administrati on Sphere				
2 A	Marketing research in the context of trust in the public sector: A case of the digital environment	Litovtseva, V. Krawczyk, D. Kuzior, A. , Brychko, M. Vasylieva, T.	202 2	3	
3 A	Formation of the Regional Marketing Strategy for the Modern Transformati on of Public Administrati on	Kudrina, O., Husarina, N., Satyvaldieva, B.Kopanchuk, O., Maievskiy, Y.	202 1	0	
4 A	Marketing communicati ons management in the public administratio n system	Shevchenko, I.Y., Nepomnyashc hy, O.M., Marusheva, O.A., Medvedchuk, O.V., Lahunova, I.A.	202 0	5	
5 A	Digital marketing, elements of the public sector competition value chain in	Miranda, P.P., Salazar- Araujo, E., Mendoza, Z.V.Á., Cardona, J.O.	202 0	0	

6 A	Barranquilla, (Colombia) Employment trend of graduates of bachelor of science in business administratio n major in marketing of the college of business, accountancy and public administratio n, Isabela State University	Alvarez, M.T.S.	202 0	2	
7 A	Government marketing: a public administratio n's concept	Perez-Rojas, GA	202 2	0	
8 A	Social marketing in public administratio n of social service institutions	Bukanov, H; Kolesnyk, A; (...); Koval, V	201 9	24	WoS

Note: **N:** Article number/code. **DB:** Scientific databases. **Source:** Elaborated from systematic literature search.

However, compiling the main contributions of the scientific literature related to marketing in the public sector is essential. These contributions provide a solid and contemporary theoretical foundation, which enables the establishment of well-founded strategies and approaches to improve government service delivery. Identifying research gaps is also crucial, as it directs future research efforts and guides the formulation of

novel strategies. By reinforcing actions with scientific evidence, credibility is strengthened and interdisciplinary knowledge is amalgamated, both of which are essential elements for optimizing marketing practices in the public sector. In this sense, among the contributions made by the different authors in their studies, the following can be highlighted:

Likarchuk et al. (2022) conduct an analysis on the use of print marketing as a tool in the political sphere. The focus is on identifying the emotions that influence decision making, as well as the impact of emotional marketing on a person's feelings and emotional state. In addition, the various components of appeal, theatricality and entertainment that exist in modern politics are examined. This examination includes examples such as speeches made by politicians, parliamentary sessions or arrests and searches of businessmen in the political landscape. It is found that emotions serve as an indicator of the political situation in Ukraine, and that fear plays a key role in mobilization. Ultimately, it is concluded that print marketing is indeed a powerful tool for aligning the electorate with the emotional rhythm of information perception.

Litovtseva et al. (2022) state that the paper presents concepts and suggestions for public sector entities to increase trust through effective digital marketing approaches. The results indicate that public sector marketing is a multidisciplinary field of scientific research that is actively progressing. The application of cluster analysis reveals that modernization and the interaction between service marketing and consumer behavior are the most limited and pioneering areas of research in this field. Scholars consider relationship marketing to be the main mechanism for establishing trust in the public sector. The research underscores the need to modify marketing tools in response to the major transition from offline to online services.

Kudrina et al. (2021) in their paper presents the incorporation of market principles into the operations of subnational governments and the drive to develop competitive and cooperative strategies. The focus is on the use of marketing tools in the transformation of public administration. A discussion is presented on the regional competition model, which promotes selective development and encourages provincial and municipal governments to proactively engage in the formulation and implementation of competitive strategies. The paper recognizes the systemic heterogeneity and fundamental disparities in the evolution of regional economic landscapes, and emphasizes the imperative need to overcome the fallacy of equating socioeconomic progress at the national level. In addition, an algorithm for assessing regional competitiveness and a process model for implementing a regional marketing strategy are presented.

Shevchenko et al. (2020) discuss in their research the importance of building effective marketing communications systems in public administration, which is often overlooked in marketing communications research that focuses on the private sector. Emphasizing that marketing communications in public administration is comprehensive and multifunctional, encompassing political, social, economic and cultural aspects and the need for a marketing communication system to provide high quality administrative

services to the population, develop democratic civil society through e-petitions, create a positive image of the state, attract investment and enhance tourism attractiveness.

Peralta Miranda et al (2020) states that the contributions of the manuscript consist of providing a description of digital marketing activities within the advertising sector. In addition, it involves the identification of internal and external factors that influence the competitiveness of medium-sized organizations. It also highlights the need to implement strategies that stimulate the development of internal indicators of competitiveness. Finally, it stresses the importance of identifying market segments and establishing organizational recognition as a means of mitigating the threat posed by new competitors. The present study contributes to the understanding of the employability of degree holders and offers practical insights that can improve the quality of education within the Bachelor of Business Administration (BSBA) Marketing specialist program. The contributions made by Alvarez (2020) advance the field of education by employing a tracer study as a management tool to effectively plan, monitor, and evaluate training programs. This approach, based on Dan Stufflebeam's content-input-process-output model and using the customer needs assessment approach, enriches existing research methodologies. In addition, the study presents information on the employability of graduates with a BSBA degree specializing in marketing, which helps to assess the effectiveness of the program in preparing students for the job market.

Pérez-Rojas, (2022) contributes with his study to distinguish that the expansion of concepts in public administration has led to the development of the concept of government marketing. The recognition of the importance of strategic communication has been acknowledged as a means to foster better relations between government and citizens. Government marketing plays a key role in facilitating effective communication and improving government-citizen relations. The dissemination of ideas in postmodern culture places great emphasis on the importance of image and popularity. The need for governments to communicate with their citizens has been recognized for a variety of purposes, such as maintaining political power, collecting taxes, and mobilizing people for war.

The article as a whole by the authors. Bukanov et al. (2019). enhances the understanding of social marketing in the field of public administration, specifically when considering social service establishments in Ukraine. It emphasizes the importance of public relations and social advertising in fostering a favorable perception of social services, and also addresses the issue of addiction and its preventive measures.

Research into the practical implications of marketing in the public sector is of paramount importance because of its potential to revolutionize the delivery of government services. By understanding the needs and preferences of the population, public sector entities can strategically design and adjust their services. In addition, the implementation of marketing strategies encourages the active participation of citizens in decision-making processes and improves transparency in communication, thereby strengthening the trust and reputation of public establishments. Ultimately, the effective use of marketing

techniques in the public sector results in a more efficient, innovative and community-oriented administration.

To support and enhance the implementation of marketing strategies in this particular context, making it possible to improve decision-making processes, discover unexplored areas of research and reinforce the reliability and effectiveness of the efforts undertaken. The following are the main practical applications related to marketing in the public sector, as reported in the literature:

In the case of Likarchuk et al. (2022) in his study, he states that political actors possess the ability to employ print marketing techniques as a means of establishing emotional bonds with the electorate, thus influencing their emotions and emotional state. Furthermore, a thorough understanding of the role emotions play in the decision-making process can be immensely useful for political campaigns in tailoring their messages and communication strategies to effectively reach the target audience. Being, appeal, theatricality and entertainment are skillfully incorporated into political actions and speeches to attract and captivate the public.

On the other hand, Litovtseva et al. (2022) state that their findings underscore the importance of employing marketing tools to cultivate trust in public services and government entities in the digital environment. The exploration accentuates the call for modernization and the formulation of marketing strategies that focus on the correlation between service marketing and consumer behavior. The comparative analysis verifies the need to adapt marketing instruments to the shift from offline to online services. This means that public sector organizations must allocate resources to digital marketing strategies to effectively reach and engage their target audience.

Kudrina et al. (2021) stress the importance of formulating a region's marketing strategy in the context of international globalization and the digital and information environment. It provides guidance to regional governments on how to adapt to these changes. It highlights the role of branding in territorial marketing and postulates that marketing should serve as a dominant ideology that permeates all divisions of a particular territory's administration. In addition, the paper warns against the danger of blindly replicating the territorial marketing models of other cities and regions, stressing the importance of establishing a unique identity for the territory.

Shevchenko et al. (2020) among the practical implications of their study, explains that the development of effective marketing communication systems in public administration is essential for providing high-quality administrative services to the population and cultivating a positive perception of the state. The incorporation of political, social, economic and cultural elements into marketing communications in public administration is of considerable importance. In addition, the establishment of collaborative relationships with international partners and the implementation of international policies are crucial to attracting additional investment and enhancing tourism attractiveness. The adoption of advertising, public relations technologies, image and brand building, as well

as measures to combat the dissemination of "negative" and false information, are now recognized as key aspects of marketing communications in public administration.

Peralta Miranda et al. (2020) asserts that, in terms of practical implications, the article provides valuable information on the factors that contribute to competitiveness, being essential to understand and effectively manage the internal and external factors of competitiveness in order to achieve a superior position in the market. In addition, the research results indicate that companies operating in this sector need strategies that facilitate the development of internal indicators of competitiveness in response to constantly evolving external factors.

In the study by Alvarez (2020) it can be identified that among the practical implications of the study, valuable information and recommendations are offered to improve the employability and skills of graduates of the Business Administration program, with a focus on marketing. In such a way, that by providing training aligned with the chosen field of study, as it significantly affects the performance of graduates in the workplace. In addition, it highlights the need for graduates to take government exams, such as the civil sector exam, to strengthen their qualifications and improve their chances of securing employment and advancing in their careers. The recommendations made in this study, including improvements in curriculum planning and development, as well as the inclusion of personality development and entrepreneurship training, have practical implications in terms of improving the skills and competitiveness of graduates.

With regard to the practical implications of the study of Pérez-Rojas, (2022)(2022), it is determined that government marketing serves as a valuable instrument for the administration of public affairs, since it contributes to improving communication between the government and the population. It is imperative that government institutions distinguish and differentiate between political marketing and government marketing, since the latter focuses on governing for the benefit of all citizens, and not on catering only to followers. The perception of the government's image assumes a fundamental role in shaping the government's brand as a social construct. The use of a strategic marketing approach is indispensable to effectively convey the government's narrative and evaluate the results of government actions at the expiration of the government's mandate.

Authors. Bukanov et al. (2019) emphasize that the practical implications of this research indicate that social marketing, public relations, and social advertising can significantly contribute to the efficient management of social service institutions. By implementing these approaches, institutions can improve their communication, promote their services, and establish a favorable reputation within the community. To this end, it suggests that the adoption of social marketing strategies can be advantageous for social service institutions in terms of effectively reaching their target audience and achieving their objectives. In addition, it underscores the importance of public relations and social advertising as cutting-edge technologies in public administration.

The notion of marketing in the context of public administration focuses on the identification and satisfaction of citizens' needs and desires (Enache and Moroza, 2010). To this end, public institutions must operate with transparency, adaptability and efficiency in order to address the changing demands of society.

Print marketing serves as a powerful tool for cultivating emotional bonds in the public administration arena (Likarchuk et al., 2022).. This practice involves leveraging emotions to drive decision-making processes and foster affirmative associations (Nedelea, 2005). Consequently, the incorporation of marketing principles in public administration is seen as a means of improving the reputation of public institutions and strengthening their capacity to solve citizens' problems (Hageman et al., 2009). So too, in the realm of politics, the recognition of the deeply divided emotional feelings of the population towards political figures serves to underscore the fundamental importance of emotional intelligence and empathy in the realm of political leadership, where, the identification of fear as a mobilizing emotion in the political sphere suggests that politicians have the ability to leverage this emotion as a means of mobilizing support and driving action among the electorate (Likarchuk et al., 2022)..

In addition, the establishment of a regional marketing strategy for the contemporary alteration of public administration requires the use of technological advances, in particular information and communication technologies (ICT) (Kholodenko, 2022).. Therefore, the digitization process assumes a vital role in the collection and evaluation of data to facilitate well-informed managerial judgements (Al-Alawi et al., 2023; Kholodenko, 2022; Obolonsky, 2022)..

Thus, the adoption of digital technologies aims to increase the caliber and speed of government and municipal services and, at the same time, encourage greater participation among the population, businesses and the administration (Nedelea, 2005). (Nedelea, 2005).

From the foregoing, it can be stated that marketing within public administration focuses on identifying and satisfying the needs and desires of the population, with a notable emphasis on transparency, adaptability and efficiency (Obolonsky, 2022; Samorukov, 2022).. For this purpose, it is necessary to identify current directions of development in public administration marketing communications, such as advertising, public relations technologies, image and brand building, combating "negative" and false information, and providing electronic services for online management and administration. Recognizing the importance of Internet access for digitization processes in the country, as well as, identifying the economic value of marketing concepts and proposing the integration of marketing principles and strategies can contribute to the success and efficiency of social service institutions (Bukanov et al., 2019).

CONCLUSIONS

It can be concluded that examining the pragmatic implications of marketing in the public domain is of significant importance because of its ability to transform government service

delivery. By understanding the requirements and inclinations of the population, public sector organizations can tactically design and modify their arrangements to meet these requirements more effectively and, consequently, this would improve the allocation of limited resources.

The domain of marketing within the public sector encompasses several academic disciplines and research areas that aim to build trust in public services through the practice of relationship marketing. The concept of marketing in the context of public administration focuses on identifying and satisfying the needs and desires of citizens, where public institutions must operate with transparency, adaptability and efficiency to effectively address the changing demands of society.

In simpler terms, the integration of marketing principles in public administration serves as a means to enhance the reputation of public institutions and strengthen their capacity to solve the problems faced by citizens. In essence, the application of marketing in public administration involves a continuous and dynamic effort that requires continuous adjustments and improvements. This can be achieved through the use of techniques that enable public administrators to advocate policies that are in line with their objectives and shape public opinion.

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