

# Scientific Bulletin of Mukachevo State University

Series

## Economics

Volume 12, No. 4, 47-57

Journal homepage: <https://economics-msu.com.ua/en>

UDC 351/354:658.8

DOI: 10.52566/msu-econ4.2025.47

ISSN 2313-8114

E-ISSN 2518-1254

### Public digital marketing in government information policy

**Dmytro Babych**

*Doctor of Economics*

V.N. Karazin Kharkiv National University

61022, 4 Svobody Sq., Kharkiv, Ukraine

<https://orcid.org/0000-0003-0562-3242>

**Diana Mosiienko\***

*Student*

V.N. Karazin Kharkiv National University

61022, 4 Svobody Sq., Kharkiv, Ukraine

<https://orcid.org/0009-0005-7829-8905>

---

**Abstract.** The relevance of the study is determined by the fact that in the context of digital transformation of public administration, public digital marketing is gradually transforming from an auxiliary tool into a basic infrastructure for the implementation of state information policy, on which the efficiency of informing citizens, the level of public trust, the effectiveness of feedback and the transparency of management processes depend. The aim of the study was to summarise the theoretical provisions on public digital marketing and analyse its application in the system of state information policy at the local level. The methodological basis of the study included analysis and systematisation of scientific sources, content analysis of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council digital resources and social networks and evaluation of their effectiveness. The study found that the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council has an established system of basic digital communication channels, including an official website, pages on Facebook and Instagram, and a YouTube video platform. At the same time, the practical use of these tools is characterised by uneven activity, limited use of analytical data to evaluate the effectiveness of communications, insufficient interactivity and weak integration between individual digital channels. Directions for improving public digital marketing in the community's state information policy system, which include increasing the regularity and strategic consistency of content, developing interactive forms of citizen engagement, introducing analytical elements to measure the effectiveness of communications, and making more active use of digital tools to promote the community's cultural, sports and tourism initiatives. The practical value of the work lies in the fact that the proposed approaches can be used by local

---

Received: 25.06.2025, Revised: 12.11.2025, Accepted: 15.12.2025

**Suggested Citation:** Babych, D., & Mosiienko, D. (2025). Public digital marketing in government information policy. *Scientific Bulletin of Mukachevo State University. Series "Economics"*, 12(4), 47-57. doi: 10.52566/msu-econ4.2025.47.



Copyright © The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (<https://creativecommons.org/licenses/by/4.0/>)

\*Corresponding author

authorities to improve public digital communications, increase the effectiveness of state information policy, strengthen interaction with citizens and form a positive image of territorial communities

**Keywords:** public communications; digital marketing tools; communication strategy of public authorities; local self-government; social networks; digital communications

## Introduction

The digital transformation of society during 2020-2025 has become systemic and a key factor in the modernisation of public administration, government communications and the provision of administrative services. These processes are particularly intense in Ukraine in the context of European integration, decentralisation and martial law. As recent studies show, digitalisation not only covers the technological aspects of government activities, but also transforms the models of interaction between the state and citizens, changes the logic of public communications and the ways of building public trust (Lomachynska *et al.*, 2025). Digital communication channels are gradually replacing traditional forms of information and becoming the main medium for public dialogue. Social networks, official web resources, electronic services and mobile platforms ensure the efficiency, openness and two-way nature of communication between the authorities and citizens. Researchers N.A. Hrynychak & A.V. Syniakov (2023) emphasised that digital communications in public administration currently perform not only informational, but also integrative, coordinating and reputational functions, forming a new model of interaction between public institutions and society.

In this context, public digital marketing as a tool for implementing state information policy is of particular importance. It combines marketing communication methods and public administration mechanisms, focusing not on profit, but on improving the quality of public services, the transparency of management decisions, the involvement of citizens in social processes, and the formation of a positive image of state and municipal institutions. A. Verbovatyi (2024) argued that in modern conditions, digital marketing is becoming an important element of strategic management in public authorities and is closely linked to the development of electronic services and platforms such as "Diia". A separate area of contemporary research concerns the development of electronic public services as a component of the digital state. For example, A. Gurzhii & O. Shevchenko (2025) noted that electronic services not only optimise management processes, but also significantly increase citizens' trust in public authorities by simplifying access to services, reducing bureaucratic barriers and increasing transparency. In this sense, digital communications are a prerequisite for the effective functioning of e-government.

Digital communications also play an important role in the socio-cultural sphere. In particular, in the field of culture and education, digital tools are seen as an effective means of promoting cultural products, popularising socially important initiatives and supporting feedback from the community. N. Bachynska & V. Kasian (2024) have shown

that digital marketing communications in public cultural institutions significantly increase their informational openness, expand their audience, and contribute to the formation of citizen loyalty. The digitalisation of social communication processes at the level of local communities is also the subject of contemporary scientific research. Thus, E. Pakhucha & Yu. Kolomiets (2024) noted that it is at the local level that digital channels acquire the most practical significance, ensuring the prompt provision of information to the population, the mobilisation of public activity and the coordination of social initiatives, especially in crisis conditions. This confirms the growing role of public digital marketing in the activities of local self-government bodies. The relevance of the issue has increased significantly since 2022, when digital communications in Ukraine became critically important for ensuring information security, coordinating humanitarian processes, maintaining social stability, and countering disinformation. In these conditions, public digital marketing has transformed from an auxiliary tool into a strategic component of state information policy (Lomachynska *et al.*, 2025).

At the same time, despite the growing number of scientific studies, the issues of practical implementation of public digital marketing at the level of individual territorial communities, particularly in the fields of culture, sports, and tourism, remain insufficiently covered. Most contemporary works focus on nationwide processes of digitalisation and e-governance, while applied municipal practices require more detailed analysis. In view of this, research into public digital marketing in the system of state information policy, using the example of the activities of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council, is scientifically relevant and practically significant. The aim of the article was to study the essence of public digital marketing and analyse the practice of its implementation in the activities of local self-government bodies using the example of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council.

## Materials and Methods

The study covered the period from 2022 to 2025. As it was conducted during martial law against the backdrop of full-scale aggression by the Russian Federation, which has been ongoing since 2022, and focused on the Ukrainian media space, the peculiarities of public digital communications were tracked in conditions of social tension and growing information threats. The empirical basis of the study was provided by materials from the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council,

which actively uses digital communication tools in its interaction with community residents. The research materials included the official website of the settlement council (Kotelyva Settlement Council official website, n.d.), the official Facebook page of the department (Kotelyva Central Library Facebook page, n.d.), the YouTube channel of the “Skifia” Cultural Services Centre (“Skifia” Cultural Services Centre YouTube channel, n.d.), the department’s Instagram profile (Kotelyva Settlement Council Instagram page, n.d.), as well as Google Forms online registration and survey services. The Facebook page was the key object of the study, as it allowed for a comprehensive assessment of the effectiveness of digital interaction through metrics such as views, reach, user engagement, and subscriber growth.

Content analysis was carried out based on publications from the above-mentioned sources, which included news reports, photo and video archives, as well as internal event plans and reporting documentation. The functional purpose of each resource, the frequency of publication updates and their target audience were analysed. The units of analysis of web resource activity were news reports, digital content formats (text messages, photos and video materials in both regular and Reels formats), level of interactivity, publication topics and update frequency. Audience engagement indicators were used as units of effectiveness of these resources in interaction with the community, in particular the number of subscribers, the number of page views (reach), and the number of audience reactions to publications in the form of likes, comments, and reposts. To assess the effectiveness of the department’s digital communications, analytical tools from the Meta Business Suite platform were used, which integrates metrics from Facebook pages and Instagram profiles. The system made it possible to track the reach of posts, the level of user interaction, the dynamics of subscriber growth, and the demographic characteristics of the audience. Digital activity was monitored over two

time periods: from 19 October to 15 November (28 days) and from 18 August to 15 November (90 days). This made it possible to track the effectiveness of communication both over the course of a month and in the longer term.

For the comparative analysis, publicly available examples of digital communications from local governments in selected municipalities in EU countries (Poland, Lithuania, Estonia, and the Netherlands) and Singapore were used. The sources of information were official community websites, social media pages, analytical reports, and scientific publications. The comparison was made according to the following criteria: level of digital activity, interactivity, use of analytical tools, public engagement and transparency of communications. The main limitations of the study were: a limited number of experts, lack of access to certain internal administrative data and the subjectivity of some expert assessments. To minimise risks, a method of cross-checking empirical data was used. This set of methods made it possible to combine a descriptive characterisation of the community’s public digital marketing system with a quantitative assessment of the effectiveness of digital communications and a justification of practical recommendations for their improvement.

## Results

The study provided numerical data on the effectiveness of digital communication tools used by the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council. The analysis showed that the most actively used digital resources are the official website, social media pages (Facebook, Instagram) and YouTube channel. These tools perform a variety of functions, from informing the public to promoting cultural and sporting events. Table 1 shows the main characteristics of the use of digital communication tools in the activities of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council.

**Table 1.** Main digital tools of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council

Digital tool	Functional purpose	Update frequency	Target audience
Official Facebook page	Information dissemination, announcements, reporting	3-5 posts per week	All population groups
Settlement council website	Official information, documents	As required	Media
“Skifia” Cultural Services Centre YouTube channel	Video archive of events	2-3 videos per month	Young people
Instagram (CSC “Skifia”)	Visual promotion	4-5 posts per week	Young people
Google Forms	Registration, surveys	As required	Active residents

**Source:** developed by the authors based on Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Facebook page (n.d.), Kotelyva Settlement Council official website (n.d.), “Skifia” Cultural Services Centre YouTube channel (n.d.), Kotelyva Settlement Council Instagram page (n.d.)

An analysis of digital tools showed that the frequency of updates and the nature of the content determine the target audience of each resource. Thus, the official Facebook page and the settlement council website are aimed at a wide audience of all population groups, providing information and access to official documents. Media resources, in

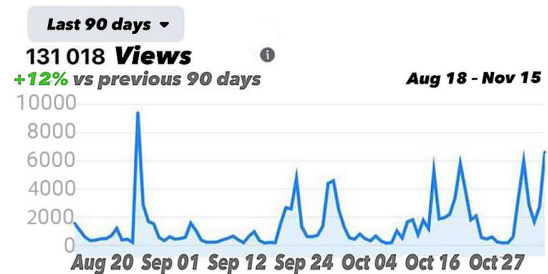
particular the YouTube channel and Instagram account of the “Skifia” Cultural Centre, are intended for young people who are interested in cultural events and visual promotion. Tools such as Google Forms are used to interact with active residents through registration and surveys, targeting those who are actively involved in community initiatives.

Table 1 shows that the most official means of information interaction is the settlement council website, as it serves as an official source of verified data on community activities, in particular on initiatives implemented by the Department of Culture, Sports and Tourism. Another effective tool is the availability of electronic appeals and petitions on the website, which allows citizens to interact directly with the authorities and express their suggestions or comments. At the same time, the page dedicated to the department's activities has not been updated since the end of 2021, which reduces the overall informational visibility of the department's activities and creates an imbalance in communication with the community.

However, despite the fact that the website is the main source of official information, the most versatile means of communication for the department is its official Facebook page, as its digital audience covers all population groups. A unique feature of this means of communication is that the page's content is characterised by a variety of topics, including coverage of cultural and sporting events, publications dedicated to public and professional holidays, representations of the activities of local cultural institutions participating in national or regional events, as well as publications related to environmental and community initiatives (Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Facebook page, n.d.). An analysis of content formats revealed that the page uses various types of publications, including text messages, photos, and videos. The video format is mainly used to show events and performances, which has aesthetic appeal and enhances the emotional impact on the audience. Short videos in Reels format are also actively used to help increase reach by presenting information in a visually appealing way. Text messages with photos serve an informative function, providing brief reports on activities, group participation and community achievements as a whole.

The total number of Facebook page subscribers during the study period was 1,851 users, indicating a stable core audience. From August to October, there was a gradual increase in the number of subscribers, indicating continued interest among community residents in information about cultural, sporting and tourist events. Based on the data obtained, an analysis of the effectiveness of the department's official Facebook page in interacting with the community was carried out. Data for the period from 18 August to 15 November (90 days) showed that the total number of views reached 131,018, confirming the active dissemination of content among the target audience. Figure 1 shows the overall dynamics of page views for this period, where three peak periods of increased user activity are clearly visible, coinciding with cultural, artistic and sporting events in the community. The figure shows that the

total number of page views at the end of the 90-day period was 131,018. The graph is characterised by uneven activity with individual peak values, indicating wave-like audience engagement and coverage dependence on the publication of individual information materials. Additional analysis of the view structure, which was performed based on metrics (likes, reposts, view dynamics), showed that 8% of views lasted more than three seconds, and 3% led to active interaction (likes, comments, sharing). Additional analysis of views was performed by combining the platform's quantitative metrics: total number of views, likes, comments, and reposts. Views lasting more than three seconds were considered active views and allowed passive content consumption to be separated from real user attention. The percentage of active interactions (likes, comments, reposts) was defined as the share of all views that resulted in any user action and showed real audience engagement, not just the number of views. This indicates real audience engagement, not just passive content consumption. The engagement rate varied depending on the thematic focus of the publications. The highest interaction rates were observed in publications dedicated to cultural holidays and festivals, the participation of local groups in regional and national events, sports competitions, social initiatives and charity events, patriotic and memorial events. Over the last 28 days, the total number of interactions was 5,297. If considering a longer period of 90 days, the number of interactions reaches 12,040, showing only a slight decrease (-14%), which can be explained by the seasonal decline in user activity after summer events.



**Figure 1.** Dynamics of page views on Facebook

**Source:** compiled by the authors based on Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Facebook page (n.d.)

Although Facebook plays a major role in functioning as an information resource, Instagram is also important for promoting cultural and sporting events. Table 2 shows the absolute and percentage values of interactions (likes, comments, reposts) for different types of posts on Instagram over a 90-day period (18 August – 15 November).

**Table 2.** Audience interaction indicators for the Instagram page by content type over a 90-day period

Content type	Interactions (number)	Share (%)
Reels	4,214	35.0
Photos	3,106	25.8
Text posts	1,987	16.5

**Source:** compiled by the authors based on Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Instagram page (n.d.)

The content type structure shows that Reels videos received the highest number of interactions (35%), while photos received 25.8% and text posts only 16.5%. This confirms the preference for short videos as a tool for quickly engaging the audience. In addition, more than 50% of interactions were made by users who were not subscribers to the page, which indicates effective outreach to new groups of citizens outside the established community. To systematise the results of the analysis of the department's digital activity on Facebook, the main quantitative

performance indicators obtained using the Meta Business Suite analytical system were also summarised. Table 3 shows the key interaction indicators for two time periods – 28 and 90 days, which made it possible to track the dynamics of changes in reach, interactions and audience growth. As of 18 August 2025, the page had the following indicators: views – 35,900, interactions (likes, comments, reposts) – 3,460, number of subscribers – 1,832. These values were used as the starting point for calculating the growth of indicators for the next 28 and 90 days.

**Table 3.** Dynamics of the effectiveness of the department's Facebook page over the periods 19 October – 15 November (28 days) and 18 August – 15 November (90 days)

Indicator	For 28 days	Change	For 90 days	Change
Views (reach)	62,100	+73%	131,018	+12%
Interactions (engagements)	5,297	+53%	12,040	-14%
Audience (followers)	1,851	+1%	1,851	Stable
Reels videos (effectiveness)	↑ 29%	-	↑ 29%	-

**Source:** compiled by the authors based on Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Facebook page (n.d.)

Over the past 28 days, the number of views has increased to 62,100, which is +73% compared to the previous period (from 18 August to 14 September). The data obtained indicates a steady increase in the effectiveness of the department's digital communications. At the same time, it is important to note that it is not only the number of views and interactions that matters, but also the nature of the

content itself, which shapes audience engagement. In addition to the department's official page, its subdivisions also have active Facebook pages and groups, which also play a communicative role by covering local events, helping to inform community residents and promoting cultural life. Table 4 shows the use of digital communication channels by all subdivisions.

**Table 4.** Characteristics of the Facebook pages of the departments of culture, sports and tourism of the Kotelyva Settlement Council as means of digital communication with the population

No.	Subdivision	Page type	Number of followers	Activity (posts per week)	Main content areas	Notes
1	CSC "Skifiia"	Public page	≈1.5 thousand	2-3	Cultural events, concerts, posters, videos, reports	The only subdivision with an Instagram account; the highest level of activity
2	Profile "Kotelyva House of Children's and Youth Creativity"	Personal profile	≈700	1-2	Out-of-school education, activities for children	Updated irregularly
3	Group "Kotelyva Sports Community"	Group	≈1.2 thousand members	1	Sports news, results, photos from tournaments	Moderate activity
4	Group "Kotelyva Youth"	Group	≈900	<1	Youth initiatives, volunteering	Episodic updates
5	Kotelyva Public Library	Public page	≈800	2-3	Literary events, exhibitions, promotion of reading	Fairly stable activity
6	Profile "Department of Culture, Kotelyva"	Personal profile	≈1.1 thousand	<1	Official information on the department's activities	Last update: 2021
7	Group "Kotelyva Local History Museum"	Group	≈500	<1	Local history, historical publications	Low activity

**Source:** summarised by the authors based on "Skifiia" Leisure Palace Facebook page (n.d.), Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council. Facebook page (n.d.), Kotelyva Settlement Council official website (n.d.), "Skifiia" Cultural Services Centre YouTube channel (n.d.), Kotelyva Settlement Council Instagram page (n.d.)

As can be seen from the table, the most active units in the digital space are the "Skifiia" Cultural Services Centre and the Kotelyva Public Library, which regularly update their content. This unit used various publication formats,

including videos in both the usual format and the Reels format. The rest of the pages showed lower activity, and in some cases a complete lack of updates, which indicates the need to improve the digital communication strategy within

the community. In this context, intensifying digital interaction with citizens can ensure more effective public information, strengthen communication links and increase interest in cultural events in the community. In addition to traditional text messages and photos, the department is gradually introducing elements of multimedia formats – short videos, online broadcasts of individual events, and interactive presentations of the community's tourist attractions. Such formats increase resident engagement and contribute to the formation of a positive image of Kotelyva in the digital environment.

The study also found that the Kotelyva Department of Culture, Sports and Tourism actively uses digital channels to organise and communicate about cultural and sporting events. For example, the race "I honour the soldiers, I run for the Heroes of Ukraine" was covered on the department's official Facebook page, where participants could register using a Google form. This approach ensured effective feedback and allowed for prompt interaction with citizens, helping to attract more participants. In view of this, it can be argued that digital tools, in particular social networks and online registration, play a key role in strengthening interaction between municipal authorities and the population, increasing interest in public initiatives and cultural events.

However, despite the positive dynamics of digital communications development, the study identified a number of issues that hinder the improvement of this type of interaction. The first significant problem is the limited financial and human resources. In most cases, digital communications are handled by employees for whom this activity is not their main functional specialisation. The lack of a separate position for an SMM specialist or communications

manager leads to inconsistencies in content style, uneven publication frequency and limited use of analytical tools. The second problem is the uneven digital activity of departments. Some institutions demonstrate a high intensity of publications, while others are almost absent from the digital space. This reduces the overall informational visibility of the department's activities and creates an imbalance in the presentation of individual areas of work. The third problem remains the insufficient level of strategic planning for digital communications. Publications are mostly situational in nature and are not always united by a single communication concept. The lack of a clearly formulated digital strategy makes it impossible to forecast results in the long term and systematically evaluate effectiveness. The fourth problem is the limited use of analytical tools. Although basic statistics on views and engagement are tracked, a more in-depth analysis of audience segments, interaction time, and behavioural characteristics is practically not used. This complicates the development of personalised communications. The fifth problem is digital inequality among the population, especially among older people, which limits the reach of part of the target audience exclusively through digital channels and requires a combination of online and offline communication methods.

A study of global experience in public digital marketing has shown that even small communities can effectively implement digital communications provided they take a systematic approach and make optimal use of available resources. To clearly demonstrate how international experience can be adapted to Ukrainian conditions, Table 5 systematises the main mechanisms, tools and expected results of their practical implementation.

**Table 5.** Mechanisms for adapting global digital marketing experience for the Department of Culture, Sport and Tourism

Adaptation area	International practice	Tools and methods for the local community	Expected effect
Collection of proposals and evaluation of events	Poland – interactive maps of cultural events	Online forms, interactive maps, voting	Identification of community needs and priorities
Interactive participation	Estonia – digital platforms for collecting public proposals	Short surveys, open-ended questions, social media stories	Increased citizen engagement and trust
Feedback and analytics	Singapore – mobile applications with automated analysis of citizen requests	Systematic data collection, analytical tools	Optimisation of content and managerial decision-making
Sustainable communication	Lithuania, the Netherlands – regular online surveys	Regular publications, micro-interactions, cyclical information delivery	Shaping citizens' expectations regarding timely information
Transparency	European Union – open platforms for participatory budgeting decisions	Publication of plans, reports and budgets in a clear and accessible format	Reduction of information asymmetry and increased trust

**Source:** compiled by the authors based on OECD (2023)

The examples of practices in European countries and Singapore reflect modern approaches to public engagement, gathering proposals and ensuring transparency in governance. The proposed tools are focused on the use of digital platforms, social networks and analytical methods, which allows for increasing citizen participation, optimising management decisions and establishing sustainable communication between local authorities and the community.

For the Kotelyva community, the use of these mechanisms allows not only to inform citizens, but also to form active two-way interaction. An analysis of theoretical approaches and international practices of public digital marketing allows to identify a number of tools and mechanisms that can be adapted to the conditions of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council. Despite the existing barriers, global experience shows

that even communities with limited resources can ensure a high level of digital presence by implementing a structured systemic model, rationally organising key tasks and using available technologies.

For the practical implementation of these principles, it is advisable to apply a model of two-way interaction “state → citizen → feedback”, which promotes the combination of global practices with internal resources and provides for the transformation of government bodies from subjects of one-way information to communication-open systems. In international practice, this model is a key element in ensuring transparency, involving the public in decision-making processes and building trust in institutions. It ensures cyclical communication, in which each message from an institution is accompanied by a response from citizens, its analysis and subsequent adjustment of actions or the content of information.

In the practice of municipal authorities in the European Union and Asia, the model of two-way interaction is based on a number of principles: transparency (ensuring accessible and understandable presentation of political decisions, budgetary processes and procedures, which reduces the knowledge gap between citizens and authorities), inclusiveness (creating real opportunities for different social groups to participate in decision-making, express suggestions and comments), regularity (maintaining a stable and predictable flow of communication, which shapes the population's expectations of receiving information in a timely manner), analyticity (systematic accumulation and use of feedback to improve management practices and communication content).

The application of this model in the activities of the Department of Culture, Sports and Tourism allows overcoming a whole range of challenges identified by the preliminary analysis. First and foremost, this involves a transition from a predominantly informational format of communication to interactive forms of interaction, which may include the use of short surveys, open-ended questions, polls and other engagement mechanisms that help create a space for community members to express their expectations and needs. Such tools are in line with global practices of digital participation, which are actively used in cities in Poland, Lithuania and the Netherlands. For the Department of Culture, Sports and Tourism, the implementation of such measures will help to increase trust, as citizens will receive confirmation that their opinions are not only recorded but also used to improve activities.

An important aspect of adapting the model is the creation of an accessible feedback infrastructure, as international experience shows that the effectiveness of communication increases exponentially when simple, short and mobile-oriented participation mechanisms are in place. For local authorities, it is realistic to use short online forms, interactive elements on social networks, regular thematic surveys and micro-interactions in “stories” mode. This approach does not require significant financial or human resources, but allows the creation of a large amount of primary data on the interests of the community.

Given the community's human and technical limitations, it is advisable to implement a simplified cycle of digital interaction, which includes six stages: informing, gathering feedback, analysing, responding, adapting management measures, and re-informing. This cycle allows for systematic monitoring of the effectiveness of digital communications and their rapid adaptation to people's needs. According to data from the OECD (2020) and the European Commission (2021), it is used in the communication practices of local administrations in Poland and Lithuania as a basic mechanism for ensuring constant content updates in line with the information needs of the population, and in fact creates a system of operational monitoring, which is particularly important in an unstable social and security environment.

## Discussion

The results obtained in the course of the study on the functioning of public digital marketing in the activities of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council generally confirm the main theoretical positions of contemporary Ukrainian researchers in the field of digital communications and state information policy. In particular, the leading role of digital channels in ensuring timely information, shaping the image of the community and supporting interaction with the population, as established in the study, is consistent with the conclusions of I. Lomachynska *et al.* (2025), who considered digital transformation as a systemic factor in changing the models of interaction between the state and citizens.

The results of the analysis of the department's activities confirmed that social networks play a key role as the basic environment for public dialogue. This fully correlates with the research of N.A. Hrynchak & A.V. Syniakov (2023), who emphasised that digital communications in public administration are no longer just a tool for providing information but are transforming into a means of integration, coordination and reputation building for public institutions. As in the case of the Kotelyva community, Facebook has become the main channel of communication, while the official website performs a supporting regulatory function.

The fragmented use of analytical tools and the lack of a systematic digital strategy at the local level revealed in the study confirm the conclusions of A. Verbovatyi (2024), who emphasised that public digital marketing in Ukraine often develops unevenly and needs to be integrated with electronic services and software platforms. Within the community under study, such integration is limited and does not provide for full-fledged strategic management of digital communications. The results obtained regarding the role of electronic services in increasing the accessibility of information are generally consistent with the approaches of A. Gurzhii & O. Shevchenko (2025), who argued that the development of electronic public services directly affects the level of citizens' trust in public authorities. At the same time, the results of the current study show that in the field of culture, sports and tourism,

electronic services still play a supporting role, yielding to social networks in terms of influence.

The high engagement rates of visual content, in particular photos and videos, coincide with the conclusions of N. Bachynska & V. Kasian (2024), who emphasised that multimedia formats are most effective in generating interest and loyalty among audiences in public cultural institutions. In the Kotelyva community, this pattern is confirmed by statistics showing the highest interaction with short videos and photos. At the same time, the study found significant limitations related to the community's human and resource capacities. This is fully consistent with the conclusions of E. Pakhucha & Yu. Kolomiets (2024), who noted that at the local level, the level of digital transformation depends significantly on human resources and financial support. The uneven activity of individual departments of the Kotelyva Settlement Council in the digital space confirms this thesis. It should be noted that the results obtained complement the scientific work of the above-mentioned authors in terms of the practical implementation of public digital marketing in the field of culture, sports and tourism. While most studies focus on administrative services and general digital services, this study emphasises the socio-cultural dimension of digital communications, where image, integration and mobilisation functions prevail. Thus, the results of the study not only confirm the basic theoretical positions of other researchers, but also expand them in terms of applied analysis of the activities of a specific territorial community. The comparison showed that public digital marketing at the local level in modern conditions is in the stage of active formation and requires further strategic improvement.

The results obtained are also consistent with international research in the field of digital governance and public communications. In particular, the works of A. Bhargava *et al.* (2013) and R.M. Cortez & W.J. Johnston (2020) emphasised that the effectiveness of digital communications is determined not by individual tools, but by the systematic integration of digital channels into the overall management model of an organisation. A similar position was shared by J. Bughin *et al.* (2017), who emphasised the need for constant content updates and adaptation of digital strategies to changes in audience behaviour. In the context of public administration, the conclusions of the OECD (2020) and the European Commission (2021) are also important, according to which the cyclical model of "information – feedback – analysis – institutional response" is the basic approach to ensuring sustainable digital dialogue with citizens at the local level. This confirms the feasibility of applying a similar simplified cycle of digital interaction in the context of territorial communities with limited resources, particularly in the fields of culture, sports, and tourism.

The issue of analytical support for public digital communications and the transition to data-driven management models (Alam *et al.*, 2022) deserves special attention in contemporary research. Thus, contemporary works on digital governance emphasise that the effectiveness of communication by public authorities increasingly

depends on the ability of institutions to analyse user behaviour data, engagement indicators and feedback in real time. In the context of crisis and unstable environments, particularly in conditions of martial law, digital communications are seen as a key tool for ensuring social stability and trust in public institutions. Recent European studies emphasise that it is the local level of government that plays a decisive role in maintaining regular communication with citizens, responding promptly to requests and countering disinformation (OECD, 2023).

Further comparison of the results obtained with contemporary international studies allows for a broader interpretation of the patterns identified. In particular, scientific works devoted to digital communications of local self-government bodies have proven that social networks at the local level serve as a basic platform for public dialogue, combining information, mobilisation of public activity and feedback (Wukich, 2022; Górska *et al.*, 2022). This is consistent with the results of an analysis of the activities of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council, where social networks have become a key channel of communication with the community. At the same time, recent research in the field of citizen engagement emphasises that the level of user interaction with digital content (reactions, comments, participation in online surveys) can be considered an important indicator of the effectiveness of public digital communications (Shin *et al.*, 2024; Guillaumie *et al.*, 2024). In this context, the results obtained for the Kotelyva community confirm the general trend of increasing importance of interactive formats and visual content compared to traditional information messages.

A separate area of current scientific discussion is related to the transition of authorities to data-driven models of digital communications management. Researchers emphasise that the effectiveness of public digital interaction increasingly depends on the systematic analysis of user behaviour data and the integration of analytical tools into the overall management model of the organisation (Mergel *et al.*, 2021; Mabillard *et al.*, 2024). The fragmented use of analytics at the community level identified in the study indicates that there is potential for further improvement of the digital communication strategy. Scientific literature also emphasises the role of digital communications in crisis and unstable conditions. Studies show that the regular digital presence of authorities and prompt responses to information requests help to increase public trust and reduce information uncertainty in times of social upheaval (Contri *et al.*, 2023; Han & Baird, 2024). This is particularly relevant for Ukrainian local communities operating under martial law. The analytical studies by M.M. Skoric *et al.* (2016) and S.-F. Tsao *et al.* (2021) showed that the impact of digital communications on the level of citizen engagement and the effectiveness of public administration manifests itself regardless of the national context and the scale of the authority, which emphasises the systemic nature of the identified patterns. In summary, it can be noted that the results of the study of the activities of the Department of Culture, Sports and Tourism

of the Kotelyva Settlement Council confirm the universal nature of the trends recorded in international scientific works.

### Conclusions

The study provided a comprehensive description of the features of public digital marketing implementation in the state information policy system, using the example of the Department of Culture, Sports and Tourism of the Kotelyva Settlement Council. It was established that the department has formed a basic digital communications infrastructure, which includes the official website of the settlement council, pages on Facebook, Instagram and YouTube, as well as online registration and survey tools. At the same time, the official Facebook page is actually the leading channel for interaction with citizens, providing the widest reach and audience engagement.

A quantitative analysis of digital activity confirmed the existence of a stable core audience (1,851 subscribers) and positive dynamics in content reach (62,100 views in 28 days and 131,018 in 90 days) with an increase in interaction indicators, primarily due to the use of visual and video content, in particular the Reels format. The highest engagement rates were recorded for publications related to cultural and artistic events, sporting events, social and patriotic initiatives. This indicates that public digital marketing in the community under study primarily performs image-building, mobilisation and integration functions.

At the same time, a number of problems were identified that hinder the improvement of digital communications: the lack of specialised communication positions, uneven activity of individual departments, fragmented use of

analytical tools, weak strategic planning of digital communications, and the persistence of digital inequality among part of the population. The potential of the official website and e-participation tools is underutilised, while the integration of digital channels with each other and with e-services is mostly ad hoc. It is reasonable to assume that improving the effectiveness of the department's public digital marketing requires the following steps: developing a comprehensive digital strategy for the community; strengthening human resources (appointing persons responsible for communications); systematic use of analytics for management decisions; expansion of interactive formats for citizen engagement (online surveys, voting, short feedback forms); combination of online and offline channels, taking into account the age and social characteristics of the audience. Prospects for further research include in-depth quantitative analysis of the behaviour of digital channel users, surveys of residents on the quality of public communications, comparison of digital marketing models of different territorial communities, and study of the possibilities for integrating local digital practices with nationwide e-government and e-democracy platforms.

### Acknowledgements

None.

### Funding

None.

### Conflict of Interest

None.

### References

- [1] Alam, A., Meenar, M., Barraza, F., Khalil, M.B., & Knopp, K. (2022). Citizen engagement on local government Facebook pages: Experience from Aotearoa New Zealand. *Cities*, 123, article number 103584. doi: 10.1016/j.cities.2022.103584.
- [2] Bachynska, N., & Kasian, V. (2024). Marketing communications in conditions of digital transformation of Ukrainian public libraries. *Ukrainian Journal on Library and Information Science*, 14, 10-19. doi: 10.31866/2616-7654.14.2024.318283.
- [3] Bharadwaj, A., El Sawy, O.A., Pavlou, P.A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly*, 37(2), 471-482. doi: 10.25300/MISQ/2013/37:2.3.
- [4] Bughin, J., LaBerge, L., & Mellbye, A. (2017). *The case for digital reinvention*. Retrieved from <https://www.mckinsey.com>.
- [5] Contri, M., Fissi, S., & Gori, E. (2023). Can Facebook really be a tool for supporting citizen engagement during emergencies? *Journal of Public Affairs*, 23(3), article number e2857. doi: 10.1002/pa.2857.
- [6] Cortez, R.M., & Johnston, W.J. (2020). [The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory](#). *Industrial Marketing Management*, 88, 125-135.
- [7] Department of Culture, Tourism, Youth and Sports of the Kotelyva Settlement Council Facebook page. (n.d.). Retrieved from <https://www.facebook.com>.
- [8] European Commission. (2021). *eGovernment benchmark 2021*. Retrieved from <https://digital-strategy.ec.europa.eu>.
- [9] Górska, A., Dobija, D., Grossi, G., & Staniszevska, Z. (2022). Getting through COVID-19 together: Understanding local governments' social media communication. *Cities*, 121, article number 103453. doi: 10.1016/j.cities.2021.103453.
- [10] Guillaumie, L., Vezina-Im, L.-A., Bourque, L., Boiral, O., Talbot, D., & Harb, E. (2024). Practices for municipalities to promote online citizen participation and engagement on Facebook: A narrative review of the literature. *Social Sciences*, 13(3), article number 127. doi: 10.3390/socsci13030127.
- [11] Gurzhii, A., & Shevchenko, O. (2025). The development of electronic public services in Ukraine. *Foreign Trade: Economics, Finance, Law*, 140(3), 54-66. doi: 10.31617/3.2025(140)05.
- [12] Han, X., & Baird, C. (2024). Government crisis messaging on social media, citizen engagement. *Public Management Review*, 26(3), 613-634. doi: 10.1080/14719037.2022.2103843.

- [13] Hrynychak, N.A., & Syniakov, A.V. (2023). Digital communications in public administration: Essence, role and requirements for formation. *Statistics of Ukraine*, 102(3-4), 112-119. doi: [10.31767/10.31767/su.3-4\(102-103\)2023.03-04.09](https://doi.org/10.31767/10.31767/su.3-4(102-103)2023.03-04.09).
- [14] Kotelyva Central Library Facebook page. (n.d.). Retrieved from <https://www.facebook.com>.
- [15] Kotelyva Settlement Council Instagram page. (n.d.). Retrieved from <https://www.instagram.com>.
- [16] Kotelyva Settlement Council official website. (n.d.). Retrieved from <https://kotelevska-gromada.gov.ua>.
- [17] Kotelyva Settlement House of Culture "Artistic Creativity" Facebook page. (n.d.). Retrieved from <https://www.facebook.com>.
- [18] Lomachynska, I., Voitsekhovska, A., & Sarkisian, M. (2025). Dynamics of digital transformation in Ukraine: Main trends and impact on the national economy. *The Actual Problems of Regional Economy Development*, 2(21), 267-280. doi: [10.15330/apred.2.21.267-280](https://doi.org/10.15330/apred.2.21.267-280).
- [19] Mabilard, V., Zumofen, R., & Pasquier, M. (2024). Local governments' communication on social media platforms: Refining and assessing patterns of adoption in Belgium. *International Review of Administrative Sciences*, 90(1), 73-90. doi: [10.3917/risa.901.0073](https://doi.org/10.3917/risa.901.0073).
- [20] Mergel, I., Ganapati, S., & Whitford, A.B. (2021). Agile: A new way of governing. *Public Administration Review*, 81(1), 161-165. doi: [10.1111/puar.13202](https://doi.org/10.1111/puar.13202).
- [21] OECD. (2020). *Innovative citizen participation and new democratic institutions: Catching the deliberative wave*. Retrieved from <https://www.oecd.org>.
- [22] OECD. (2023). *Government at a glance*. Retrieved from <https://www.oecd-ilibrary.org>.
- [23] Pakhucha, E., & Kolomiets, Yu. (2024). Digital marketing as a tool for building consumer loyalty in the organic products market. *Journal of Innovations and Sustainability*, 8(3), article number 07. doi: [10.51599/is.2024.08.03.07](https://doi.org/10.51599/is.2024.08.03.07).
- [24] Shin, B., Floch, J., Rask, M., Bæck, P., Edgar, C., Berditchevskaia, A., Mesure, P., & Branlat, M. (2024). A systematic analysis of digital tools for citizen participation. *Government Information Quarterly*, 41(3), article number 101954. doi: [10.1016/j.giq.2024.101954](https://doi.org/10.1016/j.giq.2024.101954).
- [25] "Skifia" Cultural Services Centre YouTube channel. (n.d.). Retrieved from <https://www.youtube.com>.
- [26] "Skifia" Leisure Palace Facebook page. (n.d.). Retrieved from <https://www.facebook.com>.
- [27] Skoric, M.M., Zhu, Q., Goh, D., & Pang, N. (2016). Social media and citizen engagement: A meta-analytic review. *New Media & Society*, 18(9), 1817-1839. doi: [10.1177/1461444815616221](https://doi.org/10.1177/1461444815616221).
- [28] Tsao, S.-F., Chen, H., Tisseverasinghe, T., Yang, Y., Li, L., & Butt, Z.A. (2021). What social media told us in the time of COVID-19: A scoping review. *The Lancet Digital Health*, 3(3), 175-194. doi: [10.1016/S2589-7500\(20\)30315-0](https://doi.org/10.1016/S2589-7500(20)30315-0).
- [29] Verbovatyi, A. (2024). The current state of digital marketing in public administration. *Economic Space*, 193, 3-7. doi: [10.30838/EP.193.3-7](https://doi.org/10.30838/EP.193.3-7).
- [30] Wukich, C. (2022). Social media engagement forms in government: A structure-content framework. *Government Information Quarterly*, 39(2), article number 101684. doi: [10.1016/j.giq.2022.101684](https://doi.org/10.1016/j.giq.2022.101684).

## Публічний digital-маркетинг у державній інформаційній політиці

**Дмитро Бабич**

Доктор економічних наук

Харківський національний університет імені В.Н. Каразіна

61022, майдан Свободи, 4, м. Харків, Україна

<https://orcid.org/0000-0003-0562-3242>

**Діана Мосієнко**

Студент

Харківський національний університет імені В.Н. Каразіна

61022, майдан Свободи, 4, м. Харків, Україна

<https://orcid.org/0009-0005-7829-8905>

---

**Анотація.** Актуальність дослідження зумовлена тим, що в умовах цифрової трансформації державного управління публічний digital-маркетинг поступово перетворюється з допоміжного інструмента на базову інфраструктуру реалізації державної інформаційної політики, від якої залежать оперативність інформування громадян, рівень громадської довіри, ефективність зворотного зв'язку та прозорість управлінських процесів. Метою дослідження було узагальнення теоретичних положень щодо публічного digital-маркетингу та аналіз практики його застосування у системі державної інформаційної політики на місцевому рівні. Методичну основу дослідження становили аналіз і систематизація наукових джерел, контент-аналіз офіційних цифрових ресурсів та соціальних мереж відділу культури, спорту та туризму Котелевської селищної ради та оцінювання їхньої ефективності. У результаті дослідження встановлено, що відділ культури, спорту та туризму Котелевської селищної ради має сформовану систему основних цифрових каналів комунікації, зокрема офіційний веб-сайт, сторінки у соціальних мережах Facebook та Instagram, а також відеоплатформу YouTube. Водночас практичне використання цих інструментів характеризується нерівномірністю активності, обмеженим застосуванням аналітичних даних для оцінювання результативності комунікацій, недостатнім рівнем інтерактивності та слабкою інтеграцією між окремими цифровими каналами. Обґрунтовано напрями вдосконалення публічного digital-маркетингу в системі державної інформаційної політики громади, які передбачають підвищення регулярності та стратегічної узгодженості контенту, розвиток інтерактивних форм залучення громадян, впровадження елементів аналітики для вимірювання ефективності комунікацій, а також активніше використання digital-інструментів для просування культурних, спортивних та туристичних ініціатив громади. Практична цінність роботи полягає в тому, що запропоновані підходи можуть бути використані органами місцевого самоврядування для удосконалення публічних digital-комунікацій, підвищення ефективності державної інформаційної політики, зміцнення взаємодії з громадянами та формування позитивного іміджу територіальних громад

**Ключові слова:** публічні комунікації; цифрові маркетингові інструменти; комунікаційна стратегія органів влади; місцеве самоврядування; соціальні мережі; цифрові комунікації

---