

V. O. SHYNKARENKO

Postgraduate Student at the Department of Administrative  
and Financial Management  
Lviv Polytechnic National University  
ORCID: 0009-0006-2371-5449

## BIBLIOMETRIC ANALYSIS OF SCIENTIFIC PUBLICATIONS IN THE FIELD OF MARKETING COMMUNICATIONS OF PUBLIC AUTHORITIES

*This article presents a bibliometric analysis of scientific publications indexed in the Scopus database in the field of marketing communications of public authorities. The study examines publications on this topic published between 2000 and 2025. Based on the results of the search query in the Scopus database, 775 documents published in 72 journals were identified, forming the empirical basis for the bibliometric analysis. To ensure a representative sample, two groups of key terms reflecting the communication-marketing and institutional dimensions of the study were identified. The first group (marketing communications, public marketing, government communication, public communication) made it possible to identify publications related to communication tools and strategies used by public authorities to interact with target audiences. The second group (public authorities, public administration, local government) enabled the selection of sources related to the activities of public institutions at different levels of governance. The study reveals the dynamics of publication activity, key research areas, and current scientific trends in the field of marketing communications of public authorities. It also identifies the five most productive journals by number of publications. Furthermore, the analysis made it possible to distinguish five thematic clusters, each representing a separate area of scientific research in this field. An analysis of communication campaigns conducted by public authorities under conditions of military aggression revealed a number of systemic problems that reduce the effectiveness of marketing communications and complicate interaction between authorities and the public. The research findings confirm the need to improve the marketing communications of public authorities. Considering the challenges faced by public institutions in the field of marketing communications during military aggression, it is proposed to develop and implement a comprehensive strategy aimed at increasing communication effectiveness and information readiness.*

**Key words:** bibliometric analysis, marketing communications, public authorities, Scopus, public administration, scientific publications, communication strategies.

В. О. ШИНКАРЕНКО

аспірант кафедри адміністративного та фінансового менеджменту  
Національний університет «Львівська політехніка»  
ORCID: 0009-0006-2371-5449

## БІБЛІОМЕТРИЧНИЙ АНАЛІЗ НАУКОВИХ ПУБЛІКАЦІЙ У СФЕРІ МАРКЕТИНГОВИХ КОМУНІКАЦІЙ ОРГАНІВ ПУБЛІЧНОЇ ВЛАДИ

*У статті здійснено бібліометричний аналіз наукових публікацій у базі даних Scopus у сфері маркетингових комунікацій органів публічної влади. У межах дослідження проаналізовано наукові публікації з теми маркетингових комунікацій органів публічної влади за період 2000-2025 рр. За результатами пошукового запиту в базі Scopus було виявлено 775 документів, опублікованих у 72 журналах, що склали емпіричну основу бібліометричного аналізу. Для формування репрезентативної вибірки було виокремлено дві групи ключових термінів, що відображають комунікаційно-маркетинговий та інституційний виміри дослідження. Перша група (marketing communications, public marketing, government communication, public communication) дозволила ідентифікувати публікації щодо інструментів і стратегій комунікацій органів влади з цільовими аудиторіями. Друга група (public authorities, public administration, local government) забезпечила відбір джерел, пов'язаних із діяльністю органів публічної влади на різних рівнях управління. У результаті аналізу визначено динаміку публікаційної активності, ключові напрями досліджень та сучасні наукові тренди у сфері маркетингових комунікацій органів публічної влади. За результатами аналізу визначені п'ять найпродуктивніших журналів за кількістю публікацій. У межах бібліометричного аналізу виокремлено п'ять тематичних кластерів, кожен із яких відображає окремих напрям наукових досліджень у сфері маркетингових комунікацій органів публічної влади. Аналіз комунікаційних кампаній органів публічної влади в умовах військової агресії дозволив виокремити низку ключових системних проблем, що знижують ефективність маркетингових комунікацій і ускладнюють взаємодію влади з громадськістю. Результати досліджень підтвердили необхідність вдосконалення маркетингових комунікацій органів публічної*



влади. З огляду на виклики, з якими стикаються органи публічної влади у сфері маркетингових комунікацій під час військової агресії, запропоновано розробити та впровадити комплексну стратегію підвищення ефективності комунікацій та інформаційної готовності.

**Ключові слова:** бібліометричний аналіз, маркетингові комунікації, органи публічної влади, Scopus, публічне управління, наукові публікації, комунікаційні стратегії.

### Problem Statement

In the context of the ongoing transformation of public governance and the development of the information society, the marketing communications of public authorities are gaining increasing importance. Effective interaction between public institutions and the public is a key factor in ensuring transparency, strengthening citizens' trust, shaping a positive image of government, and facilitating the implementation of public policy. The application of marketing approaches in the activities of public authorities enables a more accurate identification of target audience needs, improves the effectiveness of information campaigns, and optimizes communication strategies.

The growing scientific interest in marketing communications in the public sector has led to a substantial increase in academic publications addressing the theoretical, methodological, and applied aspects of this topic. At the same time, the systematization and generalization of existing scientific contributions in this field require the use of modern analytical tools, among which bibliometric analysis occupies a significant place. The application of bibliometric methods makes it possible to assess the dynamics of scientific research development, identify key trends, leading authors, research institutions, geographical distribution of studies, as well as the most influential scientific works and promising directions for further research.

Bibliometric analysis serves as an effective tool for scientific evaluation based on the quantitative assessment of publication activity and citation patterns of academic works. Its application enables the formation of an objective understanding of the current state and structure of research in the field of marketing communications of public authorities, as well as the level of integration of this topic into the global scientific landscape.

The relevance of this study is determined by the need for a systematic analysis of scientific publications devoted to marketing communications in the activities of public authorities in order to identify major research trends, existing gaps, and scientifically grounded directions for further development in this field. This, in turn, will contribute to improving the effectiveness of communication activities of public authorities and enhancing mechanisms of interaction with the public.

### Analysis of Recent Research and Publications

A preliminary literature review indicates that the concept of marketing in the public sector is interpreted more broadly than traditional promotional activities and is associated with territorial image management, the formation of competitive advantages, the attraction of resources, and the support of socio-economic development [1-4]. At the same time, communication is considered in academic research as a key mechanism of interaction between public authorities, citizens, and external stakeholders, determining the level of trust, transparency, and effectiveness of governance decisions.

In the analyzed sources, the concept of public administration performs a system-forming function, integrating institutional, managerial, marketing, and communication aspects of public authority activities [5, p. 17; 6; 7, p. 167]. In addition, public authorities are increasingly viewed as active actors within a competitive environment that apply marketing and communication tools to position territories, enhance their attractiveness, and ensure sustainable development.

The contemporary challenges faced by Ukraine are shaping new requirements for the system of marketing communications of public authorities, particularly under conditions of military aggression. In such circumstances, the communication activities of public institutions acquire strategic importance, as they directly influence the level of public awareness, societal resilience, and trust in government. Recent academic studies emphasize the need for comprehensive and coordinated strategies for interaction between public authorities and the public, aimed at effective management of information flows under conditions of increased risk and uncertainty.

In particular, the study by Dziurakh Yu. and Shynkarenko V. [8, p. 47] highlights the key role of marketing communications in ensuring effective interaction between public authorities and the population during the period of martial law. The authors focus on critically important tasks such as the timely dissemination of objective and reliable information, counteracting disinformation, and maintaining as well as strengthening public trust in state institutions. Taken together, this defines marketing communications as one of the key instruments of public governance capable of enhancing the effectiveness of managerial decisions and contributing to social consolidation under military challenges.

An analysis of social communication practices of local self-government bodies indicates the active implementation of marketing communication tools in the activities of public authorities under conditions of full-scale military aggression. In particular, studies conducted by domestic scholars confirm the growing role of official websites and social media pages of public authorities as primary channels for informing citizens, ensuring transparency of governance decisions, and maintaining public trust during the period of martial law [8, p. 51; 9; 10, p. 32; 11, p. 125]. The use of such digital channels corresponds to current trends in the digitalization of public administration and is considered a necessary condition for effective communication between public authorities and the public.

Academic studies also emphasize the strategic dimension of marketing communications of public authorities within the information space during wartime. Researchers highlight the need to develop integrated communication strategies aimed at social consolidation, strengthening national identity, and countering information threats [8; 12]. In this context, marketing communications extend beyond a purely informative function and become an instrument of strategic management of the image and reputation of public authorities. This approach is consistent with scholarly perspectives on shaping a positive public image of government through mass communication, as presented in academic research [11, p. 126; 12].

At the same time, the existing body of scientific publications is characterized by fragmented approaches and varying degrees of emphasis on specific categories, which complicates a comprehensive understanding of the evolution of these concepts and their interrelationships. In this regard, there is a need to assess the current state of scientific research on marketing communications of public authorities using bibliometric analysis methods. Such methods make it possible to systematize scientific contributions, identify key thematic areas, trace the dynamics of research development, and distinguish leading scientific clusters. The analytical study is based on a bibliometric approach that combines methods of publication activity analysis and network analysis using data obtained from the Scopus database.

The purpose of this article is to conduct a bibliometric analysis of scientific publications indexed in the Scopus database in the field of marketing communications of public authorities in order to identify the main research trends, determine key scientific areas, authors, and publication sources, as well as outline prospects for further research in this field.

### Main Results

In order to achieve the objective of the study, a systematic search of scientific publications addressing marketing communications in the activities of public authorities was conducted. The search methodology was developed based on approaches proposed in previous bibliometric studies [13; 14] and adapted to the specific features of marketing communications of public authorities. The selection of keywords was carried out on the basis of the conceptual framework of public marketing, public administration, and communication strategies applied by public authorities.

To construct the search query, two logical groups of keywords corresponding to the content and objectives of the study were identified. The first group reflects the communication-marketing dimension of the research and includes the terms *marketing communications*, *public marketing*, *government communication*, and *public communication*, ensuring the selection of sources analyzing communication tools, strategies, and practices of interaction between public authorities and the public as well as other target audiences. The second group of terms is aimed at identifying the institutional context of public governance and includes the concepts *public authorities*, *public administration*, and *local government*, allowing for the inclusion of scientific publications related to the activities of public authorities at both national and local levels. The combination of these groups of terms within a single search query made it possible to form a relevant and representative sample of scientific publications for further analysis.

The Scopus database was selected for the analysis due to its representativeness and academic credibility, as it encompasses a substantial body of peer-reviewed scientific publications in the fields of social sciences, business, economics, and related interdisciplinary areas. This ensures the objectivity, reliability, and comprehensiveness of the analysis of scientific sources devoted to marketing communications in the activities of public authorities.

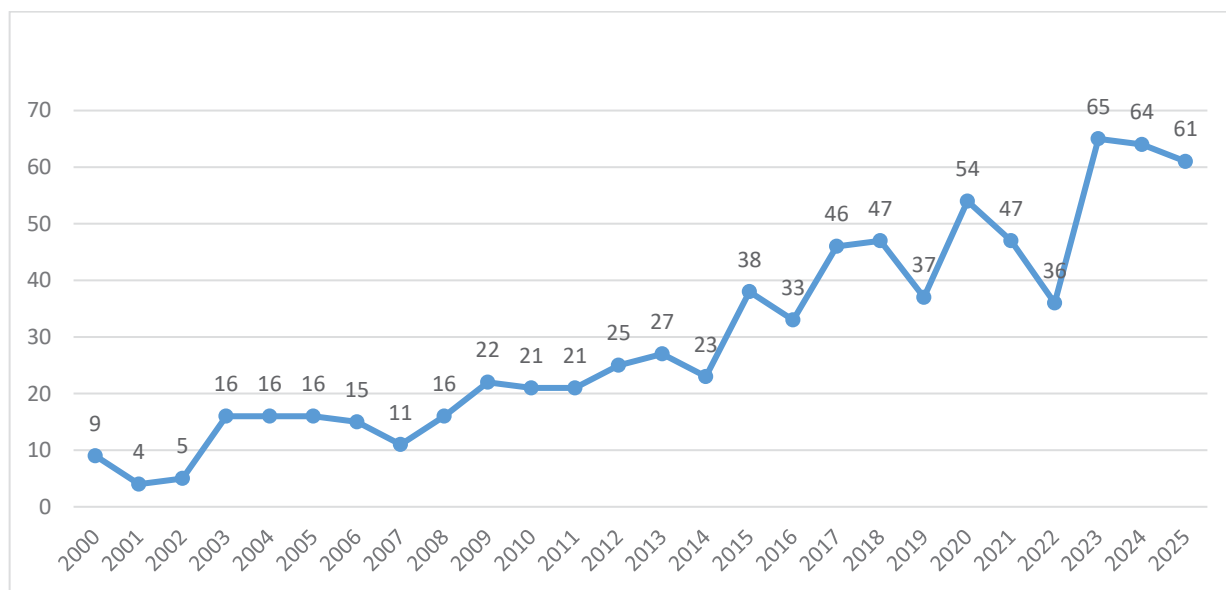
In order to identify relevant publications within this database, a generalized search query, "*marketing communications* AND "*public authorities*", was developed. This query made it possible to focus on studies in which the categories of marketing communications and the functioning of public authorities are simultaneously represented in titles, abstracts, or keywords. Such an approach allows for the identification of works that concurrently address marketing, communication, and public authority activities, while excluding secondary or isolated studies.

Within the scope of the study, scientific publications on the topic of marketing communications of public authorities published between 2000 and 2025 were analyzed. Based on the results of the search query in the Scopus database, 775 documents were identified, forming the empirical basis of the bibliometric analysis. The dynamics of scientific publications based on the terms *marketing communications* and *public authorities* for the period 2000-2025 are presented in Figure 1.

The publication dynamics demonstrate a gradual increase in the number of studies, with a noticeable intensification after 2015 and peak values observed between 2022 and 2025, confirming the relevance of the topic in contemporary scientific discourse. The growth in the number of publications reflects the increasing attention of researchers to issues related to strategic communications, image positioning, and the development of territorial competitiveness through public marketing tools.

An analysis of the document types revealed that the majority are scientific articles (63.6%), highlighting the empirical and applied orientation of research in this field. At the same time, a significant proportion consists of book chapters (10.5%), review publications (9.4%), and monographs (8.3%), indicating the development of theoretical and methodological approaches to the study of marketing communications of public authorities. The document structure, characterized by the predominance of scientific articles and a substantial share of review works and monographs, reflects the gradual deepening of theoretical, methodological, and applied aspects of communication strategy research within the activities of public authorities. At the same time, the fragmented nature of existing approaches and the interdisciplinary character of

the topic point to the need for further systematization of knowledge, expansion of analytical models, and the development of integrated conceptual frameworks that combine managerial, social, marketing, and communication components.



**Figure 1. Number of scientific publications based on the search query for the terms “marketing communications” and “public authorities” for the period 2000-2025**

Source: compiled by the author based on data from the Scopus database.

Within the scope of the study, 775 scientific documents published in 72 journals were analyzed, reflecting the growing interest of the academic community in marketing communications within the activities of public authorities. In particular, 50 journals (approximately 69%) contained one article each, 12 journals (approximately 17%) included between two and three articles, and 10 journals (approximately 14%) featured more than four publications. Based on the analysis, five most productive journals by number of publications were identified (Table 1). In total, these journals published 40 documents, accounting for approximately 5% of the total number of analyzed publications.

Table 1

**Assessment of the Most Productive Journals in the Field of Marketing Communications of Public Authorities**

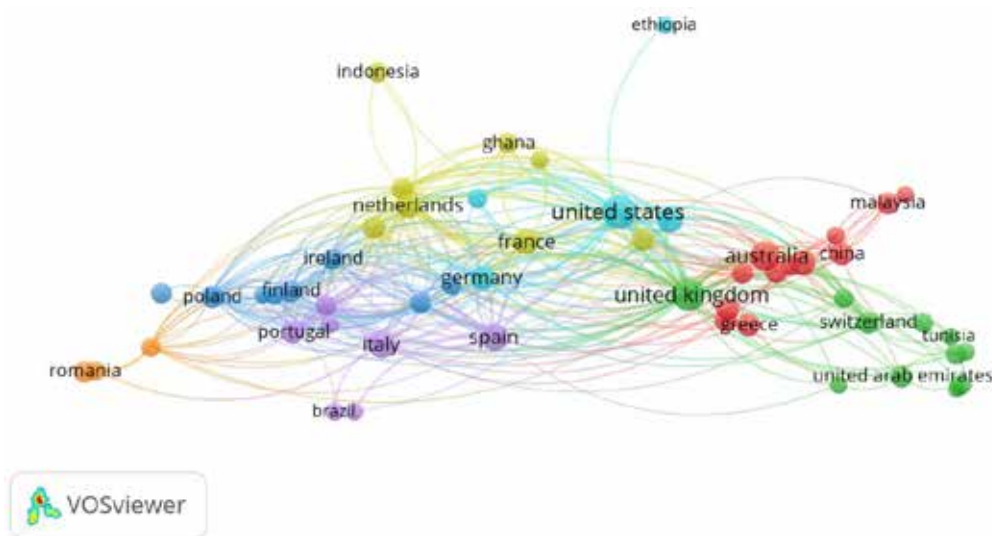
Journal	Publisher	Number of Publications	Impact Factor(2023-2024)	h-index	Quartile	Subject Area, Categories, Scientific Profile
Sustainability	MDPI	10	4,39	136	Q1	Environmental Sciences; Management; Policy and Law
BMC Public Health	SpringerNature	9	4,2	125	Q2	Healthcare; Public Health; Social Sciences
PLOS ONE	Public Library of Science	8	3,8	467	Q1	Multidisciplinary Sciences; Social Sciences; Public Administration
Therapeutic Innovation & Regulatory Science	SAGE	7	3,65	54	Q2	Regulatory Sciences; Pharmacology; Policy
Drug Safety	SpringerNature	6	3,65	146	Q1	Pharmacology; Public Health; Risk Management

Source: compiled by the author based on data from the Scopus database.

An analysis of the subject categories of the top five journals revealed that they cover environmental sciences, management, policy and law, healthcare, pharmacology, and social sciences. Most of these journals are characterized by a high h-index and are ranked within the Q1-Q2 quartiles, indicating their significant impact and scientific relevance within their respective fields. The obtained results highlight not only the relevance but also the necessity of continuing comprehensive research in the field of marketing communications of public authorities, particularly with regard to assessing the effectiveness of communication strategies, their adaptation to the digital environment, the study of behavioral aspects of interaction with the public, and the development of sustainable territorial development models based on innovative approaches to public marketing.

Further analysis of publications in the field of marketing communications of public authorities by country showed that the greatest contributions to the research topic were made by the United States (175 publications, 22.6%), the United Kingdom (117 publications, 15.1%), and Australia (59 publications, 7.6%). Significant research activity was also demonstrated by Italy and Spain (37 publications, 4.8%), Canada and other countries (33 publications, 4.3%), India (32 publications, 4.1%), France (27 publications, 3.5%), and the Netherlands (25 publications, 3.2%). The remaining countries, including Germany, China, Greece, South Africa, and Sweden, accounted for between 17 and 24 publications (2.2-3.1%). These data indicate a concentration of scientific interest in the marketing communications of public authorities and communities in North America and Europe, with a gradual increase in participation from Asia and Australia.

An analysis of the international collaboration network in the field of marketing communications research of public authorities (Figure 2) showed that the closest scientific links are observed among countries with high publication output, particularly the United States, the United Kingdom, and Australia, which serve as centers of global research collaboration.



**Figure 2. International scientific collaboration network in publications on marketing communications of public authorities for the period 2000-2025**

*Source: compiled by the author based on data from the Scopus database*

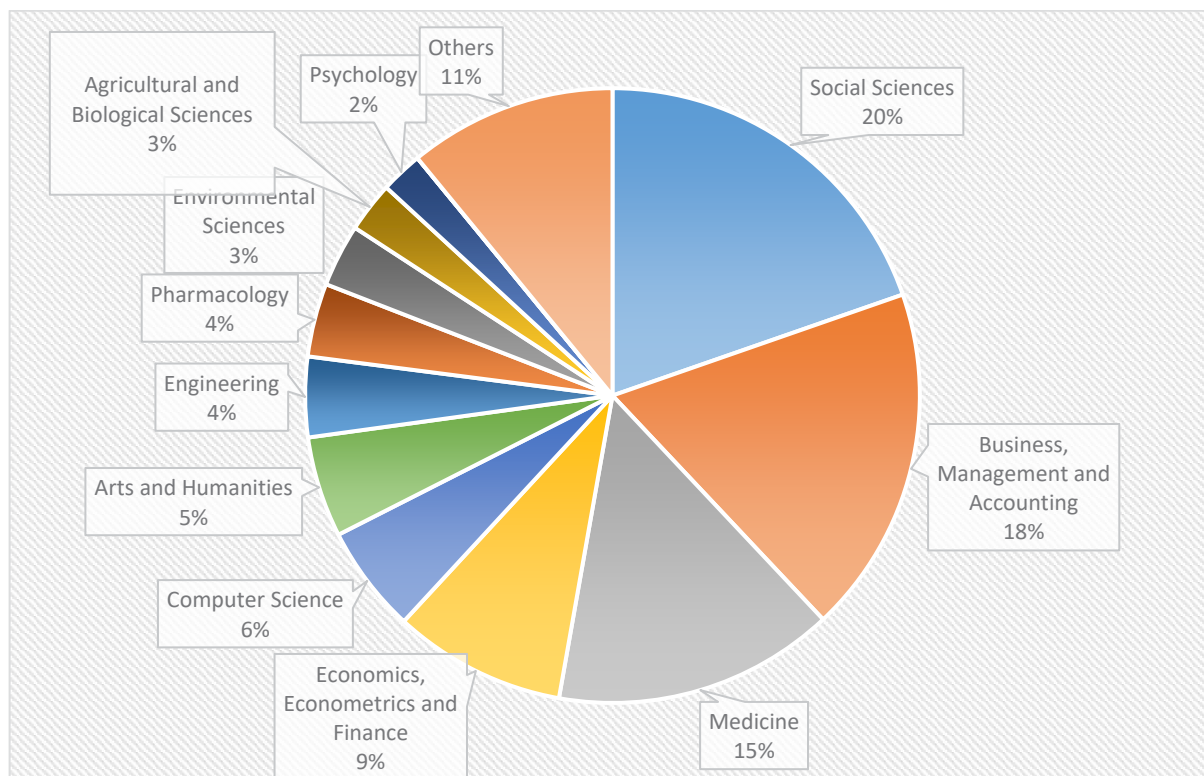
European countries such as Italy, Spain, France, and the Netherlands are actively integrated into the network, maintaining numerous international research linkages. Other countries with a moderate number of publications form secondary connections, contributing to the expansion of international scientific integration in the field of marketing communications of public authorities. Thus, the results of the analysis indicate a significant concentration of research in North America and Europe, while the participation of other regions remains limited. This highlights the need to intensify scientific research in countries with lower publication activity and to expand international collaboration in order to ensure a more balanced and comprehensive study of marketing communications of public authorities.

An analysis of publications in the field of marketing communications of public authorities for the period 2000-2025 (Figure 3) made it possible to identify the main thematic categories.

The largest share is accounted for by Social Sciences (19.7%), followed by Business, Management and Accounting (18.3%) and Medicine (14.8%). Other significant categories include Economics, Econometrics and Finance (9.1%), Computer Science (5.6%), Arts and Humanities (5.3%), Engineering (4.2%), Pharmacology, Toxicology and Pharmaceutics (3.9%), Environmental Sciences (3.3%), Agricultural and Biological Sciences (2.6%), and Psychology (2.2%). Other categories account for 10.9% of the total number of publications.

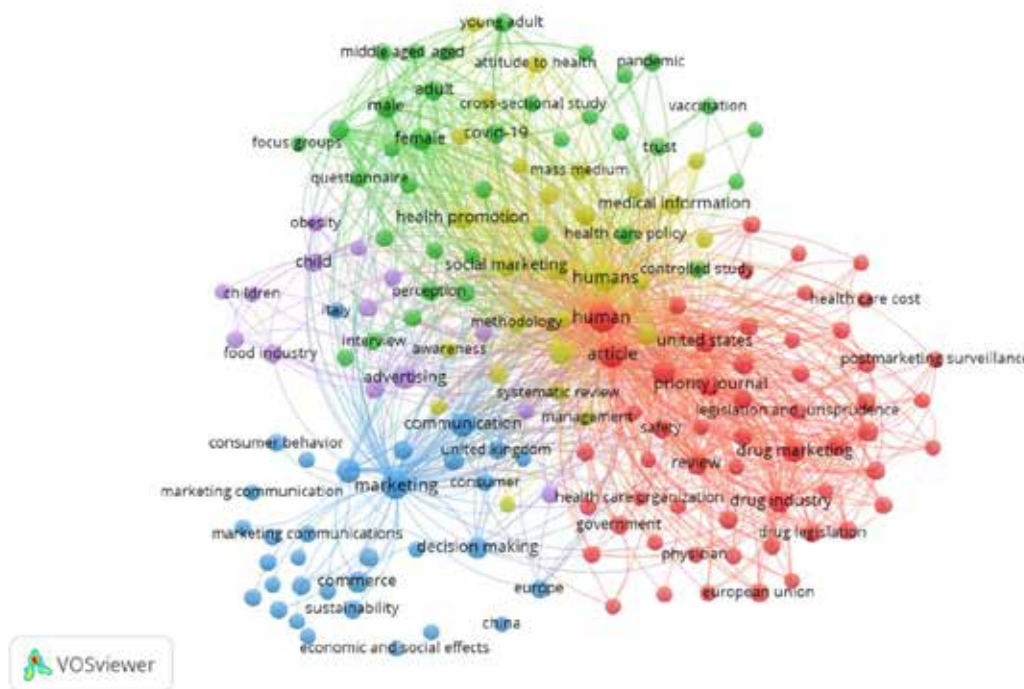
The obtained data indicate the interdisciplinary nature of research in the field of marketing communications of public authorities and the diversity of approaches to the study of this topic.

For the analytical assessment of the main terms and key research directions in scientific publications devoted to marketing communications of public authorities, VOSviewer was applied as an effective tool that not only visualizes the relationships between key terms and authors but also enables the identification of priority research areas based on keyword analysis. This approach makes it possible to systematize existing knowledge and outline prospects for further development of scientific research in the field of marketing communications in the public sector (Figure 4).



**Figure 3. Share of publications by subject areas in the field of marketing communications of public authorities for the period 2000-2025**

Source: compiled by the author based on data from the Scopus database



**Figure 4. Visualization of keywords in the field of marketing communications of public authorities for the period 2000-2025**

Source: compiled by the author based on data from the Scopus database

Within the network structure, several thematic clusters were identified, each representing a distinct research direction in the field of marketing communications of public authorities and healthcare.

The largest is the red cluster, which includes terms related to regulatory policy and the legal framework of marketing communications in the healthcare sector, such as *pharmaceutical marketing, legislation and jurisprudence, post-marketing surveillance, healthcare expenditures, and European Union*. The high density of internal linkages within this cluster indicates an active academic discourse on government regulation, control, and the economic implications of marketing activities in the pharmaceutical sector.

The green cluster focuses on public health issues, social marketing, and behavioral aspects of medical information perception, including *health prevention, social marketing, trust, vaccination, COVID-19, and health attitudes*. The significant number of connections between the concepts within this cluster reflects the interdisciplinary nature of research combining marketing, socio-psychological, and communication approaches, particularly under pandemic-related challenges.

The blue cluster represents the economic and marketing dimension of research, concentrating on marketing communications, consumer behavior, and decision-making processes, including *marketing communications, consumer behavior, decision-making, commerce, and sustainable development*. The strong connections of this cluster with others indicate the integration of classical marketing approaches into research on the public sector and healthcare.

The yellow cluster performs an integrative function by bringing together general scientific and methodological concepts such as *article, human, methodology, systematic review, and mass media*. The central position of this cluster within the network highlights the role of the methodological foundation in linking different thematic directions and ensuring the conceptual coherence of research.

The purple cluster is associated with studies related to the food industry, advertising, and the perception of information by various socio-demographic groups, including *food industry, advertising, children, and perception*. This indicates a growing academic interest in the ethical and social aspects of marketing communications.

An analysis of communication campaigns conducted by public authorities under conditions of military aggression makes it possible to identify a number of key systemic problems that reduce the effectiveness of marketing communications and complicate interaction between authorities and the public.

First, the insufficient level of institutional preparedness of public authorities to operate under emergency and wartime conditions remains one of the fundamental challenges. This is manifested in the absence of established crisis communication protocols, limited adaptability of information systems, and low resilience of communication infrastructure to external threats, including cyberattacks and information overload.

Second, the limited effectiveness of existing communication channels significantly complicates the timely, targeted, and comprehensible dissemination of information to the public. Despite the active use of official websites and social media platforms, communication messages are often fragmented, insufficiently tailored to the information needs of different target audiences, and do not always ensure effective feedback from citizens.

Third, the absence of proactive communication planning strategies and established mechanisms for rapid response leads to a predominantly reactive approach of public authorities in the information space. Communication measures are mostly implemented post factum, which reduces their ability to prevent the spread of disinformation, shape narratives, and maintain public trust under conditions of high uncertainty.

Fourth, the insufficient and unsystematic use of digital technologies and social platforms limits the potential of marketing communications during wartime. This concerns not only the quantitative presence of public authorities in the digital environment but also the inadequate application of analytical tools, interactive communication formats, targeted information dissemination, and public sentiment monitoring, all of which are essential for building trust and societal resilience.

Fifth, the insufficient level of financial support for marketing communications of public authorities under conditions of military aggression significantly restricts their capacity to carry out effective information and communication activities. Limited budgetary resources lead to reduced investment in communication infrastructure development, professional training of specialists, implementation of modern digital tools, and the execution of systematic communication campaigns. As a result, the quality and consistency of public information provision decrease, along with the ability of public authorities to respond promptly to information threats and maintain citizens' trust during periods of heightened risk.

Taken together, these challenges indicate the need to move from fragmented communication solutions toward a coherent and strategically oriented system of marketing communications for public authorities, capable of functioning effectively under conditions of military aggression and ensuring stable interaction with the public.

The research findings confirm the need to improve the marketing communications of public authorities through:

- the development of conceptual models of communication strategies;
- the implementation of digital tools and social platforms for interactive engagement with the public;
- increasing the effectiveness of communication channels and mechanisms under conditions of military aggression.

Thus, future research should focus on the integration of digital and traditional channels, the optimization of communication campaigns, and the assessment of their impact on the effectiveness of interaction between public authorities and the public under conditions of military threat.

At the same time, the problems identified during the literature analysis were confirmed in the course of practical interaction with public authorities, particularly through engagement with experts and the involvement of stakeholders, including representatives of local communities and government bodies. In this regard, it is proposed to identify specific practical directions for addressing these challenges.

Considering the challenges faced by public authorities in the field of marketing communications during military aggression, it is advisable to develop and implement a comprehensive strategy to enhance communication effectiveness and information readiness. In particular, such a strategy should include:

- the development of conceptual models of communication processes with proactive planning, identification of key audiences, and modeling of crisis scenarios;
- the systematic integration of social media, mobile applications, geospatial technologies, and online platforms for the prompt dissemination of information and coordination of actions between public authorities and the public;
- the optimization of information exchange channels and mechanisms through integrated communication campaigns, ensuring message consistency and monitoring their impact on target audiences;
- the enhancement of communication resource support through public and private investments, grants, and the establishment of contingency funds for rapid response, as well as the implementation of a system for evaluating effectiveness and adapting strategies within a dynamic information environment.

### Conclusions

Based on the conducted cluster analysis, it is possible to systematize the existing scientific knowledge and form a comprehensive understanding of the structure of the scientific field in the area of marketing communications of public authorities. The keyword network in this field for the period 2000–2025 is characterized by a high level of inter cluster connectivity, reflecting the complex and interdisciplinary nature of research in marketing communications, public administration, and healthcare. The obtained results indicate a tendency toward the integration of regulatory, behavioral, and marketing approaches, thereby forming a solid scientific foundation. At the same time, this underscores the need for further development of research, particularly in the areas of interdisciplinary integration of marketing strategies, effective communication models, and the assessment of their impact on public institutions and population behavior.

The identified thematic clusters reflect the key directions of scientific research. The regulatory and legal direction focuses on issues of governmental control, regulatory support, and the economic consequences of marketing communications, forming the basis of the institutional approach to the analysis of public communications. The behavioral and social direction encompasses research on public health, social marketing, and trust in public institutions, emphasizing the impact of communication on public attitudes and behavior. The economic and marketing direction integrates classical marketing concepts, consumer behavior, and decision-making processes into the context of the public sector. The methodological direction ensures the conceptual and analytical coherence of research, while the ethical and social direction focuses on vulnerable groups and the social implications of communication activities.

The interconnections between clusters indicate a high level of interdisciplinarity in research that combines approaches from marketing, public administration, social psychology, law, and economics. The integration of these approaches forms a comprehensive understanding of marketing communications as a tool not only for informing but also for managing social processes and building trust in public authorities. The presence of stable connections between the concepts of different clusters also indicates the use of a shared theoretical foundation and mutual citation of key authors, confirming the formation of a scientific core within this research field.

At the same time, the conducted analysis made it possible to identify potential gaps in existing scientific research. In particular, issues related to the evaluation of the effectiveness of marketing communications of public authorities, the long-term impact of digital and social media on public trust and behavior, as well as the adaptation of marketing strategies to conditions of crisis and post-crisis transformations remain insufficiently developed. Empirical studies aimed at the comparative analysis of communication models across different countries and sectors of public administration are also limited.

The proposed recommendations should be integrated into regional development programs and community sustainable development strategies, including the improvement of communication mechanisms between public authorities, community representatives, and other stakeholders in order to enhance coordination and interaction effectiveness. Focusing on increasing the preparedness of public authorities and communities, as well as expanding access to financial and technological resources, may significantly improve the effectiveness of marketing communications under challenging conditions. Practical implementation of these measures may include the development of training programs tailored to local needs, the establishment of contingency funds, and the integration of innovative digital tools into public administration practices. Such measures will contribute not only to addressing the identified gaps but also to enhancing the long-term resilience and autonomy of communities, which is particularly relevant under conditions of contemporary geopolitical uncertainty.

Thus, priority and promising directions for further scientific research include the development of interdisciplinary studies, deeper analysis of digital tools for marketing communications, the development of methodologies for assessing their social and institutional impact, as well as the study of ethical and behavioral aspects of interaction between public authorities and the public. This will contribute to further structuring of the scientific field and the development of more substantiated and effective communication strategies in the public sector.

**Bibliography**

1. Kaur H. Public marketing in public governance: a systematic review using the TCCM framework. *International Journal of Economics, Business and Management Studies*. 2025. Vol. 12, Issue 7. DOI: <https://doi.org/10.36713/epra23059>.
2. Zhengyang W. Foreign experience of using marketing tools in the public administration system. *Public Administration and Regional Development*. 2025. Vol. 30. Pp. 1339-1360. DOI: <https://doi.org/10.34132/pard2025.30.11>.
3. Yurchenko O., Shvabu Y., Yavorska Z. Social marketing in public administration. *Social Development: Economic and Legal Issues*. 2025. Vol. 11. DOI: <https://doi.org/10.70651/3083-6018/2025.11.01>.
4. Zhou Z. Research on the Collaborative Mechanism of Public Administration and Marketing under the Government Purchase of Services Model. *Highlights in Business, Economics and Management*. 2025. Vol. 65. Pp. 343-348. DOI: <https://doi.org/10.54097/esk0vd67>.
5. Лозинська Т.М. Дослідження публічного управління в Україні: трансформація теорії та методології. *Вісник Полтавського державного аграрного університету. Серія «Публічне управління та адміністрування»*. 2024. № 1. С. 13-21. DOI: <https://doi.org/10.32782/pdau.pma.2024.1.3>.
6. Шевченко І.Ю., Непомнящий О.М., Марушева О.А., Медведчук О.В., Лагунова І.А. Управління маркетинговими комунікаціями в системі державного управління. *Міжнародний журнал кримінології та соціології*. 2021. № 9. С. 2882-2890. DOI: <https://doi.org/10.6000/1929-4409.2020.09.353>.
7. Оксенюк А. Поняття, принципи та система публічного управління в адміністративно-політичній сфері. *Вісник Національного університету «Львівська політехніка»*. Серія: «Юридичні науки». 2025. Том. 12, № 1(45). С. 163-172. DOI: <https://doi.org/10.23939/law2025.45.163>.
8. Дзюрах Ю., Шинкаренко В. Роль маркетингових комунікацій у публічному секторі в умовах воєнного стану. *Публічне управління та місцеве самоврядування*. 2024. № 1. С. 46-53. DOI: <https://doi.org/10.32782/2414-4436/2024-1-7>.
9. Сніцаренко А. *Маркетингові комунікації державних установ місцевого самоврядування*. Київ: КНЕУ, 2024. 110 с.
10. Грабовенко Н., Зикун Н. Особливості стратегічних комунікацій в епоху цифровізації та медіаінструментів у публічному управлінні. *Публічне управління та місцеве самоврядування*. 2023. № 3. С. 23-35. DOI: <https://doi.org/10.32782/2414-4436/2023-1-2>.
11. Пахнін М.Л. Щодо проблеми формування позитивного іміджу органів публічної влади за допомогою засобів масової комунікації. *Науковий вісник публічного та приватного права*. 2019. Вип. 2, Т. 2. С. 123-128. DOI: <https://doi.org/10.32844/2618-1258.2019.2-2.22>.
12. Лохман Ю.В. Особливості маркетингових комунікацій в публічному управлінні. *Молодіжний економічний вісник ХНЕУ ім. С. Кузнеця*. 2024. № 4. С. 87-90.
13. Ghani N.A., Teo P.-C., Ho T.C.F., Choo L.S., Kelana B.W.Y., Adam S., Ramliy M.K. Bibliometric Analysis of Global Research Trends on Higher Education Internationalization Using Scopus Database: Towards Sustainability of Higher Education Institutions. *Sustainability*. 2022. Vol. 14, 8810. DOI: <https://doi.org/10.3390/su14148810>.
14. Shpak N., Rebilas R., Kulyniak I., Shulyar R., Horbal N. Trends in Digital Marketing Research: Bibliometric Analysis // *CEUR Workshop Proceedings*. 2023. Vol. 3403. P. 449-465.

**References**

1. Kaur, H. (2025). Public marketing in public governance: a systematic review using the TCCM framework. *International Journal of Economics, Business and Management Studies*, 12(7). DOI: <https://doi.org/10.36713/epra23059>.
2. Zhengyang, W. (2025). Foreign experience of using marketing tools in the public administration system. *Public Administration and Regional Development*, 30, 1339-1360. DOI: <https://doi.org/10.34132/pard2025.30.11>.
3. Yurchenko, O., Shvabu, Y., Yavorska, Z. (2025). Social marketing in public administration. *Social Development: Economic and Legal Issues*, 11. DOI: <https://doi.org/10.70651/3083-6018/2025.11.01>.
4. Zhou, Z. (2025). Research on the Collaborative Mechanism of Public Administration and Marketing under the Government Purchase of Services Model. *Highlights in Business, Economics and Management*, 65, 343-348. DOI: <https://doi.org/10.54097/esk0vd67>.
5. Lozynska, T.M. (2024). Doslidzhennia publichnoho upravlinnia v Ukraini: transformatsiia teorii ta metodolohii [Research on public administration in Ukraine: transformation of theory and methodology]. *Bulletin of Poltava State Agrarian University. Series "Public Administration and Administration"*, 1, 13-21. DOI: <https://doi.org/10.32782/pdau.pma.2024.1.3>.
6. Shevchenko, I.Yu., Nepomniashchyi, O.M., Marusheva, O.A., Medvedchuk, O.V., Lahunova, I.A. (2021). Upravlinnia marketynhovymy komunikatsiiamy v systemi derzhavnoho upravlinnia [Management of marketing communications in the system of public administration]. *International Journal of Criminology and Sociology*, 9, 2882-2890. DOI: <https://doi.org/10.6000/1929-4409.2020.09.353>.

7. Okseniuk, A. (2025). Poniattia, pryntsyipy ta systema publichnoho upravlinnia v administratyvno-politychnii sferi [Concept, principles and system of public administration in the administrative and political sphere]. Bulletin of the Lviv Polytechnic National University. Series: "Legal Sciences". 12, 1(45), 163-172. DOI: <https://doi.org/10.23939/law2025.45.163>.

8. Dziurakh, Yu., Shynkarenko, V. (2024). Rol marketynhovykh komunikatsii u publichnomu sektori v umovakh voiennoho stanu [The role of marketing communications in the public sector under martial law]. Public administration and local self-government, 1, 46-53. DOI: <https://doi.org/10.32782/2414-4436/2024-1-7>.

9. Snitsarenko, A. (2024). Marketynhovi komunikatsii derzhavnykh ustanov mistsevoho samovriaduvannia [Marketing communications of state institutions of local self-government]. Kyiv: KNEU. 110 p.

10. Hrabovenko, N., Zykun, N. (2023). Osoblyvosti stratehichnykh komunikatsii v epokhu tsyfrovizatsii ta mediainstrumentiv u publichnomu upravlinni [Peculiarities of strategic communications in the era of digitalization and media tools in public administration]. Public administration and local self-government, 3, 23-35. DOI: <https://doi.org/10.32782/2414-4436/2023-1-2>.

11. Pakhnin, M.L. (2019). Shchodo problemy formuvannia pozytyvnoho imidzhu orhaniv publichnoi vlady za dop omohoiu zasobiv masovoi komunikatsii [On the problem of forming a positive image of public authorities through mass media]. Scientific Bulletin of Public and Private Law, 2(2), 123-128. DOI: <https://doi.org/10.32844/2618-1258.2019.2-2.22>.

12. Lokhman, Yu.V. (2024). Osoblyvosti marketynhovykh komunikatsii v publichnomu upravlinni [Peculiarities of marketing communications in public administration]. Youth economic bulletin of KNEU named after S. Kuznetsya, 4, 87-90.

13. Ghani, N.A., Teo, P.-C., Ho, T.C.F., Choo, L.S., Kelana, B.W.Y., Adam, S., Ramliy, M.K. (2022). Bibliometric Analysis of Global Research Trends on Higher Education Internationalization Using Scopus Database: Towards Sustainability of Higher Education Institutions. Sustainability, 14, 8810. DOI: <https://doi.org/10.3390/su14148810>.

14. Shpak, N., Rebilas, R., Kulyniak, I., Shulyar, R., Horbal, N. (2023). Trends in Digital Marketing Research: Bibliometric Analysis // CEUR Workshop Proceedings, 3403, 449-465.

*Дата першого надходження статті до видання: 15.02.2026*

*Дата прийняття статті до друку після рецензування: 23.03.2026*

*Дата публікації (оприлюднення) статті: 07.05.2026*