

# Chapter 34

## Public Sector Marketing in Poland

**Robert Seliga**

*University of Social Sciences, Poland*

### ABSTRACT

*Marketing is increasingly interdisciplinary area of high-scale diversity. Noticeable is the implement and adapt the tools and the concept of marketing in the different sectors of the economy such as the private sector, non-governmental sector or the public sector. Marketing is a concept in the area of management science and it plays a special role in the area of public management. For selected areas of public life such as: health services and higher education, it will be possible to use more sophisticated tools than in the case of administrative operations. The aim of the chapter is to create a comprehensive model of interdependence and cooperation of various marketing concepts in the public sector in Poland. The empirical part of the article was based on quantitative research conducted in 2015 – 2016.*

### INTRODUCTION

Year 1980 was a breakthrough not only for Polish history, but also for the broadly defined market behavior. After 1980, Poland has also seen a change in public services. The rate of change in the public service sector in Poland gave the Polish accession to the European Union and NATO. This situation resulted in the need to adapt public services to Western standards, including a shift towards New Public Management (Kozuch, 2004). The public sector in Poland has wide changes, there are adequate public entities responsible, among others, for marketing activities. Managers of public entities in Poland noted the need to implement some commercial management tools to the public services sector. Public marketing has become increasingly important in the management of public entities in Poland. Such concepts as social relationship marketing and public relations have earned popularity. This notion fits more general and worldwide research trends related with conceptualization of public sector marketing and therein a shift from transaction- to a relationship-orientation (Kaplan & Haenlein, 2009). Although New Public Management has been implemented variously around the world over the last few decades (Osborne & McLaughlin, 2005; Ostrowska, Frączkiewicz-Wronka, & Bratnicki, 2013), the reform in post-communist countries, like Poland, has probably its own specificity.

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Despite the differences and similarities between classic marketing in the corporate and commercial sectors and marketing in the public sector, marketing in general plays a key role in a business model. It is well depicted by the Business Model Canvas model, which contains nine building blocks necessary to create a complete business model, such as: partners, key activities and resources, customer relationships, customer segments, channels, value proposition, cost structure and revenue streams (Osterwalder & Pigneur, 2010). Hence, there is a need to gain better understanding of public marketing, also in post-communist countries, as a theoretical framework strongly underlying business models of public sector organizations.

The aim of the chapter is to create a framework of interdependence of various marketing concepts in the public sector in a post-communist country, in this case Poland. The model is characterized by a dynamic character, because it will combine the description of the individual marketing concepts applicable in the public sector in Poland. For the realization of this objective a few research problems have been outlined in a sequence reflected by the structure of this chapter. The first key issue is to try to identify the key factors determining the implementation of individual marketing concept in the area of public sector management in Poland. Next step pertains to the separation of model features of public marketing. The third problem is the design and marketing model diversity in public sector in Poland. Finally, on the basis of literature review and conducted research, a framework of Public Sector Marketing in Poland is provided.

## **BACKGROUND**

The current state of knowledge in marketing allows the conclusion that marketing is increasingly interdisciplinary area of high-scale diversity. Noticeable is the implementation and adaption of tools one chooses and the concept of marketing in the different sectors of the economy such as the private sector, non-governmental sector or the public sector. Modern marketing is characterized by a high degree of practice and scientification.

The dynamics of changes in the turbulent environment of each type of organization makes significant barriers to the implementation of certain marketing concepts. There is big distraction at the same time, dovetailing the resulting theory of marketing. Increasingly, utilities, marketing concepts are directed towards the client, whose role in the processes of management in recent years has undergone very broad changes. The client has gone through a process of transformation of the attitudes from passive to active. However, it should be noted that this process has had different mileage depending on the sectors of the economy in which it was implemented. Modern marketing with very often clearly defined limits is continuous modification, it draws expertise from other areas of science. It can be predicted that, therefore, the marketing area will be subject to further changes, however, due to the changing environmental conditions in the long term, one cannot determine its direction.

Marketing is a concept in the area of management science (Flynn 2007, Ewing, Caruana 1999). It plays a special role in the area of public management. The evolution of the changes that have been initiated in the commercial sectors also has changed the perception of marketing in the public sector. The change entailed separation of the concept of public marketing (Walsh 1991; Kaplan & Haenlein, 2009).

Analysis of the contemporary literature tends to a certain reflection: there is extensive research in the area of public management, and part of the broader management is marketing, so the following questions can be asked:

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