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# Application and Impact of Marketing Mechanisms in the Perspective of New Public Management

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**Abstract:** This paper explores the application and impact of marketing mechanisms within the framework of New Public Management (NPM). It begins by outlining the fundamental concepts of NPM and its differences from traditional public management, highlighting its significance in adapting to the era of globalization and knowledge economy. The paper then analyzes the specific application of marketing mechanisms in China's public sector, particularly in the promotion and optimization of e-government service platforms, demonstrating how market research and data analysis enhance the quality and efficiency of public services. Finally, the paper summarizes the value created by marketing mechanisms for the public sector and emphasizes the necessity of continuous optimization in practice to balance efficiency with equity, and market mechanisms with public interest.

**Keywords:** marketing mechanisms; New Public Management; e-government; public services; efficiency and equity

### 1. Introduction

With the rapid development of globalization and the knowledge economy, the public sector faces increasing challenges and opportunities. In this context, New Public Management (NPM) has emerged as a new public management philosophy, becoming an important direction for government reform in various countries. NPM emphasizes a market-oriented approach, introducing market mechanisms and management innovations to enhance the efficiency and quality of public services. Especially in today's fast-paced information technology landscape, the application of marketing mechanisms offers the public sector new perspectives and methods, promoting interaction between the government and the public and optimizing service delivery. This paper aims to investigate the application and impact of marketing mechanisms within the framework of NPM, analyzing specific cases in China's public sector, particularly in the promotion and optimization of e-government service platforms. It reveals how these mechanisms enhance the quality and efficiency of public services and provides insights for future public management practices. Through an in-depth analysis of the relationship between marketing mechanisms and NPM, the paper aims to offer theoretical support and practical references for government innovation and reform in public service.

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## 2. Overview of New Public Management

### 2.1. Basic Overview of New Public Management

New Public Management (NPM) represents the crystallization of “managerialism” as it is applied to the public sector, signifying a significant shift in how governments approach management and service delivery. Originating in the 1980s, NPM emerged as a response to growing demands for efficiency, accountability, and responsiveness in public administration. A wave of administrative reforms swept across Western countries during this period, which were viewed as a movement to “reshape government” and “reinvent the public sector.” This movement, often referred to as market-based public administration, laid the groundwork for the normative use of the NPM concept, which became widespread by the late 1990s. Over the past two decades, NPM has solidified itself as a major trend in the evolution of public management across the globe. This theory is underpinned by flexible market mechanisms, drawing primarily from traditional public management principles while incorporating methods and techniques from marketing and business management. The aim is to comprehensively reform and transform public sector management, thereby enhancing the quality and effectiveness of services while improving the overall citizen experience. As a contemporary management approach, NPM adapts remarkably well to the demands for government reform in the context of globalization and the knowledge economy. It emphasizes performance measurement, customer satisfaction, and results-oriented management, pushing public sectors to adopt practices that are more prevalent in the private sector. For instance, NPM encourages the use of performance indicators and benchmarking to assess the efficiency and effectiveness of public services. It also advocates for decentralization, empowering local authorities and managers with more autonomy to make decisions that cater to the specific needs of their communities. NPM has been instrumental in significantly improving public management standards in Western countries. By promoting practices such as competitive tendering, public-private partnerships, and customer-focused service delivery, it has fostered economic and social development. These changes have enabled governments to respond more effectively to increasing public service demands while ensuring that resources are used efficiently. In the context of China, studying the theories and practices of NPM holds great significance. As the country continues to accelerate its administrative system reforms under a socialist market economy, the insights gained from NPM can inform and shape its approach to public management. Learning from international experiences, while also critically reflecting on the applicability of these lessons in the Chinese context, allows for a tailored approach that respects local conditions and cultural nuances. Overall, NPM represents a paradigm shift in public administration, moving away from rigid bureaucratic structures towards a more dynamic, results-oriented, and citizen-focused approach. This evolution is not without challenges, as governments must balance efficiency with accountability, and market-driven approaches with the need for public service equity. Nonetheless, NPM provides a framework for innovative public management that seeks to meet the evolving expectations of citizens in an increasingly complex world[1].

### 2.2. Differences Between New Public Management and Traditional Public Management

#### 2.2.1. Concepts and Execution

The core concept of traditional public management emphasizes procedural justice and strict adherence to rules, striving to ensure the correct execution of policies and the orderly operation of government agencies through standardized processes and hierarchical structures. This management model values the authority of laws and regulations, positing that only by strictly following established procedures can the legality and compliance of decisions be ensured. As a result, traditional public management often leans towards maintaining stable bureaucratic structures and emphasizes hierarchical organizational forms. In this system, decision-making processes are typically top-down, where higher-level officials have a greater influence on policy formulation and execution[2].

While this model ensures consistency in decision-making, it also leads to lower flexibility and difficulty in quickly adapting to changing social demands. In contrast, New Public Management (NPM) represents a fundamental shift in ideology, emphasizing market efficiency, effectiveness, and customer orientation. NPM seeks to enhance the efficiency and quality of public services by introducing marketing mechanisms and management principles from the private sector. It advocates a results-oriented approach, focusing on performance evaluation and management, and uses clear performance indicators to measure service effectiveness, thereby improving the responsiveness of public services and customer satisfaction. In this framework, public managers are granted more autonomy and decision-making power, encouraging them to exercise creativity in their decision-making processes and to flexibly respond to an ever-changing environment[3]. This management approach not only improves the efficiency of decision-making but also motivates managers to take on greater responsibilities, fostering a more proactive work attitude. At the heart of NPM is the encouragement of innovation and risk-taking. Unlike the rigidity of traditional management, NPM emphasizes the ability to respond quickly and adapt to market changes. Guided by this ideology, public sectors can rapidly adjust service content and methods to meet the evolving needs of citizens. For example, governments can leverage modern technological tools to swiftly collect and analyze public opinions, enabling timely optimization of service processes and content. This customer-centric management model not only enhances service quality but also strengthens public trust and engagement with the government. In summary, traditional public management and New Public Management exhibit significant differences in both concept and execution. The former focuses on the legality and consistency of procedures, while the latter emphasizes market orientation and the enhancement of user satisfaction. This shift provides new ideas and methods for the reform and innovation of public sectors, enabling them to better respond to the complex challenges of modern society[4].

### 2.2.2. Responsibility and Structure

In the traditional public management model, the responsibility mechanism is closely linked to procedural compliance. The work of public sectors often revolves around a set of established rules and procedures, and this standardized model ensures consistency and predictability in service delivery. Performance evaluation mainly concentrates on the integrity of procedures and adherence to rules, with government agencies conducting regular checks and audits to ensure the legality and compliance of decisions. This model positions the public as passive recipients of services, emphasizing citizens' obligations and the authority of the government, thereby forming a clearly defined, centralized bureaucratic structure. The stability of the organization and the standardization of processes become core values of this model, helping to minimize confusion and uncertainty in decision-making processes. However, this emphasis also results in insufficient flexibility, making it difficult to rapidly respond to changing social needs[5]. In contrast, New Public Management (NPM) employs marketing mechanisms flexibly, viewing the public as "customers" and advocating a customer-centric service philosophy. This transformation demands that public sectors enhance service quality and responsiveness to meet the personalized needs and expectations of customers. Within this framework, public sectors no longer provide merely passive services; rather, they actively seek interaction with the public by using market research, user feedback, and data analysis to understand customer needs and implement targeted service improvements. NPM also introduces the concept of market competition, using incentive mechanisms and performance contracts to enhance service efficiency and customer satisfaction. This results-oriented performance evaluation method emphasizes setting clear performance objectives and indicators, focusing not only on procedural compliance but also on the actual effects of services and public feedback. NPM requires managers to be accountable for service quality and resource utilization, promoting transparency and accountability. This structure encourages managers to focus

more on results during decision-making, motivating them to adopt innovative solutions to improve service levels. Additionally, NPM advocates for a flat and decentralized organizational structure, emphasizing flexibility and responsiveness. By reducing hierarchical layers and simplifying decision-making processes, managers can react more quickly to changes, enhancing the organization's adaptability. New Public Management also encourages the adoption of project management, team collaboration, and networked organizations as new management approaches to improve efficiency and drive innovation. This management model places greater emphasis on team collaboration, enabling various departments to work together more effectively to tackle complex public service challenges. Despite the new perspectives and methods that NPM offers for public sector reform, it still faces complex challenges in balancing efficiency with equity and market mechanisms with public interest in practice. Therefore, public sectors need to continuously explore and optimize both theory and practice to achieve sustained improvements and innovations in public management, ensuring that the pursuit of efficiency does not compromise public interest and social equity. By continuously adjusting and enhancing responsibility mechanisms and organizational structures, public sectors can better adapt to changing times and meet the diverse needs of the public.

### 3. Application of Marketing Mechanisms in New Public Management

In China, the introduction of marketing mechanisms has provided the public sector with new perspectives and methods, greatly facilitating the adaptation and optimization of New Public Management (NPM). Particularly in the promotion and optimization of e-government service platforms, the application of marketing mechanisms has become a significant driving force in enhancing the quality of public services. By integrating service resources from various levels of government across the country, these platforms offer convenient online services to the public, including online appointments, electronic document applications, and online payments, significantly improving accessibility and efficiency. First, public sectors utilize market research and data analysis to gain in-depth insights into citizens' needs and preferences. This process not only helps identify barriers that the public encounters while using services but also reveals potential service demands. For instance, by analyzing user feedback and usage data, the government can optimize service processes and streamline application steps, reducing users' waiting times and transaction costs. This user-centered service improvement strategy not only enhances the user experience but also strengthens citizens' trust and satisfaction with government services[6]. Secondly, the widespread promotion through social media and official accounts has become an essential means of enhancing public awareness of e-government. The government publishes information and conducts interactive activities through platforms like Weibo and WeChat, encouraging citizens to register and use electronic services. This marketing strategy effectively broadens the audience, making e-government services accessible to a wider public rather than just specific groups. Furthermore, the government regularly publishes successful e-government cases and user feedback, showcasing tangible benefits and further enhancing public engagement. On this basis, China's public sector actively learns from international experiences while tailoring suitable marketing strategies to its national context. For example, some regions have adopted incentive mechanisms during the promotion of e-government, encouraging citizens to earn points by participating in online services, which can be redeemed for corresponding government services or discounts. Such innovative incentive measures not only increase service usage frequency but also enhance citizens' recognition of e-government. In summary, the application of marketing mechanisms within New Public Management has not only optimized public service processes but also improved the interaction and trust between the government and the public. Through continuous market research, data analysis, and innovative promotional strategies, China's public sector has achieved significant results in enhancing

service quality and efficiency, providing valuable references for other regions in advancing e-government construction. By further exploring and implementing effective marketing strategies, public sectors can better meet citizens' needs, achieving ongoing optimization and innovation in service delivery.

#### Case Study 1: Shanghai E-Government

The Shanghai E-Government platform serves as a model for the successful application of marketing mechanisms in the Chinese public sector, demonstrating how to leverage modern technology and market concepts to enhance the efficiency of public services. Since its launch, the platform has aimed to integrate various service resources from municipal and district governments, providing citizens with convenient and efficient online services. Through market research and analysis of user needs, Shanghai E-Government continuously optimizes service processes to improve user experience and satisfaction. In practice, the Shanghai E-Government platform offers a range of functionalities, including online appointments, electronic document applications, tax payments, and social security transactions. These features not only significantly simplify the previously cumbersome administrative procedures but also greatly reduce citizens' waiting times for in-person visits. For example, citizens can complete relevant business transactions from the comfort of their homes, cutting down on travel costs and time to government offices, thus enhancing service convenience and flexibility. To increase public participation and awareness of e-government, the Shanghai municipal government actively promotes the platform through social media, official WeChat accounts, and news media. By organizing online interactive activities and promotional events, such as "E-Government Service Week," the government has attracted a large number of citizens to register and use the platform. This market-oriented strategy not only raises public awareness of e-government but also cultivates citizens' habits of using digital services. Moreover, Shanghai E-Government continuously collects user feedback to improve services and expand functionalities. The platform regularly conducts user satisfaction surveys to gather citizens' opinions and suggestions, optimizing services based on feedback. This user-centered strategy ensures that the platform's functions are closely aligned with the actual needs of citizens, effectively enhancing public satisfaction and trust. In conclusion, the successful experience of the Shanghai E-Government platform demonstrates that effectively integrating marketing mechanisms into public services can significantly improve service quality and public engagement. This case not only lays a solid foundation for the development of e-government in Shanghai but also provides valuable references and insights for other regions exploring practices within New Public Management. Through continuous market-oriented reforms, public sectors can better meet public needs and enhance administrative efficiency and innovation in public services.

#### Case Study 2: Hong Kong E-Government

Hong Kong's e-government is another successful case of applying marketing mechanisms, illustrating how technological innovation and user-oriented strategies can enhance the efficiency and quality of public services. Since the early 2000s, the Hong Kong Special Administrative Region Government has been promoting e-government with the goal of providing citizens with more efficient and convenient public services, as well as enhancing government transparency and credibility. At the core of Hong Kong's e-government is the "GovHK" website, which encompasses a wide range of public service projects, such as applying for various licenses, paying taxes, checking personal information, and conducting online government transactions. The platform's design fully considers user experience, with a user-friendly interface, clear information, and easy navigation, enabling citizens to quickly find the services they need. Additionally, the platform supports multiple languages to cater to citizens from diverse linguistic backgrounds, demonstrating respect and inclusivity for multiculturalism. To further enhance service quality, Hong Kong's e-government actively conducts market research to understand citizens' needs and preferences. Through regular user feedback and satisfaction surveys, the government can promptly identify issues within services and make targeted improvements.

For instance, if certain online application processes are found to be complicated, the government will quickly simplify them to enhance processing efficiency. This flexibility in response fosters a sense of governmental attention to citizens' needs, thereby increasing trust. Moreover, Hong Kong e-government emphasizes utilizing social media and digital marketing strategies for promotion, increasing public awareness of e-government services. By regularly publishing information, hosting online activities, and encouraging citizens to actively participate and use electronic services, this proactive marketing approach not only attracts a large number of user registrations but also boosts public engagement with government digital services. Additionally, the Hong Kong government has established data analysis and information-sharing mechanisms to enhance the intelligence of e-government. By analyzing user data, the government can understand service usage patterns and changes in citizens' needs, allowing for timely adjustments in service content and methods to better meet public expectations. This data-driven decision-making approach not only enhances service relevance and effectiveness but also further optimizes the allocation of government resources. In summary, the successful implementation of Hong Kong's e-government demonstrates that effectively utilizing marketing mechanisms can significantly enhance the efficiency and quality of public services. By prioritizing user experience, actively conducting market research, leveraging modern communication methods, and employing data analysis for decision-making, the Hong Kong government has successfully advanced e-government development, enhancing citizen participation and satisfaction. This experience provides valuable references and lessons for other regions in building e-government within the framework of New Public Management[7].

#### **4. The Value Impact of Marketing Mechanisms on the Public Sector**

The application of marketing mechanisms in the public sector has led to significant value impacts, particularly in terms of improved service efficiency, increased public satisfaction, optimized resource allocation, and enhanced government image. First, marketing mechanisms have significantly enhanced the efficiency of public services. By integrating service resources across various levels of government, the public sector is able to provide citizens with one-stop online services, reducing cumbersome procedures and waiting times. For instance, citizens can quickly find the services they need on e-government platforms without having to visit different government departments. This convenience not only improves processing efficiency but also effectively lowers administrative costs, thereby increasing the overall efficiency of government operations. Second, public satisfaction has noticeably increased. Marketing mechanisms emphasize a user-centered approach, continuously optimizing service content and processes through market research and user feedback. This practice makes services more aligned with citizens' needs, enhancing public recognition of government services. For example, when citizens report issues while using e-government services, the government swiftly implements improvements, demonstrating its commitment to public opinion. This responsiveness not only enhances the user experience but also builds trust in government operations, ultimately raising overall satisfaction levels. Third, marketing mechanisms promote optimized resource allocation. Through data analysis, the government can accurately understand citizens' service demands and usage patterns, allowing for targeted resource distribution. For example, in high-demand areas, the government can allocate more resources and personnel to enhance service capabilities, meeting public expectations[8]. This flexible resource management approach ensures that public services remain efficient and targeted, maximizing the utility of government investments. Finally, marketing mechanisms improve the government's image and credibility. Through proactive promotion and transparent information dissemination, the government can effectively shape its public image and enhance its credibility. For instance, by using social media and various channels to highlight successful e-government initiatives, the government showcases its efforts and achievements in enhancing public services. This positive image not only reinforces public recognition of

government efforts but also encourages citizen participation in public affairs, fostering a healthy interaction between the government and the public. In summary, the value impact of marketing mechanisms on the public sector is multifaceted, encompassing service efficiency, public satisfaction, resource allocation, and government image. By deeply implementing marketing strategies, public sectors can better meet citizens' needs while enhancing their service quality and management levels in a competitive social environment, leading to ongoing innovation and development in public management. These positive changes lay a solid foundation for the modernization of public sectors in our country and provide important insights for future governance innovations.

## 5. Conclusion

This paper has explored the application and impact of marketing mechanisms within the perspective of New Public Management, revealing their significant value in enhancing public service efficiency, increasing public satisfaction, and optimizing resource allocation. Through specific case analyses of the promotion of e-government service platforms in China's public sector, it has demonstrated how marketing mechanisms effectively facilitate interaction between the government and the public, enhancing the targeting and accessibility of services. In the context of rapid globalization and digitalization, the public sector faces growing demands for services and management challenges. The introduction of marketing mechanisms not only provides a new theoretical foundation for public management but also offers effective tools for innovative reforms in practice. By conducting market research, gathering user feedback, and performing data analysis, governments can adapt more flexibly to changing public needs and optimize services in a timely manner. However, the practice of marketing mechanisms also faces challenges, such as how to balance efficiency with equity and the relationship between market mechanisms and public interest. Therefore, public sectors need to reflect deeply and adjust their marketing strategies in line with national conditions to ensure the fairness and sustainability of services. Overall, the value impact of marketing mechanisms on public sectors is profound, providing strong support for the continuous improvement and innovation of New Public Management. In the future, public sectors should continue to explore the application of marketing in public services to better meet public needs, enhance government governance capabilities, and achieve social harmony and sustainable development.

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