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THE ROLE OF POLITICAL MARKETING IN SHAPING PUBLIC POLICIES: EVIDENCE FROM UKRAINE

Public policies are increasingly shaped not only by institutional decision-making processes but also by communication strategies and marketing practices. While political marketing has traditionally been studied in the context of electoral competition, its role in the design, promotion, and legitimization of public policies remains understudied. This gap is particularly evident in emerging democracies, where governments rely on public trust and societal mobilization to advance reforms and maintain resilience during crises.

This article examines the role of political marketing in shaping public policies in Ukraine. Drawing on agenda-setting theory (McCombs & Shaw; Cobb & Elder) and public policy frameworks such as Kingdon's Multiple Streams and Baumgartner and Jones's Punctuated Equilibrium, the study applies a qualitative policy analysis. Empirical materials include Ukrainian government strategies, official communication campaigns, media discourse, and sociological surveys, complemented by reports from international organizations such as IFES, NDI, and USAID.

The findings suggest that political marketing in Ukraine has expanded beyond electoral campaigns to become a central mechanism for constructing and legitimizing public policies. Through framing, branding, and storytelling, policymakers have managed to transform societal concerns into state priorities. Case studies illustrate how digital transformation policies were branded through the Diia platform, how Euro-Atlantic integration became embedded in political discourse as a national policy priority, and how wartime resilience campaigns mobilized public support for defense and reconstruction.

The Ukrainian experience demonstrates that political marketing is not merely a tool of persuasion but a vital instrument for shaping and sustaining public policies under conditions of crisis and democratic transformation. The article contributes to both theoretical debates on agenda-setting and practical discussions on the institutionalization of policy marketing in emerging democracies.

Keywords: *Political marketing; Public policies; Agenda-setting; Ukraine; Policy communication; Democratic transformation*

INTRODUCTION. In recent decades, public policy research has increasingly emphasized the role of communication, framing, and public opinion in shaping agendas and outcomes. Earlier approaches focused mainly on institutions and interests, but in the digital era political actors rely on strategic communication and marketing to design and legitimize policies. Political marketing, once tied mainly to electoral competition, now helps governments align societal concerns with policy priorities and secure legitimacy (Lees-Marshment, 2001; Newman, 1999).

It adapts tools from commercial marketing—branding, segmentation, framing, storytelling—to the policy sphere. Market-oriented actors continuously gather feedback and adjust policies in response to citizen demands. This process directly affects agenda-setting, the stage where issues are selected and prioritized within the policy cycle (Cobb & Elder, 1972; McCombs & Shaw, 1972).

Yet the intersection of political marketing and public policy remains underexplored. Most studies focus on electoral communication in established democracies, while in emerging democracies marketing is more critical for sustaining legitimacy under pressure (Ormrod, 2017).

Ukraine illustrates this dynamic vividly. Since the 2014 Revolution of Dignity, the country has advanced European integration, transparency, and digital modernization. The Russian invasion in 2022 created existential challenges, making political marketing essential for both mobilization and policy legitimacy. Initiatives such as Diia (digital governance), Euro-Atlantic integration branding, and wartime resilience campaigns show how communication translates societal expectations into policy priorities (IFES, 2022; USAID, 2023).

This article examines the role of political marketing in shaping public policies in Ukraine, focusing on agenda-setting and communication functions. By combining theoretical frameworks and case analysis, it highlights marketing's dual role as both persuasive and policy-shaping, particularly in contexts of democratic transformation and crisis governance.

Objectives

The article aims to analyze the role of political marketing in shaping and promoting public policies in Ukraine. Although widely studied in electoral competition, its influence on policy design, communication, and legitimization remains underexplored (Lees-Marshment, 2001). Using Ukraine as a case study, the article contributes theoretically and empirically to literature on the intersection of political marketing and public policy.

To achieve this, the study addresses three research questions:

- How does political marketing translate societal concerns into public policy priorities in Ukraine?
- Which mechanisms—framing, branding, storytelling, digital tools—are most significant in promoting policies?
- How does the Ukrainian experience differ from other emerging democracies, especially under war and democratic transformation?

By answering these questions, the study highlights political marketing's dual role as both persuasive and policy-shaping. The Ukrainian case illustrates how marketing not only sets agendas but also sustains policies in contexts of crisis and systemic change (IFES, 2022; USAID, 2023).

MATERIALS AND METHODS. This study employs a qualitative research design to examine how political marketing shapes public policies in Ukraine. Given the multidimensional nature of marketing—covering communication strategies, framing, branding, and feedback mechanisms—qualitative policy analysis offers an effective approach to capture symbolic and discursive dimensions. Unlike quantitative studies that mainly measure attitudes or electoral outcomes, this method allows for a nuanced exploration of how narratives are constructed, resonate with the public, and become institutionalized in policy agendas.

The research is guided by complementary theoretical perspectives. Agenda-setting theory explains how issues gain prominence and enter governmental agendas, underlining the role of communication in shaping perceptions of policy importance (McCombs & Shaw, 1972; Cobb & Elder, 1972). Public policy frameworks add further insight: Kingdon's Multiple Streams Framework illustrates how problems, policies, and politics converge; Baumgartner and Jones's Punctuated Equilibrium Theory shows how bursts of change follow shifts in public attention; and Sabatier's Advocacy Coalition Framework highlights how coalitions employ persuasion to promote beliefs (Kingdon, 1995; Baumgartner & Jones, 1993; Sabatier & Jenkins-Smith, 1993). Finally, political marketing scholarship extends commercial logics such as branding, segmentation, and storytelling to governance, situating marketing as a tool embedded in the entire policy cycle (Lees-Marshment, 2001; Newman, 1999; Ormrod, 2017).

Ukraine was selected as a focal case because of its democratic transformation after 2014, the crisis conditions created by the 2022 Russian invasion, and the innovative use of branding and digital campaigns by the Ministry of Digital Transformation and the Office of the President. These factors provide a unique context for analyzing how political marketing contributes to both mobilization and legitimacy.

Empirical material combines multiple sources to ensure triangulation. It includes official

policy documents, governmental programs, and reform strategies; communication campaigns such as Diia, Euro-Atlantic integration messages, and wartime projects like Army of Drones; and media and digital discourse from television, press releases, and platforms like Facebook or Telegram. The study also draws on sociological surveys from KIIS, the Razumkov Center, and the Rating Group, as well as international reports by IFES, NDI, USAID, and Transparency International. This diversity allows for a holistic understanding of how marketing operates across levels of the policy process.

The analysis proceeded in three stages. First, content analysis identified narratives, frames, and branding techniques in government strategies and communication outputs. Second, case study analysis focused on three emblematic policies: digital transformation through Diia, Euro-Atlantic integration, and wartime resilience campaigns. Third, a comparative reflection situated Ukraine within the wider context of emerging democracies such as Poland, Georgia, and Moldova, providing insights into whether Ukraine represents a unique trajectory or part of a broader pattern.

Like any qualitative study, this research faces limitations. Dependence on publicly available documents risks overemphasizing official narratives, while informal practices may remain underexplored. Furthermore, the wartime environment makes findings time-bound, as contexts may evolve rapidly. Nevertheless, triangulation across diverse sources and methods strengthens the validity and reliability of the conclusions (IFES, 2022; USAID, 2023).

POLITICAL MARKETING AND PUBLIC POLICIES: A GENERAL PERSPECTIVE. Political marketing is traditionally defined as the adaptation of commercial marketing techniques to the political sphere, with early studies focusing primarily on electoral competition (Newman, 1999; Lees-Marshment, 2001). Scholars emphasized how campaigns identify voter preferences, design responsive platforms, and communicate messages to maximize electoral support. Yet limiting political marketing to elections overlooks its growing relevance in the policy domain. Once electoral promises are made, governments continue to rely on marketing tools to design, frame, and promote public policies, thereby ensuring legitimacy and societal acceptance.

The distinction between electoral and policy marketing lies in their scope and objectives. While electoral marketing aims at winning votes, policy marketing seeks to transform promises into concrete reforms, communicate them effectively, and sustain trust throughout implementation. It extends marketing logics—framing, branding, and storytelling—into the policy cycle, reinforcing agenda-setting and legitimization (McCombs & Shaw, 1972; Cobb & Elder, 1972). In this sense, political marketing functions as both a persuasive device and a mechanism that shapes policy outcomes.

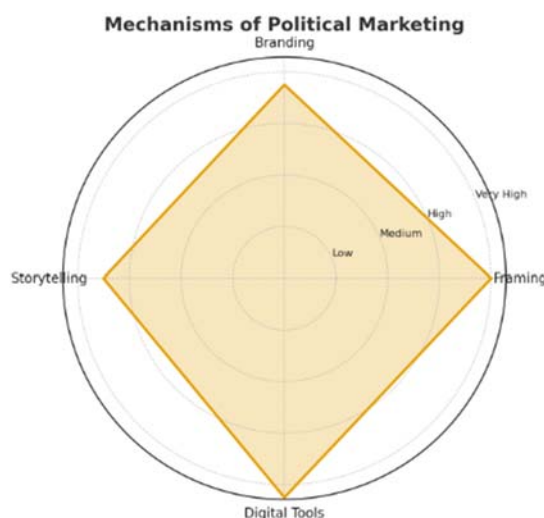


Figure 1. Mechanisms of Political Marketing. framing, branding, storytelling, and digital tools as key instruments for shaping and legitimizing public policies

As illustrated in Figure 1, the core mechanisms include framing, branding, storytelling, and digital tools, which together create a comprehensive strategy for policy promotion and legitimacy.

Theoretical perspectives on public policy help explain this evolution. Kingdon's Multiple Streams Framework shows how problems, policies, and politics converge, creating opportunities for action. Marketing accelerates this convergence by drawing attention to issues, packaging solutions attractively, and mobilizing support. Baumgartner and Jones's Punctuated Equilibrium Theory underscores how shifts in public attention often trigger bursts of policy change, frequently initiated through communication campaigns (Baumgartner & Jones, 1993). In short, political marketing not only amplifies attention but also channels it into institutional outcomes.

Empirical examples from established democracies illustrate these dynamics. In the United Kingdom, David Cameron's Big Society reform was presented through branding and narrative construction, simplifying complex governance changes into an engaging idea. In the United States, debates over the Affordable Care Act highlighted how competing marketing strategies could advance or undermine policy legitimacy. In Poland, judicial reforms were framed as restoring sovereignty, showing how symbolic branding legitimized contested policies. These cases confirm that public policies today are not only drafted but actively marketed to diverse constituencies.

From a normative perspective, the use of marketing in policymaking presents both opportunities and risks. On one hand, it enhances democratic responsiveness by ensuring that reforms reflect citizens' preferences and are communicated in accessible ways. On the other hand, it risks oversimplification or manipulation, privileging symbolic gestures over substantive outcomes (Entman, 1993). For this reason, analyzing political marketing as part of the policy process is crucial for understanding its dual potential: as a driver of legitimacy and as a source of possible distortion.

In summary, political marketing has moved beyond electoral arenas to become integral to modern governance. It influences agenda-setting, policy design, and communication, providing tools to translate complex reforms into recognizable narratives. By embedding itself within the policy cycle, political marketing functions as a central instrument of legitimacy and effectiveness in both stable and crisis-prone democracies.

THE UKRAINIAN CONTEXT

Ukraine provides a particularly revealing case for understanding the role of political marketing in shaping public policies. Since independence in 1991, the country has experienced profound political, economic, and social changes, but the Revolution of Dignity in 2013–2014 marked a decisive turning point. It redefined foreign policy toward European integration and institutional reform, while also reshaping domestic politics. In this environment, governments increasingly recognized that reforms required effective communication and legitimacy through public engagement, and political marketing became a critical instrument for agenda-setting and policy promotion (IFES, 2022).

Post-Maidan administrations faced the challenge of implementing ambitious reforms while rebuilding trust in political institutions. Public dissatisfaction with corruption and weak governance created pressure for rapid change, yet decentralization, judicial reform, and anti-corruption measures were complex and controversial. To make these acceptable, authorities used framing and branding, presenting decentralization as community empowerment and democracy-building rather than administrative restructuring. In this way, marketing tools connected technical measures with societal expectations (Transparency International, 2023).

The 2019 election of Volodymyr Zelensky accelerated the integration of marketing into governance. His campaign, based on his media persona, was a textbook example of electoral marketing. Once in office, his administration extended this logic to policymaking, emphasizing continuous communication, digital engagement, and branding of reforms. The Ministry of Digital Transformation's Diia platform became not only a service but a national brand of modernization,

resonating domestically and abroad. Similarly, Euro-Atlantic integration was marketed as a policy identity tied to prosperity, security, and belonging to Europe (NDI, 2022).

The Russian invasion of 2022 further transformed the role of political marketing. Wartime governance required sustaining unity, mobilizing resources, and securing international support. Campaigns such as Army of Drones and resilience narratives framed defense and reconstruction policies in terms of solidarity and sacrifice. Digital platforms became essential for real-time communication, enabling rapid mobilization and fundraising. At the same time, coherent international messaging contributed to foreign aid, sanctions against Russia, and recognition of Ukraine's EU candidate status during (Shmalenko, O., Ivchenko, O., & Polishchuk, I., 2025).

Traditional media remain important, but social media platforms—Facebook, Telegram, Instagram, TikTok—have become central to interactive communication, feedback collection, and targeted messaging. They allow the government to reach different social groups, from youth to veterans, and to embed policies in compelling narratives.

As summarized in Table 1, Ukraine demonstrates the evolution of political marketing from an electoral tool into a central mechanism of public policy. Post-Maidan reforms highlighted communication as a condition of legitimacy, Zelensky institutionalized market-oriented governance, and the war underscored the strategic role of marketing in mobilization and resilience. Together these developments make Ukraine a unique and highly relevant case for studying the intersection of political marketing and public policies.

Period / Event	Key Features of Political Marketing	Policy Examples
Post-Maidan Reforms (2014–2018)	Focus on rebuilding legitimacy; framing reforms as empowerment and transparency	Decentralization framed as community empowerment; anti-corruption campaigns
Zelensky's Election and Governance (2019–2021)	Market-oriented governance; continuous communication; strong branding of reforms	<i>Diia</i> platform as symbol of modernization; Euro-Atlantic integration branded as national identity
Wartime Communication (2022–present)	Mobilization and resilience; digital tools for fundraising and rapid engagement; international messaging	<i>Army of Drones</i> campaign; resilience narratives; EU candidate status promotion

Table 1. Evolution of political marketing in Ukraine, highlighting post-Maidan reforms, Zelensky's governance, and wartime communication.

MECHANISMS OF POLITICAL MARKETING IN PUBLIC POLICIES

The integration of political marketing into public policy relies on mechanisms that help transform societal concerns into priorities, frame them persuasively, and secure legitimacy during implementation. In the Ukrainian case, four mechanisms stand out—framing, branding, storytelling, and digital tools—each reflecting broader communication theories and providing practical strategies for governance under crisis.

Framing defines issues in ways that shape public perception (Entman, 1993). In Ukraine, decentralization was presented not as technical restructuring but as empowerment of communities, while judicial reforms were framed as a fight against corruption. Such approaches made complex reforms relevant to citizens' daily concerns and mobilized support. During the war, defense and security policies were framed as existential struggles for sovereignty, reinforcing commitment even to costly measures.

Branding creates recognizable symbols and identities that make policies visible and

memorable. The most prominent example is the *Diia* platform (Maksymova, 2025), which consolidated digital services into a single brand symbolizing modernization and transparency. Euro-Atlantic integration was likewise marketed as a national project, reinforced by EU and NATO symbols and narratives of “return to Europe.” Even wartime initiatives such as *Army of Drones* relied on branding to inspire pride and collective participation (IFES, 2022; USAID, 2023).

Storytelling links reforms to shared experiences and values, providing coherence and meaning. Ukrainian authorities have situated modernization within narratives of democratic transformation, presenting digitalization as part of becoming a 21st-century European democracy. During the war, stories of soldiers, volunteers, and ordinary citizens were used to embed policies of defense and reconstruction within a broader narrative of sacrifice and resilience.

Digital tools amplify these mechanisms by enabling real-time communication, feedback, and mobilization. Social media platforms such as Facebook, Telegram, and TikTok became vital for policy communication and engagement, while *Diia* itself functions both as an e-governance service and as a feedback channel. Digital fundraising initiatives, including those for defense equipment, directly connected citizens to policy outcomes, demonstrating how technology personalizes engagement and strengthens responsiveness (ITU, UNIDO, & CEPS, 2025).

These mechanisms rarely operate in isolation. Framing provides interpretive meaning, branding ensures recognizability, storytelling creates emotional resonance, and digital tools broaden reach and participation. Together they form an integrated marketing strategy that shapes not only the design of policies but also their societal reception. In Ukraine, this synergy has been especially visible in the digital transformation agenda and wartime resilience campaigns, underscoring the central role of political marketing in governance under conditions of democratic transition and crisis.

CASE STUDIES

One of the most prominent examples of political marketing in Ukraine’s public policies is the digital transformation agenda, symbolized by the *Diia* platform. Launched in 2020 by the Ministry of Digital Transformation, *Diia* consolidated dozens of services into a single digital interface. While technologically innovative, its success cannot be explained by efficiency alone. The platform was deliberately branded as a lifestyle product with a sleek design, accessible interface, and modern identity that associated the state with transparency and European modernity. Framed as a “state in a smartphone,” it appealed particularly to younger generations, while storytelling through campaigns and speeches emphasized how it simplified everyday lives. During the war, *Diia* gained international recognition as a showcase of Ukraine’s digital resilience, reinforcing both domestic legitimacy and external visibility (USAID, 2023).

Euro-Atlantic integration offers another clear case. Since the Revolution of Dignity, membership in the EU and NATO became a central policy objective, not only pursued diplomatically but also marketed as a brand. Consistent use of EU and NATO symbols alongside Ukrainian identity framed integration as a return to Europe. Political speeches with slogans such as “Ukraine is Europe” connected complex reforms with powerful narratives of belonging and security. Storytelling further situated integration within a historical trajectory of liberation from Soviet domination, resonating strongly with citizens. Opinion polls by KIIS and the Razumkov Center confirm growing support, while the 2022 invasion reframed integration as existential, turning it into a survival project. Branding Ukraine as the “frontline of Europe” helped mobilize domestic support and international solidarity, contributing to the EU candidate status (NDI, 2022).

Wartime resilience illustrates how political marketing can serve as a survival strategy. The *Army of Drones* initiative exemplified branding: a simple, powerful label that invited participation and made defense policy tangible. Framing drones as symbols of technological ingenuity and patriotism mobilized wide engagement, while storytelling about frontline soldiers linked citizen contributions to real defense outcomes. More broadly, wartime communication embedded policies in narratives of sacrifice and resilience, often voiced by President Zelensky in speeches that tied

defense, reconstruction, and humanitarian aid into a single national story. Digital tools further expanded reach, with *Diia* repurposed for fundraising and social media platforms disseminating real-time appeals. This integration of branding, framing, storytelling, and digital engagement enabled Ukraine to maintain legitimacy and mobilize resources even under existential threat (IFES, 2022).

Together, these case studies—*Diia*, Euro-Atlantic integration, and wartime resilience—demonstrate how political marketing extends far beyond electoral competition. Policies were transformed into recognizable brands, emotionally compelling narratives, and participatory projects, ensuring legitimacy, mobilization, and international support.

As summarized in Table 2, the three case studies—*Diia*, Euro-Atlantic integration, and Army of Drones—demonstrate different combinations of mechanisms, audiences, and effects, yet all illustrate how political marketing strengthens legitimacy and mobilization.

Case	Main Mechanisms	Target Audience	Effects
<i>Diia</i> (Digital Transformation)	Branding, framing, storytelling, digital tools	Youth, urban professionals, international partners	Legitimized digital reforms, boosted Ukraine’s image as a modern state
Euro-Atlantic Integration	Branding, historical storytelling, symbolic framing	Domestic citizens, EU/NATO partners, global opinion	Mobilized public support, strengthened reforms, secured EU candidate status
Army of Drones (Wartime Resilience)	Branding, patriotic framing, digital engagement, storytelling	Citizens, diaspora, international donors	Mobilized resources, sustained resilience, reinforced unity and legitimacy

Table 2. Comparative Case Studies of Political Marketing in Ukraine”

COMPARATIVE INSIGHTS

The Ukrainian experience of political marketing in public policies can be better understood when placed in a comparative perspective alongside other emerging democracies in Eastern Europe, such as Poland, Georgia, and Moldova. These countries share a trajectory of post-communist transition, democratic consolidation, and European integration efforts, yet their approaches to political communication and policy marketing vary significantly. By examining similarities and differences, it is possible to highlight both the uniqueness of Ukraine’s case and the broader implications for public policy studies (Schedler, 1999; Hall, 1993).

A common feature is the increasing reliance on branding and framing to promote reforms and legitimize public policies. In Poland, judicial reforms introduced by the Law and Justice Party were framed as efforts to restore “national sovereignty” and marketed through nationalist branding. Similarly, in Georgia, successive governments branded digitalization and anti-corruption initiatives as symbols of modernization and European orientation. Moldova, despite more limited resources, used communication campaigns to frame European integration as an opportunity for stability and growth (Orenstein, 2009). These examples show that political marketing has become a shared practice across post-communist democracies, reflecting the need to connect complex reforms with emotionally resonant narratives.

Another similarity lies in the use of international identity as a branding strategy. Just as Ukraine has marketed its EU and NATO aspirations as part of its national identity, Georgia emphasized its “European choice,” while Moldova framed integration as a break from Russian influence. These identity-based strategies illustrate how political marketing elevates foreign policy

objectives into central elements of domestic public policies (Manners, 2002).

Despite these parallels, the Ukrainian case stands out in several respects. First, the scale and sophistication of branding—exemplified by Diia and wartime initiatives such as Army of Drones—are unparalleled in the region. Whereas Georgia and Moldova promoted reforms largely through traditional communication, Ukraine effectively integrated digital platforms, social media, and participatory campaigns into its policy marketing (McNair, 2011). This digital-first approach reflects both the country's relatively advanced IT sector and the urgency of wartime communication.

Second, the role of crisis is more pronounced in Ukraine than in other emerging democracies. While Poland, Georgia, and Moldova face instability and external pressures, Ukraine is engaged in a full-scale war. This existential context turned political marketing into a survival strategy, where defense, reconstruction, and resilience policies became inseparable from campaigns mobilizing resources and sustaining morale (Lees-Marshment, 2019).

Third, Ukraine's international communication dimension is uniquely strong. Policy marketing targeted not only domestic citizens but also global stakeholders. Narratives portraying Ukraine as the "frontline of Europe" proved crucial in securing aid, sanctions against Russia, and EU candidate status. While Georgia and Moldova also seek international support, Ukraine's immediacy and effectiveness in global messaging highlight the exceptional role of marketing in policy diplomacy (Nye, 2004).

The comparison suggests that political marketing is widespread but context-dependent in emerging democracies. It reflects shared challenges—weak institutions, reform fatigue, and legitimacy needs—but Ukraine illustrates how crisis conditions amplify its importance. Political marketing becomes not supplementary but central to shaping, promoting, and sustaining public policies (Sabatier, 2007).

The implications extend beyond the region. For scholars, Ukraine demonstrates that political marketing must be integrated into public policy theory, especially in agenda-setting and implementation. For practitioners, the case shows that effective communication—through branding, storytelling, and digital engagement—can enhance legitimacy and resilience even under extreme conditions (Kingdon, 1995; Baumgartner & Jones, 1993).

CONCLUSIONS. This article set out to examine the role of political marketing in shaping public policies in Ukraine, with particular attention to its agenda-setting and communication functions. Drawing on theoretical frameworks of agenda-setting, public policy analysis, and political marketing (Cobb & Elder, 1972; McCombs & Shaw, 1972; Kingdon, 1995; Baumgartner & Jones, 1993; Lees-Marshment, 2001), and applying qualitative analysis to Ukrainian policy documents, communication campaigns, and media discourse, the study has demonstrated that political marketing has become an essential component of governance in emerging democracies.

The findings highlight several key insights. First, political marketing in Ukraine has moved beyond its traditional electoral focus and has become central to the policy process. By employing mechanisms such as framing, branding, storytelling, and digital tools, policymakers have been able to transform societal concerns into policy priorities, communicate reforms in accessible ways, and sustain legitimacy throughout implementation. This evolution suggests that political marketing is not merely a campaign instrument but a substantive driver of policy outcomes (Lees-Marshment, 2019).

Second, the case studies of digital transformation through Diia, Euro-Atlantic integration, and wartime resilience campaigns illustrate the diversity of strategies through which marketing contributes to public policies. Diia demonstrates how branding can turn a technical reform into a recognizable and trusted national identity. Euro-Atlantic integration highlights the power of framing and historical storytelling in embedding foreign policy objectives into domestic policy agendas (Manners, 2002). Wartime campaigns such as Army of Drones show how marketing can mobilize resources and maintain morale under existential conditions (IFES, 2022; USAID, 2023).

These examples reveal that political marketing can adapt flexibly to different policy domains while serving the overarching goal of legitimacy and engagement.

Third, the comparative perspective underscores Ukraine's distinctiveness while situating it within broader regional trends. Like other emerging democracies, Ukraine relies on political marketing to simplify complex reforms and link them to emotionally resonant narratives (Orenstein, 2009). However, the scale of digital innovation, the intensity of wartime communication, and the global dimension of Ukraine's policy marketing make its case unique. In this sense, Ukraine provides an exceptional example of how political marketing can be institutionalized as part of the public policy process, especially under conditions of crisis (McNair, 2011).

From a theoretical standpoint, the study contributes to bridging the gap between political marketing and public policy scholarship. It demonstrates that marketing should be considered not only as a tool of persuasion but also as a mechanism that influences the entire policy cycle—from agenda-setting and formulation to implementation and legitimation (Sabatier, 2007; Hall, 1993). By integrating marketing logics into public policy analysis, scholars can develop a more comprehensive understanding of how contemporary governance operates in both stable and unstable environments.

From a practical standpoint, the findings have implications for policymakers in Ukraine and beyond. Effective communication and marketing strategies can enhance public trust, increase citizen engagement, and strengthen the legitimacy of reforms. However, reliance on marketing also poses risks, including oversimplification, populism, and the prioritization of image over substance. To mitigate these risks, governments must balance persuasive techniques with transparency, accountability, and evidence-based policymaking (Schedler, 1999).

In conclusion, the Ukrainian experience demonstrates that political marketing is no longer peripheral but central to the functioning of public policies. In emerging democracies and crisis contexts, it becomes a vital instrument for translating public concerns into actionable policies, sustaining legitimacy, and mobilizing both domestic and international support. The study suggests that future research should further explore the institutionalization of policy marketing, its long-term effects on governance, and its implications for democratic resilience. Ukraine, as both a laboratory of reform and a battlefield of survival, offers valuable lessons on how political marketing can shape not only electoral outcomes but the very substance of public policies.

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Стаття надійшла до редакції 06.03.2026р.

Стаття прийнята до друку 20.04.2026 р.

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РОЛЬ ПОЛІТИЧНОГО МАРКЕТИНГУ У ФОРМУВАННІ ПУБЛІЧНОЇ ПОЛІТИКИ: ДОСВІД УКРАЇНИ

Формування публічної політики все більше залежить не лише від інституційних процесів прийняття рішень, а й від комунікаційних стратегій та маркетингових практик. Хоча політичний маркетинг традиційно досліджувався в контексті електоральної конкуренції, його роль у розробці, просуванні та легітимізації публічної політики залишається маловивченою. Ця дослідницька прогалина є особливо помітною в країнах із перехідною демократією, де уряди покладаються на суспільну довіру та мобілізацію соціуму для впровадження реформ і збереження стійкості під час криз.

У статті досліджено роль політичного маркетингу у формуванні публічної політики в Україні. Спираючись на теорію встановлення порядку денного (М. Мак-Комбс і Д. Шоу; Р. Кобб і Ч. Елдер) та концептуальні моделі публічної політики, такі як модель «множинних потоків» Дж. Кінгдона та теорія «переривчастої рівноваги» Ф. Баумгартнера і Б. Джонса, у дослідженні застосовано якісний аналіз політики. Емпіричний матеріал охоплює стратегії українського уряду, офіційні комунікаційні кампанії, медійний дискурс і соціологічні опитування, що доповнені звітами міжнародних організацій, зокрема IFES, NDI та USAID.

Результати дослідження свідчать, що політичний маркетинг в Україні вийшов за межі виборчих кампаній і став ключовим механізмом конструювання та легітимізації

публічної політики. Завдяки фреймінгу (смісловому структуруванню), брендингу та сторітелінгу суб'єктам владних повноважень вдалося трансформувати суспільні проблеми у державні пріоритети. На конкретних прикладах (case studies) проілюстровано, як політика цифрової трансформації була брендована через платформу «Дія», як євроатлантична інтеграція закріпилася в політичному дискурсі як національний стратегічний пріоритет, і як комунікаційні кампанії воєнної стійкості мобілізували суспільну підтримку для оборони та відновлення.

Досвід України демонструє, що політичний маркетинг є не просто інструментом переконання, а життєво важливим засобом формування та підтримки публічної політики в умовах кризи та демократичної трансформації. Стаття робить внесок як у теоретичні дискусії щодо встановлення порядку денного, так і в практичне обговорення інституціоналізації політичного маркетингу в країнах із перехідною демократією.

Ключові слова: політичний маркетинг, публічна політика, встановлення порядку денного, Україна, комунікація політики, демократична трансформація.