

UKRAINE'S SOCIAL SERVICE MARKETING SYSTEM AS A TOOL OF SUPPORT MANAGEMENT DECISIONS IN WARTIME

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Abstract

With the aid of state institutions, which are responsible for processing, quick responses to, and issuing requests for additional assistance in resolving weighty matters, effective engagement between the public and the executive authorities should be carried out during times of war. The purpose of the study is to demonstrate the value of citizen-government contact during a war by evaluating cost of Government Contact Center services. The challenging research objectives were resolved using techniques including basic statistical analysis, comparison, content-analysis of secondary data, observation, and generalization. The economic value of interaction between citizens and executive authorities through the use of the services of the state institution Government Contact Center was substantiated.

Keywords: *cost, public, resources, services, marketing system.*

JEL Codes: *M30, J10, I30.*

Introduction

Nowadays, at a time when globalization processes in the world are creating new conditions for the functioning of socio-economic systems associated with the full-scale war of the Russian Federation on the territory of Ukraine, problems in the fields of social protection of the population, good planning of territories, communal economy, etc. are increasingly appearing. Effective interaction of the public with the executive authorities in wartime should be carried out with the help of state institutions, which are aimed at processing, prompt response, and sending requests for further assistance in solving problematic issues (Šneiderienė et al., 2022). This requires improving the process of interaction of executive authorities with consumers and the target audience,

strengthening and developing the marketing complex, applying new technologies that will be introduced to the existing service delivery system, conducting audits, and analysing the results obtained (Liobikienė et al., 2022). In turn, the use of the marketing system through contact centers serve as a guarantee for the strategic development of state institutions, the achievement of long-term goals, effective interaction with society, the deepening of the use of tools of the marketing complex, and the formation of a positive image not only for the state institution, but also for the state as a whole.

The interaction of the public with authorities to solve problematic issues is of great importance for the further development of society, including if there is a convenient

tool for its development. In Ukraine, one of the key state institutions dealing with relations between the public and the authorities is the Government Contact Center (hereinafter – GCC).

On May 27, 2009, in order to ensure prompt response of executive authorities to appeals from citizens, enterprises, institutions and organizations, entrepreneurs, local self-government bodies and their interaction during consideration of such appeals, the government created the state institution “Social Contact Center” (Order of the Cabinet of Ministers of Ukraine dated May 27, 2009 No. 579-p), that was further renamed to “Government Contact Center” (Government Contact Centre, n. d. a). According to the order of the Cabinet of Ministers of Ukraine No. 182 of March 2, 2016 “On the approval of the plan of measures for the implementation of the concept of the creation of the Government Contact Center”, the plan of measures for the implementation of the concept of the creation of the National Contact Center was approved and was recommended to state bodies, local self-government bodies, and the National Bank for ensuring interaction with the state institution “Government Contact Center” for the purpose of considering citizens' telephone and electronic appeals (Cabinet of Ministers of Ukraine, 2016).

The analysis of the recent publications shows that scientists tried to build a holistic picture of the importance of using public relations in various types of organizational structures, including tools for applying the marketing system to support management decisions and further interaction between the public and authorities. In their scientific papers, the aspects of the importance of public relations as the main tool for managing communication with authorities through public institutions have been investigated (Šneiderienė et al., 2022). Kovtun, researching the features of communication management of the organization on the basis of research on public relations, came to the conclusion that the communication of the organization on the basis of research with the public is the main element of interaction between citizens and executive authorities (Kovtun et al., 2022).

Lutsiak V., researching the problems and methods of marketing management, deduced that the key element of the marketing management complex is an integrated system of marketing communications (Lutsiak, 2014). Khrushch et al. came to the conclusion that an effective means of maintaining the organization's marketing efforts is precisely public relations, which is an important element of the program of integrated marketing communications (Khrushch et al., 2022). Furthermore, the role of a digitalization and new ways of communication in the management processes are broadly studied (Novikova et al., 2022; Kaletnik et al., 2011; Šneiderienė et al., 2022). In particular, it is pointed out that sources for the strategic economic potential increase lie in the field of digitalization (Kaletnik et al., 2011), social innovations encouraging the development of public, social and business interests (Pakeltiene et al., 2017), and existence of networks is necessary to promote knowledge (Morone et al., 2019). In addition, it is worth pointing out that the ways and measures of communication between population and services might be crucial from the point of view of appeals processing (Stasys et al., 2014). Also, Verkhoglyadova et al. suggested the deploying resource classification that could be factor in while considering the interaction process between governmental entities and public (Verkhoglyadova et al., 2015; Stratan et al., 2017).

In the given paper, the mechanism of interaction of interested parties in building relations between a group of consumers of administrative services (citizens) and executive authorities in the period before and after the start of a full-scale war on the territory of Ukraine caused by the aggression of the Russian Federation was considered. Through the prism of the interaction of the State Institution GCC, we conducted a study of the economic efficiency of the state institution GCC for the 2021 and 2022 calendar years and analysed the results.

Purpose. The aim of the research is to substantiate the importance of interaction between the public and the authorities in

wartime through the economic value of service provision by the Government Contact Center.

Research object / subject. The object of the given study was the interaction process of appeals acquisition between executive authorities and citizens, enterprises and organizations, institutions, and entrepreneurs. The subject of the given research was the economic value of the interaction supervision service between executive authorities and citizens, enterprises, organizations, institutions, and entrepreneurs.

Research methods

Such research methods as basic statistical analysis, comparison, content-

analysis of the secondary data, observation, and generalization were used to solve the problematic tasks set in the research.

Research results and discussion

The main group of services provided by the GCC is interaction with executive authorities. Thus, the main group of intangible products provided by the institution is receiving appeals from citizens, legal entities, enterprises, institutions, and organisations to executive authorities and consulting on issues of state policy.

Schematically, this interaction with authorities can be depicted in the Figure 1.



Figure 1. Scheme of interaction of a citizen with a government body with the help of the “GCC”

*Source: compiled by authors (Government Contact Centre, n. d. a).

Figure 1 depicts how the relationship between the public and the authorities takes place, which the GCC helps to implement within the scope of its activities.

In order to find out the cost of expenses in 2021 for one client of the service of the GCC, the main expenses of the institution were

analysed with the help of the official public procurement site “Prozorro”. Data for the 2021 calendar year was collected between January 1, 2021, and December 31, 2021 (Prozorro, n. d.). Table 1 combines information on fixed and variable costs for convenience.

Table 1. GCC expenses in 2021 (period from 01.01.2021 to 31.12.2021)

Spending groups	Quantity	Total cost, UAH	Monthly cost, UAH	Received appeals and consultations	Total cost per service, UAH
Technical costs	85	5,438,178.03	453,181.5	1,780,462	22.05
The software and operation of the contact center	38	33,214,905.6	2,767,908,8		
Communal services	8	96,180	8,014.98		
Promotion	1	23,000	1,916.67		
Other costs (variable)	1,401	495,720.21	41,310.02		
Total	1,533	39,267,983.6	3,272,331.97		

*Source: compiled by authors (Prozorro, n. d.).

As can be seen from the calculations presented in the table 1, of the total amount of UAH 39,267,983.6 (as of 12/31/2021) was spent on the GCC, of which the largest

expenses were spent on software and the actual functioning of the GCC (UAH 33,214,905.6), and the least for its promotion is UAH 23,000. From the results presented, it can be concluded

that the expenses for the operation of the GCC are the costliest, as they are related to the activities of the institution, while the share of communal services is insignificant compared to other expenses.

According to the statistical data, which are open on the website of the GCC (Government Contact Centre, n. d. b), as of 12/31/2021, 1,780,462 services were provided. The expenses amounted to UAH 39,267,983.6. As a consequence, the total cost per service amounts to UAH 22,05 for one session (receiving an application or receiving a consultation).

It can be concluded that a citizen can resolve the issue independently without resorting to the mediation of the GCC, but the functioning of this institution is necessary for the purpose of prompt resolution of the issue

by the authorities. This statement was relevant in 2021.

In February 2022 significant changes took place in society, which affected the need for citizens to interact with the authorities through the use of the services of GCC. For relevance, data was taken from the beginning of the 2022 calendar year in the periods from 01/03/2022 to 02/24/2022 and from 02/24/2022 to 03/24/2022. This shows the transformational changes that have taken place in the institution's activities after a short period of time. For the objectivity of calculations, a period of the same time span of 1–1.5 months was taken, which allowed us to formulate preliminary conclusions about affection the activities of GCC and its expenses. For convenience, fixed and variable cost data have been combined and presented in the table 2.

Table 2. Expenses of the GCC in 2022

Spending groups	Quantity	The total cost	Monthly cost	Received appeals and consultations	Total cost per service, UAH
period from 01/03/2022 to 02/24/2022					
Technical costs	4	1,125,120	-	155,345	32.6
The software and operation of the contact center	4	2,019,894.65	-		
Communal services	10	1,281,900	-		
Promotion	0	0	-		
Other costs (variable)	2	638,005	-		
Total	20	5,064,919.29	-		
period from 02/24/2022 to 03/24/2022					
Technical costs	1	1,198,551.07	-	89,808	15.61
The software and operation of the contact center	1	102,000	-		
Communal services	0	0	-		
Promotion	0	0	-		
Other costs (variable)	1	101,060.10	-		
Total	3	1,401,611.17	-		

**Source: developed by the authors.*

As a result, during the period from January 3, 2022 to March 24, 2022, GCC spent UAH 6,466,530.46 on its operations. As can be seen from the calculations presented in table 3, for the period from 01/03/2022 to 02/24/2022, funds in the amount of UAH 5,064,919.29 (as of 02/23/2022) were spent in the GCC, of which the largest expenses were the expenses for the software and the actual functioning of the GCC, which amounted to UAH 2,019,894.65, and the lowest expenses were

for the “Other costs” – UAH 638,005 and no resources were spent on promotion at all. At the same time, technical costs and expenses for communal services make up a total of almost the amount that GCC spends on its functioning. At the same time, technical and utility costs totaled almost the same amount as GCC speeded on its functioning.

After 02/24/2022, the calculation of costs changed significantly. Technical

expenses amounted to UAH 1,198,551.07, while UAH 0 was spent on communal services.

As in the selected period the central part of the costs was the functioning of the institution itself, as well as its technical costs. Software and operating became less expensive compared to the selected period from 01/03/2022 to 02/24/2022 due to the fact that the main costs for equipment and licensed software are carried out at the beginning of the year. As for communal services, they were not presented in any way during the reporting period of calculations, since during this period many utility service providers did not accept payments for housing and utility services.

For the period from 01/03/2022 to 02/24/2022, there were 155,345 appeals for 5,064,919.29 UAH of expenses and for the period from 02/24/2022 to 03/24/2022, there were 89,908 applications for 1,401,611.17 UAH of expenses.

In this way, the following calculation was made: $5,064,919.29/155,345 = \text{UAH } 32.6$

for one session (received appeal or received consultation) for the period before February 24; and $1,401,611.17/89,808 = \text{UAH } 15.61$ after 02/24/2022.

The fact is that the main payments for the functioning of the GCC were made at the beginning of 2022, which in turn can be seen from the costs of its operation, which is 3.61 times more, although the number of services provided has significantly decreased by 1.72 times and amounted to 89,808 against 155,345, which were a month before February 24. The reduction in the provision of services in March 2022 occurred over that not all services were reachable, problems with the operation of telephone communications and the Internet, and the inability to use them.

According to the diagram presented in Figure 2, it can be seen that the ratio of costs of one service provision session per one client for the year 2021, is lower than for the period at the beginning of 2022.

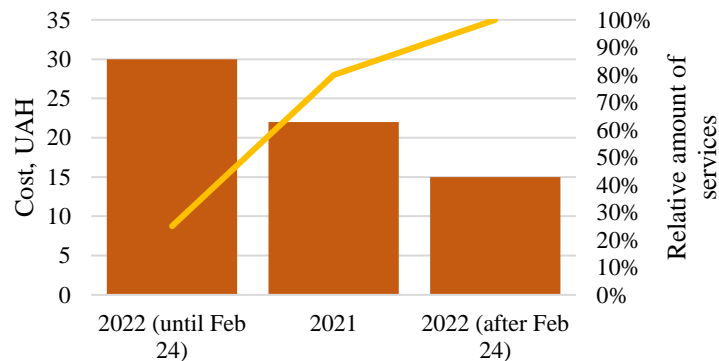


Figure 2. Dynamics of GCC costs per one service provision session per client

*Source: compiled by authors (Government Contact Centre, n. d. b).

Regarding the data given in the figure 2, after February 24, it can be seen that the indicator corresponds to the level of services provided, which were provided much less and therefore have a lower value in economic terms.

In order to understand how the war in Ukraine affected the provision of services to consumers and their demand for the GCC services, a similar period with a difference of one year from February 21 to February 28 was taken for comparison Figure 3.

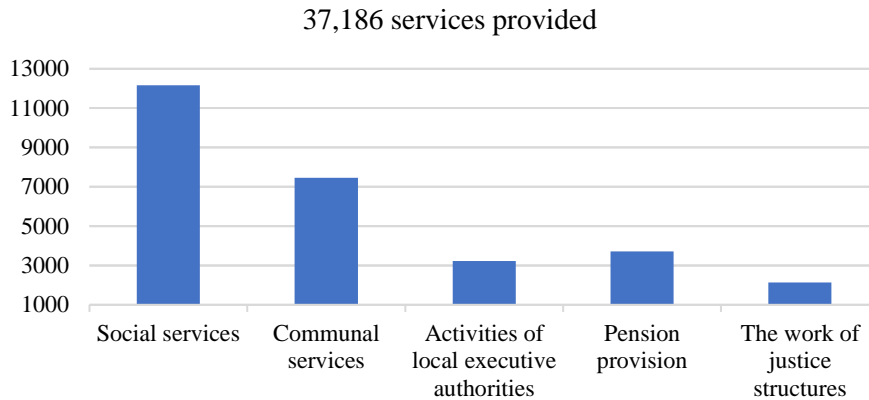


Figure 3. The quantity of services provided by DCC from February 22 to February 28, 2021

**Source: compiled by authors (Government Contact Centre, n. d. b).*

As can be seen from the presented diagram, a total of 37,186 services were provided during the indicated period (54.2%-consultations and 45.8%-appeals), of which the largest share (55.8%) was the issue of social services – 12,156 provided services; communal services – 7455; activities of local executive authorities – 3232; pension provision – 3710; and the work of justice structures – 2142 services provided. 44.2% – other issues, which made up a total of 18,323 other services, of which the largest share is services on the subject of compliance with the law. This is 1,885 provided services and issues on other topics. The percentage of other problematic issues is not significant. The majority, or roughly half of the services provided, namely 19,611, were concerned with social services and the communal services.

In relation to the ratio, the total number of services provided in the form of appeals and consultations decreased by 1.5 times, and in quantitative terms, the number was 12,476. The main topic of appeals remained unchanged. The main topics of issues were social services and communal services, but there was a decrease in them compared to last year by 2.61 times for social services issues and 2.37 times for communal services issues. This also applies to other issues.

Invasion played one of the prominent roles here. It influenced the priority of receiving consulting and information services by consumers. Its efficiency came first. Appeals for which the GCC provided explanations and background information

increased from 54.2% to 60.3%. And this is a significant indicator. On the other hand, the number of appeals for additional clarifications decreased from 45.8% to 39.7%.

In peacetime and in wartime, the need to obtain quality services that can be obtained safely for oneself and with the help of modern means of communication is growing more and more. In order to identify the need for citizens to interact with the authorities through the use of the services of the GCC, it was decided to compare the calculation of the cost of the service for the customer of the service in two scenarios: when the client applies to resolve the issue in person, and in the second scenario, through the services provided by the GCC. Corresponding calculations were also carried out by year.

A full-scale war has greatly affected pricing, logistics operations, and the consumer's relationship with specific institutions and executive authorities, especially for those clients who have found themselves under temporary occupation.

In this case, it was decided to make a calculation based on the generalised classification of resources of the national economy. The following group of resources by physical content (material, technical, financial, labor, informational) is highlighted by Verkhoglyadova et al. (Verkhoglyadova et al., 2015). It was also decided to add time resources to this list as the main resource that influences all other types of resources (Reznik wt al., 2022). After that, basic calculations were made based on the given assumption.

First, let's consider the value of the interaction (Liobikienė et al., 2022; Stratan et al., 2017) of a client who applies to the

government through GCC. These data are presented in Figure 4.

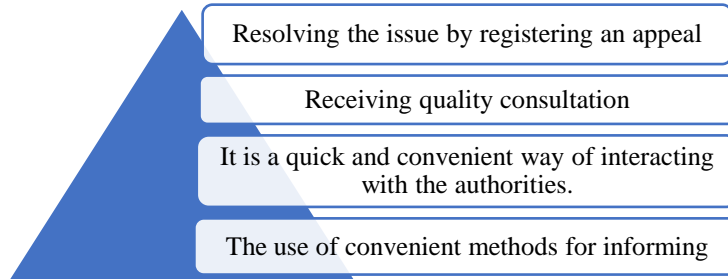


Figure 4. What the client gets if he uses the services of GCC

*Source: compiled by authors (Government Contact Centre, n. d. a).

It is assumed that the main groups of resources that will be used by citizens will be time resources, material, technical,

informational, financial, and labor resources (table 3).

Table 3. Resources spent by the Client in the given scenarios

Material	Time	Labor	Technics
Client resolves the issue by personally contacting the authorities and their characteristics			
Public transportation expenses	Wasting time by taking public transportation.	Involvement of the department of appeals' review specialists	Equipment usage and depreciation
Device refilling costs	Waste of time for processing the appeal and waiting for consideration (10 calendar days) under the condition of resolution.	Involvement of specialists to investigate the problem.	
Expenditure on submission and processing of documentation	Spending time moving.	Involvement of specialists in decision implementation and reporting on decision implementation	
	Ten days for consideration		
Client resolves the issue by contacting the authorities through of the GCC			
Free access to the ukc.gov.ua application registration site and the resource for obtaining consultations, including through the relevant phone numbers.	The wait time for a connection with an operator is 30 minutes (during peak hours), or there is no wait time when using the chat system or site resources	Involvement of specialists (140 consultants) in processing the issue and directing it to executive authorities	Notification of the person about fixing the appeal and providing an answer by two methods of communication-through mail or using a bot
Spending money on the Internet	There is no time spent on movement	Involvement of experts from the executive branch to resolve the appeal and render a decision	

*Source: compiled by authors (Verkhoglyadova et al., 2015; Stratan et al., 2017; Government Contact Centre, n. d. c).

It is worth noting that the time spent on the transfer is not constant, as it occurs by referring the person to the competent authority and then to the institutions, which makes it

difficult to submit an application on the same day. From the data presented in the table 3, it can be concluded that a lot of both labor and time resources are spent on solving one

specific issue, which in turn affects the efficiency and timeliness of solving the issue.

The time resource is calculated by the induction method. It was assumed that if a citizen goes from Ukrainka to Kyiv and then to Kyiv regional administration to resolve the issue, he will spend 40 minutes getting to Kyiv one way and at least 30 minutes from "Vydubychi" subway station to get to the destination. Of these, about 2 hours can also be spent on solving questions, taking into account the queue and the appointment.

Suppose that a person who needs to receive services lives 40 km from Kyiv. With the help of the assumption analysis, we will assume that a citizen will spend about 3 hours travelling from his settlement per day, have a minimum meal (in the amount of UAH 100),

and spend the minimum cost of travel (UAH 86 in 2021 and UAH 106 in 2022).

It is important to point out that in this scenario, there is no time spent on moving. Interaction takes place through a phone call (16-line function), which opens a website or chat system and allows saving physical resources to solve the issue. Without the citizen's participation, the appeal is considered for 1 to 30 calendar days, depending on the complexity of the issue. Instant referral to the authorities.

In tables 4 and 5, a comparison of the costs in 2021, which will be carried out by a user who independently resolves the issue by contacting the authority in person, and the funds spent by a client who resolves the issue by contacting the authority through GCC.

Table 4. Costs incurred by the client who resolves the issue independently by contacting the authority directly

Expenses	Quantity	Total cost
2021		
1. Travel expenses on public transport from Ukrainka to Kyiv	2 trips with a cost of UAH 35	UAH 70
2. Food expenses	Coffee + garnish	UAH 100
3. Time resources	From 3 hours or more.	min. 3 hours
4. Travel expenses on public transport (subway)	2 trips / 8 UAH per trip	UAH 16
5. Internet costs	The tariff is UAH 100 for 21 days	UAH 4.75
Total cost		UAH 190.75
2022		
1. Travel expenses on public transport from Ukrainka to Kyiv	2 trips with a cost of UAH 45	UAH 90
2. Food expenses	Coffee + garnish	UAH 100
3. Time resources	From 3 hours or more.	min. 3 hours
4. Travel expenses on public transport (subway)	2 trips / 8 UAH per trip	UAH 16
5. Internet costs	The tariff is UAH 135 for 21 days	UAH 6.42
Total cost		212.42

*Source: developed by the authors.

From the presented calculations, we can come to a conclusion about the cost in the amount of UAH 190.75 for one calendar day in

2021, and UAH 212,42 for one calendar day in 2022, which is a significant waste of money. Let's consider another option in table 5.

Table 5. Costs incurred by the client who resolves the issue by contacting the authorities through the GCC

Expenses	Quantity	Total cost
2021		
1. Travel expenses on public transport	-	-
2. Time resources	From 10 minutes to fix the question, 30 minutes waiting to be contacted by an operator (during peak hours).	40 minutes during peak hours or 5–10 minutes in the case of fixing a question through the website.
3. Food expenses	-	-
4. Internet costs	The tariff is UAH 100 for 21 days	UAH 4.75
5. Costs for accessing the website		-
Total cost		UAH 4.75
2022		
1. Travel expenses on public transport	-	-
2. Time resources	From 10 minutes to fix the question, 30 minutes waiting to be contacted by an operator (during peak hours).	40 minutes during peak hours or 5–10 minutes in the case of fixing a question through the website.
3. Food expenses	-	-
4. Internet costs	The tariff is UAH 135 for 21 days	UAH 6.42
5. Costs for accessing the website		-
Total cost		UAH 6.42

*Source: developed by the authors.

From the presented calculations, it is possible to come to a conclusion that the cost is UAH 4.75 for one calendar day in 2021, and UAH 6.42 per calendar day in 2022, which is significantly more profitable in economic terms. As can be seen, the resources spent by the client who resolves the issue by contacting the authority through the GCC are much lesser and more profitable from the point of view of prompt resolution of the issue.

Perform an efficiency calculation, taking into account the costs that will be incurred by the user, who will independently solve his or her question by contacting the authority directly and the funds spent from the state budget, if the user uses the services of GCC for the year 2021 – $UAH 190.25 / UAH 22.05 = 8,62$.

The similar calculation was made for the year 2022. So, the following results were obtained: in 2022 (until February 24, 2022) – $UAH 212.42 / UAH 32.6 = 6.51$; in 2022 (after 24.02.2022) – $UAH 212.42 / UAH 15.61 = 13.6$.

In general, if we compare the indicators before and after the start of invasion, their efficiency has become much higher, regardless of the number of services provided. During the period when full-scaled war are ongoing in the country, if the question is solved by the user through the GCC, it will be 13.6 times more effective than in person.

Conclusions

The GCC fulfills a broad aspect of the assigned functions and helps to simplify relations between citizens and authorities. In particular, it was the number of appeals received by the GCC witnesses that it had been important for the client to use the services provided by the GCC in peacetime and especially in wartime. The analysis of main costs using public procurement data helped to analyze the main costs of the institution and to identify the price of one session of the service. Further, after conducting an analysis of the main resources for two positions, it was

determined that the client would spend half as many resources, which further lead to an analysis of the comparison of costs that the client can spend under two hypothetical scenarios. From the client's point of view, it was found that in terms of economic value, they would spend much less, namely 8.62 times less in 2021 and 13.6 times less under the martial law in 2022. Accordingly, it can be argued that by using the services provided by the GCC, the client would have much more

freedom in solving the problem, even under the extreme conditions.

The prospect is the future use of automated systems for recording appeals, which so far consists of the use of a voice assistant and the GCC website. The study of interactions of the public with the authorities through the services provided by the GCC is important for ensuring the strategic development of state institutions in the public relations system of the authorities.

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