



PALGRAVE STUDIES OF
PUBLIC SECTOR MANAGEMENT IN AFRICA

Public Sector Marketing Communications, Volume II

Traditional and Digital Perspectives

Edited by
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Management in Africa

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Preface

In today's world, effective communication tools are essential for public and governmental entities to connect with citizens, initiate engagement, disseminate information, encourage behavioural changes, showcase their offerings, and build a trustworthy brand. The relationship between the public sector and the citizens can be improved through the adoption of appropriate communication channels, including traditional and digital methods. This second volume of the two-volume edited book highlights the importance of both traditional and digital marketing communication tools in enhancing interactions with citizens and achieving critical outcomes for public sector institutions in Africa.

Technological innovation has been driving institutional activities across the globe; therefore, public sector establishments in Africa must take advantage of opportunities in digital tools. While traditional marketing communication tools, such as print, broadcast, and outdoor methods, continue to have value, public service activities are increasingly executed effectively and efficiently through the adoption of various technological tools and platforms. This raises questions about the relevance and contribution of traditional communication tools to public service delivery in Africa compared to the increasing popularity of digital media globally.

Although Africa has a growing number of young adults interested in social media and internet applications, the continent still has a high

percentage of digital exclusion due to high illiteracy level and limited access to the internet. Therefore, the current focus on digital communications should not exclude those who are not digitally savvy. Despite the clamour for the digitisation of public service operations and activities, there must be a balance that incorporates both digital and traditional perspectives of marketing communications. There is no one-size-fits-all strategy. What is important is the message, the channel adopted and the target audience. Therefore, for effective marketing communications in the public service, it is important to consider key components such as agency priorities, target audiences, localities, message contents, and platforms and channels. Additionally, the heterogenous nature of African communities—language, cultures and economic class—may require consideration of diverse communication channels.

Authors in this book offer both practical and theory-based suggestions for public sector institutions on the selection of traditional and digital communication tools that will be meaningful to a citizen-oriented public sector. This volume provides insights into Africa's utilisation of traditional and digital marketing tools in public sector organisations. Topics include public service advertising, celebrity endorsements, government use of digital technology for emergency risk communications, social media as a public sector communication platform, determinants of social media adoption, direct marketing in the public sector, optimising social media for voters' education intergovernmental collaboration, and football administration.

This book is relevant to government institutions, stakeholders, practitioners, researchers and public administration students who seek a more informed and effective utilisation of traditional and digital marketing communications in Africa's public sector. It provides valuable insights into the challenges and opportunities associated with effective communication strategies and offers practical guidance on how to enhance communication and engagement with stakeholders.

Structure of the Book

Part I: Introduction

In Chap. 1, “An Introduction to Public Sector Marketing Communications: Traditional and Digital Perspectives”, Ogechi Adeola, Paul Katuse and Kojo Kakra Twum explore the intricacies of Africa’s traditional and digital marketing communications in the context of public service delivery. The chapter introduces readers to the focus of the book and the core themes that define its contributions to scholarship and practice.

Part II: Public Sector Marketing Communications in Africa: Traditional Perspectives

In Chap. 2, Christiana Appiah-Nimo, Daniel Ofori, Gloria K.Q Agyapong and Kojo K. Twum discuss “Public Service Advertising and Celebrity Endorsement in Ghana.” The chapter adds to the currently limited literature on public service advertisement (PSA) in Ghana, identifying factors, including celebrity endorsements, that influence the effect of PSAs on the public. The authors discuss implications for government departments and NGOs in developing information policies and appropriate media to reach the public.

Paul Katuse, in Chap. 3, “Direct Marketing in the Kenyan Public Sector,” describes the Kenyan public sector’s engagement in direct marketing initiatives, the role of public sector administration, the challenges

faced by the public sector in implementing direct marketing initiatives, the influence of digitisation and recommendations for ways the public sector can reach marketing objectives.

In Chap. 4, “Breaking the Silos: Role of Intergovernmental and Interagency Collaboration in Combatting Insecurity in South Africa and Nigeria,” Silk Ugwu Ogbu, Knowledge Shumba and Abiola Babatunde Abimbola describe worries about the rising spate of personal insecurities and violent crimes, especially over the last decade, and how this has become one of the greatest concerns to citizens, governments and other stakeholders in South Africa and Nigeria. The chapter documents the reasons for the communication gaps and siloed approach to security provisioning and proffers suggestions for fostering collaboration among government and security agencies.

Part III: Public Sector Marketing Communications in Africa: Digital Perspectives

Chapter 5, “Digital Technology and Emergency Risk Communication of African Governments: Experiences and Lessons from Covid-19 Pandemic,” written by Ogechi Adeola and Olaniyi Evans, explores the potential for digital technology as a medium for emergency risk communications, exemplified by African governments’ responses during the Covid-19 pandemic. The authors identified the challenges to emergency risk communications using digital technology, including the malicious use of electronic technology, the spread of misinformation, the digital divide, inadequate ICT skills, weak ICT infrastructure and poor bandwidth constraints.

Chapter 6, “Drivers and Challenges of Social Media Usage in Ghana’s Local Government Administration” by Majeed Mohammed, Prince Gyimah and Isaiah Adisa, contributes to the literature by focusing on the drivers and challenges of social media adoption among the Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. The MMDAs are equivalent of local government administration. The Technological-Organisational-Environment (TOE) framework was used as a theoretical orientation for the chapter.

Chapter 7, authored by Silk Ogbu, is titled “Optimising Social Media and Marketing Communication Strategies for Voter Education: A Way Forward for Independent National Electoral Commission (INEC) in Nigeria.” The author argues that digital and marketing communications

strategies will enhance INEC's voter education campaigns. The chapter identifies the challenges and opportunities associated with INEC's efforts to optimise voter education in Nigeria, and it recommends steps for successful re-engineering of INEC's voter education infrastructure. Technological Determinism and Social Marketing theories were adapted in the chapter.

In Chap. 8, "Social Media Adoption in Public Sector Communication: Practices, Opportunities and Challenges in Public Sector Organisations," Daniel Ofori, Christiana Appiah-Nimo and Francis O. Boachie-Mensah review current developments in public sector marketing, focusing on the value of social media channels as means to reach the public. The relevance of social media adoption in public sector marketing amidst public sector reforms is highlighted. Two main strategic implications of social media for the marketing of public services are explored: co-production in public service delivery and public service branding.

In Chap. 9, "Using Social Media for Competitive Advantage: The Case of African Public Universities," Eugene Ohu examined the unique value proposition that African public universities have in the wealth of knowledge of the local environment, which is key to educating future talents and leaders of the continent. However, with the growing number of private universities in Africa and the increasing student population, the author suggests that the use of social media can be an effective and efficient strategy for product placement and delivery while respecting the identity of the institutions and their culture, and in some cases, meeting regulatory compliance.

Nnamdi Madichie, Paul Igwe, Robert Ebo Hinson, Chris Mbah, Kobby Mensah and Brian Wesaala, in Chap. 10, examined "Public Sector Marketing Communications: Insights from/for the Primus National Football League Rwanda." The chapter explored the potential of an unexplored African Professional Football League to leverage its brand through effective marketing communications. Recognising the management of football leagues in Africa as an integral arm of government institutions, the chapter adopted a primary documentary analysis method to elicit sponsorship deals available to Rwanda that should advance football league initiatives. Appropriate recommendations were made for stakeholders involved in football administration and management in Africa.

Part IV: Recommendations and Conclusions

In Chap. 11, “Conclusion: Towards Effective Public Sector Marketing Communications in Africa,” Ogechi Adeola, Emmanuel Mogaji, Paul Katuse and Kojo Kakra Twum suggest a pathway towards effective public sector communications in Africa. The authors emphasised that focusing on one single method of marketing communication will be counterproductive; public sectors’ efforts to reach Africa’s multicultural and demographically diverse societies can be met by incorporating both digital and traditional marketing strategies into their communications infrastructure.

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Part I

Introduction



1

An Introduction to Public Sector Marketing Communications: Traditional and Digital Perspectives

Ogechi Adeola, Kojo Kakra Twum, and Paul Katuse

Introduction

Effective communication facilitates good governance, public administration and information dissemination. It also enhances engagement and collaboration between governments and citizens. Marketing communications encompass the media, channels or tools utilised to communicate with a target audience. The public sector in Africa is not unfamiliar with marketing communications. Different state-owned enterprises in African

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countries employ a variety of systems and strategies to communicate with their stakeholders. However, for these organisations to succeed in crafting effective communication strategies, they must understand the subtle differences and unique characteristics of their target markets. This is because organisations' cognisance of the social, technological and economic dynamics of target audiences shape their marketing communications strategies (Coffie et al., 2022).

Variations in the public sectors' selection of marketing communication models in African countries are notable because such choices must adapt to the backdrop of demographics and economic systems of the target audience in each country. Hence, context matters. Among those contextual differences are factors of a lack of central data, inadequate or non-existent operational or logistical systems, lack of or lower customer/consumer education, and/ or lack of capacity and capability by the state enterprise (Schultz & Malthouse, 2016).

Salehi et al. (2012) compared both web-based and digital marketing communications with traditional marketing communications and found that digital marketing communications turned out to be more economical and faster in delivering their messages directly to local or global consumers. Notwithstanding the outcome of their comparison, the authors maintained that both forms of marketing communications could still help state-owned enterprises to reach their intended target audiences. This is largely so because each of the two forms of marketing communications has advantages and disadvantages. Traditional marketing allows consumers to see and touch the real goods or services, but its reach is limited; on the other hand, using internet marketing extends the communication boundaries and introduces goods and services to a broader demographic of consumers. Moreover, using the internet may be cheaper, faster and more convenient.

In Africa, various governments are currently transitioning from a traditional economy to a digital economy. An example is Nigeria, where the government aims to align public sector operations and processes through its Digital Nigeria project and the National Digital Economy Policy and Strategy (NDEPS). A core objective of NDEPS is to enable the country to become a key player in the global digital economy. This implementation of digital transformation in the public sector is led by the Bureau of

Public Service Reforms (BPSR), with the technical support of the National Information Technology Development Agency (NITDA) (Ibanga, 2021).

The remainder of this chapter introduces the reader first to traditional and digital marketing communication tools in Africa and then to the challenges inherent with the adoption of digital tools by the public sector.

Traditional and Digital Marketing Communications

This section discusses tools of both traditional and digital marketing communications that are available and accessible to both private and public institutions in Africa and have significance for modern public marketing communications.

- *Traditional marketing communication practices*

Advertising initiatives, in-person sales presentations, exhibitions and sponsorships, public relations campaigns, distribution of print materials, and iconic branding and packaging are traditional, offline marketing communications practices by private public sector organisations.

When an organisation uses traditional marketing, the aim is to create awareness among the public that there is a product or service for sale or of the existence of a product or service (Bhayani & Vachhani, 2014).

Traditional marketing communication tools to reach large audiences include radio, television, and print media such as newspapers. Other notable traditional media are billboards, trade shows, exhibitions, and direct mail. The expected response may be influenced by time and/or location constraints.

- *Digital marketing communication tools*

The traditional use of marketing communications is gradually losing ground as the continuous, web-based multimedia techniques are taking over. This new communication era is making it easier for businesses, including state-owned enterprises, to inundate targeted consumers with information.

Just as the business environment and consumer-based dynamism have ushered in new ways of conducting marketing activities, marketing communication media have also been evolving. Hollensen et al. (2017) argue that marketing communications have been going through a digital revolution exemplified by an unprecedented diffusion of state-owned enterprises' messaging via podcasting, blogging and social networking; targeted consumers, in return, can post feedback regarding a service or a product. This closes the communication circle in less time and at a lower cost; hence, the potential for more business is enhanced. Compared to traditional marketing communications, digital communications more effectively support organisations' three basic marketing objectives: (1) communicate, (2) convince, and (3) compete. Organisations' choice of digital tools should provide them an increased sustainable advantage in their industry.

Adeola et al. (2020) aver that like any other marketing activity, organisations' digital marketing communications require extensive pre-launch planning led by multiple factors: the impact on society, revenue generation, consumer attitudinal changes and even the execution of government strategies and mandates, especially by state-owned enterprises. Compared to traditional marketing, where customers rarely participate in the communication process, the authors recommend marketing communication methodologies that promote greater and continuous customer engagement. They argue that organisations stir market excitement when they create different strategies for each of their digital media channels, have the right match of personnel for creating and broadcasting content, create virtual communities of consumers with common interests, and ensure innovative products and services.

In the public sector, innovative marketing communication practices gained attention with the New Public Management (NPM) movement, which began in the 1980s to replace the traditional approach of public sector management. The NPM focuses on improving productivity, enhancing public service efficiency and accountability, and ensuring effective public service delivery (Hinson et al., 2021). Dunleavy et al. (2006) identified the characteristics of a post-NPM era and advocated for

the review of practices and ideology to accommodate governance in the digital era, that is, Digital Era Governance (DEG). According to the authors, DEG will involve “reintegrating functions into the governmental sphere, adopting holistic and needs-oriented structures and progressing digitalisation of administrative processes” (Dunleavy et al., 2006, p. 467).

Using the term e-government, Pasquier and Villeneuve (2018) aver that it presents the government with the opportunity to simplify and improve governance processes with the aid of technology. The Organisation of American States defines electronic government (or e-government) as “the application of Information and Communication Technologies (ICTs) to government functions and procedures with the purpose of increasing efficiency, transparency, and citizen participation” (OAS, n.d.). When the NPM goal of enhancing trust and increasing transparency is met (Adeola, 2022), e-government will increase the availability of information online through open data, which can facilitate stakeholders’ and citizens’ participation in governance processes through online platforms (Pasquier & Villeneuve, 2018). Therefore, the public sector can leverage technology to communicate government reforms and improved services resulting from the digital transformation of government services.

Overall, in the public sector, the communication methods adopted will depend on the target audience, message type, level of communication, situational context and available resources. The aim is to enhance participatory and collaborative interactions, ensure effective communication, improve service delivery, facilitate engagement, disseminate civic information, and improve trust between government and citizens.

Traditional Marketing Communication Tools for the Public Sector

The constituent elements of public sector communication—the content, the structures and the participants—reflect the context of its mandate to society. Traditional marketing communications by the public sector entail

a set of diverse initiatives and programmes for effective communication with a target audience. In the case of the tools used thereof, Civelek et al. (2021) note that communication tools include offline marketing communications, offline promotions, advertising through traditional channels such as radio, television, print and newspapers (Ramasobana et al., 2017); posters, business cards and pamphlets (Kallier, 2017); and brochures, magazines and billboards (Cant & Wiid, 2016). Other channels include personal selling, public relations, sales promotions, sponsorships (Ramasobana et al., 2017), trade fairs, exhibitions and direct marketing (Amirkhanpour et al., 2014).

A traditional marketing communication campaign often adopted by the public sector is public service advertising (PSA). PSA addresses issues of immediate concern to citizens (O'Keefe & Reid, 1990). Also, O'Barr (2012) posits that the need to get the general public to act for the good of society is as old as governance itself. PSA creates public awareness of social issues and also influences public beliefs and behaviours (O'Keefe & Reid, 1990). PSA can use marketing and communication tools to promote behavioural change (Lee et al., 2018). In the view of Ahn et al. (2019), the effectiveness of PSA depends on the message sources and the urgency or quality of appeals in the advertisements. Therefore, PSA must include credible and authentic messages that appeal to the intended audience. Evidence abounds that African countries have used PSA to help resolve societal problems (O'Barr, 2012), including the provision of basic needs in Ghana (Foli & Ohemeng, 2022); advancing new energy paradigms in South Africa (Andreoni et al., 2022); social protection in the copper mines of Zambia (Wolkenhauer, 2022); alcohol consumption and government responses in sub-Saharan Africa (Morojele et al., 2021) and HIV/AIDS prevention or treatment campaigns in South Africa (O'Barr, 2012).

Because Africans with limited education may disregard PSA that uses unfamiliar vocabulary or complex ideas (Yeboah-Banin et al., 2018), it is important to design clear and understandable messages. The challenges presented by this and other challenges associated with PSA in Africa demand research to identify appropriate solutions. Further studies that examine the effectiveness of public service advertising should be encouraged.

Direct marketing is a common, well-established marketing communications tool that draws from many forms of marketing communications including personal selling, telemarketing, direct response advertising, direct mail, catalogues, direct response on TV and radio, magazines, newspaper, telephone and personal selling (face-to-face) (Mallin & Finkle, 2007; Broderick & Pickton, 2005). Organisations that adopt direct marketing communication options do so to obtain an immediate response focused on narrowly targeted customer segments, increase revenue and foster long-term relationships (Arnold & Tapp, 2003; Mallin & Finkle, 2007).

Direct marketing is acknowledged to be playing an important role in not-for-profit organisations (Arnold & Tapp, 2003; Mallin & Finkle, 2007). A study by Sargeant et al. (2006) recommends using direct marketing techniques to raise funds for not-for-profit organisations. Direct marketing is also useful in public sector organisations. Therefore, the use of direct marketing by education and broadcasting organisations, museums, public transportation providers and utility companies may have a positive influence on their sales and fund-raising performance (Arnold & Tapp, 2003).

Higher education institutions use direct marketing channels to enhance student enrolment (Omingo & Mberia, 2019; Uchendu et al., 2015). In Kenya, university websites, alumni interactions, social media and media advertisements are popular direct marketing communications activities (Omingo & Mberia, 2019). In Nigeria, Uchendu et al. (2015) acknowledge the use of face-to-face talks with parents, newspapers and magazines, social media, websites, bulk mailings and public address systems. The findings of the study by Uchendu et al. (2015) confirm that school enrolment can be enhanced with the aid of direct marketing strategies in developing economies. Also, higher education institutions can make effective use of telephone marketing, direct mail marketing and direct response television marketing.

In the health sector, direct marketing is useful in informing customers about existing or new services, locations or staff (Ekiyor & Altan, 2020). Government-run or institutional healthcare organisations can establish periodic communications via direct e-mail, which can be received quickly,