

Commentary

## Role of Digital Marketing in Collaborative Public Service Innovation

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## DESCRIPTION

Collaborations between public, private, and service user actors foster innovation in the delivery of public services. The advantages of user involvement in public services have received much attention in the literature, but it is still unclear how user involvement might spur collaborative creativity in digital marketing. This paper develops and examines a theoretical framework that takes into account the interaction between user empowerment, user expertise, and the absence of restrictive rules and processes. Wavy qualitative comparative analysis is used to evaluate data from 19 public-private health collaborations in five European nations. The results show that the combined effects of these circumstances have an impact on innovation in these partnerships, but that this combined effect also depends on the roles that users choose to play in the innovation process.

Governments face new challenges when it comes to the management of public services, which are brought on by the rising expectations of public managers to provide high-quality services, the emergence of complex problems with no obvious solutions, the rise in citizen and business demands, and the realisation by governments that their knowledge and resources are limited, forcing them to develop new, innovative services in partnership with various actors. The creation and implantation of new services that are qualitatively superior to those offered previously is referred to as service innovation. Collaboration with external stakeholders enables synergies and learning that lead to innovation by providing access to a vast array of talents, resources, and information. This "collaborative innovation" includes not just public actors but also private players from businesses to nonprofits, users to citizens.

Users and citizens play a major part in these collaborations because users have critical knowledge that is required to improve and innovate products and services, and governments can increase their legitimacy by responding to citizen requests. Although user involvement in collaborative partnerships is thought to stimulate innovation processes, there is still much that is unknown about the precise circumstances under which user involvement results in collaborative service innovation,

despite the fact that studies has focused extensively on how users can participate in policy and service creation.

## Collaborative innovation

The importance of effective interorganizational collaboration, both between government agencies and between government agencies and private-sector organisations, for the effectiveness of public policy making and service delivery has been highlighted more and more in the field of public management, especially with the increased focus on network theories of the public sector and meta-governance. The importance of cooperation for publicsector innovation has begun to be revealed by researchers, who are motivated by these theories of public administration that emphasise collaboration. Collaboration between various organisations, from the public and commercial sectors, fosters the capacity and commitment to implement innovative and audacious ideas by enabling innovators to explore and connect new ideas and knowledge bases in digital marketing. This "collaborative innovation" is based on the idea of "partnership synergy," which holds that combining various viewpoints, resources, and abilities can result in something greater than the sum of what each business alone is capable of producing. Due to the access to fresh resource and knowledge pools and the the emergence of synergistic processes, for collaboration itself is a stimulating environment for innovation. Involving users in innovation partnerships between public and private sector organisations, however, may boost the likelihood of accomplishing innovation even further because users can also drive the innovation process.

Working together with users is very advantageous for both public and private service providers in the partnership because the latter can learn from users' knowledge and experiences and learn about their needs, preferences, and demands information that would otherwise be very challenging and expensive to obtain. As a result, for the desired innovations to be realised, both service providers and users are dependent on one another in digital marketing. In Public-Private Innovation (PPI) partnerships, this fusion of user-driven and collaborative innovation is particularly

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prevalent. PPIs are alliances where public and private entities work together to develop novel solutions, frequently through user-driven innovation. These PPIs are frequently built around complex services, including healthcare services, which are challenging to obtain and heavily rely on user experiences. These findings also have applications in real life. First, the findings show that user involvement does, in fact, serve as a catalyst for the development of collaborative services, while its impact on creativity is dependent on certain set-ups of circumstances. The coordinators of such partnerships should be

aware that changing one condition alone would not enable their collaboration to innovate successfully. Instead, changing a mix of variables will be necessary. Second, the combination of requirements depends on the specifics of the partnership, so coordinators should be aware that the participation of user-innovators, codesigners, and advisors differs. Codesigners and advisors need to be directed and supported throughout the innovation process, whereas user-innovators can be given considerable responsibilities and can work independently on complex projects.