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ASSESSMENT OF THE PERFORMANCE OF MARKETING ACTIVITIES OF AN EDUCATIONAL ORGANIZATION

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ABSTRACT

In the modern world, national markets are components of a single global market space, and it is the education system that must ensure the mobilization and transformation of knowledge for the organization of new highly efficient industries in national economies. This means that countries face the important task of entering the global educational space.

In this paper researched assessment of the performance of marketing activities of an educational organization.

KEYWORDS

Efficient industry, educational organization, information technology, communications, SWOT analysis, QS World Rankings.

INTRODUCTION

In the context of globalization, social processes are becoming more interdependent and universal, space and time are being compressed, geographic and interstate borders are becoming more transparent and easily surmountable. Under the influence of globalization, there is a paradigm shift in the main

spheres of life and, of course, in one of the most extensive and important areas of human activity - education. European and North American universities top the QS World Rankings 2024, with MIT ranked first for the 12th year in a row, according to the respected international ranking agency. Marketing activities can

play an important role in increasing the ranking of a university, including: creating an attractive brand, participating in ratings, developing an online presence, partnering with other universities, etc.

Higher educational institutions of Uzbekistan are developing in different directions, the number and variety of educational programs is growing, new forms of implementation of educational services and additional services for students are appearing, more comfortable conditions are being created for the implementation of the learning process, the qualifications of teaching staff are improving, research activities are developing, Work is underway to attract foreign students. Some leading universities in Uzbekistan have recently achieved significant growth in their performance indicators and taken better positions in international rankings, but this progress is not typical for all Uzbek universities. Despite the achievements of individual educational institutions in various fields, their success against the background of the entire higher education market is not significant. Some universities were only able to maintain their positions, without significant development, which is typical for both large and small universities, both locally and internationally. Ultimately, some educational institutions experienced a deterioration in their performance and were even disbanded.

The competitive position of a university in the higher education market and its attractiveness for applicants is influenced by its position in national and

international university rankings, which are calculated using quantitative data on the performance of universities. The description of the evolution of the education system focuses on its potential, which is determined by the availability of educational institutions, teachers, student population and funding. The work presents mainly quantitative data characterizing some qualitative changes.

In recent years, the number of higher education institutions in Uzbekistan has increased significantly. These processes were accompanied by the formation of a new organizational and legal structure of the higher education system: an increase in the number of non-state universities, the spread of the practice of creating branches of foreign universities, as well as the emergence of new forms of education, including joint educational programs, distance education and double degree programs. Intra-university structures have also changed dynamically.

LITERATURE REVIEW

The degree of knowledge of the problem. Scientific research in the field of marketing to various forms and types of organizations was carried out by a significant number of domestic and foreign scientists, among whom the works of F. Kotler[1], P. Moody, A. Cottam, L. Berry[2] deserve attention, S. Homburg[3], O. Jensen, J. Workman, E. Olson[4], S. Slater, R. Ahrol[5], J. Licata, S. Moorman[6], etc.. The works of these scientists are fundamental in nature and they reveal the conceptual apparatus, theoretical and

methodological approaches to marketing organizations.

Among the researchers from the CIS countries, the works of such scientists as O. Saginova[7], T. Ozhereleva[8], Maksudunov A. [9], N. Stefanova, M. Khayustova, O. Achkasov[10], D. Shevchenko, S. are devoted to theoretical and methodological issues of marketing educational services in higher education. Nedelko, A. Ostashkov, E. Bikmetov, I. Ruvenny, Kh. Sudarkina, I. Kibanova and others. The works of these scientists propose the use of marketing tools and marketing communications in order to increase the competitiveness of an educational institution.

Among the scientific works of domestic scientists who conducted research in the field of increasing the competitiveness of universities, the use of marketing strategies and digitalization of higher education, the works of K. Kh. Abdurakhmanov [11] deserve attention, G.K. Abdurakhmanova [12], I. Nematov, Y. Karrieva, Sh. Ergashkhodzhaeva, O. Kakhrova, A. Kabulova, Z. Adylova, R.I. Nurimbetova, Sh. Umarova and others.

The studied scientific works of foreign and domestic scientists give an idea of the importance of marketing in creating and maintaining a university's competitive advantage, attracting and retaining students, creating partnerships and maintaining financial sustainability. However, questions remain open about improving the marketing activities of educational services in higher educational institutions in the context of the globalization process, which is due to the

strengthening of international relations and cooperation, the development of information technologies and communication means.

ANALYSIS AND RESULTS

Assessing the effectiveness of the marketing activities of an educational organization is an important component of the successful management and development of an educational institution. This assessment allows you to determine the effectiveness of marketing strategies and actions, as well as identify potential areas for improvement and optimization of marketing efforts.

Assessing the effectiveness of an educational organization's marketing activities is usually based on a set of key indicators (KPIs), which are quantitative and qualitative metrics used to measure the achievement of set goals and evaluate the effectiveness of marketing efforts. These metrics may include the quantity and quality of students attracted, student retention and satisfaction rates, the institution's reputation and public perception, and financial metrics such as profitability and return on marketing investment.

When assessing the effectiveness of the marketing activities of an educational organization, one should take into account not only current indicators, but also their dynamics and changes over time. This allows you to determine the effectiveness of marketing strategies in the long term and take action to improve results.

Assessing the effectiveness of an educational organization's marketing activities may also include comparison with competitors and analysis of the market environment. This allows you to understand the positioning of the educational institution in the higher education market and determine its advantages and disadvantages in comparison with other players.

It is important to note that assessing the effectiveness of the marketing activities of an educational organization is a complex process that requires systematic collection, analysis and interpretation of data. As a result of this assessment, problem areas that require adjustments to marketing strategies and tactics can be identified, as well as successful practices that should be maintained and expanded to achieve the educational organization's goals.

One of the key marketing methods for assessing the current situation and developing a strategy for an educational organization is SWOT analysis. This type of analysis helps educational organizations identify their competitive advantages, identify areas for improvement and determine strategic directions for development. Based on the results of the analysis, marketing strategies can be developed that will take into account strengths and opportunities, and also overcome weaknesses and threats.

Among its strengths, it is worth noting that it has a high level of education and expertise in the field of economics, which makes it attractive not only for students, but also for teachers. Separately, it is worth

noting about the prestige and reputation of the university; for the past 92 years, TSEU has been producing highly qualified personnel who work in almost all sectors of the economy both within the country and abroad. A developed network of partnerships with leading universities in the world makes the university even more attractive to applicants and allows the implementation of joint educational programs.

Among the weaknesses of the university is an insufficient response to the needs of students and their representatives. Recently, there has been an acute shortage of places for visiting students in university dormitories, but it is worth noting that this problem arises in almost all universities in the country and the management pays special attention to solving this issue. Also, among the general shortcomings in higher education today, one can highlight the presence of excessive reporting, which takes up a large percentage of the time and emotional resources of the teaching staff.

When it comes to external factors, among the opportunities we can highlight: the development of online education, since the university can use the opportunities of online education to attract students from all over the world and expand its geographic sphere of influence.

Among the threats, it is worth noting, of course, competition with other universities and educational institutions, which may limit its attractiveness and

attract students and teachers. Rapid advances in technology may require constant updating and modernization of a university's technical infrastructure to remain relevant and competitive. Changing student needs and expectations may require adapting

educational programs and improving the quality of education to attract and retain students.

Another marketing analysis tool is PEST analysis, which helps to explore the external environment and assess the influence of political, economic, social and technological factors on the organization.

Table 1

The nature of the influence of environmental factors on the university (PEST analysis)

Political factors	Economical factors
<ul style="list-style-type: none"> - Political stability of Uzbekistan and its impact on the educational system; - Government support for the development of higher education and innovation; - Legislation regulating the activities of the university and the educational system as a whole; - Political changes that may affect university funding and resources. 	<ul style="list-style-type: none"> - The current economic situation in Uzbekistan and its impact on university funding; - The level of unemployment and income of the population, which can affect the demand for educational services; - Inflation and cost of living, which affect the financial accessibility of education; - Economic reforms and development of the business sector, which can create new opportunities for cooperation with the university.
Social factors	Technological factors
<ul style="list-style-type: none"> - Demographic characteristics of the population, such as age and gender distribution, which may influence the demand for education; - Sociocultural trends and values that influence the preferences and expectations of students and their parents; - Development of the digital community and the use of information technologies in education; - Social responsibility and perception of the university in society. 	<ul style="list-style-type: none"> - The development of information technology and distance learning, which can open up new opportunities for the university; - Technological innovations that can be used to improve the learning process and develop new programs; - Use of social networks and digital platforms for communication and promotion of the university; - Changes in technological infrastructure requiring upgrades and investments.

PEST analysis allows an educational organization to assess the external environment and identify factors that may influence its marketing activities. This analysis helps to identify opportunities for development and identify threats that may arise from external factors.

Based on the results of PEST analysis, an organization can develop tailored marketing strategies and make informed decisions to achieve competitive advantage and successful positioning in the market.

According to Table 1, one can see the nature of the influence of external factors on the structure and content of the university.

Among the political factors, we would especially like to note the political stability of Uzbekistan and its impact on the educational system, since a stable political situation contributes to the creation of a favorable environment for the development of the university and education in the country as a whole. This means the university can operate without significant political risks or obstacles. Also, government support in the form of funding, programs and reforms can contribute to the development and improvement of educational processes at the university. This may include the creation of special programs and initiatives to improve the quality of education and stimulate research and innovation. The laws and regulations governing higher education define the rules and standards that a university must meet. This includes requirements for accreditation, curriculum, quality of education and other aspects that may affect the operation of the university.

Economic factors influencing the university include the current economic situation in Uzbekistan and its impact on the financing of the university, since economic growth, inflation, unemployment and other economic indicators can affect the availability of funding for the university. A worsening economic situation may limit the funding and resources available to the university. The level of unemployment and

income of the population can influence the demand for educational services. When unemployment is high or incomes are low, many people may delay pursuing higher education or choose more affordable options. This could impact demand and competition in education. Rising inflation and the overall cost of living can impact the affordability of education. If the cost of living rises faster than household incomes, students may face financial difficulties paying for their education. The university must consider these factors when determining tuition costs and providing financial aid to students. The development of the economy and business sector can create new opportunities for cooperation between the university and enterprises and organizations. This may include the organization of practical training and internships for students, joint research projects and programs, as well as sponsorship from the business community.

Among social factors, it is worth considering sociocultural trends and values, since changes in sociocultural trends and values can affect the preferences and expectations of students and their parents. For example, growing interest in entrepreneurship or environmental awareness may require the development of specialized programs or modifications to existing ones. The development of digital technologies and the Internet opens up new opportunities for education, including distance learning, electronic platforms and online courses. The university must be ready to use modern technologies

and integrate them into its educational processes. The university must consider its social responsibility and work to create and maintain a positive perception in society. This may include participation in social projects, collaboration with community organizations and training programs aimed at solving social problems.

In the modern world, technological factors have a particularly strong influence on the content and structure of the university. Rapid changes in technology can have an impact on educational processes and university requirements. Innovations such as artificial intelligence, virtual reality or blockchain may require adaptation of curricula and teaching methods. Social media and digital platforms are becoming increasingly popular in learning and communication. The university can use these tools to attract and interact with students and promote its brand and achievements. The development of technological infrastructure, such as access to broadband internet and modern equipment, is important to ensure quality education. The university must be aware of these changes and be prepared to update its infrastructure to meet modern requirements.

It is clearly seen that PEST analysis allows a university to assess the external environment and identify factors that may affect its activities. This can serve as a basis for developing strategies that take into account political, economic, social and technological factors for

the effective functioning and development of the university.

Based on a detailed analysis of the Tashkent State University of Economics, the author proposed a system of directions for increasing the competitiveness of the university in the context of globalization of the educational services market (Table 2).

The main directions for increasing the competitiveness of a university in its marketing management strategy can be structured and a hierarchy corresponding to strategic and tactical marketing capabilities can be created. The implementation of a systematic and integrated approach to the implementation of university marketing management, taking into account the specifics of the type of activity and the features of the formation of final indicators of competitiveness, is intended to ensure the integration of marketing efforts to increase the competitiveness of graduates and the use of the resource of interactions with them in the marketing strategy of the educational institution, the growth of competitiveness in the target market.

The strategic level of marketing management influencing the competitiveness of an economics university includes several points, including: analysis and identification of the target audience, development of a unique and attractive university brand that will reflect its values, mission and advantages, analysis of demands in the labor and education markets, as well as conducting research to determine the demand and

interest in various educational programs, developing a comprehensive communication strategy for the university, including various communication channels, developing and implementing marketing strategies and programs aimed at improving the reputation and attractiveness of the university, providing the university marketing teams with the necessary knowledge and skills to effectively executing marketing strategies, establishing and developing partnerships with other universities, organizations and companies to create cooperation and exchange of experience in the field of marketing and educational development.

From our point of view, the competitiveness of educational organizations is the result and marketing phenomenon of their presence and functioning in competitive educational markets, which requires a systematic integrated assessment that takes into account the socio-economic, marketing and innovative features of the functioning of higher educational institutions.

Today, in the works of most scientists, one can trace the author's approaches and methods for assessing the competitiveness of various forms of organizations and enterprises. But from the perspective of assessing the competitiveness of a university, only some works trace the prerequisites for these studies.



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Table 2

Criteria and indicators for assessing the competitiveness of a university

Criteria for evaluation	Evaluation indicators
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Academic reputation of the university	<ul style="list-style-type: none"> – university rating in national and international rating systems; – volume of professional and additional programs implemented by the university. educational programs; – number of employed university graduates; – number of graduates who applied for additional education (master's, doctoral) programs; – volume of diversity of types and forms of training; – the number of labor market requests for university graduates; – level of international student and teaching mobility; – existence of partnership agreements and cooperation with other universities; – participation of the university in international research projects and programs; – attracting foreign students and teachers; – level of innovation and research achievements in various fields; – development of technological resources and use of modern teaching methods; – cooperation with industry and industrial partners; – participation in the development and commercialization of new technologies and products;
Financial stability of the university	<ul style="list-style-type: none"> – level of university funding and its dependence on public or private funding; – financial resource management and cost efficiency; – availability of sources of additional funding, such as grants and sponsorship; – ratio of the share of paid and budget education.
Infrastructure and resources	<ul style="list-style-type: none"> – quality and availability of teaching and research facilities; – availability of modern equipment and technologies for training and research; – level of accessibility of library and information resources; – investments in infrastructure development and updating of technical equipment.
Human resources potential of the university	<ul style="list-style-type: none"> – provision of full-time teaching staff; – degree of qualification of teachers; – level of research activities and publications of teachers and scientists; – recognition of the university in scientific circles and its contribution to the development of science; – volume of attracted grants and research projects.

During the study of scientific literature on this topic, the author identified a number of gaps that do not

allow a holistic assessment of the competitiveness of a higher education institution. The author has proposed

his own approach to assessing the competitiveness of a higher educational institution from the perspective of marketing and the need to form long-term relationships with consumers of educational services.

We believe that one of the main criteria for assessing the competitiveness of a university should be the academic reputation of the university; it is necessary to carry out an objective assessment of the competitiveness of graduates who have received an educational product and are ready to take part in competition in the labor markets. Based on Table 2.3.4, it is clear that the academic reputation of a university is key and includes many indicators, including: the volume of diversity of types and forms of education, the number of labor market requests for university graduates, the level of innovation and research achievements in various fields, participation in development and commercialization of new technologies and products, etc.

The academic reputation of a university is impossible without providing the necessary infrastructure and resources, as they play an important role in the activities of the university, providing support and conditions for effective learning, research and development of students, teachers and researchers. The availability of library resources, electronic databases and access to current scientific publications plays an important role in the academic work of students and teachers. The university must provide

access to a wide range of information resources to support teaching and research needs.

Personnel potential is the hallmark of a university, as they play a key role in the activities of the university and can have a significant impact on the success of the educational process, scientific research and the development of the university community. Also, in the context of the use of traditional marketing techniques of modern educational organizations, based on the naming and description of outstanding graduates, it is no coincidence, since this assumes a fundamental contribution of the university to the formation of their personality and the development of all types of competencies.

When developing, implementing and monitoring the marketing strategy of a university and its competitive component, its social and economic significance should be taken into account. The author proposes the main directions for increasing the competitiveness of a university through the marketing management of educational organizations, taking into account their strategic and economic role in the national economy. These innovations will allow the university to operate sustainably in the marketing environment and effectively interact with key partners, primarily clients and staff, based on a long-term perspective.

CONCLUSIONS

Higher educational institutions of Uzbekistan are developing in different directions, the number and

variety of educational programs is growing, new forms of implementation of educational services and additional services for students are appearing, more comfortable conditions are being created for the implementation of the learning process, the qualifications of teaching staff are improving, research activities are developing, Work is underway to attract foreign students. Some leading universities in Uzbekistan have recently achieved significant growth in their performance indicators and taken better positions in international rankings, but this progress is not typical for all Uzbek universities. Despite the achievements of individual educational institutions in various fields, their success against the background of the entire higher education market is not significant. Some universities were only able to maintain their positions, without significant development, which is typical for both large and small universities, both locally and internationally. Ultimately, some educational institutions experienced a deterioration in their performance and were even disbanded.

Increased demand for higher education programs has led to an increase in public universities, where the growth rate compared to 2012 was 328.12%. This quantitative growth was carried out through the division of old institutions, the separation of faculties into independent institutions, or through the creation of new universities on the initiative of state authorities. This process was also accompanied by the creation of

university branches or the opening of new ones in the regions of the country.

The development of a modern educational organization in an ecosystem format involves the unification of independent business units within a common operating cycle. This ensures the functioning of complete value chains in various areas of activity of universities, such as education, research and development and international activities. The main goal of this approach is to actively participate in the global “knowledge economy” and take a stable position in advanced scientific areas.

Assessing the effectiveness of an educational organization's marketing activities is usually based on a set of key indicators (KPIs), which are quantitative and qualitative metrics used to measure the achievement of set goals and evaluate the effectiveness of marketing efforts. These metrics may include the quantity and quality of students attracted, student retention and satisfaction rates, the institution's reputation and public perception, and financial metrics such as profitability and return on marketing investment.

Assessing the effectiveness of an educational organization's marketing activities may also include comparison with competitors and analysis of the market environment. This allows you to understand the positioning of the educational institution in the higher education market and determine its advantages and disadvantages in comparison with other players.

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