MODERN UNIVERSITY MARKETING MANAGEMENT:
SPECIFIC NATURE

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Abstract. Modern globalization of markets, transformation and renewal of the state education system, reinforcement of political and economic tension worldwide, increase the urgent character of strategic aspects in the university marketing activities management. Marketing in the activity of any modern university involves targeting those priorities that will help the administration of the higher education institution measure its own competitive advantages and specify real opportunities for their growth. Thus, we have to examine subjects and objects of educational services marketing (its constituent elements) in order to understand the essence of this business process. It is customary to recognize all the subjects of the market as a marketing subject. The objects of educational services and products marketing include educational institutions, consumers, intermediaries and social entities involved in promotion of educational services in the market. Students can be considered as consumers of educational services. Consumers influence the choice of a field of study, mode of study, place, time and source of funding. Therefore, marketing relationships are formed to satisfy consumers' need for educational services. It is worth mentioning that one of the primary tasks in the management system is to promote educational services and inform potential consumers about the educational institution. This goal may be achieved by means of various communication methods. Potential educational services consumers should be aware of the location of an educational institution, its specializations, term of apprenticeship and cost of training. To attract potential customers, a variety of communication tools is used to influence both practical and emotional spheres of human nature. The article defines the target setting of the marketing approach in the university management and proposes the concept of organizational support of management approach implementation in the field of university marketing environment.

Key words: marketing management of the university, marketing approach in university management, increase of competitiveness, sustainable competitive advantages, marketing environment of the university, consumers of educational services; market of educational services; marketing mix; product, price, universities communication policies.

1. Introduction

The aim of this study is to develop theoretical and methodological foundations of managerial control of marketing in university educational service, based on building up marketing communications system.

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Marketing objectives of a university can be differentiated in accordance with the main stages of strategic and tactical marketing, including further differentiation of aspects and their corresponding marketing tools.

The scientific novelty of the study is to establish and specify theoretical and methodological ideas aimed at improvement of marketing management of the university. The ideas are to be formed on the basis of modern marketing communications to promote educational services in the market in the most effective way.

The results. The authors identify objectives of the marketing approach to university management and propose the concept of organizational support of its implementation in the field of the university marketing management.

Conclusions. Adaptation of marketing at a university contributes to changing attitude of university professionals. Such new system will also create customer-oriented corporate culture and differentiated offer for each group of educational service consumers. In the age of high information availability, the opinion of consumers experienced in university services consumption is of great importance as a tool of marketing promotion. The level of customer satisfaction with such services becomes a key success indicator of the university brand and a tool of its financial well-being.

Literature review

The general theoretical basis of this study was the fundamental works on marketing of such well-known Russian and foreign professionals as P. Doyle, F. Kotler, J.-J. Lamben, M. Porter, as well as research in the field of marketing management by A.O. Blinov, A.P. Yegorshina A.P. Pankruhina, O.V. Saganova, etc.

Various aspects of branding have been thoroughly examined by D. Aaker, B. Barnes, T. Gad, E. Joachimstlyer, J. Trout, D. Schultz and others.

We have taken into account the results of recent studies in the field of university branding published by Trostinskaia, I.R., Andreev, A. V.; Burlov, V.G.;
2. Methods

The analysis and synthesis method suggests partial (analysis) and general (synthesis) study of social and economic conditions.

The analysis is a method of scientific research by decomposing an object into constituent parts. The synthesis is an integration of the parts obtained in the analysis.

The methods of scientific analysis and synthesis are closely connected and can be applied depending on the properties of the object under study and the purpose of the study.

Reverse or elementary-theoretical analysis and synthesis are widely used to delve into the essence of the studied phenomenon. In this context, analysis and synthesis have theoretical foundations (the assumption of cause-and-effect relationship of various phenomena and about presence of any regularity.)

Structural-genetic analysis and synthesis enable researchers to examine the object in essence. At the same time, there are further assumptions about some cause-and-effect relationship. This kind of analysis and synthesis of a complex phenomenon allows us to identify integral parts that (in turn) influence other aspects of the object essence.

The deductive research method works as follows: to obtain new information about the subject we need to identify the class of a subject and to consider the subject as an integrated part of its class. In other words, there is transition from more general to less general knowledge.

Unlike other methods of inquiry, a deductive one presents the most accurate knowledge inference. However, scientific significance of the deductive method should not be overestimated as it will not produce any result without initial fundamental knowledge.

Modelling is an examination of any specific or abstract objects by means of using similar artificial objects. The need of modelling arises when study of an
object itself is impossible, difficult, expensive, etc. For this reason, modelling is widely accepted in science.

There must be a certain resemblance between a model and an object. It can be either a similarity in model and object characteristics, in their functions, or in the identity of a mathematical description of the object and its model.

3. Results and Discussion

Situation in modern market of educational services shows that successful development of any educational organization (taking into account all those external (economic, demographic, political, legal, and other factors), depends on the implementation and use of the marketing approach in management, especially when theoretical, methodological and practical aspects of this approach are thoroughly considered [1]. In our opinion, it is the marketing approach that matters. It will allow both public and private universities when working out their strategic development policy use a well-founded theoretical and applied base. Its goal is to effectively manage the internal organizational environment with an adaptive vector of integrating their educational activities into a dynamically changing external environment. This is especially true for socially significant segments of the service market, which have to face the consequences of educational reforms at all levels such as decrease in number of universities and their branches, funding reduction and state-financed openings minimization. These market segments face not only an exacerbating competition at both regional and global levels, but also an increasing role of national and international ratings.

In this regard, modern Russian universities need to change traditional management approaches in strategic planning and form brand new methods of a decision making process regarding existing marketing activity, taking external threats into account [2]. We may at the same time note, that marketing tools potential in management is not sufficiently used in the sphere of education, despite numerous periodical and monographic publications [3].

Therefore, modern educational services market demands for marketing approach in a university management to be implemented. If market trends are
analyzed and tracked and there is a sustainable market feedback, then such marketing approach will assist in the development of the most efficient university progress strategies and its competitiveness upgrade.

The aim of the university marketing is to make sure it fully complies with both educational services market and labor market needs.

Marketing approach in university management as the most promising one means that marketing function defines the strategy of a market relations subject functioning in all its business activities.

Implementation of marketing management in any educational institution is an explicable stage of market relations development. Economists notice, marketing-management is a company management system based on marketing principles. The implementation of this approach is only possible when all staff members accept and share its principles. Moreover, marketing management is highly dependent on the degree of its incorporation into the system [4]. We should also note that marketing approach to management is a creative one, as its concept is based on the marketing management of competitiveness that provides continuous creation, maintenance and increase of steady competitive advantages resulting in economies of scale.

Therefore, marketing approach to university management should be considered as an innovative concept that ingrates marketing principles into management activity in order to provide the relentless process of steady competitive advantage reproduction [5].

It should be noted that educational service market is a market of monopolistic competition. Its special feature is the differentiation of educational services. This factor determines a significant price range, which is in turn caused by the status and brand image of the institution rather than its specialization and training programs. Therefore, competitive advantages must be established by means of an educational institution status promotion through public recognition. Diversification of educational services, flexible pricing policy and a variety of
The strategic directions of the university's marketing development are vitally important in reaching this goal.

As we can see, the main tools of the university competitive growth are:

1. Differentiation of services.

To be ahead of the rival educational institutions, a university has to propose viable and high-demand science-based areas of training.

2. Cost-efficiency services.

To penetrate the educational service market a university has to use such marketing tool as pricing optimization which can be achieved by means of training fee reduction [6], [7].

As a result, we note that the marketing approach in the university management implies a targeted consumer-oriented activity aimed at satisfying any consumer demands. This activity should be based on the following strategies:

1) Product stewardship: harmonization and customization of educational services, when the demographic factor (internationalization and change in the age and national structure of the population) is taken into account;

2) Price strategy: flexible pricing resulted from increasing differentiation of consumer wage rates;

3) Communication strategy: the development of electronic feedback channels aimed at contacting applicants, students, parents, graduates, employers and other contact audiences without spatial, temporal or national information exchange limits.

Therefore, to increase university competitiveness, the basic characteristics of the marketing approach should be the following:

1. To create value and provide benefits to all real and potential consumers of educational services.

2. To put emphasis on the marketing environment of the university, a combination of external and internal factors that affect the ability of the university to satisfy the educational services consumer. At the same time, the specifics of the university marketing activity appear not only at the external macro level
(legislative system) and the micro level (labor market competition) but also at the internal environment level (the specific aspects of educational services provision).

3. To pay attention to the development of institutional partnership relations based entirely on the non-commercial cooperation principles. This form of interaction is one of the main forms of the higher education internationalization in terms of economic cooperation and development.

4. To develop and intensify sustainable competitive advantages.

5. To implement and manage educational and business innovations, as they provide sustainable high-quality development of a modern university.

Thus, we offer the following three element (involving organization, communication and innovation) concept to support the implementation of management approaches in the field of university marketing environment management in order to increase its competitiveness in the educational services market.

The organizational part assumes the adaptation of the centralized, functional organizational structure of the university to an adaptive matrix-structured (which is a combination of functional and divisional organizational structures) model with a decentralized type of management [8], [9]. Such organizational structure will provide particular divisions with relative operational and financial autonomy. (fig. 1).
Fig. 1. University organizational structure

According to this organizational structure, strategic planning and strict control over general corporate matters are assigned to the managerial personnel of the university, and structural departments’ personnel are responsible for the university policy (planning, accounting, organization, motivation, financial management, etc.). Thus, each division should carry out its activities as an independent commercial center with its head fully responsible for profit and loss. To optimize and improve the results of financial and economic activity, each HoD should be entitled to control available funds and powers, plan and organize his/ her department functioning.

Marketing communications task is to develop a unified policy of positioning and promoting the university in the world market of educational services with the aim of forming a favorable public opinion of Russian higher education [10].

Any university marketing strategy is implemented by means of communication. Due to educational market specifics and the relationships between
the customer, responsible party and consumers of educational services, the key component in this complex is public relations (PR) [11].

Both teachers (as managers) and students can be involved in PR activities. Students may also consider such opportunity as a form of practice or use the experience when working on their course papers or graduation assignments.

In addition, we note that sales promotion is the next most effective element of marketing communications complex, along with PR activities.

In our opinion, all the promotional activities should be divided into two groups (Figure 2):

1) general sales promotion of educational services (educational exhibitions, university periodicals and discounts, bonuses, allowances);

2) personal communication with university services consumers (discounts, bonuses, allowances, individual counseling and business correspondence).

For example, the instruments of university direct marketing are the following: CRM (customer relations management); loyalty programs; E-mail newsletter; Internet marketing (an official university web site, social media (Vkontakte, Facebook, Instagram, Twitter, YouTube, Google Plus, etc.)) [16].

Fig. 2. Structure of educational services sales promotion.
A university official web site may also contain special section for potential employers where students’ and graduates’ CVs are presented (registration and employment data are obligatory). This option will allow the university administering sub-departments to monitor graduates’ track records [11], [12], [13].

The innovative component of our marketing management of the university concept is aimed at grouping innovations according to the degree of their urgency in the planned period.

1. The Strategic Innovation Group includes product innovation and bachelor and master training programs diversification (e.g. training in foreign languages), as well as the active introduction and strengthening “Russian as a foreign language” training program since it is a highly prospective educational area [15].

2. Operational group of innovations is aimed at improving the "after-sales" service which contains the following:
   • accompanying and supervising university graduates during the first years of their work in the chosen specialty or profile of training;
   • organization of additional evening / extracurricular training for students;
   • incorporation of distance education programs.

Thus, our concept presents a clearer idea of university positioning in the educational service market due to the adaptive organizational structure that allows reacting promptly to all the changes in the marketing environment [17]. It also allows targeting consumers of educational services more precisely. In addition, the proposed concept makes it possible to classify and divide the product innovations of the university into groups, as a tool of marketing policy for innovative planning [18].
Creation of a powerful, high-tech academic center that puts knowledge-intensive projects into practice and has a strong, competitive brand would be a perfect result of integrated marketing approach in the management of the university implementation.

Figure 3 presents a diagram demonstrating the integrative structure of marketing efforts aimed at building a strong, competitive university brand that is characterized by rational and irrational elements at both strategic and tactical levels.
of planning. In this context, the sequence of branding tools shows a vector that is relevant in the current educational service market.

This structure may be considered as a logical one in terms of decision making process, as both rational and irrational reasons are important for the consumer. Thus, the marketing approach in university management should be based on the marketing mix, a rational representation of advantages and peculiarities of the university brand and rely on irrational value impressions about the educational institution brand.

In addition, within the frame of the marketing approach in modern university management, it is necessary to improve all the components and elements of the institution environment (infrastructure, location, external design developed in accordance with corporate style, and the internal atmosphere) [19], [20].

4. Conclusions

Summarizing the results of the study, we may note the following. In current market conditions and with a dynamic change in the marketing environment, the university should, mainly, focus on the marketing strategies aspects listed below:

1) product policy: adaptation of the educational product and service range (age and national structure of the population changes should be taken into account);

2) flexible pricing;

3) communication policy: special attention needs to be paid to the development of electronic feedback channels with applicants, students, parents, graduates, employers and contact audiences through social networks, university website and websites used by the target audience (education-related and employment websites, and specialized Internet media);

4) establishment of relevant information databases;

5) establishment of an effective system for managing relationships with partners, customers and reference groups (this activity is to be aimed at long-term
value setting and its realization through the interaction of main structure components (e.g., brand management)).

6) establishment and development of an internal marketing system that identifies value-driven activities of the university (and its own position within the structure of an institution);

7) establishment of an effective system of long-term mutually beneficial relations between the university and its key partners (in order to implement a comprehensive system of continuous practical training and employment of students).

Marketing approach in university management (despite the degree of marketing relations development) remains a medium that links production and consumption of educational products and services.

Thus, marketing approach in the university management should contribute to the growth of its competitiveness in the educational service world market through the formation, maintenance and development of sustainable competitive advantages. Marketing management makes it possible, as it is a key method to coordinated supply and demand interaction and efficient involvement of all marketing tools.

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