

UDC 658.8

DOI: <https://doi.org/10.32782/2415-3583/34.29>**Demydiuk Serhii**

PhD in Economics, Docent,  
Associate Professor at the Department of Management  
*Private Higher Education Establishment "Academician Stepan Demianchuk  
International University of Economics and Humanities"*  
ORCID: <https://orcid.org/0000-0001-7911-7460>

**Strilchuk Ruslan**

PhD in Economics, Docent,  
Associate Professor at the Department of Economics and Business Management  
*Rivne State University of Humanities*  
ORCID: <https://orcid.org/0000-0002-9287-5351>

**Kraychuk Serhii**

PhD in Technical Sciences, Docent,  
Associate Professor at the Department of Economics and Business Management  
*Rivne State University of Humanities*  
ORCID: <https://orcid.org/0000-0001-9756-1979>

## CONCEPT AND TOOLS OF MARKETING COMMUNICATION POLICY OF A HIGHER EDUCATION INSTITUTION

*The article examines the concept and tools of marketing communication policy in higher education institutions amid growing competition in the educational market. It highlights the integration of digital technologies, brand management, and performance monitoring. The study emphasizes the role of social networks, SEO, contextual advertising, and SMM in attracting students and building trust. An integrated approach combining online and offline channels is proposed to enhance engagement and competitiveness. The research provides recommendations for optimizing marketing strategies and adapting universities to the digital economy. The findings are useful for further research and practical implementation in university marketing management.*

**Keywords:** marketing policy, communications, higher education institutions, digital technologies, branding, SEO, SMM, competitiveness.

**JEL classification:** I23, M31, M37.

**Statement of the problem.** The market of educational services in Ukraine and in the world is characterized by growing competition caused by the globalization processes, demographic changes, and technological innovations. Universities face the challenges of attracting students, maintaining their image, and creating competitive advantages in the changing market environment. Most higher education institutions lack sufficient resources to develop effective marketing communication strategies, which leads to a decrease in their visibility and popularity among potential applicants.

The main problem is the ineffective use of modern marketing tools that could allow universities to adapt to digital transformation and maintain their competitiveness. This includes insufficient integration of social networks, poorly developed PR campaigns, and low level of the use of analytical data to optimize marketing efforts.

Considering these challenges, it is urgent to study modern approaches to developing marketing communication strategies that will provide universities with the opportunity to attract a larger number of students, build loyalty, and develop partnerships with stakeholders.

**Analysis of recent research and publications.** The research on marketing communications in the field of education attracts attention of many foreign and Ukrainian scholars. Thus, foreign studies, such as the works of P. Kotler & K. Fox [11], focus on the importance of multi-channel promotion strategies, emphasizing an integrated approach to

communications. They believe that effective communication requires the coordination of all marketing tools to achieve a synergistic effect. J. Burnett & S. Moriarty [1] describe marketing communications as the transmission of information about a product to a target audience, emphasizing the persuasive elements of communication influence. J. Lambin et al. [3] interpret marketing communications as interaction between marketing system entities through various information signals, which contributes to the establishment of long-term relationships. Ukrainian scientists, such as A. Pilko & O. Lukan [13], emphasize the integration of marketing communications, pointing to the need to combine advertising, direct marketing, personal sales, PR, and sales promotion to achieve efficiency. T. Prymak [14] defines marketing communications as a tool for two-way information exchange that ensures constant communication between universities and their audience. Regarding the educational sphere, S. Harkavenko [7] considers marketing communications as a process of creating and maintaining permanent connections between universities and the market, focusing on forming a positive image and activating demand. V. Volkova & V. Ohlih [6] explore the role of digital platforms and social networks as key tools for student engagement. They emphasize the importance of creating interactive content and maintaining a constant dialogue with the audience. S. Illyashenko et al. [9] stress the importance of branding and reputation management for creating competitive advantages of universities. They suggest the

implementation of comprehensive PR campaigns and the active use of direct marketing tools.

**Previously unresolved parts of the general problem.**

Despite the significant contribution of researchers to the development of marketing communications theory, the issues of integrating modern digital tools and technologies to increase the competitiveness of higher education institutions remain unresolved. The adaptation of branding tools and PR campaigns to the conditions of digital transformation of educational institutions requires further study.

The issue of evaluating the effectiveness of marketing communications using analytical platforms and data monitoring also remains relevant. The mechanisms of stakeholder engagement based on personalized communication strategies, which can increase the level of applicant engagement and promote their loyalty, have not been sufficiently explored either.

Therefore, the further research should be aimed at developing a comprehensive approach to marketing communications, including the integration of digital technologies, development of brand management, and implementation of mechanisms for continuous monitoring of effectiveness. This will allow universities to form sustainable competitive advantages in the educational services market.

**Objectives of the article.** The purpose of the article is to substantiate the concept and identify marketing communication policy tools of a higher education institution aimed at increasing its competitiveness through the integration of digital technologies, brand management, and the implementation of effective mechanisms for monitoring the effectiveness of communication strategies.

**Summary of the main research material.** Marketing communications are usually identified with the category of "promotion", which is one of the components of marketing. The subjects of marketing communications are participants in market relations not only in the field of advertising, but also in such areas of the company's activity as product management, distribution processes, and pricing. Marketing communications involve the dissemination of information about the company and its products, as well as providing stable feedback to the market and consumer requests and preferences.

Marketing communications is one of the main and complex parts of organization's marketing, which is aimed at informing, convincing, and reminding the target audience about its products, stimulating the sales, creating a positive image of the organization in society, establishing close mutually beneficial partnerships with society and the public, as well as assessing the market situation through feedback in order to adapt the organization to the existing situation [13].

When identifying the specific features of marketing communications, it is worth noting that they are integrated. As practice shows, in order to obtain an effect adequate to the spent resources, an organization must carefully plan and coordinate numerous areas of communications: advertising, direct marketing, personal selling, sales promotion, public relations, exhibitions, fairs, etc. Only a comprehensive combination of different tools creates the possibility of obtaining a comprehensive and effective impact on contact audiences [13, p. 255]. This is formed by an organization system of means of influence on the subjects of market relations, associated with the establishment of bilateral relations in order to obtain a communicative and economic effect [16, p. 214].

The company's communication activities are considered successful if they achieve the set goals and ensure the fulfillment of the specified tasks. Marketing communications involve influencing the target audience in order to change its behavior, that is, the transition of the client (consumer) from one state to another. Therefore, marketing communications should be considered as a system of relations between market entities, which are used to form mutually beneficial relationships between the seller and the buyer.

The purpose of the organization's communication policy is to create competitive advantages, consisting of production (potential) and consumer (competitive) advantages. Production aspects of communication depend on working with the internal environment of the company (personnel, management), the organizational culture of the company, methods of informing employees and the internal motivation system [17, p. 409].

The goals set for marketing communications are very broad. The main tasks of marketing communications are informing, convincing, and encouraging consumers to purchase goods or services. The goals vary depending on the specific object. Thus, marketing communications can be divided as follows: aimed at forming a positive image of the company; at increasing revenue; at declaring the compliance of the company's operation with the socio-ethical norms of society and the state.

The factors hindering the implementation of marketing communications include: limited time spent by managers on implementing marketing communications; insufficient assessment of the significance and benefits of using marketing communications; resistance to change on the part of staff; insufficient flexibility of the institution's existing planning system for implementing marketing communications; unwillingness of external agencies specializing in performing a certain function to reorient themselves to work in marketing communications conditions [12].

Today, the Internet is a vast space that allows companies to carry out marketing communications with target audiences. Internet communications help companies achieve specific marketing goals – from brand promotion, launching new products on the market, increasing recognition and loyalty, improving the image to conducting marketing research and information interaction with customers. In the Internet space, it is possible to use all types of marketing communications: from advertising, sales promotion and personal selling to public relations and other forms of interaction with customers.

Marketing communications in the Internet environment perform two key functions. First, it is traffic generation, that is, an increase in the total number of visitors to an online resource. The most common tools used for this are search engine advertising (SEA), social media advertising (SMA), banner advertising, mobile and email newsletters. Second, it is conversion optimization, that is, an increase in the share of target actions (purchases, registrations, reviews) in the total number of visitors. Content marketing, community management, stimulation of actions (purchases), and gamification are used for this [4].

In today's tough conditions of higher education institutions operation, it is necessary to strengthen adaptability and flexibility as the most important characteristics of the survival of educational entities. The successful operation of a higher education institution depends on the degree of awareness of future applicants about available educational

programs, their advantages and benefits, and employment prospects after their completion. Information and methods of managing communications of a higher education institution are strategically important, since the effectiveness of the communication policy implementation depends on this. It is difficult to imagine the activities of a higher education institution without developing a marketing strategic planning, which should take into account the strategic guidelines for the development of the higher education institution. At the same time, the successful implementation of the higher education institution's marketing strategy is possible due to the use of the tools of the institution's marketing communication policy.

Marketing communications in the field of education are a set of measures aimed at establishing a two-way connection between higher education institutions and other market actors using appropriate tools to enhance the effectiveness and influential activities of higher education institutions in the market [18].

The main goals of the communication policy of a higher education institution are [6]:

- formation of a distinct self-image and creation of a positive image;

- improvement of the reputation through obtaining a positive assessment of the quality of educational services among stakeholders;
- increase in the rating of scientific achievements of a higher education institution;
- constant contact with stakeholders to increase demand for educational services;
- establishment of direct and feedback information links to form trusting relationships with service consumers;
- innovative changes in the educational process in terms of communication with students;
- anti-crisis regulation related to the impact of disturbances in the external competitive environment;
- increase in the level of internal and external security, elimination of risks;
- increase in stability, preservation of the integrity and emergent properties of the institution as a system.

The conducted analysis demonstrates the feasibility of comprehensive application of a whole set of marketing communication policy tools in the business activities of a higher education institution during the admission campaign. Fig. 1 comprehensively presents the main tools

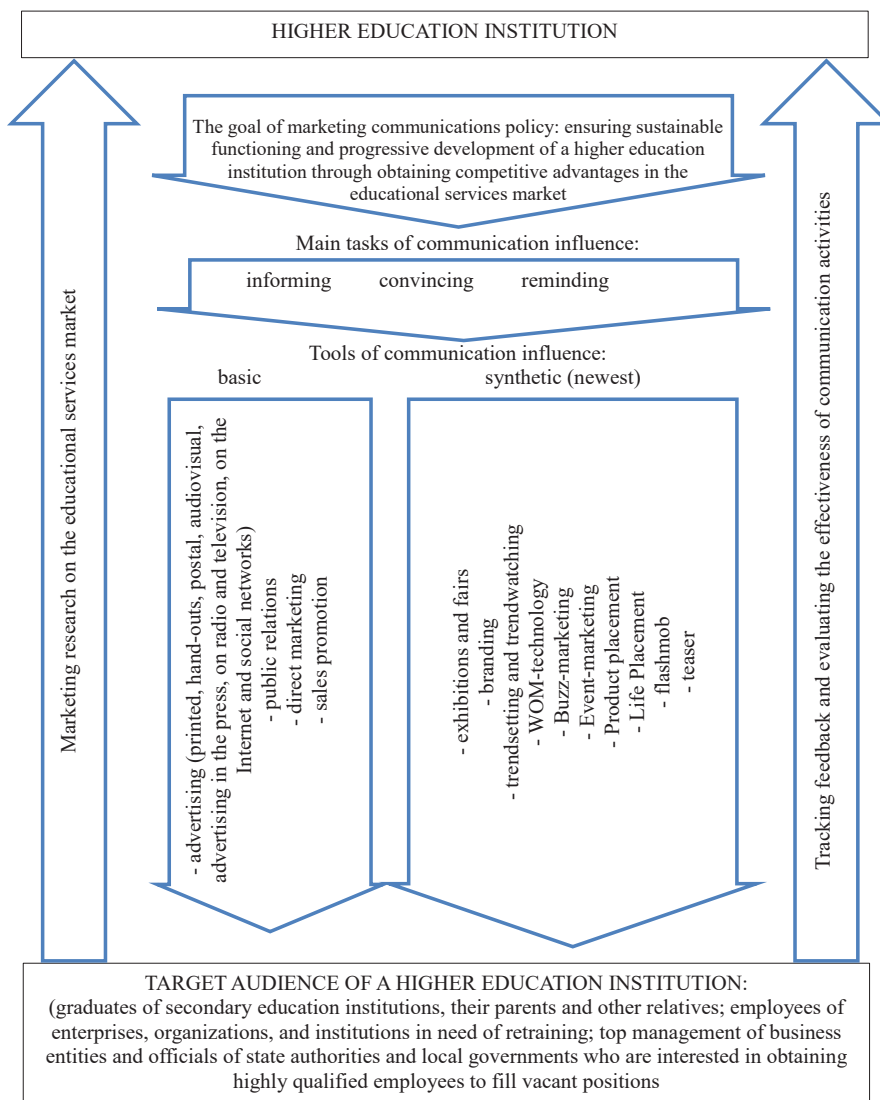


Figure 1 – Main tools and information links of the marketing communication policy of a higher education institution

Source: authors' development based on [6; 9; 15; 18]

and information links of the marketing communication policy of a higher education institution.

The use of computer technologies simplifies the process of communication between a higher education institution and its target audience and makes it more convenient and effective.

The application of the identified list of marketing communication policy tools should ultimately lead to the creation of favorable admission conditions for applicants, an increase in the number of applicants, the provision of high-quality educational services, as well as the formation of close and mutually beneficial relationships with stakeholders (target audience).

The modern marketing communication policy tools are focused on improving the image of a higher education institution and increasing its ratings, which can be achieved by disseminating information about the successes of the institution and increasing the level of interest of future applicants. Widespread use of advertising messages as the leading tool of marketing communications of a higher education institution is possible through the implementation of digital tools and technologies.

**Conclusions.** The marketing communication policy of a higher education institution is an important tool for creating sustainable relationships with the target audience, developing trust, a positive image and ensuring competitive advantages in the educational services market. It helps to

attract potential applicants through the integration of various communication tools, including digital technologies, social networks, and traditional PR campaigns. Special attention should be paid to developing concepts based on integrated marketing communications that combine offline and online channels to achieve maximum reach.

The concept of marketing communication policy involves a comprehensive approach to developing interaction with the target audience, taking into account innovative tools and technologies. It involves brand management, creation of long-term relationships with stakeholders, and development of personalized strategies for engaging students. The effectiveness of marketing communications largely depends on the use of innovative approaches, including SEO optimization, contextual advertising, and SMM tools, which allow adapting strategies to modern students' needs. Student feedback and the university's reputation remain important information sources for applicants, which requires active brand management and audience trust.

The further research will focus on improving methods for assessing the effectiveness of marketing activities and developing integrated communications management systems. Particular attention will be paid to developing innovative mechanisms for analyzing results, which will allow universities to respond quickly to changes in the educational services market and create long-term competitive advantages.

#### References:

1. Burnett J., & Moriarty S. (2000). *Introduction to marketing communications: an integrated approach*. Upper Saddle River, NJ: Prentice Hall.
2. Kniazevych A., Strilchuk R., & Kraychuk S. (2024). Correlation Analysis of the Interdependence of Economy's Innovation and Creativity Indices. *Baltic Journal of Economic Studies*, no. 10(1), pp. 112–121. DOI: <https://doi.org/10.30525/2256-0742/2024-10-1-112-121>
3. Lambin J.-J., & Schuiling I. (2012). *Market-Driven Management* (3rd ed.). Bloomsbury Publishing. Available at: <https://www.perlego.com/book/2990575/marketdriven-management-strategic-and-operational-marketing-pdf> (accessed November 1, 2024).
4. Bereziuk V. O., & Donets A. D. (2023). Marketynhovi komunikatsii v internet-seredovyschi: sutnist' ta problematyka intehratsii [Marketing communications in the Internet environment: essence and integration problems]. *Marketynh i tsyfrovi tekhnolohii – Marketing and Digital Technologies*, no. 7(1), pp. 120–127.
5. Borsuk D. V. (2023). Marketing communications of secondary education institutions: their essence and characteristics. *Imidzh suchasnoho pedahoha – Image of the Modern Teacher*, no. 2(209), pp. 77–87.
6. Volkova V. V., & Ohlih V. V. (2019). Marketynhovi komunikatsii zakladu zahal'noi sered'oi osvity: ikh sutnist' i kharakterystyka [Communication policy of higher education institutions in Ukraine as the basis for their successful functioning]. *Ekonomichnyj prostir – Economic Space*, no. (148), pp. 172–185.
7. Harkavenko S. S. (2010). *Marketing* (7th ed.). Kyiv: Libra. (in Ukrainian)
8. Demydiuk S. M., Kniazevych A. O., & Kraychuk O. V. (2022). Porivnial'no-institutsional'nij pidkhid do doslidzhennia sutnosti pidpriemnyts'koi diial'nosti [Comparative institutional approach to the study of entrepreneurial activity essence]. *Biznes-navihator – Business Navigator*, no. 1, pp. 45–49. Available at: [https://business-navigator.ks.ua/journals/2022/68\\_2022/10.pdf](https://business-navigator.ks.ua/journals/2022/68_2022/10.pdf)
9. Ilyashenko S. M., Konopelko H. M., Nedyilko M. O., & Starkiv I. L. (2016). Analiz faktoriv, scho vplyvaiut' na spozhyvchyy vybir abiturientiv na rynku osvitnikh posluh [Analysis of factors influencing the choice of applicants in the educational services market]. *Ekonomika ta pidpriemnytstvo – Economic Space*, no. 3, pp. 72–79.
10. Kniazevych A. O. (2022). Innovatsijne pidpriemnytstvo v systemi kreatyvnoho menezhmentu [Innovative entrepreneurship in the system of creative management]. *Biznes Inform – Business Inform*, no. 5, pp. 33–39. Available at: [https://www.business-inform.net/export\\_pdf/business-inform-2022-5\\_0-pages-33\\_39.pdf](https://www.business-inform.net/export_pdf/business-inform-2022-5_0-pages-33_39.pdf)
11. Kotler P., & Fox K. (2011). *Strategic marketing for educational institutions*. Kyiv: UAM, Khimjest.
12. Kuznietsova I. (2015). Ekonomichna sutnist' ta osoblyvosti marketynhovykh komunikatsij [Economic essence and features of marketing communications]. *Visnyk L'viv's'koho natsional'noho ahrarnoho universytetu – Bulletin of Lviv National Agrarian University. Series "Economics of Agro-Industrial Complex"*, no. 22 (1), pp. 142–148.
13. Pilko A. D., & Lukan O. M. (2011). Suchasni tendentsii rozvytku modelej marketynhovykh komunikatsij [Modern trends in the development of marketing communication models]. *Aktual'ni problemy rozvytku ekonomiky rehionu – Actual Problems of Regional Economic Development*, no. VII(2), pp. 253–260.
14. Prymak T. O. (2009). *Marketing communication policy*. Kyiv: Ataka, Elga-N. (in Ukrainian)
15. Romanusha Y. (2023). Udoskonalennia instrumentiv marketynhovo komunikatsijnoi polityky zakladu vyschoi osvity [Improvement of marketing communication policy tools of higher education institutions]. *Adaptyvne upravlinnia: teoriia i praktyka – Adaptive Management: Theory and Practice. Series Economics*, no. 16 (32). (accessed October 1, 2024).

16. Stetsenko V. V. (2013). Sotsial'no-ekonomichna sutnist' marketynhovykh komunikatsij pidpriemstv [Socio-economic essence of marketing communications of enterprises]. *Visnyk ekonomiky transportu i promyslovosti – Bulletin of Transport and Industrial Economics*, no. 43, pp. 213–217.
17. Shelest O., & Sydorenko K. (2023). Komunikatsijna polityka iak element kompleksu marketynhu pidpriemstva [Communication policy as an element of the marketing complex of enterprises]. *Adaptivne upravlinnia: teoriia i praktyka – Adaptive Management: Theory and Practice. Series Economics*, no. 17(34).
18. Yaloveha N. I. (2008). Marketynhovi aspekty komunikatsiinoi diialnosti vyshchykh navchalnykh zakladiv [Marketing aspects of communication activities of higher educational institutions]. Poltava: RVV PUSKU. (in Ukrainian)

#### Список використаних джерел:

1. Burnett J., Moriarty S. Introduction to marketing communications: an integrated approach. Upper Saddle River NJ: Prentice Hall, 2000. 208 p.
2. Kniazevych A., Strilchuk R., & Kraychuk S. Correlation Analysis of the Interdependence of Economy's Innovation and Creativity Indices. *Baltic Journal of Economic Studies*. 2024. No. 10(1). P. 112–121. DOI: <https://doi.org/10.30525/2256-0742/2024-10-1-112-121>
3. Lambin J.-J., & Schuiling I. Market-Driven Management (3rd ed.). 2012. Bloomsbury Publishing. URL: <https://www.perlego.com/book/2990575/marketdriven-management-strategic-and-operational-marketing-pdf> (дата звернення: 01.11.2024).
4. Березюк В.О., Донець А.Д. Маркетингові комунікації в інтернет-середовищі: сутність та проблематика інтеграції. *Маркетинг і цифрові технології*. 2023. Вип. 7. № 1. С. 120–127.
5. Борсук Д.В. Маркетингові комунікації закладу загальної середньої освіти: їх сутність і характеристика. *Імідж сучасного педагога*. 2023. № 2(209). С. 77–87.
6. Волкова В.В., Огліх В.В. Комунікаційна політика закладів вищої освіти України як основа їх успішного функціонування. *Економічний простір*. 2019. № (148). С. 172–185.
7. Гаркавенко С.С. Маркетинг: підруч. 7-ме вид. Київ: Лібра, 2010. 720 с.
8. Демидюк С.М., Князевич А.О., Крайчук О.В. Порівняльно-інституціональний підхід до дослідження сутності підприємницької діяльності. *Бізнес-навігатор*. 2022. № 1. С. 45–49. URL: [https://business-navigator.ks.ua/journals/2022/68\\_2022/10.pdf](https://business-navigator.ks.ua/journals/2022/68_2022/10.pdf)
9. Ілляшенко С.М., Конопелько Г.М., Неділько М.О., Старків І.Л. Аналіз факторів, що впливають на споживчий вибір абітурієнтів на ринку освітніх послуг. *Економіка та підприємництво*. 2016. № 3. С. 72–79.
10. Князевич А.О. Інноваційне підприємництво в системі креативного менеджменту. *Бізнес Інформ*. 2022. № 5. С. 33–39. URL: [https://www.business-inform.net/export\\_pdf/business-inform-2022-5\\_0-pages-33\\_39.pdf](https://www.business-inform.net/export_pdf/business-inform-2022-5_0-pages-33_39.pdf)
11. Котлер Ф., Фокс К. Стратегічний маркетинг для навчальних закладів / пер. з англ. Київ : УАМ, Вид. Хімджест, 2011. 580 с.
12. Кузнецова І. Економічна сутність та особливості маркетингових комунікацій. *Вісник Львівського національного аграрного університету. Серія «Економіка АПК»*. 2015. № 22 (1). С. 142–148.
13. Пілько А.Д., Луқан О.М. Сучасні тенденції розвитку моделей маркетингових комунікацій. *Актуальні проблеми розвитку економіки регіону*. 2011. Випуск VII. Т.2. С. 253–260.
14. Примак Т.О. Маркетингова політика комунікацій: навч. посіб. Київ : Атака, Ельга-Н, 2009. 328 с.
15. Романуша Ю. Удосконалення інструментів маркетингової комунікаційної політики закладу вищої освіти. *Адаптивне управління: теорія і практика. Серія Економіка*. 2023. № 16 (32). (дата звернення: 01.10.2024).
16. Стеценко В.В. Соціально-економічна сутність маркетингових комунікацій підприємств. *Вісник економіки транспорту і промисловості*. 2013. № 43. С. 213–217.
17. Шелест О., Сидоренко К. Комунікаційна політика як елемент комплексу маркетингу підприємства. *Адаптивне управління: теорія і практика. Серія Економіка*. 2023. Випуск 17(34).
18. Яловега Н.І. Маркетингові аспекти комунікаційної діяльності вищих навчальних закладів: моногр. Полтава : РВВ ПУСКУ, 2008. 178 с.

**Демидюк С.М.**

*Приватний вищий навчальний заклад  
«Міжнародний економіко-гуманітарний університет  
імені академіка Степана Дем'ячука»*

**Стрільчук Р.М., Крайчук С.О.**

*Рівненський державний гуманітарний університет*

## КОНЦЕПЦІЯ ТА ІНСТРУМЕНТИ МАРКЕТИНГОВОЇ ПОЛІТИКИ КОМУНІКАЦІЙ ЗАКЛАДУ ВИЩОЇ ОСВІТИ

*У статті досліджуються концепція та інструменти маркетингової політики комунікацій закладів вищої освіти в умовах зростаючої конкуренції на ринку освітніх послуг. Акцент зроблено на інтеграції цифрових технологій, управлінні брендом, оптимізації маркетингових стратегій та моніторингу ефективності комунікацій, що є ключовими чинниками залучення студентів і формування позитивного іміджу університетів. Досліджено основні інструменти маркетингових комунікацій, зокрема SEO-оптимізацію, контекстну рекламу, соціальні мережі, SMM, пряму рекламу, бренд-менеджмент і PR-кампанії, які сприяють підвищенню впізнаваності закладів вищої освіти серед потенційних абітурієнтів, їхньої довіри та лояльності. Запропоновано інтегрований підхід до побудови маркетингової стратегії, що поєднує онлайн- та офлайн-канали комунікацій, використовуючи сучасні цифрові технології. У статті підкреслюється важливість персоналізації маркетингових комунікацій, управління репутацією, формування стратегічних партнерств і впровадження ефективних аналітичних інстру-*

ментів. Виявлено ключові проблеми впровадження маркетингових комунікацій у вищій освіті, серед яких недостатня інтеграція інноваційних цифрових інструментів, брак ефективного використання соціальних мереж та обмеженість ресурсів для розширення маркетингової діяльності. Обґрунтовано доцільність використання інтерактивного контенту, автоматизації маркетингових процесів і гейміфікації для залучення потенційних абітурієнтів та зміцнення іміджу університетів. Практична цінність дослідження полягає у формулюванні рекомендацій для керівників закладів вищої освіти щодо оптимізації маркетингової політики комунікацій, підвищення ефективності інформаційних кампаній та адаптації до умов цифрової трансформації. Особливу увагу приділено використанню сучасних методів оцінки ефективності комунікаційних стратегій, що дозволяють університетам оперативно реагувати на зміни ринку освітніх послуг. Отримані результати можуть бути використані для подальших наукових досліджень, а також для вдосконалення практичних підходів до управління маркетинговими комунікаціями у вищих навчальних закладах.

**Ключові слова:** маркетингова політика, комунікації, заклади вищої освіти, цифрові технології, брендинг, SEO, SMM, конкурентоспроможність.

---