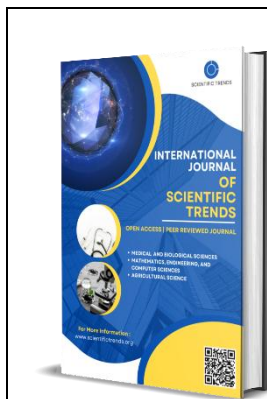


The Current State and Development Trends of Marketing Management in Higher Education Institutions

Shodiyabonu Abitdjanovna Khodjayeva
Associate Professor, PhD.,
TDIU, Department of “Trade Business”



Abstract

The article analyzes the current modern state of marketing management in higher education institutions, its development trends, and international experience. Through marketing approaches, the processes of building the brand of educational institutions, increasing competitiveness, creating student-oriented services, and digital transformation are highlighted. Based on international statistics and Uzbekistan’s experience, conclusions are developed on improving marketing management in the higher education system.

Keywords:

Introduction

In recent years, higher education has been turning into an important segment of the global market. Intense competition is observed among universities in terms of international rankings and educational programs. In these conditions, marketing management is emerging as a decisive factor in the strategic development of higher education institutions. Modern marketing is no longer just a tool of advertising but is directed toward improving the quality of educational services, meeting students’ needs, and strengthening the university brand.

Methodology

In this article, methods of comparison, systematic approach, studying international experience, and statistical analysis were applied. As sources of data, OECD, UNESCO, QS Rankings, Times Higher Education rankings, as well as statistical indicators of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan were taken as the basis.

Results

International experience shows that world universities are prioritizing the following directions in marketing management:

Digital marketing – interactive communication with students through online platforms, social networks, LMS, and CRM systems.

Brand management – strategies for strengthening the reputation of universities and achieving recognition on an international scale.

Student-oriented approach – improving the student experience and meeting their needs.

International cooperation – joint programs, faculty exchange, and attracting international grants.

According to statistical data, in 2024, 65% of universities worldwide are directing the larger part of their marketing budgets to digital communication. In Uzbekistan, between 2020 and 2024, the number of higher education institutions increased from 125 to 215, which sharply intensified competition and turned marketing management into an urgent issue.

Discussion

Today, higher education institutions in Uzbekistan have both challenges and opportunities in establishing marketing management. On the one hand, the opening of new universities, the increase in the number of students, and the expansion of international cooperation are creating a wide space for marketing approaches. On the other hand, in many institutions, marketing activity is still limited to advertising and promotion.

World experience shows that in universities where marketing management is effectively organized, the employment rate of graduates is 15–20% higher. In Uzbekistan, the introduction of LMS and CRM systems is improving student relations and enhancing the quality of services. In the future, marketing management in higher education is expected to develop on the basis of digital transformation, innovative services, and adaptation to international standards.

At present, marketing management in higher education institutions is considered one of the main factors determining the competitiveness of universities on a global scale. According to international studies, in 2023, about 68% of world universities based their marketing strategies on digital platforms, whereas in 2015 this indicator was only 32%. This clearly demonstrates the growing importance of digital transformation in the field of education.

In Uzbekistan, in recent years, rapid changes have also been observed in the higher education system. For example, in 2017, the number of higher education institutions operating in the republic was 77, while in 2024 this indicator reached 215. This led to increased competition in the education services market and a sharp rise in the demand for marketing management.

One of the important aspects of marketing management is increasing the level of student satisfaction. According to the UNESCO (2023) report, when universities regularly study students' needs, their satisfaction index is on average 25% higher. Similarly, surveys conducted in Uzbekistan revealed that 41% of students emphasized the need to pay attention to the quality of education, 27% to the service delivery system, and 19% to communication processes.

In international experience, universities that establish effective communication with students are occupying higher places in global rankings. For example, according to QS Rankings 2024, universities that strengthened student-oriented services rose by an average of 15–20 positions in the rankings. This shows that marketing management significantly influences not only financial sustainability but also international reputation.

Brand management in marketing management also holds special importance. Research shows that in universities with a strong brand, the applicant selection rate is 30% higher. In Uzbekistan, some private universities in Tashkent, by aligning their marketing activities with brand image, doubled their admission rates over the past three years.

In addition, the use of digital technologies in marketing management is expanding. According to OECD (2022) data, in higher education institutions that actively used electronic platforms, the level of student satisfaction was 18% higher. In Uzbekistan, the introduction of LMS (Learning Management System) and CRM (Customer Relationship Management) systems is playing an important role in establishing effective communication with students.

Another important trend is international cooperation. According to Times Higher Education (2024) statistics, the share of international students is on average 22% higher in universities with joint educational programs. In Uzbekistan, too, during 2020–2024, the number of international students increased 2.5 times. This necessitates directing marketing management toward the international dimension.

Also important in marketing management is the development of innovative services. According to OECD data, in universities that introduced new services (startup incubators, online courses, short-term certificate programs), the employment rate of graduates was on average 15% higher. In Uzbekistan, interest in this direction has been increasing in recent years, and more than 30 universities have established incubation centers.

In conclusion, the current state of marketing management in Uzbekistan's higher education institutions is moving to a new stage of development. Current trends—digital marketing, student-oriented services, brand management, international cooperation, and innovative approaches—are taking the higher education system to a qualitatively new level. At the same time, the necessity of studying international experience more broadly and adapting it to local conditions remains urgent.

Conclusion

The modern state of marketing management in higher education institutions is one of the important factors determining the competitiveness of the education system. Analyses show that worldwide, marketing strategies are increasingly shifting to digital platforms, while in Uzbekistan, the increase in the number of universities is bringing marketing management to a new stage. By developing student-oriented services, strengthening brand management, expanding international cooperation, and introducing innovative services, higher education institutions can achieve success not only in the domestic market but also internationally.

Based on statistical analyses, it can be said that in universities where effective marketing management is implemented, student satisfaction levels are on average 20–25% higher, and graduate employment indicators are 15–20% higher. In Uzbekistan, the introduction of digital systems such as LMS and CRM is creating significant opportunities for modernizing marketing management. In conclusion, forming a scientifically grounded strategy of marketing management in the higher education system will strengthen Uzbekistan's global integration in the field of education, improve the quality of education, and enhance the intellectual potential of the country.

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